

BUSINESS PLAN

Dalgety Bay Day-Care Association

2004 - 2007

Contact Address

4 Pinnel Place

Dalgety Bay

Fife

KY11 9PB

Daycare@ntlworld.com

GENERAL INFORMATION

<u>Business Name</u>	Dalgety Bay Day-Care Association
<u>Location</u>	Dalgety Bay, Fife.
<u>Contact Address</u>	Sports and Social Club, Regents Way, Dalgety Bay, Fife.
<u>Premises</u>	Sports and Social Club, Regents Way, Dalgety Bay, Fife.
<u>Contact</u>	Day Care Co-ordinator
<u>Type of Business</u>	Voluntary Association with Charitable Status
<u>Nature of Business</u>	Provision of a day care service to elderly and infirm people in Dalgety Bay and its environs.
<u>No of Employees</u>	One Co-ordinator and 10-12 volunteers
<u>Bank</u>	Royal Bank of Scotland (Regents Way Dalgety Bay)

EXECUTIVE SUMMARY

The Dalgety Bay day-care Association is a voluntary association with Charitable Status founded in 1987 by a group of volunteers from the town. It is a locally based, locally run day-care facility open to the elderly and infirm residents of Dalgety Bay and surrounding area based approximately on the boundary of the Community Council. Until 2003 the association was run and managed entirely by volunteers. Since then one member of staff, the day-care co-ordinator has been employed for 12 hours per week although the day-care helpers are still all volunteers.

The facility operates on one day a week for 46 weeks of the year and provides a stimulating, entertaining and efficient service to clients. It also allows respite time for family and carers. The day-care also provides an opportunity for community members to volunteer and gain skills associated with the operation of a day-care facility.

As a voluntary organisation the Day-care Association receives a substantial grant from Fife Council's Social Work Department which enables it to deliver a quality client orientated service. The Association aims to continually develop and expand this service for clients and volunteers alike.

A major part of the Association's forward strategy is to improve and expand the existing level of service. This would require more flexible accommodation and the Association have started a feasibility study for a purpose built day-care facility in central Dalgety Bay. There is wide support in the community for this plan, notably from the Community Council, and discussions have been held with various statutory agencies regarding the legal requirements.

The Association's management committee is reviewing its governance and is in the process of developing employment, equality, training and financial policies. In addition to good practice, these are a condition of continuing to receive financial support from Fife Council and to also maintain charitable status. Such policies also have to be in place to secure funding from other external sources.

The committee is actively promoting its day-care services, and is seeking to increase membership of the Association with representatives from community organisations and interested local people.

BACKGROUND

The Dalgety Bay Day-Care Association was founded in 1987 to meet the day care needs of the local community. Over the intervening years the Day-Care Association has provided a service to around 130 clients and provided volunteering opportunities to 36 members of the local community.

Transport is provided door to door for the day-care clients in a specially adapted minibus with disabled access, on each Friday that the facility operates. Due to the constraints of the current premises (The Dalgety Bay Sports and Social Club) the Association can only provide its services on one day a week, is limited in the services it can provide and can only cater to a limited number of clients.

Originally the Association was managed and operated on a voluntary basis with no paid staff. However, in 2003 the Management Committee entered into a Service Level Agreement with Fife Council's Social Work Department, which secured funding for three years. This enabled the Association to employ a day-care co-ordinator for twelve hours per week; assist in the training and development of volunteers; and contribute towards improvements in the service provided.

PRODUCT/SERVICE

The Association provides a planned program that includes a variety of health, social and supportive services in a safe, protective environment. It is a community-based service designed to meet individuals needs, and operates for 46 weeks of each year. The service is not provided over 4 weeks in the summer and 2 weeks at Christmas. Clients are collected from their homes each Friday by a specially adapted bus with escort, and brought to the premises.

The key features of the service are:

- Helps cognitively and physically impaired people improve their level of functioning. The aim is for these people to remain in a community setting, enjoying their sense of dignity and self worth.
- Promotes improvement in mental and physical health.
- Enhances the quality of life for members
- Offer a comfortable and suitably equipped environment, with trained staff, where clients can meet and interact with their peers.
- Encourage clients to develop new interests
- Provide a forum where clients can keep up to date with community events.
- Provide a hot nutritious meal
- Provide workshops dealing with community safety, health issues, and health and safety in the home
- Provide properly supervised exercise activities

- Provides assistance to families and/or carers with an adult who cannot be left alone during the day, yet does not need 24 hour care in a nursing home.
- Provide opportunities for members of the local community to work voluntarily and to take up the opportunity for personal development and training.

The Association provides the only day-care service of its type in the Dalgety Bay area and is highly accessible to the local client base. The low cost of the service to customers makes it particularly attractive. This is only achievable because of the support given by Fife Council, local business and the community of Dalgety Bay.

FUTURE DEVELOPMENTS

To continue and improve the effectiveness of the services provided, the Association aims expand and enhance the current service delivery through the provision of a new purpose built day-care facility. A site has been identified on a central area of land for which outline planning consent has been given by Fife Council. The detail plans will also require the approval of the Care Commission. At present a steering group, consisting of the local community council, the Association, the LHCC, Local Councillors, Council Officers and MSP's has been established to consult on these proposals and to facilitate a feasibility study.

New premises would allow the Association to cater for a greater number of customers, offer employment opportunities, expand provision from one day per week, and offer a greater scope of social and recreational activities for clients. At this new facility it is planned to offer: -

- Day-care for housebound elderly residents
- Respite and support for carers
- A drop in centre for pensioners
- Facilitation of increased outreach services
- Increased accommodation facility for the whole community

Consequently a task list for the next four years has been developed which includes the following:-

- Consultation of new premises by the end of 2004
- Undergo service monitoring by Fife Council Social Work Department – ongoing
- Pursue lottery funding
- Organise fund-raising events for the new build
- Develop the skills of the management committee
- Develop the skills of our volunteers
- Elect a client to our management committee
- Ensure all volunteers undergo "disclosure" checks
- Continually monitor and develop the standard of our services

THE MARKET

Customers

Customers will be any individuals resident in Dalgety Bay or surrounding area who may feel isolated or housebound because of age or disability. The area is approximately that covered by the Dalgety Bay and Hillend Community Council. The Association will also look favourably on clients outwith this area who are referred to the Association because of special circumstances, such as they have particularly close links with Dalgety Bay area, or they are unable to receive appropriate services elsewhere.

Customers choose to use this service because it provides a local, regular, friendly service at relatively low costs. Fife Council Social Work Department, home carers, local health services, Dalgety Parish Church and relatives all pass referrals to the Association.

Recent research conducted by the Association in conjunction with the Community Council indicated that customers prefer to attend a local Day-care establishment rather than spend time in transit to similar facilities in Inverkeithing or Aberdour. Some customers are only able to travel short distances due to special needs and circumstances.

Market Research

Dalgety Bay is a new town, which has grown rapidly over the last 30 years. The current population is approximately 10,000 and rising steadily as a new home building continues. Numbers of elderly residents are increasing not only through the natural ageing of the town's population but also through an influx of older parents moving to be nearer their adult children.

Government policy through care in the community indicates that there will be increased numbers of very old people staying in their own homes in the future which will further increase the need for services such as day-care. The integrated care manager of Inverkeithing Medical Group undertook research in this area in the past and the Community Council is currently updating this research as part of their input in the Dalgety Bay Day-Care Steering Group.

Competition

There is no comparable service provided in Dalgety Bay or the immediate surrounding area. Dalgety Bay Day-Care Association is not setting up in competition with any other service provider, but as a complementary alternative service. Other providers listed below operate differently and do not provide the same social and recreational activities.

There are similar voluntary based services delivered in Aberdour and Inverkeithing, each 3-4 miles distant, but as a priority, catering for residents of these areas.

Fife council provides care facilities at the Rosyth Resource Centre (5 miles away) and the Jean Mackie Centre, Dunfermline (9 miles away).

Health Authority care is centred on the provision offered by Queen Margaret Hospital (Dunfermline). Attendance is usually limited to a short-term assessment of need and patient transport can involve a lengthy round trip.

Pricing

The Association has no requirement to make a substantial profit on the services it provides. Prices are therefore calculated on the basis that it is both affordable and attractive to our clients, and covers the day to day running cost which are mainly for catering. The Management Committee is able to keep prices low because of local volunteer support and the financial contributions it receives. The Association is committed to keeping prices as low as possible to ensure the service remains competitive now and in the future.

PROMOTION

The Associations Management Committee is committed to promoting the day-care services at three target areas.

Client

The Day-Care catchment area is essentially local. Promotion of services is largely through word-of-mouth. Probably the most effective promotion is from existing clients recommending the service to or through friends. The Committee also promotes the service through regular articles in the community-council newspaper, The Diary. Home Carers and the Local Health Workers also pass on information about the Day-Care services.

Supporters

The committee sees that continued success will be secured where there is a high level of local support. The Association is actively seeking interested individuals to take membership and become more involved with the services provided. In order to promote the wider community aspects and potential of the day-care services,

the committee is contacting local and national organisations with a local presence to add strength to its member database.

Organisations

As a direct follow-on from the previous paragraph, the Day-Care committee intends to contact grant-aiding organisations to seek financial and other support for its longer-term plans. The Committee is developing a web-site which can be used as a 'shop-window' for its services and aspirations.

PREMISES/EQUIPMENT

Premises

The operational address of the Day-Care is:-

Dalgety Bay Sports & Social Club, Regents Way, Dalgety Bay, KY11 9UY, (01383) 823270.

The Association does not presently own any Premises but meets in the function room of the Sports & Social club. Although adequate for the current level of service, these premises preclude expansion and improvement of the service or the installation of specialist equipment to broaden the types of clients catered for.

The Association has a longer-term aim to secure its own premises and is actively seeking funding to secure suitable property within Dalgety Bay to accommodate the existing service and allow for further development.

The existing arrangement with the Sports & Social club is on a grace-and -favour basis. The Club does not charge the Association for the regular Day-Care use of the premises, although other events such as fund-raising coffee mornings or sales are re-charged, albeit at preferential rates. The Association does make an ex-gratia payment to the Club in respect of heating, lighting, etc.

Equipment

The Day-Care Association does not own any equipment, mainly due to lack of permanent storage space.

There are a few items for recreational use such as games and other resources specifically for older people.

The Association also owns special orthopaedic style chairs, again for use by clients. These assets are recorded in the Day-Care inventory.

MANAGEMENT/STAFF

The day to day management of the Associations day-care services is conducted by the Management Committee, which comprises 3 office bearers and 3 of the membership elected at the Associations AGM. The Office bearers are the Chair, Secretary and Treasurer. The treasurer need not be a qualified accountant, but will be someone with specific financial experience.

The management committee, through the treasurer maintains financial control of the association. The treasurer is responsible for maintaining all relevant records and ensures that petty cash is available to the day-care co-ordinator. Financial records are maintained and presented to the members at an Annual General Meeting. An Auditor who holds a relevant financial qualification audits this financial data.

The Association employs a Day-Care co-ordinator who reports directly to the management committee on any operational issues.

Volunteers staff the regular day-care service. All of these are members of the Association. Volunteers are sought through notices in the local community newspaper and by word of mouth, in the same way that members are sought. These volunteers act under the direction of the Co-ordinator, but are not employees of the Association.

The Co-ordinator, all volunteers and key members of the management committee have all completed the Disclosure (Scotland) process in recognition of the fact that they are in close contact with potentially vulnerable people.

The Association has developed an equality policy, volunteering policy, health and safety and discipline policy, which applies to clients, employees and volunteers. These policies are contained within the policy handbook.

All volunteers are offered training in skills, which are or may be required to ensure the smooth running of the day-care service. Currently, First Aid training is being provided by Fife College. Other training needs will be identified and are likely to include Health & Safety awareness and Lifting / Handling as examples.

FINANCIAL INFORMATION

Cash flows have been prepared to reflect the estimated trading activity of the Dalgety Bay Day-Care Association for the next three years. The following text describes how these figures have been constructed.

Throughout the financial forecasts no account has been made of any potential future building development.

The Cash flow forecast is based on the existing client base and does not demonstrate any expansion in the service currently provided.

Where possible subsequent years see a rise in figures based on an annual inflation rate of approximately 3% other figures are based on previous experience.