



# **The Rainbow Friendship Centre**

## **Business Plan**

**2023 -2025**

**Rainbow Friendship Centre**

**556 Boydstone Road**

**Glasgow, G46 8HP**

**Tel: 0141 638 8979**

**Email:**

**[Rainbowfriendshipcentre@gmail.com](mailto:Rainbowfriendshipcentre@gmail.com)**

**Website:**

**[www.rainbowfriendshipcentre.co.uk](http://www.rainbowfriendshipcentre.co.uk)**

REVIEWED AND UPDATED

E Prendergast	<i>E Prendergast</i>	Chairperson	May 2023

Content

## **Executive Summary**

### **1. Business Description and Vision**

- 1.1 Mission Statement
- 1.2 Values
- 1.3 Key Strategic Objectives
- 1.4 Business Aim

### **2. Organisation and Management**

- 2.1 Legal Structure
- 2.2 Management
- 2.3 Premises
- 2.4 Staffing Structure
- 2.5 Training
- 2.6 Development

### **3. Programmes & Services**

- 3.1 Overview
- 3.2 Day Care Centre
- 3.3 Care Programme
- 3.4 Assessments
- 3.5 Projected Growth

### **4. Marketing & Communications**

- 4.1 Promotional Strategy
- 4.2 Partnership Working

### **5. Finance**

- 5.1 Funding
- 5.2 Funders
- 5.3 Projections
- 5.4 Reserves

## Appendices

- A. Audited Accounts Apr 2021 – Mar 2022

## **1 Business Description and Vision**

Rainbow Friendship Centre was established in 1990 to provide physical and social recreational activities to disadvantaged people of 50 years of age and over from the Carnwadric, Greater Pollok and Newlands/Auldburn communities of Glasgow. We provide social care and stimulation through our Day Centre to members 3 days per week for 52 weeks of the year. We help members to continue living independently at home through the delivery of practical support and complimented by an inclusive programme designed to stimulate the members both physically and mentally. The activities on offer provide social interaction with the local Community as well as ensure older adults feel valued in society. Our service is viewed as a stop-gap to prolong older adults living in their own home and not having to move into Care. Since our inception we have delivered our service to over 800 service users, their families and carers.

### **1.1 Mission Statement**

Rainbow Friendship Centre's mission statement is to;

*"...Enhance the health and quality of life of vulnerable, socially excluded older people and increase their ability to achieve more independent and valued lifestyles within their own homes and communities."*

### **1.2 Values**

Rainbow Friendship Centre has 6 core values. Our values are fundamental to our existence and we will continuously strive to ensure they are consistently reflected in all we do.

#### **Care**

Recognising individual needs and responding with an attentive, responsible and considerate approach.

#### **Confidentiality**

All personal information shared will not be disclosed unless it is in the interest of the individual care plan or in response to the requirements of legislation. Individuals will be informed of the position.

#### **Equality**

Rainbow Friendship Centre is committed to the promotion of equality in all activities. There will be no discrimination in respect of race, colour, nationality, religion, ethnic origin, age, gender, marital status, sexuality or disability.

#### **Integration**

Developing and delivering complimentary services recognising the need to reflect living within the community and the importance of independence.

**Involvement**

Engaging regularly with members, their families and carers to find out their views, ideas and needs.

**Respect**

Identifying and acknowledging differences and diversity, demonstrating respect for all people within the boundaries of acceptable behaviour.

**1.3 Key Strategic Objectives**

The organisation has four key objectives which are;

- To provide an accessible and sustainable high quality care facility, which bridges the gap between home support and institutional care
- To develop effective links with statutory and voluntary sectors to ensure the delivery of appropriate care services for the vulnerable older adults to combat isolation and prevent institutionalisation
- To improve the conditions of the lives of older people and reduce social isolation, whilst providing support and relief to the families and carers of elderly people
- To promote the welfare of the frail, elderly people from South West Glasgow and assist in the relief of poverty, sickness and distress affecting them

These objectives are achieved through the delivery of commissioned services which are explained in more detail in Section 3.0 “Programmes and Services”

**1.4 Business Aim**

Our priority aims for the next three years as part of this strategy document are to;

- Reduce our reliance upon Glasgow Council grant funding
- Achieve & enhance sustainability
- Increase daily membership within Day Centre

## **2. Organisation and Management**

Support for the elderly is central to what we do: We actively work to meet the needs of our members to help ensure they can maintain their right to live independently within the community. Through the adoption of a person-centred approach to care we believe that engagement with our services will improve members' physical and emotional wellbeing through increased socialisation with their peers and through the delivery of our services, which ensure beneficiaries feel genuine empowerment through participation. The commitment to our services users is unflinching.

### **2.1 Legal Structure**

Rainbow Friendship Centre is a Company Limited by Guarantee, registered with Companies House (SC0261893); it is also a company registered with charitable status (SC009006). We are regulated by the Office of Scottish Charity Regulator (OSCR - SC027182). We are also registered with Care Inspectorate (CS2003001015)

### **2.2 Management**

The organisation is driven by Ann Walsh (Rainbow Friendship Centre Manager) who is currently managed by 6 board members:

- Eileen Boyle
- Elaine Prendergast
- Gary Bainbridge
- Margaret Cowans
- Doreen Hill
- Virginie Nakure Clayton

### **2.3 Premises**

The Rainbow Friendship Centre hosts our central office currently based within a Church of Scotland property at Carnwadric Parish Church, 556 Boydstone Road, Glasgow, G46 8HP. We have a lease agreement with Carnwadric Church which is renewed annually. Our premises consist of ground floor accommodation with main hall, kitchen and accessible toilets with an office for staff.

## **2.4 Staffing Structure**

The organisations staffing structure as of April 2023 consists of part time employees which is regularly supported by volunteers. The programme is managed by the Centre Manager. The delivery of The Rainbow Friendship Centre's programme and services requires a blend of dedicated and professional staff.

2.4.1 The Centre Manager is responsible for the supervision of 2 Care Officers as well as 1 Business Development Officer together with a Driver, Cook and Domestic Cleaner. Staff meetings are held monthly with regular support and supervision meetings carried out in order to ensure that staff have the opportunity to raise any concerns, discuss personal development opportunities or identify any legislative training needs. Individual Staff appraisals are undertaken annually and kept on file to track progress against agreed outcomes and milestones.

## **2.5 Training**

Staff, Directors and Volunteers have access to a range of relevant training courses to enhance skills and knowledge. Training is carried out annually ensuring new legislation is built into the training schedule. Training courses include:

- Moving and Assisting
- First Aid
- Adult Support & Protection
- Dementia Awareness
- Mental Health & Mental Illness
- Diabetes Awareness
- Health & Safety in the Workplace

## **2.6 Development**

The organisation has reviewed its current legal structure and has no need of implementing any changes at this time. We believe that the current Board of Directors could be strengthened through recruitment of additional members (up to the maximum directorate of 12 as specified in our Memorandum and Articles of Association) who have more contemporary awareness and experience of the sector.

### **3.0 Programmes & Services**

Rainbow Friendship Centre is open Wednesday to Friday 9am to 4.30pm.

#### **3.1 Overview**

The organisation has a focus upon the ability of individuals to remain independent through providing assistance, encouragement and opportunities for social interaction: Helping them to continue living independently at home through the delivery of practical support and complimented by an inclusive programme designed to stimulate the members both physically and mentally. Furthermore, by involving local people through the creation of volunteering opportunities to complement our work, they acknowledge the importance of members remaining connected to their community.

#### **3.2 Day Care Centre**

Rainbow Friendship Centre assists local elderly people to achieve better quality of life through helping them preserve their independence for as long as possible and ensuring regular social interaction so they are able to lead a more enriched lifestyle. The Rainbow Friendship Centre offers a homely atmosphere with space to relax, join in activities, have fun, learn, access nutritious healthy food and enjoy the company of others, all focused around a personal programme of care.

- Our membership is limited to a maximum of 22 people per day and currently operates at 64% capacity. Rainbow Friendship Centre currently charge a membership fee of £20 per day, with an additional £1.00 that contributes towards transport if required (collection and return)
- We offer tea/coffee and toast when members arrive at the centre and a daily 2-course lunch prepared by our trained cook in a fully equipped kitchen. Our menu is changed regularly and we ensure fresh and nutritious food are prepared considering dietary needs. We promote healthy eating as well as introducing plant-based meals
- The centre prides itself on maintaining the interest and active involvement of members and has developed a stimulating programme of activities that is embedded into a package of care. To ensure the programme remains interesting and relevant, the activities are continually varied with staff and members encouraged to suggest new and innovative ideas to ensure the



programme continues to evolve. By adopting this approach, Rainbow Friendship Centre believes that individuals are shaping their day by having choices and making decisions about what they want to do.

- The centre is able to attract and maintain interest in the service through providing a programme of entertainment for our members. Over 200 activities, performances and events are held in the Day Centre each year; many of which have been requested by elderly members.
- The organisation also provides entertainment days at local establishments throughout the year. These outings ensure our elderly members are connecting with their community. These activities compliment the main programme of care.

### **3.3 Care Program**

The Care Programme provides a bespoke package of care to individuals that have additional support needs. Each recipient has a dedicated key worker that coordinates the delivery of the care, in collaboration with the beneficiary, to ensure that they receive the services they are most in need of. The services as part of this programme range from informative sessions from visiting professional organisations including the NHS, Citizens Advice Bureaus or Housing Associations that can offer advice and support with a number of issues facing the elderly client group. In addition, the Care Programme also offers a range of health advice, guidance and holistic treatments. Furthermore, the staff and volunteers as part of the program offer additional emotional support, advocacy and informal counselling to elderly participants.

### **3.4 Assessments**

Referrals come from a variety of sources be it a health care provider, social work department or self-referral. Each prospective individual is accessed by the management team to identify and prioritise needs using the following general guidelines:

- Individuals living in the community who are at risk of premature residential care
- Frail or at-risk individuals who will deteriorate and become increasingly dependent on other resources to survive

- Individuals who, owing to psychological, physical or emotional disability, have become housebound and isolated

### **3.5 Projected Growth**

Over the next 3 years Rainbow Friendship Centre plan to ensure that the service provided continues to meet the needs of its clients. We aim to build on our current service and to increase both our membership and finances back to pre-pandemic levels. We will continue to provide healthy activities and promote healthy eating within the Centre. The organisation must ensure its sustainability by generating income from additional sources and not become reliant on any individual funder.

#### **4.0 Marketing & Communications**

We have strong relationships within the local community however we aim to strengthen these connections.

#### **4.1 Promotion Strategy**

We continue to promote and develop the organisation using a variety of promotional material. Our Marketing Strategy is to reach as many people as possible through:

- Personal recommendations
- Statutory and Voluntary organisations
- Community/Education venues
- Attendance of community events
- Website
- Sponsored activities
- Leaflets and posters in local community
- Social Media
- Monthly newsletter

#### **4.2 Partnership Working**

As an integral part of the services within the community we will continue to work with other agencies and individuals to promote a complimentary pattern of effective relationships for the benefit of local people.

We work in partnership with:

- Voluntary Sector Voice forums
- Glasgow Council for Voluntary Sector
- Community, Health and Care Partnerships (CHCP)
- Community Planning Partnership (CPP)
- Local groups, schools, nurseries and projects

## **5.0 Finance**

### **5.1 Financial Management**

Glasgow Council Voluntary Services (GCVS) provides us with a payroll service and we receive quarterly statements of our account. The Board of Directors Treasurer and Business Development Officer are responsible for tracking all financial income and expenditure. This is recorded through weekly Petty Cash reconciliation and monthly Bank reconciliation. All funders and Governing Bodies are provided with annual reports, where required, together with annual audited accounts. Details of our income and expenditure for the year to March 2022 are shown below.

### **5.2 Funders**

We currently receive funding from various organisations which cover 52% of annual salaries and running costs. The shortfall is covered by Membership Fees and fundraising activities. We currently charge £20 per day membership fees.

### **5.3 Projections**

As a non-profit charity, all funding and membership fees are used to cover the annual expenditure of the Centre. Longer term, the aim is to raise sufficient funds and increase membership levels to recruit an additional Care Officer.

### **5.4 Reserves**

We hold reserves amounting to 3 months running costs plus redundancy liabilities in the event of closure.

**Rainbow Friendship Centre Limited**  
**Company Limited by Guarantee**  
**Statement of Financial Activities**  
**(including income and expenditure account)**  
**Year ended 31 March 2022**

	Note	2022		2021	
		Unrestricted funds £	Restricted funds £	Total funds £	Total funds £
<b>Income and endowments</b>					
Donations and legacies	5	13,282	83,019	96,301	99,739
Investment income	6	47	-	47	-
<b>Total income</b>		<u>13,329</u>	<u>83,019</u>	<u>96,348</u>	<u>99,739</u>
<b>Expenditure</b>					
Expenditure on charitable activities	7,8	38,216	69,266	107,482	76,795
<b>Total expenditure</b>		<u>38,216</u>	<u>69,266</u>	<u>107,482</u>	<u>76,795</u>
<b>Net (expenditure)/income and net movement in funds</b>		<u>(24,887)</u>	<u>13,753</u>	<u>(11,134)</u>	<u>22,944</u>
<b>Reconciliation of funds</b>					
Total funds brought forward		109,572	21,220	130,792	107,847
<b>Total funds carried forward</b>		<u>84,685</u>	<u>34,973</u>	<u>119,658</u>	<u>130,792</u>

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.