

Our Five Year Strategy 2020/21 - 2024/25



we



Rose  **VOUCHERS**
for
fruit & veg

**accepted
here**

Executive summary

Alexandra Rose Charity: an introduction

The Alexandra Rose Charity (ARC) was founded in 1912 to improve access to healthcare for Londoners. In 2014 we turned our attention to the linked problems of unhealthy diets and the rise of food poverty in the UK. We now have a timely modern mission: **to give families access to fresh fruit and vegetables in their communities.**

The problem

2.2m UK people live in food poverty

Children in the **most deprived areas** are twice as likely to be obese as those in the least deprived

Our vision & mission

Vision: everyone to have access to healthy and affordable food

Mission: to give families access to fresh fruit and vegetables in their communities

Our solution: The Rose Vouchers for Fruit & Veg Project

The Rose Vouchers for Fruit & Veg Project provides vouchers for fruit and vegetables to low-income families who have children aged 4 and under. Vouchers are collected at Children's Centres and redeemed at independent retailers in the local community, supporting local economic development and helping families to give their children the healthiest possible start.



Our 5 year strategy

1

Increase and demonstrate our impact in our existing projects and in new areas across the UK

2

Grow our funding and develop a balanced, sustainable funding mix

3

Strengthen our organisation, team, and assets to deliver our work efficiently and effectively

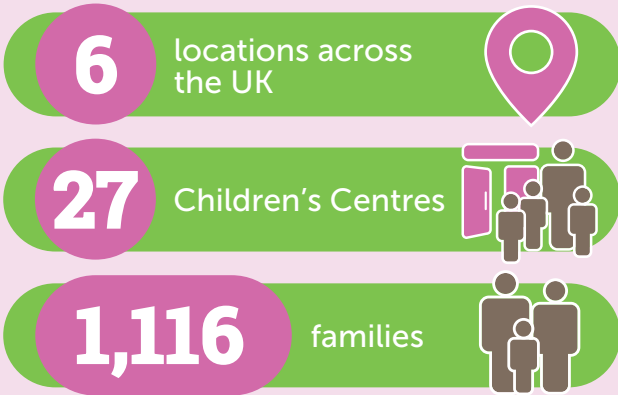
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Build strong partnerships that put local stakeholders in the lead

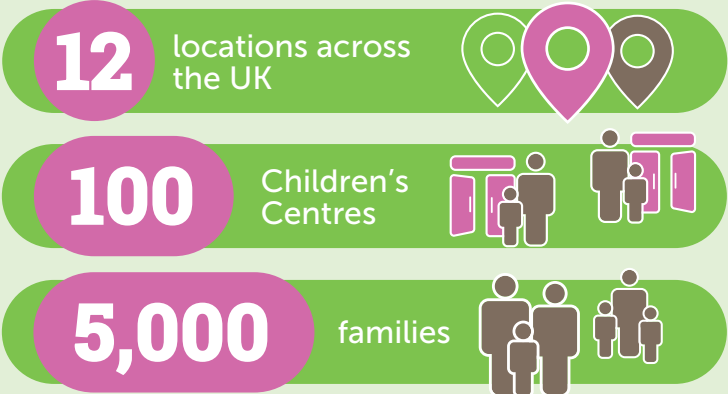
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Boost ARC's profile to drive awareness of our work, support fundraising and increase our advocacy power

Our achievements to date...



...and in 5 years



The problem and our objectives to tackle it

We aim to enable families on low incomes to access fresh fruit and vegetables in their communities by focusing on three, mutually reinforcing objectives.

Size of the problem in the UK

14.2m people live in economic poverty

8.2m single-parent or couple-parent families in economic poverty

2.2m people live in food poverty

Calories from processed food are **3x** cheaper than healthy food

Children in the most deprived areas are **2x** more likely to be obese as those in the least deprived

People on low incomes are **1.5x** more likely to get type 2 diabetes

1,000 The first 1,000 days of a child's life are the most significant for their development and life chances

We have three objectives to deliver our mission:

A

Giving families on low incomes access to fresh fruit and vegetables

B

Supporting healthy food economies in local areas

C

Advocating for access to healthy food for all through an improved food system

The Rose Voucher

Families with children aged 4 and under receive £3 per week per child in vouchers (£6 if the child is under 1 year old) that can only be redeemed for fresh fruit & veg at participating local markets and independent retailers.



Children's Centre distribution

Families are recruited onto the project and collect their vouchers at their local Children's Centre, where they can receive support from Children's Centre staff and be encouraged to enrol in additional courses (e.g. weaning workshops, cook & eat classes).



Redemption at local markets and independent retailers

Families visit their local retailer and redeem Rose Vouchers worth £1 each for fresh fruit and veg, thus revitalising the local economy through increased footfall and revenue for local markets and independent retailers.



Wider impact

Rose Vouchers provide benefit beyond their monetary value. Increasing Children's Centre interactions, reducing social isolation, building community and encouraging exercise by visiting local markets all contribute to giving beneficiaries holistic support, and maximising the wider impact of the project.

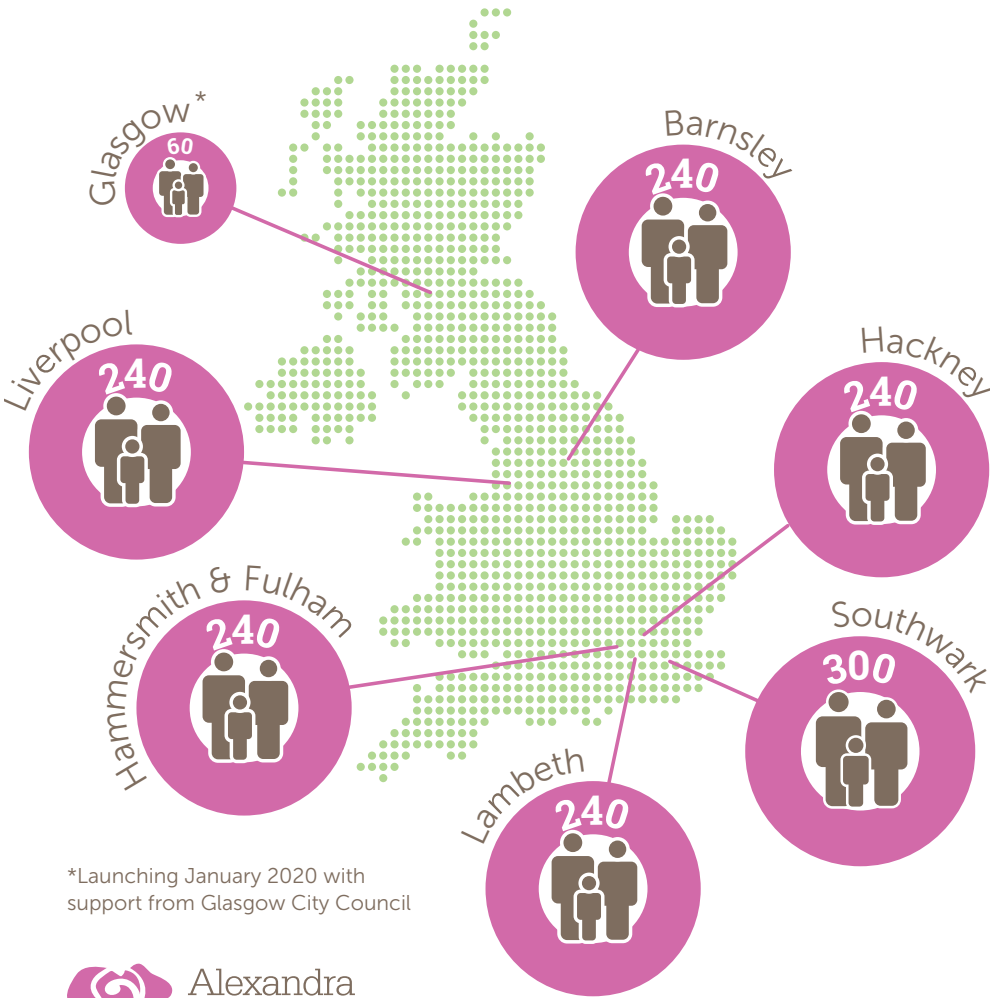


Rose Vouchers Project: Where are we now?

We have 6 established projects with Glasgow launching in 2020.

Our project locations and number of families supported 2019/20

Number of families targeted for end of 2019/20



*Launching January 2020 with support from Glasgow City Council

Our plan for 2024/25



12 projects,
up from 7



5000 beneficiary
families, up
from 1,560



~410 beneficiary
families per project,
up from ~223



>100 Children's
Centres, up
from 27

Our impact so far

The Rose Vouchers project has demonstrated a breadth of benefits for individuals and communities far beyond the intrinsic monetary value of the voucher.

Impact for families involved in our projects

Quotes from beneficiary families

1. Improving diet, health & wellbeing

- 95% of children in Lambeth eat more fruit and vegetables
- 89% of Hackney children eat fewer snacks
- 100% increase in the amount of fruit & veg consumed by children in Barnsley
- 100% of families in Liverpool report feeling healthier



"Due to claiming the vouchers I am eating double the amount of fruit and veg than before"

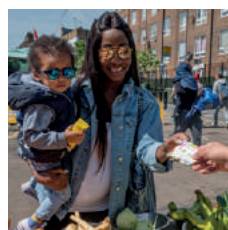
"I have personally noticed my family has more energy and sleeps better"

"The kids get less colds"

"Massive change – much healthier, more energy."

2. Increasing food security

- 75% of families in Hammersmith have been able to spend less (outside of the value of the voucher; one family in Hackney has reduced their weekly spend by £30)
- Families generally report being able to plan better



"The scheme gives me £6 each week, which is a lot of money" [she estimated her budget was £23]

"It's been life changing. Rose Vouchers take away the pressure"

"I struggled to buy food for myself as I needed meat for the kids: I'd often go without food"

Impact for families involved in our projects

Quotes from beneficiary families

3. Supporting Children's Centre engagement

- Distributing vouchers through Children's Centres enables staff to engage regularly with the most 'at risk' families and support them to engage with wider services that generate multiple benefits over and above the voucher
- 77% of families in Lambeth are visiting their Children's Centre more



"Now here every Wednesday to get Rose Vouchers and trying to get on some courses"

"I was lonely when I had my baby, but when I started coming to the children centre, I met friends"

"By visiting the Children's Centre I made friends and have been introduced to different events"

4. Building revenue and support for independent local retailers

- Barnsley market traders make £150-£250 a week more because of the vouchers on average
- 100% of Hackney respondents are shopping more at their local market
- 95% of families in Lambeth are feeling happier, saying they have been getting out more (e.g. visiting the markets and Children's Centres), socialising and less stressed financially



"Rose Vouchers got me back into using Goldthorpe Market again"

"[The market] has a good variety and good deals. Much more fresh fruit and veg for your money."

"RV made me realise how (many) things are much cheaper in the market than supermarkets"

"Didn't go a lot before, now twice a week."

"Less encouragement to buy other stuff I don't need than in the supermarket."

Strategic plan

5 year strategic priorities

We will focus on five strategic priorities to deliver our plan to 2024/25.

Our vision for 2024/25

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Increase and demonstrate our impact in our existing projects and in new areas across the UK

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Boost ARC's profile to drive awareness of our work, support fundraising and increase our advocacy power

Our vision for 2024/25 and planned approach

5,000 beneficiaries and 12 ARC projects

Increase breadth (new projects) & depth (new Children's Centres in existing projects)

Build evidence base, including by collaborating with Guy's and St Thomas' Charity in Southwark to evaluate impact 'at scale'

£1.5m raised in 2024/25

Diversify funding mix (increase corporate & individual)

Dedicated fundraising team of 3, supported by investment e.g. in CRM

Simple and replicable delivery model maintained

Projects locally owned and run, centrally supported

Fundraising team expanded, additional training for staff

Enabling technology platform further enhanced

Projects have strong local ownership and a range of engaged local stakeholders

Central ARC team continue to provide training, software, advice and funding (where needed) to local teams

Rose Voucher network of projects for sharing best practice established

Evidence base to demonstrate impact expanded

ARC brand awareness & social media presence increased

Network of ARC brand ambassadors

Ability to influence local and national policy-making

Strategic priority 1

Increase and demonstrate our impact in our existing projects and in new areas across the UK

Our vision: We will increase the impact we have by deepening the reach of the Rose Vouchers Project in existing areas and support new areas to implement the Rose Vouchers Project.

In 2024/25 we will support 5,000 beneficiary families in 12 projects.

Our approach:



Beneficiary families – continue to focus primarily on families with young children eligible for Healthy Start

Scale – target ~5,000 families, driven by increasing both depth in existing projects and adding new projects (12 projects in total by Y5 up from 7)

Approach to project selection – minimum criteria in terms of volume of local need, level of local engagement and level of local funding

Delivery model – continue to distribute vouchers primarily through Children's Centres, with vouchers redeemed at independent retailers

Evaluating impact – build our evidence base further, with evaluation of impact for all projects and using our Guy's and St Thomas' Charity partnership to derive rich learnings and evidence of impact from Southwark's scale

Strategic priority 2

Grow our funding and develop a balanced, sustainable funding mix

Our vision: Our funding needs to increase and diversify in order to achieve our ambition in growing the number of beneficiary families we support in a sustainable way. In order to do this, we will need to recruit dedicated fundraising resources into the central ARC team.

In 2024/25 we will raise £1.5m, driven by corporate and individual donor contributions.

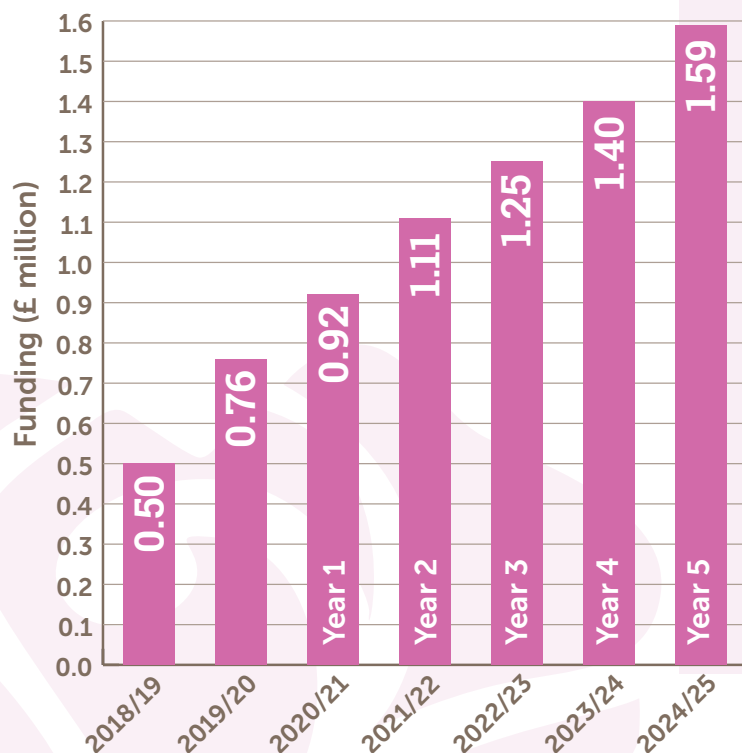
Our approach:

Scale – target £1.5m annual funding in Y5 (compared to ~£0.5m 2018/19)

Mix – diversify funding mix, increasing the share of corporate and individual funders and reducing the share of voluntary organisations (in doing so moving closer to the “average” mix of UK charities)

Resources – recruit dedicated fundraising resources to support this growth and shift in funding

Tools – in the early years of the plan invest in tools to enable our funding scale and mix ambitions, including a CRM system to build, maintain and leverage our list of donors and potential donors

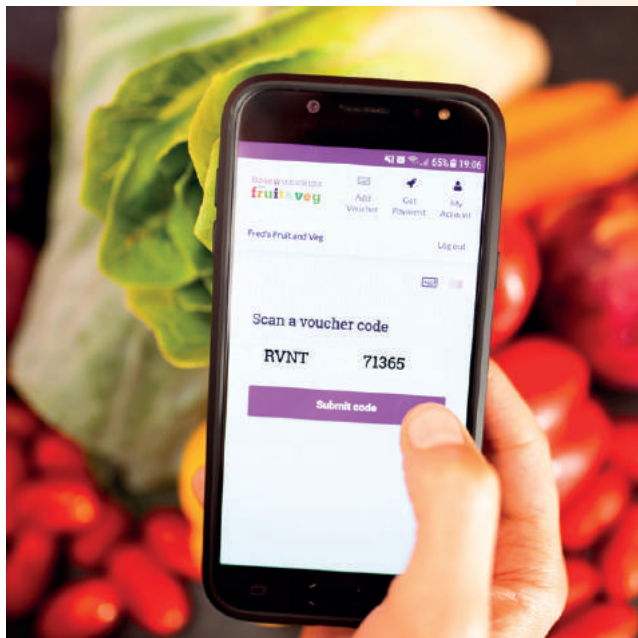


Strategic priority 3

Strengthen our organisation, team and assets to deliver our work efficiently and effectively

Our vision: We will evolve our organisational model and strengthen the team and assets which are required to deliver our ambition. To do this we will clarify our proposition to local areas and develop the necessary capabilities in the team and in our technology which supports how we deliver benefit to our recipients.

In 2024/25 we will have increased our efficiency to spend >60% of costs on vouchers and project costs.



Our approach:

Organisational model – evolve to a regional support model, and continue to enable projects to be locally managed, centrally supported

Team capabilities – develop capabilities in our team to deliver our ambition, by recruiting new roles and by training and retaining existing talent

Assets – continue development of our technology to streamline our delivery processes and act as a key enabler of our planned growth in beneficiary families

Our efficiency – as we scale, we will become more efficient and a greater share of our spend will be devoted to project-specific delivery costs and voucher spend

Strategic priority 4

Build strong partnerships that put local stakeholders in the lead

Our vision: As a central team we exist to enable locally managed projects. We have designed our model to ensure that local people are in the lead and key decisions on local priorities and delivery objectives are made bottom-up rather than top-down. Our plans will further strengthen this local ownership.

In 2024/25 all projects will be organised by strong local steering groups with support from ARC's Regional Project Managers.

Our approach:

Role of local partners – clearly define the role, responsibilities and expectations of local project partners

Ways of working – outline the activities ARC owns vs. the local projects, and how ARC supports and interacts with local projects

Rose Vouchers Project Network – we will develop the Rose Vouchers Project Network to coordinate the sharing of best practice and learning from local projects across the country



Strategic priority 5

Boost ARC's profile to drive awareness of our work, support fundraising and increase our advocacy power

Our vision: We will increase our profile to support fundraising efforts, help us take on new projects, and increase our ability to advocate for a more equitable food system. We will continue to build our impact evidence base, build our profile online, in the press and real world, and establish a network of ambassadors.

In 2024/25 we will have developed our evidence base, be actively involved in influencing policy at regional and national level, and have built a network of ambassadors to raise our profile.

Our approach:



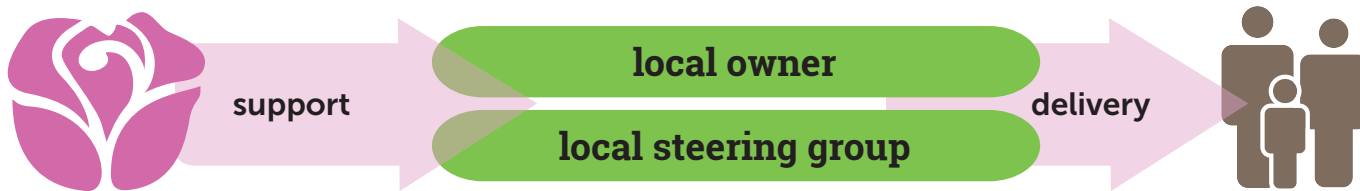
Building an evidence base of impact – measuring of our impact to demonstrate the value of our work

Advocacy targets – driving change at local and national level through advocacy

Key channels and approach – leverage social media and press coverage to build awareness and a network of external supporters

Our model

Our vision is for projects to be locally owned with ARC working in partnership to provide leadership and support through training and evaluation, developing the technology, fundraising, and creating a network of projects to share best practice.



What ARC provides:

- Project set up and development
- Training for staff and project delivery toolkits
- Evaluation & monitoring frameworks
- Fundraising support
- Efficient & streamlined technology platform with IT support
- Regional Project Managers who:
 - Attend local project steering groups
 - Provide expertise & support
 - Relationship management

What the local project provides:

- Local owner who:
 - Is responsible for the project ambition and for setting local priorities
 - Chairs the steering group
 - Acts as a touchpoint for ARC
 - Coordinates delivery of all aspects of the local project
- Steering group that:
 - Holds responsibility for ensuring the project is properly funded and delivered
 - Supports the local owner
 - Provides perspectives from a range of stakeholders to guide the project

Finances and funding

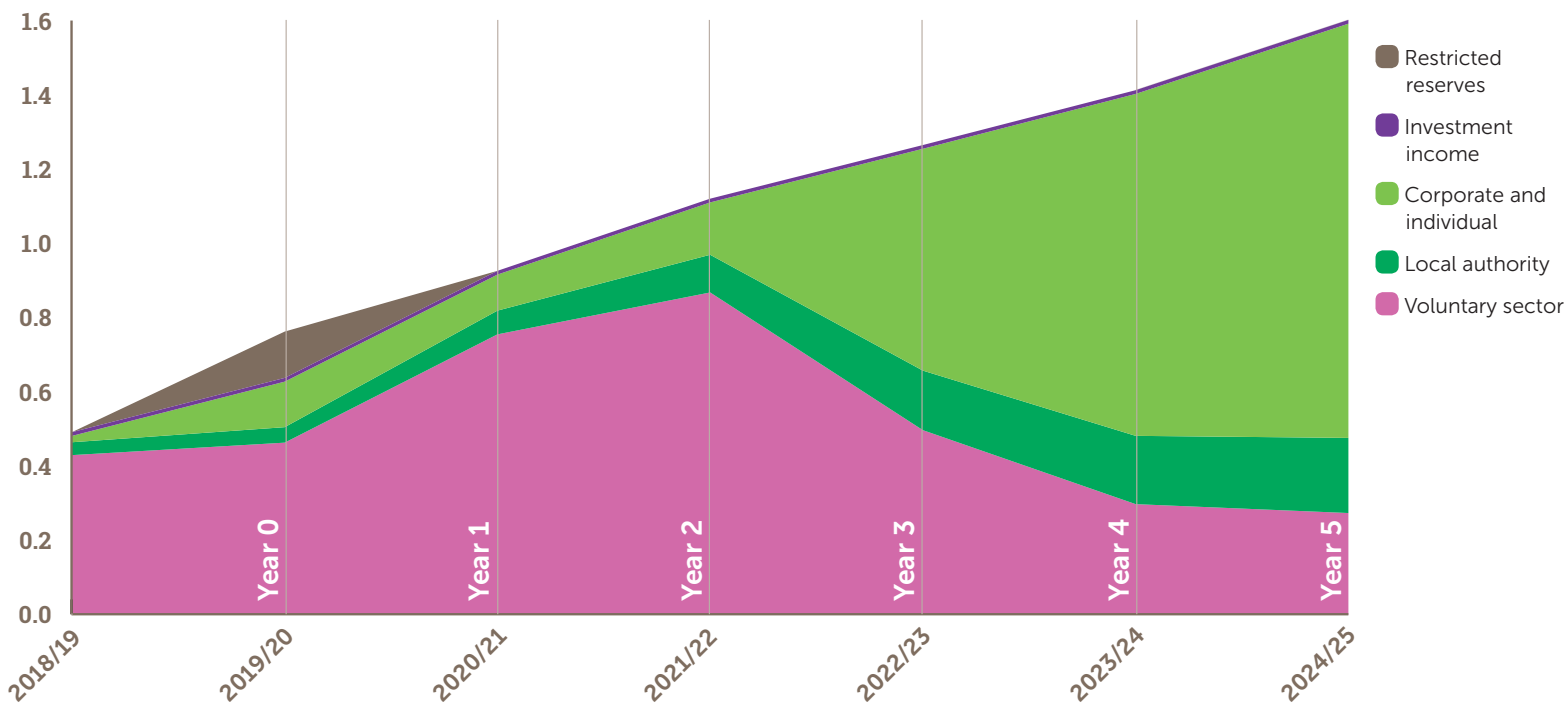
To meet our target ambition for the benefit created by the Rose Vouchers Project, we plan to grow our funding income by diversifying our funding sources.

Our ambition of 5,000 beneficiary families requires growing our voucher spend to ~£800K by Y5. This will be delivered across 12 projects, requiring an increased cost base for project support.

Our aim is to create a resilient charity that reliably supports our beneficiary families. Our current funding mix will need to diversify in order to mitigate the risk of relying on a small number of large donors, and access untapped potential from new sources of funding for ARC.

We will be taking a structured approach to fundraising activities across the main target donor types.

Target funding by source by year of plan, £m



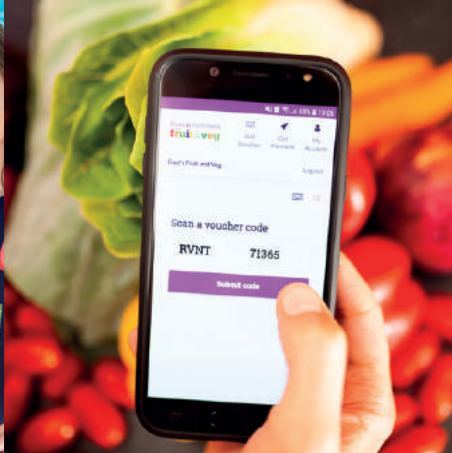
Conclusion

This strategy balances our ambition to tackle a widespread and important issue with realism about how fast we can change and grow. This strategy does not represent the limit of our ambition, and should we achieve more funding than we plan for here, we stand ready to grow at a faster rate. However, we are also mindful of the risks to this plan and will monitor them diligently.

ARC has undertaken the development of this plan with pro bono support from Oliver Wyman, a leading strategy consulting firm, through their Social Impact programme. During this process, ARC drew on input from 22 interviews with external stakeholders (including funders, sector experts, market managers, Local Authorities, Children's Centres and beneficiaries). The approach was led by Oliver Wyman and supported by a working group comprised of three ARC Trustees and the Chief Executive. This strategy has been refined by the Board of Trustees during their Board Away Day and subsequently adopted at the July 2019 Board Meeting. We are confident that this process enabled us to test our vision and create a resilient, feasible, yet ambitious 5 year strategy.

ARC is grateful for the support of all those who gave their time and input into the development of this work. ARC would particularly like to thank the whole team at Oliver Wyman for their time, professionalism and expertise.





"It's been life changing"
Parent from Hackney

**"I am eating double
the amount of fruit
and veg than before"**
Parent from Liverpool

**"The Rose Vouchers have really
impacted positively in my life. I
was lonely when I had my baby
and didn't have much money,
but when I started coming to the
Children's Centre, I met friends
and the Rose Vouchers helped
me financially."**
Parent from Lambeth



Alexandra
Rose
Charity

The Oast House C/O Abi Ltd
5 Mead Lane
Farnham
Surrey
GU9 7DY
Telephone: 01252 726171
Email: info@alexandrarose.org.uk
www.alexandrarose.org.uk

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