

Business Plan

2023 - 2026



BUSINESS
PLAN



Food Train
supporting older people



Table of Contents

Page 3	Foreword by the Chair and CEO
Page 4	Executive Summary
Page 5	Our Story
Page 6	Our Vision, Mission and Values
Page 7	Our Volunteers
Page 8	Our Services
Page 9	Our Impact
Page 10	Strategic Goals 2023 - 2026
Page 11	Legal Structure / Data Protection / Equality and Diversity
Page 12	Risk Management / Financial Management
Page 13/14/15	Appendix A - Our ambitions 2023 - 2026





Mahdi Hasan, Chair's Foreword

We launch, with much pride, the Food Train Business Plan for the next three years. Its foundation remains continuity of nutrition and quality of life services to our older members. Yet it adds an ambitious overlay of a sustainable growth plan to extend both the scope and geographical coverage of our services.

The expansion of scope is informed by the success of our special projects like Eat Well Age Well and the nutritional awareness and training we aim to provide beyond the foundation of the shopping and befriending service. Our growth ambition is supported by continued development of the traditional regional structures but adding new organisational models such as Food Train Connects which is better suited to areas with a more distributed population. Whether we can meet our growth ambitions will largely depend on the financial environment effecting us all.

The Business Plan incorporates learnings from the period of intense operational pressure during the pandemic. It reflects the changed economic outlook and Food Train's desire to ensure sustainability and financial resilience by diversifying and expanding its sources of funds.

It is an ambitious plan; it will require the skills and knowledge of our staff and the goodwill and support of our many volunteers and well-wishers. But we believe that it is deliverable and can fulfil its ambition of supporting the older population of Scotland to a healthier and more fulfilling life in their latter years.



Michelle Carruthers MBE, Chief Executive's Remarks

This new business plan marks a historic point in Food Train's journey. As we rapidly approach full geographical coverage of shopping and meals services across Scotland, we can truly say our support is available to any older person anywhere in Scotland; a milestone our founders would be delighted that we have reached. However, our growth is matched by the decline in social care provision, where food access is excluded from national food and care policies and a worrying trend sees malnutrition among older people rising. Over the next 3-years our new plan points Food Train firmly in the direction of service provision desired by our members at their time and point of need. As we learn to live with today's post-covid and financial challenges, we must be resolute in supporting our members to eat well, live well and age well.

Executive Summary

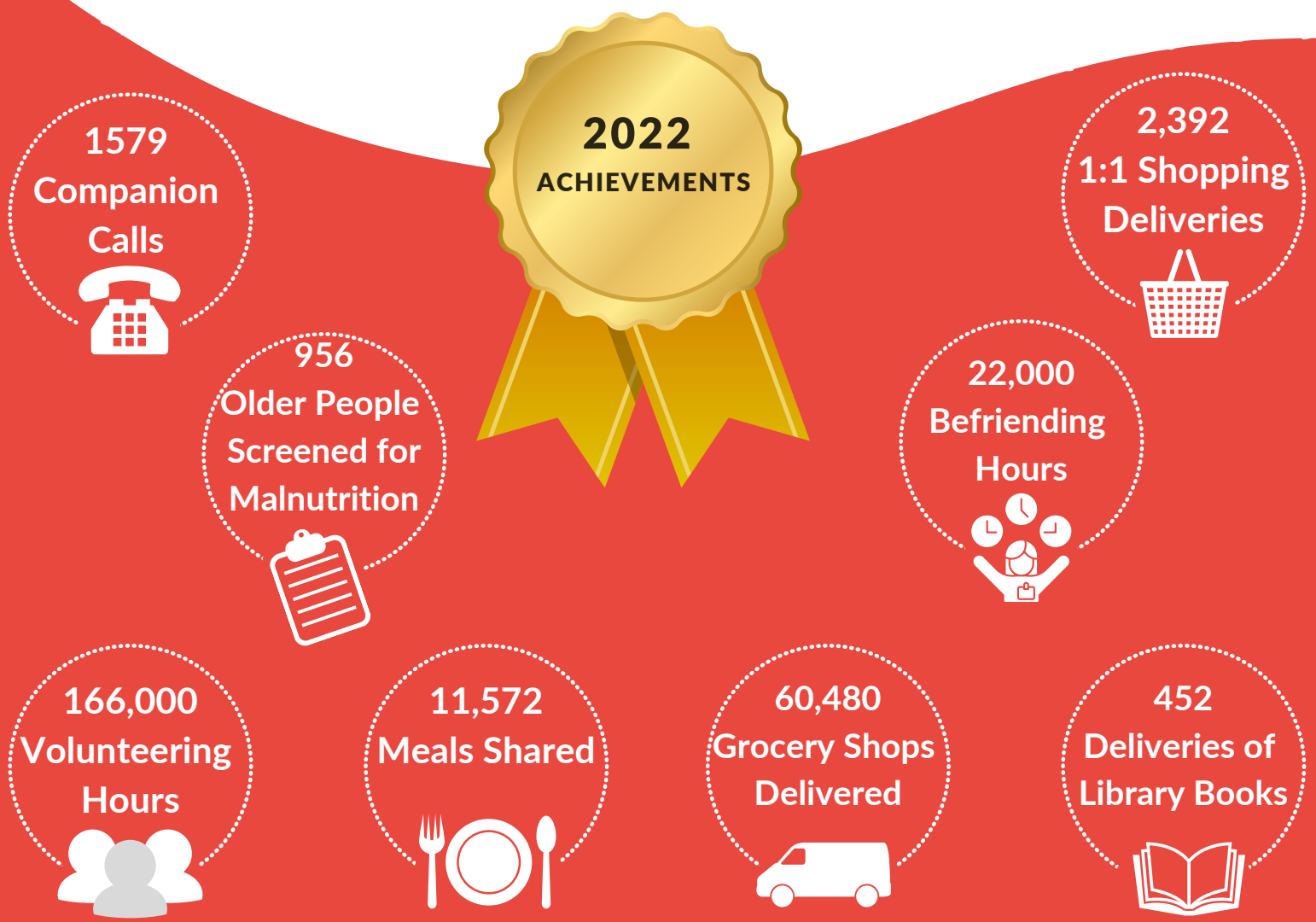
Living healthy and independent lives as we age is a universal goal, however evidence continues to show malnutrition, loneliness, inequality and financial hardship are barriers to older people living healthier longer lives; sadly the next generation of older people will not expect to live as long as today's older people.

Food Train's founders had a unique perspective on the challenges facing older people, one which helped them build a Charity offering practical help, companionship and compassion with a culture of respect for choice and independence. The result today, is a menu of services supporting our older members to eat well, age well and live well independently at home for as long as they wish and are able.

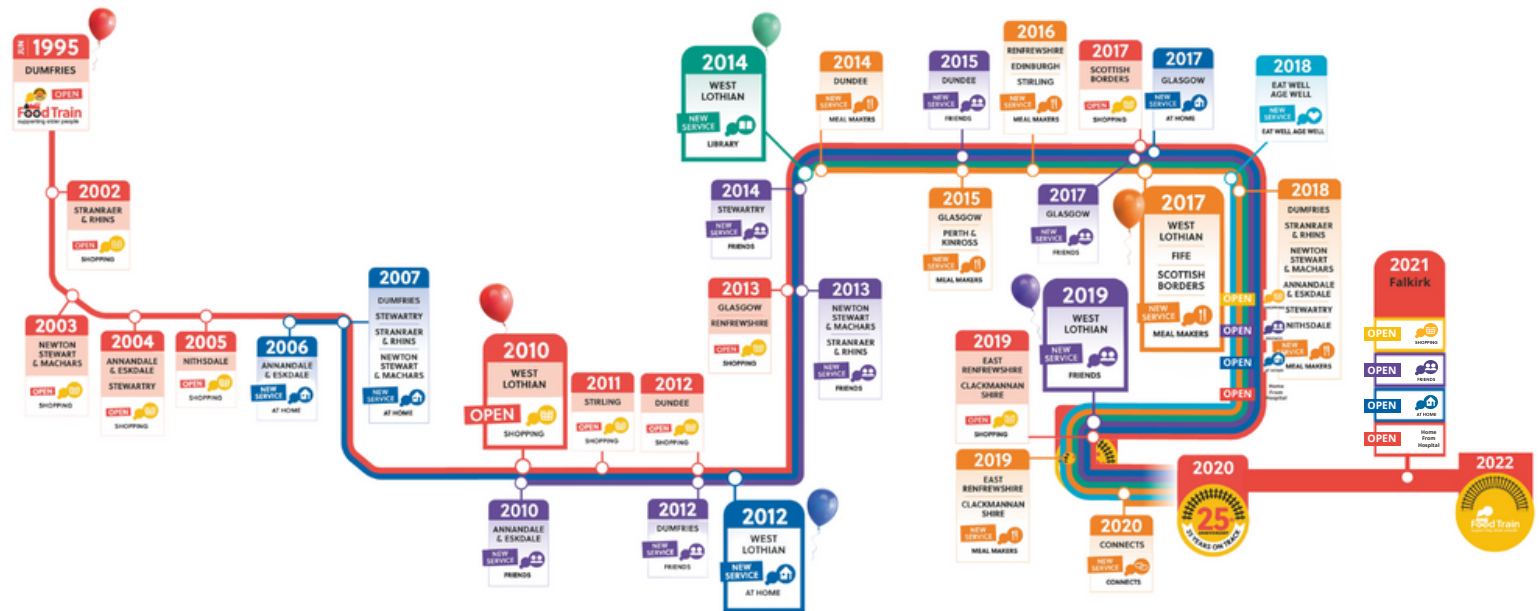
There are many challenges facing older people, Charities and society in general. The cost of living crisis and the difficulties within health and social care post-pandemic are big topics that Food Train alone cannot solve. What we can do, is focus our energy and attention on what matters most to our Charity. The core aims of this new 3-year plan are:

- Supporting our members to eat well, age well and live well in their own homes
- Providing a positive experience for our volunteers and staff
- Operating sustainably, while promoting social justice and wellbeing

We have a great team of volunteers and staff, great partners and a strong sense of our history. We are proud to serve our members and are excited for the next chapter in Food Train's journey.



Set up by older people for older people, Food Train began in Dumfries, arising from a community survey which highlighted daily struggles facing local older people, such as bereavement, becoming a carer for a partner or family member, losing their driving license or a period of illness or spell in hospital. Designed to help older people at their time and point of need, the charity's founders had a vision of affordable, accessible and compassionate practical and social help when later life got tough. In 1995 Food Train's volunteer-led supported grocery shopping service launched ensuring local older people in Dumfries could get fresh and affordable groceries without means or health testing. Food Trains founders were ahead of their time creating a simple, efficient, highly practical and sociable service—a guaranteed recipe for success that still works today.



28 years on, Food Train is on track to reach older people in every corner of Scotland. Growth has been fuelled by rising inequality, an ageing population, diminishing social care provision and increasing loneliness, malnutrition and dementia among older people. While steadily growing our shopping service around Scotland, Food Train has expanded the range of services we can offer members, including handyperson / household support, access to library resources, befriending activities, meals provision, malnutrition screening, nutrition support and patient discharge support. Having helped tens of thousands of older people over the years, we have become trusted by our members, their families and their carers, to provide reliable friendly services that are simple to join and use.

Our Vision, Mission and Values

VISION

All older people can get the right help and support at their time and point of need

MISSION

Helping older people to eat well, age well and live well independently at home for as long as they wish

VALUES

Kindness & Compassion
Respect & Integrity
Creativity & Diversity
Solutions & Impact

Our Beneficiaries

Food Train works proactively to assist older people at their time and point of need, helping those wishing and able to live independently at home. Over the last 28 years we have listened and learned from our members, understanding the challenges facing older people and making sure our service fit their needs. Our goal is to provide reliable practical help, advice and companionship that gives instant benefits and helps independent living. We support the work of paid and unpaid carers and support older people in receipt of informal and formal care. Everyone using Food Train services is a 'member' of the Charity/Company, paying a £1 annual membership fee, allowing access to services, regular communications, attendance at the AGM and involvement in democratic processes governing the Charity/Company. Each year we gather feedback from our members to make sure the services we provide are helping our members to live well in later life.



Our Volunteers



Central to Food Train's story is an all star cast of wonderfully kind and willing volunteers who care about older people in their community. Our volunteers embody all that is good and kind in society. They come from all parts of society, across many age groups and have a wide range of reasons for being involved. We pride ourselves on equal and inclusive volunteering for all, ensuring the views, talents and contributions of volunteers are seen, heard and valued. The Trustees who form the committee overseeing Food Train on behalf of the members are also volunteers with a range of skills and expertise appropriate to governing the Charity.



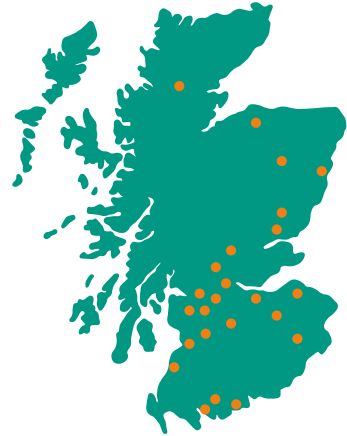
Where are we...

We have regional branches in 11 locations

- Dumfries & Galloway
- Dundee
- Glasgow
- Falkirk
- Perth & Kinross
- Renfrewshire & East Ren
- Scottish Borders
- Stirling & Clackmannanshire
- West Lothian



Our Connects and Eat Well Age Well services operate nationally across Scotland



What we do...



Regional Branches

Offer the following services:

- | | |
|-------------|------------------------|
| Shopping | Malnutrition Screening |
| At Home | Nutrition Support |
| Befriending | Home from Hospital |
| Meal Makers | Sign Posting |
| Library | |

How.....

Through local teams of volunteers who deliver support services, to assist our members to eat well, age well and live well in their own homes.



Connects 1:1 National Service

Offer the following services:

- | | |
|-------------|---------------|
| Shopping | Befriending |
| Meal Makers | Phone Friends |

How.....

By matching an individual volunteer with an older person, to assist them to eat well, age well and live well in their own home.

Our Impact

Since 1995, the number of older people using our services, and the number of volunteers providing these services across communities, have grown significantly. From the very early days where numbers were in single figures, there are now approximately 2800 members of Food Train (fig: August 2022)

Understanding the value of our services to members is vital; it helps shape and improve existing services and gives a true picture of what other help members need and want. Gathering feedback is a continual process that happens directly during service delivery and at various times throughout the year with surveys and in-person events.



Feedback from our members shows the powerful impact Food Train has on their daily lives and wellbeing.

- eat more, better meals and eat an improved diet
- easier to get fruit, vegetables and heavy items
- feel more cared for at home and better able to cope
- feel less at risk of falling
- feel less lonely

Food Train also provides economic benefits to the health and social care system. Being able to access food and meals support reliably and long term, plays a vital part in keeping older people well. Malnutrition is rising among older Scots. This, often hidden problem, exists primarily among older people living at home and creates extra costs to NHS and social care, and can largely be prevented with support from organisations like Food Train.



Strategic Goals 2023–2026

The table below sets out Food Train’s strategic mission and ambition over the next three years. Everything we think, plan and do, is aimed at helping our older members live well in later life. As we continue to experience challenges post-pandemic and the ongoing financial crisis, our focus remains solely on supporting our members, supporting our workforce and responsible and sustainable behaviours.



Our Mission

Through the provision of support services, assist our members to eat well, age well and live well in their own homes.



Our Ambition

We will maintain, develop and expand our existing services and geography, informed by the needs of our members now and in the future.



Our Success Measure

Our increasing membership will report high levels of satisfaction and positive wellbeing via the services we provide.

Provide a positive experience for Food Train volunteers and staff.

Provide an environment for staff and volunteers that is inclusive, positive, helpful, fulfilling and promotes personal development for individuals.

Our workforce will report high levels of positive experience while involved with Food Train.

Food Train will operate as a sustainable charity and company in a way that promotes social justice and wellbeing.

Remain financially viable and focus on actions that create positive environmental and socially just impacts on our journey to net zero.
Amplify the voices of members to shape policy that improves the lives of older people.

Our ambitions to deliver current support and grow in a sustainable way are achievable because we have the people and resources necessary to achieve it.

To achieve our ambition, we have planned activities spanning the next three years, ranging from day-to-day work across the whole organisation, to specific thematically based mini-projects and tasks. These activities are grouped into themes (Performance, People, Production, Prevention, Policy, Planet) with accompanying targets. See Appendix A on page 13/14/15

Legal Structure

The Food Train Limited (Food Train) is a Scottish Registered Charity (24843) and Company Limited by Guarantee (158165), governed by a Board of Volunteer Director/Trustees. The governing document is a Memorandum and Articles of Association, which is periodically reviewed by the Board. Food Train is registered with, and regulated by the Office of the Scottish Charities Regulator (OSCR) and Companies House.



Data Protection

Food Train is required to collect, store and process the personal data of certain individuals to carry out our day to day charitable activities, meet our aims and vision and comply with legal obligations. We are committed to ensuring that all the personal data we handle is done so in line with the UK GDPR and Data Protection Act 2018. Food Train's Privacy Policy clearly outlines what personal data we hold, why we hold it, what we do with it, how long we retain it for, how we keep the data secure, and how data subjects can exercise their rights in relation to our handling of their data. We have robust measures in place to avoid a data breach, however in the event that a breach might occur, we have a Data Breach Procedure and provide staff and volunteer guidance in relation to the practical implementation of our Privacy Policy and Data Breach Procedure. We endeavour to ensure privacy is built into the design of all new projects and, where appropriate, carry out a Data Protection Impact Assessment to ensure we identify and minimise any data protection risks presented by a new project.



Equality & Diversity

Food Train fully recognises the Equality Act 2010 and is committed to eliminating discrimination and encouraging diversity across all people involved with Food Train. Our aim is that our people will be representative of all sections of society and that everyone feels respected able to give their best. Our Equality Policy offers fairness for all via employment or volunteering and discourages discrimination on any basis. We oppose all forms of unlawful or unfair discrimination. All members, volunteers, employees and stakeholders will be treated fairly and with respect. Selection for employment, promotion, training or any other benefit will be on the basis of aptitude and ability. Everyone will be encouraged and helped to develop their full potential, and the talents and resources of all our people will be fully utilised to strengthen the Charity.

Risk Management

Food Train has a comprehensive Risk Policy that covers all aspects of the Charity. The risks identified, mitigating actions and their suitability, are reviewed annually by the Board in tandem with standing Board Meeting Agenda items. Risks are broadly grouped into reputational and compliance, people, operational and financial. A process of identify, analyse, act, evaluate and review is used to manage risk with the learning applied to inform and update the Risk Register accordingly.



Financial Management

Food Train is funded by a mix of public sector funding, independent grants from trusts and foundations and money generated by service charges and fundraised/donated income. Regional and project budgets proportionately share generic national costs, staff apply lean principles to spending and maximise opportunities to secure new donors and funders, thus adding to our financial efficiency year on year. Day to day finances are overseen by the national staff team who report directly to the Board who have fiduciary oversight on behalf of the members.

A calendar of local and national fundraising activity is designed and delivered based on previous learning of what activities worked well. Growing our income via fundraising and donors year-on-year is a key activity for this new plan and if achieved, will help improve the balance of our funding mix and bring greater security to the Charity.

Appendix A

Performance

Aims	Create growth across the charity to help as many older people as possible at their time and point of need.
Activities	<ol style="list-style-type: none">1. Continue expanding geographically across Scotland2. Work towards all charity services being available to all branch members3. Investigate potential new registered venture, Support Service (without care) to bring more support to members4. Continue improving social enterprise income and balance of income streams
Targets	<ol style="list-style-type: none">1. Expand total reach of branches and Connects by 1 to 2 new regions per year2. Shopping, At Home, Friends, Meal Makers in all current branches by end Yr 1, Eat Well Buddy expanded to all current branches by end Yr 33. Fact finding report to Board for decision by end Yr 14. Grow social enterprise income share by 2.5% each year
Reporting	<ol style="list-style-type: none">1. Quarterly via the CEO report table2. Quarterly via the CEO report table3. Report to Board by 31st Dec 20234. Within Finance report to Board annually after financial year end

People

Aims	Provide the right support to members at their right time, and experiences for staff and volunteers that are inclusive, positive, helpful and fulfilling
Activities	<ol style="list-style-type: none">1. Listen to members feedback to ensure support and services offered meet their needs2. Support staff and volunteers to be active planners and contributors to Food Train's culture3. Provide staff and volunteers with opportunities for growth and development
Targets	<ol style="list-style-type: none">1. Achieve consistent levels of member satisfaction, greater than 80%2. Voluntary staff turnover is 10% or below3. Achieve consistent levels of volunteering experience satisfaction, greater than 80%
Reporting	<ol style="list-style-type: none">1. Member survey data reported via the Annual Report2. Quarterly via the CEO report3. Volunteer survey data reported via the Annual Report

Production

Aims	Improve the charity's operational, financial, technical and marketing capabilities and sustainability
Activities	<ol style="list-style-type: none"> 1. Introduce new programmes and systems to improve digital and operational capabilities 2. Improve the mix of fundraising income, driven by a new Fundraising Strategy and consistent marketing 3. Monitor money in and out, reserves and financial risks
Targets	<ol style="list-style-type: none"> 1. New Customer Relationship Management (CRM) in place by end of Yr 1, new single website in place by end Yr 2 2. New Fundraising Strategy in place by end of Yr 1 and growing our social media presence and engagement each year 3. Achieve 95% financial performance against targets
Reporting	<ol style="list-style-type: none"> 1. Update report to the Board by Dec 2023 2. Update report to the Board by Dec 2023 and Quarterly stats via the CEO report 3. The full charity financial reports are provided to the Board on a quarterly basis

Prevention

Aims	Support members to eat, age and live well at home through promotion and delivery of early interventions
Activities	1. Use the member referral process to identify malnutrition using the Patients Association Nutrition checklist and address malnutrition and support eating well, providing members with resources, support, signposting and onward referral
Targets	1. Present screening data to show malnutrition risk and prevalence among members
Reporting	1. Shown in the Annual Report

Policy

Aims	Influence policy to help members to eat, age and live well at home
Activities	<ol style="list-style-type: none"> 1. Collate views of members, volunteers, staff and communities on policy areas affecting the charity 2. Communicate and contribute those views towards shaping policy affecting the charity, its members, volunteers, staff and communities 3. Continue promoting Eat Well Age Well learnings and calls to action
Targets	<ol style="list-style-type: none"> 1. Collect and format qualitative data from annual surveys 2. Local and National public body support for, and/or implementation of policy and practice advocated by Food Train. 3. Maintain open sources online resources from Eat Well Age Well.
Reporting	<ol style="list-style-type: none"> 1. Quarterly policy update within CEO report 2. Report within quarterly policy update 3. Report scope and scale of malnutrition prevention work via the annual report

Planet

Aims	Apply principles of United Nations Sustainable Development Goals throughout Food Train
Activities	<ol style="list-style-type: none"> 1. Measure the charity's carbon footprint as a baseline 2. Work towards all procurement being socially and environmentally sustainable (UNSG 12) 3. Support and motivate individuals within the charity towards positive environmental and socially just behaviour changes
Targets	<ol style="list-style-type: none"> 1. Achieve Food Train's carbon footprint baseline measure by Q1 2023
Reporting	<ol style="list-style-type: none"> 1. Report to Board once data is available

Business Plan 2023 - 2026



"I really look forward to making these calls, my phone friend is such a delight to speak to and it's really interesting to hear all about her life, I get so much more out of this than I expected"

- Volunteer



"Please thank the team for the great work they do for older people, and everything they are doing for me personally at the Food Train. Your work is making a difference to my life already"



"I don't know what I would have done without Food Train, it has given me a new lease of life and I have so many friends in the town now that I met on the trips."



"When I was first told about Food Train around 2 years ago, I thought, "oh, it's not for me". How wrong I was. I think you offer and provide a wonderful, invaluable service."

Scottish Charity 24843

Company Limited by Guarantee 158165

Registered Office: 118 English Street, Dumfries DG1 2DR

www.thefoodtrain.co.uk