

# Health and Local Food for Families HALFF



## Business Plan

**2015 – 2018**

## Contents

|   |    |
|---|----|
| 1: Executive summary .....  | 4  |
| 2: Organisation Details .....   | 5  |
| 2.1: Charity Name: .....  | 5  |
| 2.2: Address: .....   | 5  |
| 2.3: Telephone number: .....  | 5  |
| 2.4: E-Mail: .....  | 5  |
| 2.5: Website: .....   | 5  |
| 2.6: Legal status: .....  | 5  |
| 2.7: Objects .....  | 5  |
| 3: What the Organisation Does .....   | 5  |
| 3.1: Our Vision .....   | 5  |
| 3.2: Our Mission Statement .....  | 5  |
| 3.3: Our Values .....   | 6  |
| 3.4: Our Activities .....   | 6  |
| 4: Background & Impact of HALFF's Work .....  | 7  |
| 4.1 Background .....  | 7  |
| 4.2: The impact of our work .....   | 9  |
| 4.2.1: Parents of young children .....  | 9  |
| 4.2.2: Young people .....   | 9  |
| 4.2.3: Older people and those with heart disease, high blood pressure or type II diabetes ..... | 11 |
| 4.2.4 Table showing numbers of people attending HALFF sessions 2007-2014 .....                  | 11 |
| 5: Our Goals .....  | 12 |
| 5.1: In the Next Year .....   | 12 |
| 5.2: In the Next 2-5 Years .....  | 12 |
| 6: The Public Need .....  | 13 |
| 6.1 The people .....  | 13 |
| 6.1.1: Young people .....   | 13 |
| 6.1.2 Parents .....   | 13 |
| 6.1.3 Older people, including carers and people living alone .....                              | 13 |
| 6.1.4 People on a low income .....  | 14 |
| 6.2 Food systems and the environment .....  | 15 |

|   |    |
|---|----|
| 6.3: Beneficiaries.....   | 15 |
| 6.3: How They Will Benefit.....                                     | 15 |
| 6.4: Other Similar Services Currently Available .....               | 16 |
| 6.5: How the Organisation Will Integrate with Other Providers ..... | 16 |
| 7: Performance Monitoring .....                                     | 17 |
| 7.1: Key Performance Indicators.....                                | 17 |
| 7.1.1 Young people .....  | 17 |
| 7.1.2 Older people, carers, parents and people living alone.....    | 17 |
| 7.1.3 People on a low income .....                                  | 17 |
| 7.2: Measurement and Reporting of KPIs .....                        | 17 |
| 8: Promotion and advertising .....                                  | 18 |
| 9: Managing Risks .....   | 19 |
| 10: Running the Organisation .....                                  | 19 |
| 10.1 Trustees .....   | 19 |
| 10.2: Staff.....  | 20 |
| 10.3: New Equipment .....   | 21 |
| 10.4: Policies & Procedures .....                                   | 21 |
| 11: Fundraising Strategy .....                                      | 21 |
| 12: Income & Expenditure Forecast.....                              | 22 |

## 1: Executive summary

At Health and Local Food for families (HALFF) our vision is to improve people's health and wellbeing by changing the way we eat and developing essential life skills. To do this we work with the most disadvantaged and vulnerable groups in the community through providing free cookery demonstrations around East Devon, South Somerset and West Dorset.

Health issues relating to diet are a huge public health issue. In the UK, it is estimated that around 70,000 avoidable deaths are caused by diets that fall short of current guidelines on healthy eating. HALFF are fulfilling a need in the community and beyond. Moreover individuals diagnosed with health issues receive no practical cookery advice from the NHS (eg: heart disease, diabetes or high blood pressure).

To address this HALFF delivers informal cookery advice to equip individuals with the skills and confidence to plan, prepare, and cook healthy food from scratch. We also help people understand the seasonality of food, thus reducing the costs of eating healthily. In our sessions we explore food labelling and help people see the links between food and health. These skills will help people to feel supported to make the changes they need in their lives to eat more healthily and sustainably and cook more at home.

Our ethos is firmly entrenched in responding appropriately to need rather than being prescriptive. The last 9 years we have helped people feel supported to make simple changes to their diet and become confident cooking with fresh produce. With 250 parents of young children attending our courses and working with 2 local youth groups we have helped bring back the social importance of meal times as well as teaching an essential life skill.

Alongside the charitable activities for the community we also run HALFF's Food Hub, a general greengrocer shop in the centre of Axminster. We stock fresh fruit and vegetables, healthy ready meals, and local juice, preserves and honey. The shop promotes responsible (sustainable) foods, advice to achieve a healthy diet and cookery course information.

To secure the future of the charity we need to build on our most popular and informative cookery courses, the Heart Hub, Youth Club and Food Hub courses. We seek to expand these into new geographical areas, ensuring our personable and non-judgemental approach continues throughout. The Food Hub shop is a key area for us to improve our own sustainability, increasing footfall and customer base will allow us to respond to our communities' needs with cookery courses instead of solely relying on charitable grants, and will help HALFF to contribute to a more sustainable food system locally.

Overall HALFF are responding to a national public health issue on a local level. We are educating, enabling, supporting and encouraging individuals (and families) to make home cooked meals that will in the long term improve their health and well being.

## **2: Organisation Details**

**2.1: Charity Name:** Health and Local Food for Families

**2.2: Address:** Brookvale, Whitford, Axminster, EX13 7PH

**2.3: Telephone number:** 01297 631782

**2.4: E-Mail:** halffcharity@aol.com

**2.5: Website:** www.halff.org.uk

**2.6: Legal status:** Registered Charity

Charity Reg.No: 1121605

HMRC Reg.No: XT32660

### **2.7: Objects**

- (i) To improve the health of families in East Devon, South Somerset and West Dorset particularly, but not exclusively, by the provision of appropriate education on healthy eating.
- (ii) To improve knowledge of good quality local food producers and suppliers.
- (iii) To preserve and protect the health of families in East Devon, South Somerset and West Dorset, in particular, but not exclusively, by the provision of appropriate education on healthy eating.

## **3: What the Organisation Does**

### **3.1: Our Vision**

Improving people's health and wellbeing by changing the way we eat and developing essential life skills.

### **3.2: Our Mission Statement**

To provide people with the skills, confidence and knowledge to have a healthier and more sustainable diet.

To make this a reality:

HALFF aims:

- To work with the most disadvantaged and vulnerable groups in the community
- To help people to feel supported to make the changes they need in their lives to eat more healthily and sustainably and cook more from scratch.
- To help people to develop skills and knowledge so that they understand better what they can do to prevent obesity and other diet related problems, for themselves and those they are caring for now and in the future.
- To support people so that they feel less socially isolated, have better self-esteem and are more likely to recognise the importance of looking after their health.

- To help people to develop skills so that they can budget for and plan meals better and recognise the relevance of their eating habits to theirs' and others' wider health and wellbeing.
- To highlight the value – both physical and psychological – of growing your own fruit and vegetables, where possible, and of sourcing less processed food.

### 3.3: Our Values

HALFF strives to make a real difference to those most in need, monitoring our projects rigorously. HALFF's ethos is firmly entrenched in responding appropriately to need rather than being prescriptive.

**Responsiveness** – We are open to new ideas, embrace change, and respond to the needs of all communities, striving to include the most disadvantaged people. And, in particular, we view all beneficiaries as individuals with different needs and expectations and ensure that we maintain the “personal touch” in all our work.

**Accountability** – We take personal responsibility for using our resources efficiently, achieving measurable results, and being accountable to supporters, partners and, most of all, beneficiaries.

**Ambition** – We are demanding of ourselves and our colleagues, set high goals and are committed to improving the quality of everything we do for our beneficiaries.

**Collaboration** – We respect and value each other, thrive on ours and others' diversity, and work with partners to make a difference for all communities.

**Integrity** – We aspire to live the highest standards of personal honesty and behaviour; we never compromise our reputation and always act in the best interests of our beneficiaries.

**Sustainability** - We are mindful of the environmental and ecological impact of our work and, in particular, the food we cook with and the impact on people.

### 3.4: Our Activities

HALFF responds to requests from the community

- to help people to improve their skills around food, in order that they are better equipped
  - o to cook appropriate, healthy food from scratch,
  - o to understand the seasonality of food, thus helping them to cut costs of eating healthily,
  - o to understand the links between food and health and how to interpret food labels,
 in order that they can make healthier and more sustainable choices.

In addition to this, HALFF emphasises the social context of food, so has additional goals of teaching life skills to young people through the cooking sessions that we run. We also identify gaps in skills and knowledge and current service provision and try to fill the gaps locally.

#### HALFF

- Runs a range of hands-on cooking courses and regular cooking demonstrations in different towns in South Somerset, East Devon and West Dorset.
- Provides additional support between sessions, through newsletters and social media,
- Runs a fruit and vegetable shop, food information centre and vegetable garden in the centre of Axminster, where we make healthy ready meals, helping us to reduce waste.
- Promotes responsible (sustainable) and healthy food shopping and cooking.

We provide our services for free, and enable people to drop in when convenient for them and so aim to break down some of the barriers which often prevent people from accessing local services.

## 4: Background & Impact of HALFF's Work

### 4.1 Background

**HALFF** was established in 2006. We aim to help people to develop skills and confidence around food so that they can prepare nutritious food using seasonal produce as much as possible to maintain or improve their health, and to improve access to inexpensive, local and seasonal fruit and vegetables at the 'Food Hub'.

The Food Hub is the only green grocer in Axminster providing access to good quality, locally produced (when available) and organic fruit and vegetables. We also cook a range of ready meals, and sell vegetables from our garden behind the shop. The shop also serves as a hub for people wanting food information such as seasonal vegetables, growing your own and nutritional information - from lunch boxes and salt intake, to healthy recipes etc.

The sessions we run include;

- Cooking and Eating in Pregnancy courses
- "Make and Munch" cooking courses for parents
- "Learn to Cook" courses for adults with specific health/social needs
- Cooking sessions for vulnerable and homeless children and young people
- "Heart Hub": cooking demonstrations and support for people with or at risk of heart disease, diabetes or high blood pressure.
- Carers Food Hub: cooking demonstrations and support for carers
- Sessions for school children and their parents

HALFF has established a good reputation locally for delivering appropriate cookery courses and demonstrations to a wide range of audiences, where not only is cooking discussed, but

the sessions also include the social context of food and give information on seasonal produce, and growing food.

## 4.2: The impact of our work

HALFF has made a very real difference to the lives of many groups of people and individuals as demonstrated in the evaluations of past work. The following are some examples:

### 4.2.1: Parents of young children:

- More than 250 parents of young children have developed increased confidence in providing appropriate food for their children, leading to improved health for their children.
- 83% said that they were more likely to cook from scratch
- Over 70% said that they were less likely to give their children crisps / sweets as snacks and less likely to give them fizzy drinks/ juice between meals.
- More than 250 parents of young children have said that they had better cooking skills and that they knew more about how to eat more healthily.
- Over 300 parents and 250 children have been involved in planting activities, have been shown how to plant vegetable seeds and water them and had the opportunity to grow on at home.

A mother whose two daughters ate no vegetables before attending the sessions said: *"I can't believe that they eat the vegetables in the food that we cook at the sessions. The course has given me plenty of ideas and more confidence in cooking."*

Another mother who has relied heavily on processed food and takeaways for her children said *"I don't think the course could be improved...mealtimes are now much less of a battle."*

### 4.2.2: Young people

One of the teenagers who attended the a HALFF Cookery Course at Long Ragg Court Supported Housing Unit subsequently volunteered for HALFF in our kitchen for a few months and on the back of that secured an apprenticeship as a chef with River Cottage.

The support officer at Long Ragg Court has provided feedback on the course

*"Thank you very much for the cooking sessions that you have held at Long Ragg Court. They were greatly appreciated by those that attended. Your cook was also brilliant, she is very good with young people. It is also useful to have the recipes. Thank you again."*

*"The trainers have been brilliant in the way they have adapted recipes (as healthy was a dirty word to start with) and it has paid off as they are now telling each other they should try more things and are looking at healthier options."*

*"This is the first time we have managed to get them together to do something as a group that they have enjoyed. They kept coming back so that shows it works."*

*"Apart from learning more healthy options (and discovering they tasted good) they are thinking more about what they eat. They are restricted by budget so costing out the recipes has been an extra learning curve."*

“This course has been much more than cooking, though. It is helping them to interact with adults, giving them more confidence, giving them better independent living skills, involving them and fun. They are also being listened to and feel comfortable asking questions.

“It helps towards making them more employable.”

The Monthly "Cook and Eat" at the youth clubs in Millwey Rise Housing Estate, Axminster and at Exmouth Youth Club help other deprived children in a similar way. The youth development worker at the Exmouth youth groups said:

*“The cooking that HALFF did with the young people was great !!!*

*They pitched the activities at the right age and skill level for the group and had the kitchen full of interested and engaged young people !”*

*“I would estimate over 70% out of the 25 young people who regularly come to the club have had links with social services and other support agencies. The young people at the club have a very high percentage of need, compared to clubs not held predominantly for those young people in social housing. Giving these young people a safe place to go and learn life skills is Community Development at its best. Empowering these young people to break the cycle of need and hopefully provide their children with a safe and healthy up-bringing. Thank you so much for making this possible. We really value your input.”*

The youth development worker at Millwey Rise said:

“All the children have really enjoyed cooking and trying new foods and look forward to the HALFF sessions. They are very proud of their input in the sessions, especially preparing the food and I think this inspires them to give things a try which they wouldn't normally.

“The sessions are also really useful because they allow the children to interact with adults other than Polly and me. Some of the children have quite difficult lives and can react badly to adults in authority and it has taken Polly and me some time to build trusting relationships with them. Having adults come in to work with us shows the children that they can relate to adults without conflict and increases their confidence in social situations.

“The discussions that the children have with the ladies, about healthy eating and other things, give them a broader perspective on life and make their focus wider than just the life on Millwey. I think this is very important in raising their aspirations and hopefully lifting their goals in life, making them consider a life for themselves beyond the estate.

“The young people we are reaching are some of the most needy in the district. Ones whose families access the food bank, parents with drug and alcohol problems where food on the table might not be the highest priority. Some of them do not sit down as a family and eat together so preparing food and sitting and eating together is a new experience, and I think, a very valuable one.”

### 4.2.3: Older people and those with heart disease, high blood pressure or type II diabetes

Many people have benefited from HALFF's work with older people. The following example is just one of many:

"In March 2014 I was told by my doctor that my blood sugar levels were too high and if I did not manage to reduce the levels I would be a Type 2 Diabetic by the end of the year. This was not something I wanted to hear. So what was I to do about this? Well, I started by taking more exercise, more brisk walks etc. While attending the gym at Seaton I saw advertised in the local paper, self-help groups being run by HALFF. There was a new group being set up in Seaton called Heart Hub, for older people who may have or be in danger of developing such conditions as heart disease, high blood pressure or diabetes. I thought I would go along to the first session as it was advertised as a cookery demonstration. We get to talk to other people with similar problems and we learn from the organiser how to prepare and cook food without using salt, sugar and very little fat. We also get to eat the food at the end of the session. There are monthly newsletters and recipe sheets so you can try different things at home. It is all about preparing and cooking healthier food, and using fresh seasonal produce. As I usually go to the gym before attending the cookery demonstration, I am always ready to try the food on offer.

"I still go to the monthly session of Heart Hub in Seaton. So when I went to see my doctor and had my blood tests in November my results were very good, my sugar levels are fine, down a lot and my blood pressure is good. On top of that I have lost nearly 2 stone in weight and feel really good."

### 4.2.4 Table showing numbers of people attending HALFF sessions 2007-2014

To be completed

|   | 2007       | 2008      | 2009      | 2010       | 2011       | 2012       | 2013       | 2014       |
|---|------------|-----------|-----------|------------|------------|------------|------------|------------|
| Parents*  | 51         | 26        | 27        | 161        | 106        | 104        | 59         | 24         |
| Young children*   | 62         | 35        | 31        | 181        | 114        | 132        | 67         | 16         |
| Young people 9 -18  |            |           |           |            |            |            | 126        | 49         |
| Older people  |            |           |           |            |            | 21         | 33         |            |
| People with heart disease, high blood pressure, or type II diabetes |            |           |           |            |            |            |            | 219        |
| <b>TOTALS</b>   | <b>113</b> | <b>61</b> | <b>58</b> | <b>342</b> | <b>220</b> | <b>257</b> | <b>285</b> | <b>308</b> |

\*Excludes parents and children at one off playgroup sessions

## **5: Our Goals**

### **5.1: In the Next Year**

- To identify very clearly the positive outcomes of HALFF's work with young people, in order that this area of work can be built upon and 5 new projects will be set up and funded.
- To develop an ongoing support system for carers and people living alone.
- To find longer term funding support for people living with heart disease, high blood pressure and type II diabetes.
- To develop the HALFF Food Hub into a more sustainable (income generating) shop.
- To embed the need for a more sustainable food culture in all our work.
- To ensure that the link between tooth decay and diet is emphasised in courses including parents or children/young people.
- To identify opportunities for including whole community events in HALFF's work and in the first year to set one up.
- To establish a local food network to help local producers and retailers to work more closely together, and make more local food available locally.
- To develop cooking demonstration videos to be posted online and on social media so that more people may access them.
- To develop an advocacy and communication plan
- To develop a fundraising plan
- To clearly identify training needs for all staff members.
- To increase the reach of our projects and the numbers benefitting.

### **5.2: In the Next 2-3 Years**

- To implement the fundraising plan so that HALFF can continue to develop its key areas of work, particularly around young people and vulnerable older people.
- To implement the advocacy and communication plan – not only reaching individuals and local groups, but also decision makers.
- To develop the local food network so that it becomes self-sustaining.
- To ensure staff are fully trained to meet the new challenges.
- To continue to widen the reach of HALFF's work whether online or in person, so that more people may avoid the problems associated with ill health due to a poor diet, and more people are aware of the importance of a sustainable food system.
- To develop stronger links with hospitals so that people leaving hospital are aware of and can access HALFF's services.
- To continue to increase the number of whole community events as part of HALFF's core work.

## **6: The Public Need**

### **6.1 The people**

The following groups of people have particular needs that HALFF aims to address. Other groups also have similar needs. For the sake of brevity, this plan will just highlight the needs of the four main groups of people with whom HALFF works.

#### **6.1.1: Young people**

HALFF works with youth clubs which operate in deprived housing estates where, up to 80% of the families are known by the police or social services. The children suffer from abuse, neglect and many have parents with mental health issues and/or drug or alcohol dependency problems. Often these children have to look after themselves at home and other family members too – such as younger siblings and parents. They are often responsible for cooking and sometimes are required to buy food. Many families in these communities have longstanding feuds passed down generations.

Teenagers in supported housing units have often come from families similar to those already described. They are completely responsible for their own budgeting, food shopping and cooking, and most have not had parents who have passed on these skills to them, so they inevitably buy processed food and takeaways which are often much more expensive than cooking from scratch so they buy the cheapest, and often most nutritionally inappropriate, food available.

#### **6.1.2 Parents**

Parents of young children often lack the practical food skills or parenting skills to prepare nutritionally appropriate food for their children and to ensure that their children develop the skills to eat what they have prepared. Often parents lack confidence to such an extent that they are very susceptible to food advertising and “pester power”. Parents of young children, particularly those on a low budget, and with lower educational attainment, may be unable to distinguish marketing from evidence based information and so find it extremely difficult to establish healthy lifestyles for themselves and their children. Given the crisis in children’s diets and the huge levels of obesity seen in the UK population, especially among more deprived groups, which leads to inevitable health problems associated with obesity, parents need to understand how to prevent problems and help their children get used to eating a balanced diet.

#### **6.1.3 Older people, including carers and people living alone**

From 2011-2016 the Devon Joint Strategic Needs Assessment (JSNA) estimates that people living with longstanding ill health after a stroke or heart attack in the Wakley GP Consortium (East Devon) will increase by 10%.

Devon will experience the greatest population growth in the older age groups - a 28% increase in 60-69 year olds, 58% increase in 70-79 year olds.

Local GP's have confirmed that if a man or woman is diagnosed with heart disease or type II diabetes, his/her partner receives no practical support to help him/her to cook more healthily for him/her.

Good food and nutrition is a key factor in healthy ageing, just as it does in early life. In the UK, it is estimated that around 70,000 avoidable deaths are caused by diets that fall short of current guidelines on healthy eating. Older people living alone have a poor diet. HALFF want to address this issue in Axminster.

Studies have reported the impact of loneliness, for example for older people, it could be a larger mortality risk than obesity. Such loneliness is caused by variety of factors – disability, unemployment, economic stress, mental illness, family breakdown, relocation and so on. Furthermore, the over 50's living alone eat around half the quantity of vegetables per day compared with adults in a partnership.

Individuals may also lose their confidence with food preparation and cooking, which may be affecting their health. For example a widower may have never cooked for themselves before. Moreover individuals living alone may have a reduced social circle and need a 'reason' to leave home.

Many older people are living with sick partners and cook daily for them. This can be a thankless task and can be socially isolating, and if carers lack family support, their self-esteem can really suffer. The more unpaid care a carer does, the worse their general health is.

For both carers and people living alone, their low level of knowledge about nutrition, cooking healthily and food labelling are a barrier to eating healthily.

Older people may lack the skills and knowledge to understand how to eat healthily in the modern food economy. Many have grown up before processed food became widely available and before people were aware about how to avoid heart disease and other diet related disease.

#### **6.1.4 People on a low income**

Low paid workers are at much greater risk of suffering from heart disease, stroke and diabetes than professionals. Obese people are less likely to be employed and so it is essential that they have the opportunity to eat a healthy balanced diet to improve their opportunities in life. Mintel recently conducted a survey which showed that a reduced income leads to people eating fewer fruit and vegetables while relying more on “junk” food.

Food Banks have seen a huge increase in demand for food: people are finding that they don't have enough to eat. To prevent people on a very low income or their children from going hungry, they urgently need to learn about budgeting, planning their food and cooking a healthy low cost diet.

People on a low income have higher rates of heart disease, diabetes and high blood pressure than do others and a much higher rate of obesity, so these people are at very real risk of suffering long term illness, depression and disability caused by a poor diet, making them less employable and ultimately reducing their life expectancy.

## 6.2 Food systems and the environment

Concern about future global food security and climate change has led to renewed interest in the concept of sustainable, healthy diets. In the past few years, a number of UK government reports have been published that describe the importance of the environmental impact of the diet and the contribution different foods make to climate change. In 2011, the UK government published a national food strategy, Food 2030, which stated 'there are big challenges today which means we need to think differently about food'. The report's authors singled out climate change and obesity as two of the biggest challenges facing society today and given some of the synergies between these two areas proposed that they could be considered together in terms of sustainable diets.

It has been proposed that dietary guidelines should take into account sustainability and the impact of dietary patterns on global natural resources. Examples of how HALFF can impact on this include: saving energy, reducing food waste, limiting meat consumption and using local food. More recently experts from public health nutrition have called for an expansion of food and nutrition policy to encompass environmental sustainability.

## 6.3: Beneficiaries

HALFF aims to work particularly with isolated groups in our local communities, namely:

- homeless teenagers in supported housing
- 9-13 year olds living in deprived housing estates whose parents lack practical life skills to pass on to their children
- parents of young children who find themselves excluded from their traditional support structures
- carers
- people with heart disease or other diet related chronic diseases
- older people living alone.

## 6.3: How They Will Benefit

HALFF aims:

- To help people to feel supported to make the changes they need in their lives to eat more healthily and sustainably and cook more from scratch.
- To help people to develop practical food skills and knowledge so that they understand better what they can do to prevent obesity and other diet related problems, for themselves and those they are caring for.
- To support people so that they feel less socially isolated, have better self-esteem and are more likely to recognise the importance of looking after their health and the environment.
- To help people to develop practical skills so that they can budget for and plan meals better and recognise the relevance of their eating habits to their wider health and wellbeing,

The cookery sessions HALFF provide will encourage and educate individuals, improving their confidence, lifestyle, ideas and inspiration for healthier, more locally sourced and less processed meals.

HALFF strives to make a real difference to those most in need, monitoring our projects rigorously. HALFF's ethos is firmly entrenched in responding appropriately to need rather than being prescriptive.

#### **6.4: Other Similar Services Currently Available**

There are no similar services available locally, although here is one organisation based in Seaton that seeks to improve diet in nursing homes

#### **6.5: How the Organisation Will Integrate with Other Providers**

HALFF will work closely with local Councils, Public Health Departments, GPs, the NHS, Children's Centres and Housing Associations so that we can explore how we might be able to work more closely with them to help them to achieve some of their goals, through offering more cooking courses and ongoing support so that people that they work with or provide services for can develop the life skills essential for healthy development and social relationships. We plan to develop much stronger relationships with these groups, so that they are fully aware of the range and flexibility of our courses and sessions, and understand how they fit with their existing services. We will also explore whether there is any opportunity to obtain funding from them.

Throughout the 3 years of this plan we will aim to increase HALFF's profile in the project area and develop much stronger relationships with other organisations working locally, especially GPs so that in years 2 and 3 further projects can be developed with them – feeding in the lessons learnt from past projects, including training of local staff, so that not only will HALFF's work result in more projects being funded, but it will also help to embed some of the fundamentals of the work in their other work.

## **7: Performance Monitoring**

### **7.1: Key Performance Indicators (KPIs)**

All projects are assessed according to their impact on beneficiaries and the numbers of beneficiaries. Increasing the numbers HALFF are reaching as well as the specific project outcomes are key indicators of success.

Individual Grant Outcomes are also developed to reflect the needs of different groups. The following are examples:

#### **7.1.1 Young people**

- Young people will feel that they have more confidence to work together as a team
- Participants will feel that they have new friends from the estate
- Young people will feel more confident to make positive changes in their lives or their community.
- Young people are more aware of the constituents of a healthy and sustainable diet and how to avoid diet related problems such as obesity.

#### **7.1.2 Older people, carers, parents and people living alone**

- They have better cooking skills, knowledge of nutrition & budgeting
- They report that they are happier and feel better equipped to look after themselves and the people they are caring for
- They are cooking more healthily for the people they are caring for and themselves
- They have a healthier diet
- They feel more strongly motivated and have stronger relationships with the people they are caring for
- They feel less lonely and isolated
- They have improved self-esteem and confidence

#### **7.1.3 People on a low income**

- Course participants will have better budgeting skills and increased confidence in managing their budgets
- Participants will have better cooking skills and increased confidence in cooking on a budget
- Participants will be more aware how growing their own veg can help them to eat a healthy diet while sticking to a budget
- People regularly in receipt of HALFF's learning resources through the Food Bank and Support Groups will be more aware of how they can save money through cooking simple fresh meals, growing their own and planning their shopping.

## **7.2: Measurement and Reporting of KPIs**

All specific grant outcomes will be monitored regularly and evaluated at the end of each grant, according to how closely they have met the objectives. These will be reported to trustees and donors.

Monitoring and evaluation is carried out through:

- Quizzes
  - Evaluation forms
  - In-depth interviews
  - Group discussions
  - Food diaries
  - Observation
- with beneficiaries, those working with them, HALFF staff and volunteers.

## **8: Promotion and advertising**

HALFF will promote and advertise their services through the following methods:

- HALFF's shop in the centre of Axminster where all HALFF's work will be promoted.
- Press releases and diary pages in local newspapers
- Posters throughout the project areas including at hospitals
- Fliers given out at groups, GP's surgeries etc
- Talks at groups, schools etc
- Cooking demonstrations work places, groups, schools, GP's and other healthworkers
- HALFF's website
- Facebook and Twitter
- Videos on YouTube
- Increased collaboration with local Councils and other local organisations

## 9: Managing Risks

| Nature of risk (including specific location, if relevant);        | Who is affected by the risk                     | Impact: Likelihood: | Mitigation: (What is being done to reduce the risk);                         | Monitoring: (Ensuring that the mitigations are in place and working?) |
|---|---|---------------------|--|---|
| 1. HALFF will lose all large grants                               | All staff and beneficiaries                     | 5<br>1              | - Developing fundraising plan<br>- Employing and training fundraiser         | Numbers of new grants awarded   |
| 2. HALFF will lose premises                                       | Staff   | 4<br>2              | - Rent is paid on time<br>- Premises are well maintained                     | Checked by shop manager / director                                    |
| 3. As HALFF expands, it loses focus and effectiveness diminishes  | Beneficiaries initially, all staff subsequently | 5<br>1              | Organisational structures and training planned to ensure this doesn't happen | Project monitoring procedures and external evaluations                |
| 4. Reputational damage  | HALFF staff and trustees                        | 5<br>1              | Staff training, appropriate procedures in place                              | Checks on record keeping  |
| 5. Financial penalties due to negligence/ inappropriate behaviour | HALFF staff and Trustees,                       | 5<br>1              | Staff training, appropriate procedures in place, relevant insurance          | Checks on record keeping  |

## 10: Running the Organisation

The following summarises the resources that will be required to deliver the Organisation's objectives.

### 10.1 Trustees

At the time of writing, HALFF has an active, engaged Board with the following expertise:

- Local Food
- Local Health Service
- Medical
- Legal
- Accountancy
- Business

HALFF will actively seek trustees if they lack these skills amongst the Board and is aiming to increase their expertise in the following areas through further Trustee recruitment:

- Marketing and HR
- Small charity / business management

## 10.2: Staff

The following roles are essential for the implementation of this plan. 90% of the posts / hours listed in year 1 are already in place at the time of writing.

| Role  | Hours/ wk                                     | Cost                               | Yr 1           | Yr 2            | Yr 3            |
|---|---|------------------------------------|----------------|-----------------|-----------------|
| <b>Director</b>                                 | 10yr 1<br>15yr 2<br>20yr 3                    | £35,000 pro rata + 3% pa           | 10,000         | 15,450          | 21,218          |
| <b>Project Development and grant management</b> | 10yr 1<br>15yr 2<br>20yr 3                    | £26,750 pro rata + 3% pa           | 7,643          | 11,808          | 16,217          |
| <b>Fundraiser</b>                               | 8 yr 1<br>12 yr 2<br>16 yr 3                  | £26,750 pro rata + 3% pa           | 6,420          | 9,919           | 13,622          |
| <b>Project Coordinator</b>                      | 18 yr 1<br>24 yr 2<br>30 yr 3                 | £25,000 pro rata + 3% pa           | 13,500         | 18,540          | 23,870          |
| <b>Admin Assistant</b>                          | 10 yr 1<br>14 yr 2<br>18 yr 3                 | £15,500 pro rata + 3% pa           | 5,115          | 7,376           | 9,768           |
| <b>Shop manager</b>                             | 4 yr 1<br>7 yr 2<br>10 yr 3                   | £25,750 pro rata + 3% pa           | 3,090          | 5,570           | 8,195           |
| <b>Shop assistant</b>                           | 32 yr 1<br>36 yr 2<br>44 yr 3                 | £15,000 pro rata + 3% pa           | 14,400         | 16,686          | 21,006          |
| <b>Gardener</b>                                 | 3 yr 1<br>4 yr 2<br>5 yr 3                    | £15,000 pro rata + 3% pa           | 1,350          | 1,854           | 2,387           |
| <b>Cooks and helpers at sessions</b>            | 3 freelance cooks, 3 helpers                  | £10-£15/ hr                        | £15,000        | £20,000         | £25,000         |
| <b>Nutritionist</b>                             | 2 yr 1<br>4 yr 2<br>6 yr 3                    | £28,000 pro rata + 3% pa           | 1,600          | 3,296           | 5,092           |
| <b>Volunteers</b>                               | 8 active volunteers yr 1,<br>11 yr 2, 15 yr 3 | Recruitment, training and expenses | 750            | 1,000           | 1,250           |
| <b>TOTAL</b>                                    |   |                                    | <b>£78,868</b> | <b>£111,499</b> | <b>£147,625</b> |

*All costs include on-costs*

### 10.3: New Equipment

The following equipment is essential to implement all of the plans:

| Description       | £, Yr 1 | £, Yr 2 | £, Yr 3 |
|-------------------|---------|---------|---------|
| Video / camera    | 500     |         |         |
| Cooking equipment | 150     | 150     | 150     |
| Computer          |         | 600     |         |
| Printer           |         |         | 300     |

### 10.4: Policies & Procedures

The Organisation has the following Policies & Procedures in place.

- Equal Opportunities
- Health & Safety
- Safeguarding Children & Young People
- Safeguarding Vulnerable Adults

Copies of the above Policies & Procedures are available on request.

## 11: Fundraising Strategy

More detailed targets and means for reaching the targets will be developed in the fundraising plan in year 1

|   | Yr 1   | Yr 2    | Yr 3    | Means  |
|---|--------|---------|---------|--|
| 11.1: General Funds (not through trading) | 10,000 | 16,000  | 23,000  | Development of individual donors<br>Small charitable trusts<br>Local companies<br>Fundraising events   |
| 11.2: Restricted/ Project Funds           | 90,000 | 123,000 | 160,000 | Local Councils, Health Organisations,<br>Charitable Trusts, Community<br>Foundations, Local Companies, Big<br>Lottery Fund and other organisations |
| 11.3: Trading                             | 35,000 | 40,000  | 45,000  | Improved & increased local produce &<br>ready meals & further diversification  |

## 12: Income & Expenditure Forecast

|                                |            | <b>2015-<br/>16</b> | <b>2016-<br/>17</b> | <b>2017-<br/>18</b> |
|--------------------------------|------------|---------------------|---------------------|---------------------|
| <b>Income</b>                  |            |                     |                     |                     |
| Project                        | Restricted | 90,000              | 123,000             | 160,000             |
| The Food Hub Shop and premises | General    | 35,000              | 40,000              | 45,000              |
| Uncommitted                    | General    | 10,000              | 16,000              | 23,000              |
| Total                          |            | 135,000             | 179,000             | 228,000             |
| <b>Expenditure</b>             |            |                     |                     |                     |
| Direct project                 | Restricted | 90,000              | 123,000             | 160,000             |
| Direct project                 | General    | 3,000               | 7,500               | 12,000              |
| Management costs               | General    | 2,000               | 5,000               | 10,000              |
| The Food Hub Shop and premises | General    | 35,000              | 37,500              | 40,000              |
| Total                          |            | 130,000             | 173,000             | 222,000             |
| Net income (uncommitted)       |            | 5,000               | 6,000               | 6,000               |