

Three
Years.

Three
Partners.

One
Goal.

Project Evaluation
National Charity Partnership
2015 – 2017



National Charity
Partnership

National Charity
Partnership

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2015
2016
2017
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NCP Case Studies
2015 – 2017

Introducing the Tesco
National Charity
Partnership

**Around 4 million people
are living with Type 2
diabetes in the UK today.
An estimated 7 million
people have heart and
circulatory disease.
These conditions are
largely preventable,
but millions more are
still at risk.**

This is why Diabetes UK, the British Heart Foundation (BHF) and Tesco joined forces to raise millions and to work together to help young families take small steps to better health, by encouraging them to move more and eat better.

Our ground-breaking, award-winning, three-year initiative ran from January 2015 to the end of December 2017. Now complete, the scale and impact of the Partnership's work demonstrates the power of bringing three partners together to tackle a single issue.



Raised over £25 million

In just three years, the Partnership supported Tesco colleagues and customers to raise over £25m. In a ground-breaking approach, a centrally appointed team worked with all three partners to help families to take small steps to better health and reduce people’s risk of Type 2 diabetes and heart and circulatory disease.



Inspired 1 million adults

Reached 35.4 million people and inspired around 1.1 million UK adults to take some form of action to improve their lifestyle through a social marketing campaign. Engaged 1.2 million people in local and online prevention programmes. Our award-winning programmes resulted in statistically significant behaviour change.



Delivered a truly strategic Partnership

We delivered a truly strategic partnership that enhanced the work of all three partners. Highlights include: Funding nine medical research projects; a support programme for young people newly diagnosed with Type 1 diabetes and support for Tesco led campaigns, such as product reformulation and customer health months – which we know led to healthier baskets.



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Introduction

Three years ago, we dared to dream that, by working, learning and making decisions together we could raise millions of pounds and use it to change the health of the nation for the better. Since then, we have achieved more than we ever thought possible.

A note from our
programme director



In the early days we would often question how best to capture ‘the power of three’ and it seems that, in many ways, we have done just that.

Over the lifetime of the Partnership we have raised over £25 million and invested this in a wide range of health projects and programmes, the results of which are captured in this document.

Short-term initiatives are often criticised for vanishing as quickly as they arrive without making a meaningful difference. But evaluation of our work suggests that our local programmes have bucked this trend.

As a result of taking part in our programmes people’s behaviours, attitudes, skills and knowledge have changed and they are consistently making healthier choices. Evidence suggests that these benefits will continue well into the future.

We recognise that the commitment and expertise of Tesco colleagues and customers and our local providers and partners was critical in helping us to achieve our aims, and for that we are truly grateful. It may not have always been straight-forward, but I am confident we found the best route through, time and time again.

While our Partnership has come to an end, all partners are committed to carrying on what they started. In January 2018, Tesco announced a new partnership with Diabetes UK, the British Heart Foundation and Cancer Research UK. Although the delivery model is different, it is easy to see where lessons have been learned and the shared commitment to building on what’s gone before as they provide even more ‘Little Helps to Healthier Living’ over the next five years.

Finally, I would like to thank every single person who has been part of the National Charity Partnership. Quite simply, we could not have done it without you. Thank you.

Jenna Hall, Programme Director



The power of three

Diabetes UK wants a world where diabetes can do no harm, while the British Heart Foundation leads the fight against heart disease. Tesco demonstrates a clear commitment to helping customers and colleagues live more healthily.

The National Charity Partnership provided a rare and important opportunity to maximise and test the power of three well-known brands coming together to address a single, critical issue; the prevention of Type 2 diabetes and heart and circulatory disease. The Partnership was able to draw on the charities' health expertise as well as Tesco's reach in local communities.

Together, we inspired Tesco colleagues and customers to raise millions of pounds for Diabetes UK and the BHF. We encouraged the nation to move more and eat better and in doing so, reduce their risk of developing Type 2 diabetes and heart and circulatory disease.

“All three partners have gone beyond the initial scope of the Partnership, leading to universal benefits beyond the core programmes.”

For example:

1

More Tesco colleagues signed up to Diabetes UK's Swim 22 and the BHF's Cycle Series, thanks to sponsorship and internal promotion.

2

Helping to save lives through CPR training and installing 900 defibrillators in large-format Tesco stores.

3

1,700 distribution centre colleagues found out their risk of Type 2 diabetes by taking part in Diabetes UK's Know Your Risk roadshow.

4

Encouraged healthier food choices through customer and colleague health events. Initiatives included: free fruit; healthier swaps; healthier canteen meals; free health checks and information.

5

Talking publicly together in support of Tesco campaigns that aim to make healthier choices easier for their customers. For example through reducing sugar in their own brand soft drinks two years ahead of the introduction of the Soft Drinks Industry Levy.

Tesco, Diabetes UK and the BHF came together to inspire and support millions of people to make healthier choices, every day.

Having Type 2 diabetes can double your risk of developing heart and circulatory disease. The risk of developing both devastating conditions can be reduced by eating a healthy diet and being physically active.

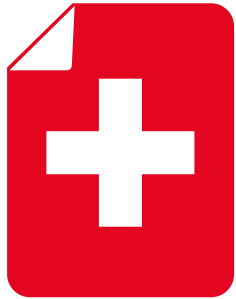
All three partners wanted to help millions of people take small steps to better health and support the wider work of both charities.



Transform the habits of over 40,000 families, in areas of greatest need.



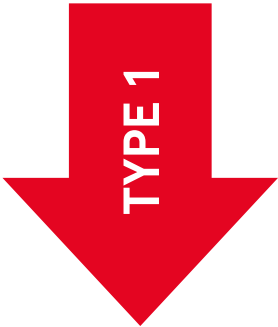
Motivate over 500,000 people to make healthier choices every day.



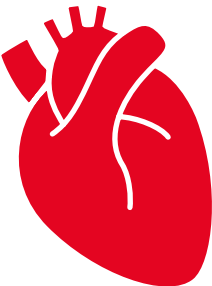
Reach and inspire 10 million people to think about how they can make small lifestyle changes to improve their health.



Help Tesco customers make healthier choices, more easily and regularly.



Support people living with diabetes, including a specific project for young people newly diagnosed with Type 1 diabetes.



Deliver a UK wide blood pressure programme and fund medical research into the prevention of heart disease.

A ground-breaking approach

A dedicated, central, team worked to raise funds, design a bespoke prevention programme and deliver the Partnership on behalf of all three partners.

Approach	<p>From the beginning, we recognised the need to balance awareness raising with long-term, meaningful impact. As a result, 50% of net income was invested into a bespoke Type 2 diabetes and heart and circulatory disease prevention programme.</p> <p>The other 50% was invested equally into Diabetes UK and BHF’s wider work programmes and research. This included piloting a support programme for young people living with Type 1 diabetes and a number of BHF medical research project grants.</p>
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Legal Status	<p>The National Charity Partnership (NCP, or, the Partnership) was not a legal entity. Instead it described a group of organisations who had come together to tackle a single issue.</p>	
Finance	<p>Diabetes UK and the BHF registered the Partnership as a joint-venture with HMRC and VAT was handled accordingly. The Partnership’s financial year ran from January to December, which was different from two of the three partners.</p>	
Governance	<p>The NCP steering group was the decision making and governance board for the Partnership. It was made up of 13 director-level staff from the charities and senior leaders from Tesco. The steering group was supported by regular heads of department meetings.</p>	<p>From the start, we all committed to:</p> <ul style="list-style-type: none">– A strategic, collaborative approach to decision making and development.– Taking the long-term view and breaking new ground in prevention, fundraising and communications.– Raising vital funds and learning from everything we do.
The Team	<p>A full-time, centrally appointed team, was charged with representing and working for all three partners. All 32 team members were Diabetes UK or BHF employees. There was also dedicated support from Tesco.</p>	<p>At its largest, the core team was made up of 18 fundraisers, five marketing and communications specialists, six people in prevention, and three in the director’s office. All team members regularly worked from and had access to head office and local sites of each partner.</p>
Internal Communications	<p>High-quality internal communications were critical. At first, we used a weekly meeting to make sure everything was on track. But in February 2015, we started sending out a weekly Friday newsletter, covering key achievements and giving notice of anything coming up.</p> <p>The newsletter was sent to internal stakeholders at all three partners and designed for onward circulation. It was supported by ad-hoc presentations to teams, executive groups and wider stakeholders.</p>	<p>The communications team also used fundraising thermometers, posters, yammer, eye-catching canvasses and show-and-tell events for visibility and engagement. The style and tone of internal communications across the three partners was different so each story, article or interview had to be tailored – a worthwhile process.</p>

Key ingredients for a successful Partnership

Without question all three partners and the Partnership team have learned a great deal over the lifetime of the Partnership. Our key recommendations for others considering a strategic, multi-year, multi-partner, partnership are:

1

Be honest and transparent about the priorities and cultures of the individual partners. To help ensure equality and collaboration are central to decision making and the values of all partners realised, create a culture of transparency and open communication that is realised through shared governance.

2

Agree the parameters and aims at the very beginning. Work to understand what is most important for all partners, use this insight to identify which things to really push for and which to let go.

3

Take time to understand the annual planning and budgeting cycles of each organisation. Where organisations have different financial years, ensure the partnership works to a predetermined year and that accounts clearly reflect this. Ensure budgets can be easily ‘cut’ according to other partner’s financial years, if they differ from the agreed partnership’s year.

4

Accept that priorities, brands and people will change for individual organisations. Don’t let this affect the strategic purpose you set out to achieve together. Stay true to your original goals and intended outcomes.

5

Invest time in building relationships and internal communications. A working group model, with expert input from all the partners, helps to ensure that all parties are involved, listened to and supportive of the partnership.

6

Identify where you can add value and build on existing work. New projects and ideas are sometimes absolutely what are needed. Where possible balance these with tried and tested ideas, approaches and areas of work.

7

Be prepared to do things no partner has done before, but stick to it, especially when it’s hard. Innovation rarely happens easily and is dependent on different people getting behind the proposal and supporting it through both the highs and the lows of development and testing. However, when it works it is incredibly rewarding and beneficial and can realise huge gains and benefits for all parties.

8

Identify which areas of work and style of approach to avoid. Taking time to learn more about the other partners to understand what they can and can’t support will be critical to ensuring success.

“This is the first time we’ve achieved so many local partners working together, and now we’re able to deliver in a much more integrated way.”

Lanarkshire Community Food and Health Partnership

Fundraising

Tesco colleagues and customers raise millions for charity every year – they’re well known for it. But a long-term partnership with two partners is quite a different matter.

Building on the previous 2 year partnership between Diabetes UK and Tesco provided the newly appointed team with opportunities to understand what worked so well before, but also raised the question: ‘Could fundraising fatigue be beaten?’

Over the lifetime of the Partnership, a team of 18 supported customers and colleagues to raise over £25 million. Income increased year on year and in 2017 the team raised £9.7m, over £2m more than was generated in year one of the Partnership. Being able to describe the positive impact the money raised was having on people’s health, both through the NCP prevention programmes and the wider work of the charities, undoubtedly helped the team and colleagues to fundraise effectively.

Brilliant relationships across all parts of the business, including Tesco Mobile and Tesco Bank, stores, distribution centres and all five head offices, were critical to the success of the Partnership and the team worked hard to build and maintain these, even during times of considerable change. Centrally based roles were employed by Diabetes UK and worked across all three partners’ main offices. The team was led by a Head of Fundraising and supported by two administration professionals.

The Partnership has raised over:

£25
million

Flexibility and targets

In early 2017, a decision was taken to replace some planned activities and events with new and innovative ways of raising money during the final year of the Partnership, such as the Round Up at Till and Million Miles Challenge. These generated considerable income and contributed to the final year of the Partnership being the most successful from a fundraising perspective.

Given these changes, the team refocused and worked quickly and creatively to ensure all areas of the business had the support needed to generate as much income as possible.

In June 2017 the income budget was formally revised to £24.7m, which was exceeded by almost £800k. Revising the budget was critical to ensure continued motivation of Tesco colleagues and to maintain momentum and energy across the fundraising team.

In the final year of the Partnership, the team used shopping lists to help ensure colleagues had a clear number to aim for, because targets had been removed. This helped everyone to focus and plan their activities and events.



£16.7m

Store based colleagues and customers generated most of the Partnership’s income. They raised more than £16.7m, against a target of £15m.

For context: 2,620 Tesco stores



770 Large stores
—
Extras, Superstores and larger Metros typically have 150 – 500 colleagues per store.



1850 Convenience stores
—
Smaller Metro and Express stores might only have a small number of colleagues on rota per shift.

Income grew year on year and expenditure decreased leading to an increase in net income. Although stores of all formats were encouraged to take part in fundraising, around 80% of stores income was generated by large-format stores.

The stores team looked after relationships and income generation across all stores in their geographical area. Originally, this was a team of nine, led by a senior stores manager. The team focused on group-level colleagues, store managers and community champions at key stores in their region.

All stores were supported to raise as much as possible. To help drive up income, the team used league tables and a weekly fundraising call to share insight into what worked well and the challenges they were facing in their area. This enabled others to then share these ideas and examples with stores in their own area.

Alongside everyday fundraising (till-point cans, book sales etc.), which raised about 50% of store-based income, the stores team organised 14 flagship events (national themed weekends) that generated in the region of £8m. In addition, they held a number of other special events such as a Hadrian’s Wall walk, in memory of a senior Tesco colleague who passed away from a cardiac arrest, which raised £163k.

Other locally run events included the Twickenham store ball held at Twickenham rugby ground (£35k); Cardiff Half Marathon (£90k); the London Convenience colleagues taking part in Diabetes UK’s London Bridges walk (£15k) as well as talent competitions and much more besides.





Photo by Paul Ligas Photography Limited

Top three store fundraising recommendations

1

Local shopping lists

Devise and distribute local shopping lists and thank you packs as quickly as you can. They help to demonstrate the impact colleagues are making – a worthwhile return on investment.

2

Don't underestimate

Don't underestimate small, everyday activities such as book sales and till-point tins, these activities were well received as they were accessible regardless of store size. Where possible, standardise signage for Fundraising Regulator compliance, appropriate use of brand, and a professional look and feel.

3

Assess engagement

Assess the merits of a Big Collection on engagement and awareness, not just financial return. Ensure all relevant store-based colleagues prioritise the initiative. Build in the option for contactless donations.

Big Collections

We also organised three Big Collection events. These involved 1000s of volunteers raising money across 100s of Tesco stores, mainly via collection buckets and tins. These high-profile events were a good way of engaging charity volunteers and internal supporters, as well as raising public awareness.



In three years:

2015

Partnership funded activities began with the first Big Collection and an “On your March” walking-themed flagship fundraiser held in Feb and March respectively.

Five flagship fundraisers held throughout the year raising £3.029m.

£329k generated through CRM.

2016

The focus was shifted to ensuring that fundraising fatigue did not set in. Engagement packs and case studies were created alongside involving Tesco colleagues in the generation of flagship fundraising ideas to ensure they remained engaged with the Partnership.

Five flagship fundraisers held raising £3.346m.

Held the most challenge events – 17 in total which generated £327k.

£574k generated through CRM.

2017

The launch of Tesco's first ever Colleague and Customer Health Months, including the May Million Miles Challenge, raising £666k, and the Little Helps healthy swaps campaign in store that helped customers to have healthier shopping baskets.

The Great Tesco Walk raised £1m for the Partnership – including over £550k through Round Up at Till point.

Three flagship fundraisers held throughout the year raising £1.504m.

Despite fewer events, over £207,000 was generated through challenge events this year. This was partly down to the success of the Cardiff Half Marathon, in which 170 colleagues registered to run, and the Survival Challenge, the Partnership's only bespoke third-party event.

£836k generated through CRM.

£1m



Tesco has five head offices in the UK. Head office generated income totalled £1m over the lifetime of the Partnership. One full-time member of staff, mainly based in Welwyn Garden City, was responsible for managing relationships, recruiting and supporting charity champions and fundraising across all head offices. The same member of staff was also responsible for the cause related marketing (CRM) income stream.

The head office event that generated most income was the ‘Welwyn to Dundee Cycle’ (2017), which raised £22,000, with ‘Tesco Does Strictly’ in 2016 raising £18,000. Through ongoing events, the Display Centre Merchandise shop in Welwyn raised around £40k each year.

Top three head office fundraising recommendations

1

Strong networks
Develop a strong network of charity champions or ambassadors. Pay particular attention to areas of the business where the Head Office Manager can’t get to very often.

2

Increase competition
Secure buy-in from senior team leads and directors. Consider league tables to increase competition and visibility.

3

Encourage ambition
Colleagues tend to underestimate the amount they can raise. Let them know what’s possible, guide them on how to set a target, and encourage them to be ambitious.

£1.8m

The value of household product promotions:

Unilever supported the Partnership by donating 5p from the sale of all Radox hand wash and bath salts, during a six week period in February and March 2017 generating over £95,000. Proctor & Gamble ran a similar promotion over a three week period in January and February on various Lenor, Flash, Ariel and Fairy products which raised £127,500 for the Partnership.

CRMs were hugely profitable for the Partnership and generated £1.8m over three years. The largest single agreement came from the sale of charity Christmas Cards, which generated £300k each year for the Partnership. These promotions required very little financial investment from the Partnership, as Tesco and their suppliers covered all costs associated with the production and marketing of the products ensuring our return on investment (ROI) remained high.

All CRM products and brands needed to align with the core values and mission of Diabetes UK and the BHF.

As a result we focused on household products, gift cards and reusable bags, many of which performed better than expected.

We needed to secure sign off from multiple internal stakeholders across all three partners on whether to proceed with a CRM agreement. This was challenging to begin with, but over time, a smooth, detailed process was put into place with clear roles and responsibilities. When the main NCP contract was developed, a three way template contract for CRMs was also developed. Having this in place eased the final stages of this process considerably.

Top three CRM recommendations

1

Clear parameters
Agree clear parameters and a simple sign off process with partners – be sure to include people from the policy, corporate fundraising, medical/clinical and, of course, brand teams.

2

Engage people early
Engage people early and identify clear roles, responsibilities and decision makers for every stage of the process.

3

Robust contracts
Make sure a robust contract template is agreed by all parties. Use the template to ensure a contract is in place before it goes live.



£783k

Challenges

Early on, it became clear that Tesco colleagues were keen to take part in challenge events to raise funds. Diabetes UK and the BHF both offer a wide range of in-house and third-party events, so we agreed a process whereby Tesco colleagues could take part in them to raise money for the Partnership. Income from challenge events over three years totalled £783k.

Clear ownership, either central or local, was the key to greater income and commitment to challenge events.

Regional fundraising managers took responsibility for promoting skydives in Year 3, and as a result, 67 colleagues took the plunge raising over £21,000, compared to 24 in 2015/16.

Getting JustGiving involved with the Partnership early on helped establish a simplified approach to reporting and banking income across the challenge events portfolio and other fundraising.

These relationships and processes have continued with a new partnership between Tesco, Diabetes UK, BHF and Cancer Research UK (CRUK).

The JustGiving relationship meant Tesco colleagues could bank money directly and to ask their supporters to sponsor them online. It also made collecting Gift Aid much easier. We agreed up front that all monies would be passed from JustGiving to Diabetes UK, and then split between the partners. Over the three years, over 2,000 JustGiving pages were created.

Top three challenge events and JustGiving recommendations

1

Senior leaders

Secure senior leaders buy-in to events. When senior Tesco colleagues were involved, engagement, sign ups and fundraising were notably higher.

2

Dedicated manager

A dedicated Challenge Events Manager, working across both charities, would have benefitted the Partnership. This resource would have helped ensure that processes and stewardship plans were in place, resulting in better communication and consistency for participants.

3

Third-party suppliers

Approach third-party suppliers of events / financial / data systems at the very start. A strong relationship with JustGiving proved essential to the success of our challenges and wider programme.

£1.085m



4,000
Over 4,000 Tesco colleagues took part in the Great Tesco Walk – a relay from Land’s End to John O’Groats.

5k-50k
With four stages to get involved in, legs ranged from 5k to over 50k.

94%
Of those taking part in the post event survey, 94% said the walk made them feel proud to be part of Tesco.

98%
Of those taking part in the post event survey, 98% said they would do it all over again.

The Great Tesco Walk income was banked through stores and contributes to the overall stores total.

“There was great team spirit and it was enjoyable doing something constructive outside work with colleagues, we felt a real sense of achievement.”

Jemma Jones, Tesco Warrington

Top three Great Tesco Walk recommendations

1
Social media plan
A strong social media plan, promotional items and samples for those taking part helped generate positive user-led content. Local case studies strengthened connection to the cause.

2
Clear messaging
Self-service tills performed best for the month-long Round Up at Till promotion. There was clear messaging and it received plenty of praise.

3
Regular communication
A flexible communications plan and regular communication between teams is invaluable and necessary to keep a long-term challenge ‘live’ over an extended period.

The Great Tesco Walk was inspired by a similar event held nearly 30 years ago. The walk was supported by other fundraising initiatives, such as Tesco’s first-ever Round Up at Till – where customers could choose to round their bill up to the nearest 10p. Altogether the event generated £1.085m (May – Oct). As a result, September 2017 was the most successful fundraising month for the Partnership, with over £1.4m being raised in total.

Tesco paid for the event and a third party handled organisation, from registration to on-the-day logistics. Each leg had a target, and colleagues were encouraged to raise money via JustGiving – around 30% of those taking part set up their own page. Weekly reports helped keep track of demand and potential income.

Tesco took the lead on internal communications and local media coverage as the walk progressed. The Partnership’s marketing and communications team added support, as well as developing case-study stories and national news stories.

The social media pick up was strong throughout the month with all parties contributing.

Many colleagues gave positive feedback on the walk. They cited improved connections with colleagues and the wider team; the benefits of conversation and the value of senior stakeholders getting involved.

#TheGreatTescoWalk

£460k

Distribution centres generated £460,000 during the lifetime of the Partnership. To ensure buy-in and connection to cause, a dedicated committee and charity champion network was created and support given by senior leaders from all three partners and the Partnership team.

A number of successful supplier events were held and colleagues enjoyed events where they could socialise with family and friends, such as football tournaments, family fun days and fetes.

Over the lifetime of the Partnership, as the income projections became clearer and the challenges facing a supply chain business better understood, the level of NCP resource dedicated to this area of the business was reduced.

Through identifying more cost-effective ways of providing support and reducing the amount of dedicated staff time, the NCP team were able to ensure DC colleagues still received support they needed each week whilst ensuring expenditure was in-line with the income being generated.



Top three distribution centre fundraising recommendations

1

Balance of events
A balance of ‘quick wins’, (sweepstakes, raffles, lotteries) and more resource intensive weekend family events (‘It’s a Knock Out’, football tournaments) worked particularly well with distribution centre colleagues.

2

Bespoke guides
A bespoke fundraising guide using language, imagery and ideas that distribution centre colleagues could identify with helped with engagement.

3

Quality relationships
Building high quality relationships, especially with senior stakeholders is absolutely critical for distribution centres. Dedicated resource enables them to be built more quickly, but keep an eye on the income and ROI through times of change.

£3.3m



£1.5m
Top up

£1.3m
Lost property

£658k
Gala Ball

£148k
ATM donations

£154k
Recycling

The Partnership’s management accounts highlighted 13 different income streams. Income from streams other than those mentioned above totalled £3.3m over three years.

Other streams included: payroll giving, the Gala Ball, donation bags and wider gifts in kind (including donated office furniture and other items to support events or sold through BHF shops).

Top three other recommendations

1

Small income streams
Although fiddly to administer, smaller income streams add up over time and can deliver a good return on investment.

2

Senior support
The Gala Ball for suppliers was incredibly successful, raising £658,000 in one evening. Senior support was a critical factor in this event’s success.

3

Difficult decisions
Be prepared to make difficult decisions where income does not warrant the level of investment, resource or staffing originally planned.

Marketing and communications

The Partnership’s marketing and communications team worked closely with the fundraising team to create engaging materials, social media content and media coverage. This inspired Tesco colleagues to raise money creatively and also encouraged customers to donate.

To support the flagship fundraisers, the central team developed bespoke materials to support stores and DCs. Each pack of materials contained around 7–10 assets, plus additional items related to the particular fundraising theme (e.g. photo frames, super-hero masks etc.).

To simplify requests and focus on priority areas, a tiered approach was developed for PR support to fundraising events and activities. Training was given to all regional fundraising managers. The three tiers were: Gold (national, centrally led); Silver (locally led, centrally supported); Bronze (locally delivered, based on existing templates).

This approach gave all teams a shared understanding of priorities and the required level of support. Each asset was reviewed by the marketing and communications team, before being signed off by stakeholders.



Top three fundraising related marketing and communications recommendations

1

Strong networks
Involve colleagues in design, development and evaluation of fundraising ideas and packs. Agree concepts and ideas for events taking place in store as far in advance as possible and start production of the materials at least 12 weeks before.

2

Empower colleagues
Provide training and support to local and regional managers so they can lead coverage and content for their own area. Tesco colleagues and local team members now issue their own releases.

3

Encourage ambition
Work creatively with the social media teams across all partners to identify the most effective ways to both secure coverage of partnership activity and add value to partner communications.



Prevention

Having Type 2 diabetes can double your risk of developing heart and circulatory disease. The risk of developing these devastating conditions can be reduced by eating a healthy diet and being physically active.

All three partners aligned their strategic aims and shared their knowledge and expertise to design programmes that would help millions of people take small steps to better health. Collectively, we sought to: **reach** and **inspire** millions of people with healthy lifestyle messages; help thousands of people **engage** with local resources; **motivate** them to make a change, and **support** and **transform** the lives of families living in at risk communities.

The Partnership’s programmes focused on supporting the least active to become more active, and encouraging healthier eating habits such as eating more fruit and vegetables, reducing consumption of unhealthy snacks and being more aware of the impact of portion sizes.

Reach, Engage, Support

We took a tiered approach to delivering our prevention initiatives, using an integrated social marketing campaign to reach a national audience alongside digital engagement products and targeted local initiatives to change the behaviours of individuals and communities.

The more intensive support programmes had greater investment and smaller audiences. This enabled a more targeted approach to help the families most in need. The less intensive programmes were designed to reach much larger audiences.

Our Audience

Insight provided by all three partners highlighted that young mothers (25–40 years) were more likely to have unhealthy eating and shopping habits and live less active lifestyles. As a result, NCP prevention activities were designed to appeal to this audience, although partnership materials and programmes were accessible to all.

To help us develop the best possible programme of activities, three rounds of qualitative market research and focus groups were conducted to help us understand our audience’s most common motivations for and barriers to healthier living.

- The target group told researchers they:
- Were fed up of being told what to do and being bombarded with health messages.
 - Knew they were unhealthy already.
 - Wanted easy ways to be healthier, to feel supported and encouraged in a non-patronising way.
 - Used social media a lot, mainly Facebook.
- Research also found activity needs to be realistic, not overwhelming, and our audience need to be given permission to fail. This insight was used to develop two profiles: Carly and Sarah. All of our campaigns and programmes were designed to appeal to either Carly, or Sarah or both.

Profiles

Carly, the full-time homemaker

Carly was a mum with two daughters, both under three. She wanted to be healthier, but felt it was hard to change. She had little motivation to go to the gym.

Her main barriers were time, finance, peers and access to facilities. Price and convenience were most important to Carly. She liked to treat herself with foods that were not good for her.

Sarah, mother with a part-time job

Sarah knew she should do more to improve her health. She was a mother of young children all under five, and worked part time too.

As for food, taste was often more important than price. Sarah was an avid social media user and a little more adventurous in the kitchen, often trying new recipes. Time, was a real pressure for Sarah.

Reach and Inspire

Let's Do This Campaign



Once the target audience profiles were developed, an agency was appointed to create the campaign's look and feel, and the Let's Do This campaign was born.

Led by the Partnership's marketing and communications team, the Reach and Inspire campaign used national 360° integrated campaign bursts involving national and regional PR, organic social content, and out of home, radio and targeted digital advertising.

The campaign launched in January 2016, and over the next two years, delivered four 360° marketing campaign bursts and seven smaller PR and digital-only bursts. Each had its own health-related focus, but all retained the core value proposition – small steps to better health, while having fun with friends and family.

Reach and Inspire social marketing

To add value to the Let's Do This social marketing campaign, the Partnership developed the www.lets-dothis.org.uk website. The purpose of the site was to give a UK-wide audience access to healthy recipes, information about Partnership-funded prevention events and advice on ways to get more active and eat better. The website also housed the Let's Do This goal setting tools.

The aim of all marketing activity was to drive people to the Let's Do This website. Using audience insight data, Facebook, Twitter and Instagram were the three social media platforms identified to best reach our audience. Let's Do This accounts were created to provide clear and consistent messaging through regular organic posts and digital marketing.

Results

43m

Reach: over the Partnership lifetime, more than 43 million people saw our news stories about the importance of healthy lifestyles. Our stories made national front page news and featured on BBC, ITV and Channel 5 news programmes.

35m

Reach: in two years, our Let's Do This advertising reached 35 million people within our target audiences. Print and radio advertising proved effective for increasing awareness, while digital advertising drove people to our online resources.

1m

Inspire: as a result of seeing our Let's Do This campaign, we have calculated that around 1.1 million adults have been inspired to take some form of action to improve their lifestyle.





Working with the Royal College of Obstetricians and Gynaecologists (RCOG), the Partnership published a news story and digital content busting the ‘eating for two’ pregnancy myth.

RCOG’s input gave the story more gravitas, and it was covered extensively across online, print and broadcast media.

The story reached 40.5m people through media coverage, and drove 8,106 unique visitors to the Let’s Do This website.

The total value of media mentions achieved through this piece of work alone was £597,600.

Top three campaign recommendations

1

Share timelines

With organisational changes happening across all partners, there were times a burst or story had to be put on hold. Sharing timelines and priorities is critical, even when confidentiality is necessary.

2

Use social media well

We tailored our social media activity to speak to different audiences, producing effective results. Facebook was our most successful platform for engaging with our target audience. Over 95% of our ‘Facebook fans’ were women. Twitter was better for speaking to local providers and stakeholders.

3

Tackle audience saturation

Our target audience saw the Let’s Do This campaign activity 6.8 times in total. With only a finite number of people in our target groups, this suggests we had saturated our audience. This means our messages and call to action would no longer be as effective. If the campaign had continued, the strategy and call to action would have needed to evolve.

Engage and Motivate

Introduction	<p>The Engage and Motivate programme was developed to provide funding to regions across the UK to support increased engagement in local physical activity programmes. Nine key areas were identified where physical inactivity levels were high, particularly among women with young families living in areas of deprivation.</p>	<p>In addition to the local programmes, digital support was provided through the Goal Setter and the 8 Week Challenge online tools and interactive campaigns.</p>
Goal setter	<p>In 2016, a new online product was launched to help people make changes to their lifestyle. The Let’s Do This Goal Setter used behaviour change principles to encourage our target audience to set a goal, receive personalised tips and advice and share their success.</p> <p>Once set up, the Goal Setter provided regular support and reminders (via emails / text messages) to help the user achieve their goal.</p>	<p>Goals could centre on physical activity, healthy eating or breaking a habit. The rationale was to encourage more healthy routines as part of everyday behaviour.</p> <p>The Goal Setter was promoted via an ongoing monthly digital marketing campaign.</p>
Evaluation methods	<p>Google analytics was used to monitor usage of the Goal Setter. Users could complete an optional survey on self-efficacy at registration and again when they completed their goal.</p>	

Outputs	18k	18,234 goals were set online from March 2016 to April 2017.
	15k	14,591 unique registrations.
	6%	6.1% goal completion rate.

Evaluation

The Goal Setter design and the marketing strategy were effective in engaging the target audience with the concept of setting healthy lifestyle related goals. Over 90% of all users were women, with a further 32% within the target age range of 25 – 44.

Survey data highlights that 58% of users chose ‘move more’ goals, 34% chose ‘eat better’ goals, and 8% chose ‘kick a habit’ goals.

Women who chose ‘move more’ goals perceived that they did not get as much exercise as they needed, while those who chose ‘eat better’ goals were more likely to perceive their eating patterns as more or less healthy. There was no notable difference between different age groups in what goals they chose to set, however when analysing self-efficacy by age-group at registration, we saw increasing self-efficacy with age.

Conclusion

The ability to track goals completed was an issue. Despite consistent sign ups, and a strong conversion rate from website visits to registrations, many people didn’t complete the user-journey, so we couldn’t tell whether the Goal Setter was helping people change their habits or not.

This meant that, although reach and engage targets were met, the team couldn’t gauge the impact or outcomes of the programme.

As a result, it was decided to redevelop the tool with improved functionality, leading to the launch of the 8 Week Challenge. Completion rates through the 8 Week Challenge were significantly higher.

8 Week Challenge

The 8 Week Challenge was based on the same principles as the Goal Setter, encouraging product users to set goals and providing support through text messages and emails.

The main difference was that goals were time limited to eight weeks to encourage more people to report goal completion, and goals were grouped as either ‘Everyday Changes’ or ‘Get Active’.

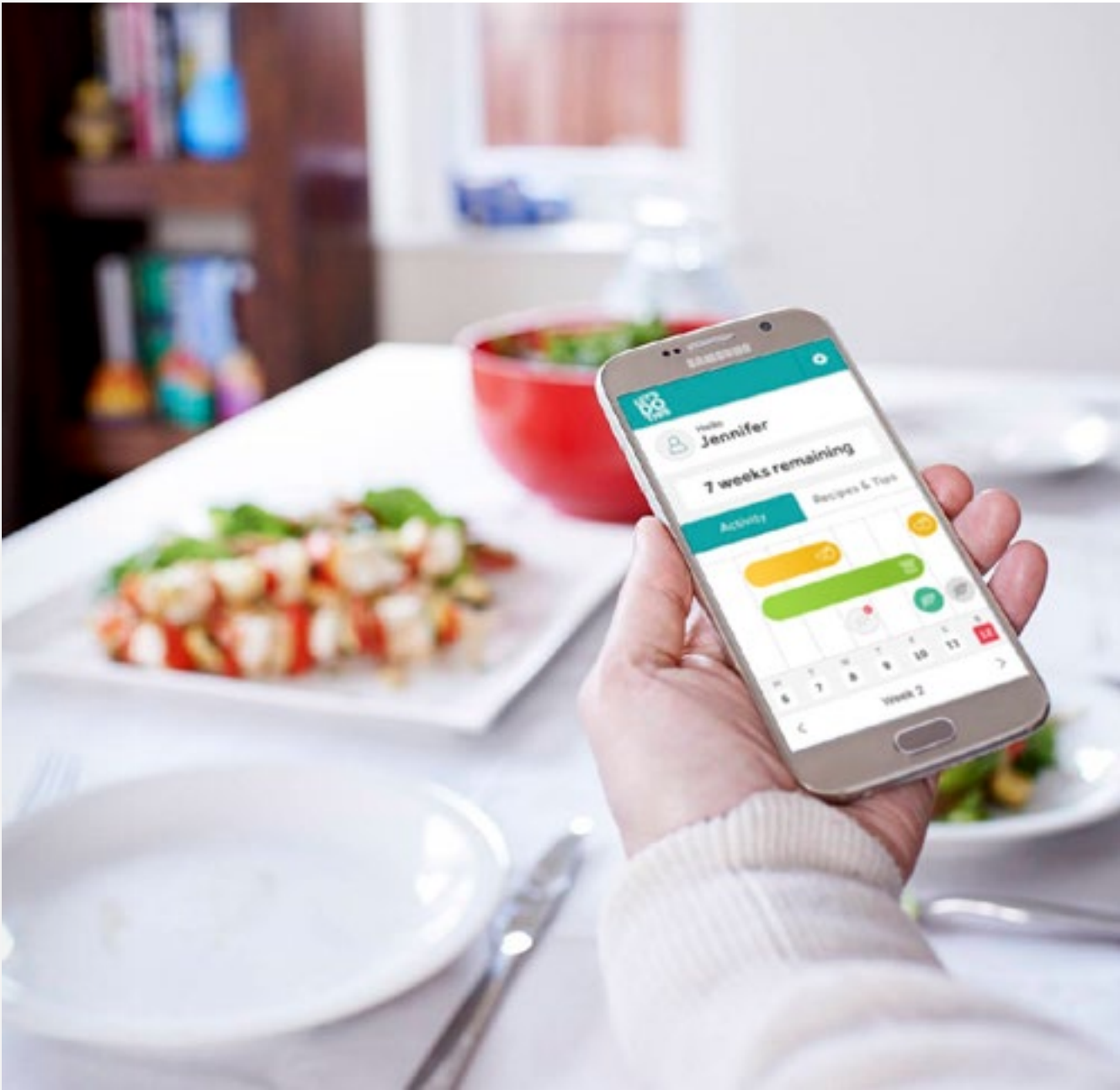


Marketing and communications



To support the 8 Week Challenge, the marketing and communications team targeted core audiences with a continuous digital marketing campaign, a hyper local PR launch, and ongoing promotion in national media stories.

Blending a local and digital offer works. During August 2017, targeted local adverts were placed in Scotland in the run up to and after the Scottish Pipe Band Championships, at which we ran a healthy lifestyle outreach event. This led to exponential growth in visits, sign ups and goals set from that area. This suggests that online support for local programmes was worthwhile.



Evaluation

Digital marketing had significant impact on driving registrations. Over 90% of all registered users were secured through digital advertising, predominantly via Facebook. 98% of all users were women, 38% within the age range of 25 – 45. 54% of female users were in the slightly older age range of 45 – 64.

Of the 295,613 goals set, 35% were recorded as complete, a significant improvement on the 6% completion rate of the Goal Setter. Although less Get Active goals were set overall, of those recorded as complete 70% were successful comparable to 65% of Everyday Change goals.

During registration, participants were invited to complete a short non-compulsory survey that aimed to establish their self-efficacy before starting the 8 Week Challenge and again at the end of the 8 weeks.

By the end of the 8 weeks, self-efficacy had improved amongst a small sample of users who set at least one Everyday Change goal compared to users who set at least one Get Active goal. However, as the number of Everyday Change goals set by the user increased, they reported lower self-efficacy. The opposite of which was true for Get Active goals. Women in the target demographic reported below average self-efficacy across all four self-efficacy questions. For more information on the self efficacy reports, see the Engage and Motivate full report.

Outputs

296k
56k
35%

295,613 goals were set online from May 2017 to December 2017.

55,811 unique registrations.

35% goal completion rate.

Conclusion

The change to a time limited challenge rather than open ended goal setting was successful in improving long term engagement with the tool. The marketing strategy was successful in reaching our target demographic of women, however the tool was more popular with a slightly older audience.

Results from the self-efficacy questionnaire suggest that whilst using the 8 Week Challenge can help people become more active and eat better, setting increasing numbers of Everyday Change goals can have a negative impact on helping women feel more able to overcome the barriers to a healthier lifestyle, so we would recommend that in future versions of the 8 Week Challenge, users are limited to only setting one or two Everyday Change goals.



“I thought the interactive hand was a great part of the activity – it enabled me to understand portion sizes much better than I did before.”

Buchanan Galleries, Glasgow

During the three years of the Partnership, we set up two interactive, customer-facing campaigns in Tesco stores and shopping centres. The first (in 2015/16) consisted of nine in-store tastings, where Tesco customers could try a range of healthy snacks. At the same time, they were given information on the Let’s Do This campaign, NCP recipes and how to snack more healthily.

In 2017, the NCP team developed a short interactive campaign, called Hands on Healthy Eating, designed for shopping centres and community venues. Its main purpose was to test whether it is possible to educate families on what constitutes a portion of fruit and vegetables and encourage them to set a goal to eat more fruit and vegetables.

Hands on Healthy Eating – what happened



In 2017, four product specialists invited shoppers to take part in Hands-on Healthy Eating. Using a touch-screen interactive hand, shoppers could view a short animation sequence designed to illustrate the five ways to get your five a day and raise awareness of what constitutes a portion of various fruits and vegetables.

Adults and children could take part in fun activities such as colouring in pictures of fruit and vegetables and setting a five-a-day pledge on a hand shaped magnet for our pledge wall.

A team offered advice and a leaflet with more detailed information. Participants were then encouraged to pledge to eat five a day and enter the 8 Week Challenge. Almost 20,000 people took part in the activities, with many expressing surprise at what constitutes a portion of their favourite fruit or vegetable and set a goal to eat more fruit and vegetables over the coming days, weeks and months.

Key successes

Over 100,000 people were engaged by the Taste at Tesco and Hands on Healthy Eating initiatives. Feedback from participants was overwhelmingly positive, with many commenting on how much they enjoyed the opportunity to try free fruit and healthy snack samples, and setting personal goals to make healthier eating choices.

Additionally, the Hands on Healthy Eating video and leaflet were able to be re-purposed for the Let’s Do This website and social media pages, helping us to reach a wider audience with this new and engaging content. As a result, the period during and after the Hands on Healthy Eating campaign saw a 10% increase in users setting goals related to healthier eating, using the 8 Week Challenge.

Outputs

80k
80,000 people reached with Tesco in store food tasting.

20k
20,000 people engaged with the Hands on Healthy Eating campaign.

National to local

For the local strands of the prevention programme, the NCP team worked with all three partners to map their existing prevention projects and wider work and commercial footprint. This sat alongside population-level indicators, such as low rates of physical activity, poor diet and high prevalence of obesity, Type 2 diabetes and heart and circulatory disease. These indicators were further mapped against areas of deprivation and local strategic priorities.

We decided to work in areas where risk of both conditions was above average, though not critical, and where each partner had a presence. Fifteen areas were identified – nine for our community-focused Engage and Motivate programmes, and six for our more intensive, Support and Transform programmes. Work in these areas was supported by the nation-wide Let’s Do This campaign and online tools and resources.



Engage and Motivate – Local Programmes

Our Engage and Motivate local programmes were designed to get more people interested in local physical-activity resources. We attended local summer festivals and signposted families to local green spaces and sports and exercise facilities.

We also tackled barriers to physical activity – cost, lack of knowledge and lack of confidence through free taster sessions and voucher schemes.

Background

The main aim of our local programmes was to motivate women aged 25–40 and their families to take small steps to better health by helping them to move more. Locally led teams ensured the offer was tailored to their area’s specific needs and strategies. Communications were dual branded Let’s Do This and NCP.

- Activities were grouped as follows, with combinations of these available in each area:
- Ongoing programmes, such as walking, jogging and cycling
 - Capacity building: e.g. training volunteers and participants to become local activity leaders; buying specialist equipment such as adaptive bikes; mapping walking, running and cycling routes
 - Voucher and membership schemes, to provide free tasters and lower prices
 - Open community events (e.g. family fun festivals), to increase awareness of local resources and opportunities.

Evaluation

To track performance, local partners were asked to submit KPI reports each month noting unique participants taking part in programmes and total attendances. Uptake of membership and voucher schemes was also monitored.

Sample surveys were conducted at events and there were pre- and post-questionnaires for participants. In some of the ongoing programmes which looked at self-reported physical activity levels and a question on attitudes towards being active.

We also arranged focus groups in six areas with participants and providers. We used these to capture information relating to local facilities and barriers to participation as well as information relating to participants behaviours, attitudes, skills and knowledge. Evaluation was run internally by the NCP Evaluation Research Officer.

Outputs	92k	Over 92,000 people took part in our local events.
	14k	14,030 people attended one or more of our activity sessions.
	148	148 people trained and qualified as activity leaders, ensuring the impact of the NCP will be sustained well into the future.
	100	Over 100 bikes have been bought for communities, five bicycle repair stations have been set up around Derry and Strabane and new walking and cycling route signage has been installed in both Blackburn with Darwen and Derry and Strabane.

Outcomes	<p>The programme aimed to introduce people to light-touch activities to get them interested in other community led or online programmes. We had not expected to be attracting the most inactive residents, but evaluation data suggests that the programmes were particularly attractive to this group and our results far exceeded our original expectations.</p> <p>Matched data analysis has demonstrated that physical inactivity amongst participants was reduced by 72% with more people achieving recommended weekly levels for being active. The average participant increased the number of days they were active for 30 minutes or more by one day per week. The survey responses also suggested a shift in participants having a more positive attitude towards getting active.</p>	<p>As part of our commitment to sustainability, participants have been enabled to gain skills and qualifications to become community leaders themselves.</p> <p>The Engage and Motivate programmes were designed to tackle the most common barriers to physical activity: motivation and self-confidence, knowledge and awareness and a lack of facilities and equipment.</p> <p>Our research suggests that the programmes did help participants to improve knowledge and awareness, improve self-confidence and provide opportunities for social activity. Many areas we worked with were also able to purchase new equipment for community use or invest in new route signage to make outdoor spaces more accessible.</p>
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Top three successes

- 1

Encouraged use of outdoor spaces

We successfully encouraged greater use of outdoor spaces as a venue for getting active through our community engagement events, investment in local infrastructure and the 8 Week Challenge.
- 2

Signposted to local resources

We were able to effectively signpost people to locally led community programmes through our outreach work and marketing and communications activities.
- 3

Helped the most inactive become more active

We helped the most inactive participants to become more active through our ongoing community programmes, helping them to reduce their risk of developing Type 2 diabetes and heart and circulatory disease.



**“I myself
suffered from
high cholesterol
so the benefits
for me health
wise have been
amazing.”**

Beat the Street Participant, Sandwell 2017

Two Support and Transform programmes were identified to impact on the current and longer-term behaviours, attitudes, skills and knowledge of residents across six carefully chosen areas of the UK. The first was a community-wide physical activity programme (Beat the Street). The other a smaller, more targeted, healthy eating and physical activity programme for families most in need (Make, Move and Munch Clubs).

Beat the Street is a tried and tested physical activity programme designed and delivered by Intelligent Health.

Make, Move and Munch Clubs were a new activity, designed and developed by the NCP team specifically for this Partnership.

Each programme helped families take small steps to better health. Both programmes offered longer term, more personalised support than many of the Engage and Motivate programmes and were designed to result in longer term, sustainable, behaviour change.



Beat the Street (BTS) is a behaviour change product designed and delivered by Intelligent Health. The NCP funded 13 BTS games in six chosen areas between September 2015 and December 2017.

The programme (BTS) turned an entire town or city into a real-life seven-week game. Residents were challenged to join a team and see how far they could collectively walk, cycle or run.

People taking part logged their journeys by tapping cards against sensors called 'beat boxes', which were found on lampposts across the town. There were prizes for individuals, schools and community teams.

The main game was supported by a preparation and a sustain phase, helping to embed the activity into the local community, and keeping residents active after the game had ended.

Before the game started, a local engagement manager worked with community groups, the local authority, public health teams, schools and other organisations to generate interest. Cards were then handed out via these groups, Tesco stores, BHF shops and other local venues. In some areas, this included GP surgeries and health centres.

BTS engagement managers were supported by marketing and communications teams at Intelligent Health and the NCP to produce supporting leaflets, posters, digital content and press releases.

Evaluation methodology

BTS was evaluated through swipe card data analysis – during the game, information was collected every time a card or fob was tapped on a beat box. People who hadn’t registered were tracked, but that data couldn’t be traced to individuals.

There was also a sample survey, completed when people registered their BTS cards for prizes or to join a team, and follow-up surveys. The surveys included socio-demographic questions, a validated physical activity questionnaire (SCOT-PASQ) and a retrospective one-week travel diary.

Beat the Street outputs



280k
1.2m

Over 280,000 people took part in the 13 NCP funded games. Collectively, they travelled 1.2 million miles... the same distance as to the Moon and back twice.

“It made us go out and do more as a family. We took the dog out and went on lots of adventures to find the Beat the Street boxes.”

Beat the Street participant, Northern Ireland

Outcomes

BTS encouraged participants to both engage in more everyday active travel, and find time for more leisure walking and cycling activity. Participants reported that they not only found themselves being more active as a result of taking part, but also found they spent more time with their families being active.

Analysis of survey responses demonstrates both an increase in the number of people achieving recommended levels of physical activity and a decrease in the number of people reporting being inactive.

Significantly, participants who reported being inactive at the start of their first game in 2016 had, one year later, increased the number of days they were doing 30 minutes or more physical activity by an average of 2.3 days a week.

Utilising the NICE Physical Activity Return on Investment (ROI) Tool we estimate that the ROI for the communities that took part in the 2017 games alone will be £13.8 million over two years.

Wellbeing

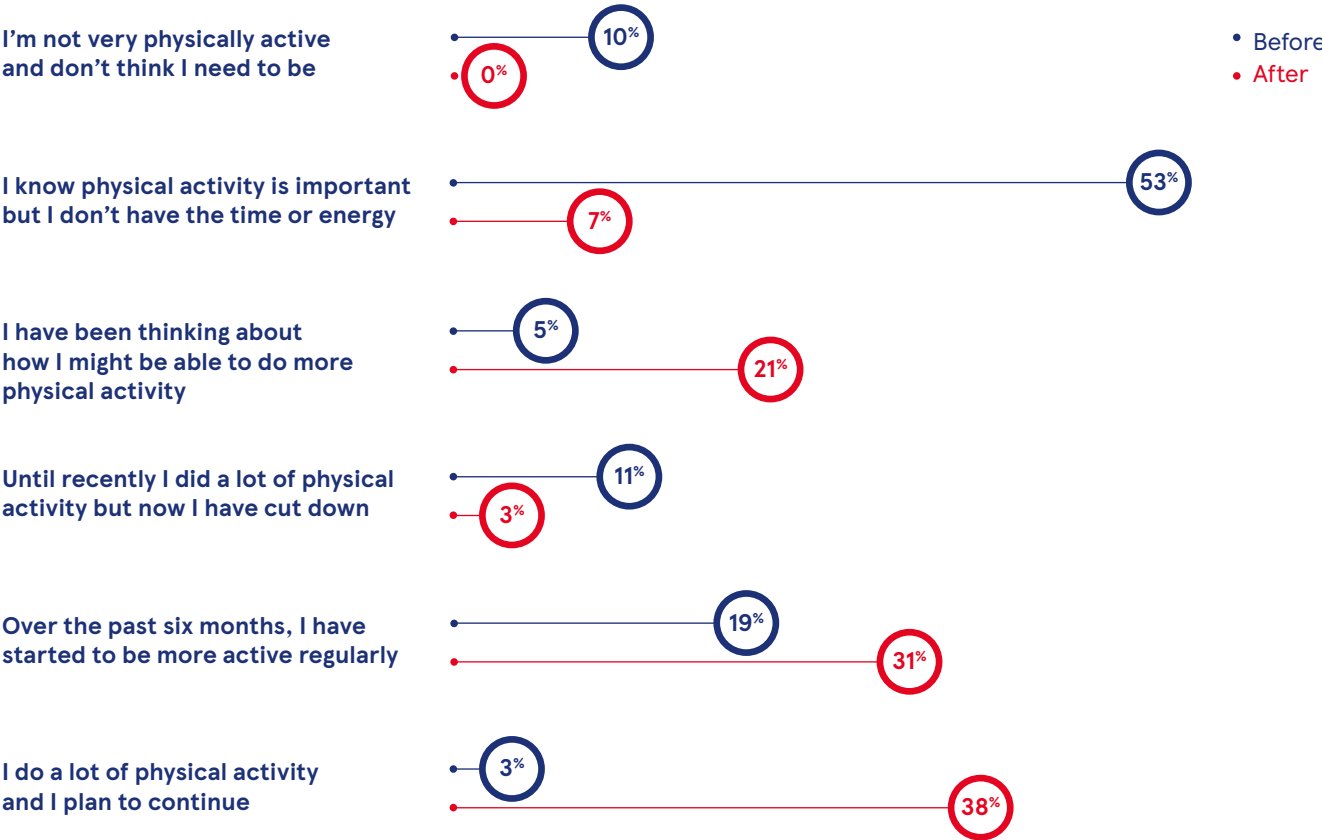
In 2017 we evaluated the impact of BTS on mental wellbeing using the short form Warwick Edinburgh Mental Wellbeing Scale (WEMWBS). Survey results demonstrated that participating in BTS resulted in a meaningful increase in measured mental wellbeing for people who reported being inactive at the start of the game.



Transforming attitudes towards physical activity

In 2016 we looked at the impact of taking part in BTS on attitudes towards being active. Participants were asked to review a set of statements and identify which one they agreed with the most (see image below).

The results showed a significant shift away from people feeling that they didn't have time to be active, to people reporting being active and intending to maintain these levels.



Conclusion

Beat the Street is a successful, scalable model. Tens of thousands of people can play at the same time, yet it has the power to engage individuals and change their physical activity patterns in a personalised, accessible way. The game is regularly described as fun and people enjoyed the side benefit of spending more time with family.

We can conclude that gamification of communities can be an effective way to encourage individuals and families to get more active for the long term. For the NCP, working with Intelligent Health to deliver BTS gave us the opportunity to deliver large scale behaviour change quickly and efficiently, something we wouldn't have been able to achieve on our own.



Originally known as Holiday Lunch Clubs, our Make, Move and Munch Clubs (MMMC) programme took place in the same six areas as Beat the Street. It focused on helping families take small steps to better health through healthier eating and getting active.

Programmes were delivered by partner organisations in each of the six areas. There were local variations in delivery, to meet the needs and preferences of the local community, but all Make, Move and Munch Clubs had the same common features:

- Eight sessions between 1.5 – 2 hours.
- Activities that enabled food-based learning, with key messaging about salt, sugar and fat intake as well as portion sizes.
- Cookery demonstrations, cook-alongs where possible and informal facilitated peer to peer discussions.
- Entry level and sustainable physical activity for adults.
- A nutritious meal at each session, to be shared by adults and children.
- Behavioural change techniques to help motivate sustained change in health behaviours.
- A target of 10–12 families per club.

Evaluation methodology

This was undertaken by an independent organisation, Brightpurpose. The evaluation aimed to find out what difference MMMCs made to participants, and to gather learnings to inform future programmes. What worked well, what could work better, how have outcomes been achieved?

A mixed-method approach was used for evaluation. This included pre, during and post surveys, focus groups and follow-up phone calls, and face-to-face interviews. Data was analysed nationally and locally.

Outputs

8,010

In total, 8,010 people took part in the programme.

39,339

Cooking up 39,339 delicious and nutritious meals.

75%

75% of participants were from the top 30% most deprived areas of their nation.

Outcomes

MMMCs encouraged participants to make small, manageable changes to their cooking, eating and physical activity habits. They did this by providing knowledge about the importance of change and practical tips on how to make those changes. Many participants made and sustained changes to their lifestyles, and to those of their families, as a result of what they learned at MMMCs.

In the group tracked for three to six months after their MMMC, there is evidence of prolonged health behaviour change. Participants' consumption of fruit and vegetables increased during the programme, and their behaviours relating to healthier cooking and shopping were sustained. MMMCs were especially effective at encouraging physically inactive participants to become active.

End of programme results: Eat a little better



51%
of respondents were eating more portions of veg/salad with a significant increase in those eating three or more portions a day.

46%
of respondents were eating more fruit with a significant increase in those eating three or more portions per day.

47%
of respondents always or nearly always looked at nutritional information when buying a new product, compared with 26% at the start.

Respondents were also:
– eating unhealthy snacks less often
– cooking from scratch more often
– parents were reducing their own and their children’s intake of sugary drinks.

End of programme results: Move a little more



1%
Respondents that were physically inactive fell from 15% to 1%.

3.9
Respondents that were previously inactive were on average active 3.9 days per week.

54%
The proportion of active respondents had increased by 25% to 54%.

93%
of respondents said MMMCs had helped them to make their weekly food budget go further.

Conclusion

Improved eating habits and increased levels of physical activity, particularly amongst the inactive, have been achieved through simple messages delivered in a style that empowers individuals to make small but significant lifestyle changes. By the end of their MMMC people were eating better and moving more.

“Getting alongside people, encouraging them to make small changes in their daily lives, and supporting them with information and tools about how to do so, appears to lead to behaviour change that can be sustained and built upon.”
Brightpurpose, 2017

Working to ensure a lasting impact.

The NCP prevention programme set out to help women and young families take small steps to better health. The evaluation reports from all of our programmes overwhelmingly demonstrate that we have been effective in achieving these aims, and in doing so, have helped millions of people begin to reduce their risk of developing Type 2 diabetes and heart and circulatory disease.

Early indications also suggest that changes in attitudes and behaviours achieved during our community programmes are being sustained, which may lead to better health for participants in the long term.

Outputs	1.1m	Around 1.1m took action as a result of our Let’s Do This campaign.
	1.2m	Over 1.2 million people engaged with our digital products and local community events and activities.
	290k	Over 290,000 people were supported to make significant changes to their own, and their family’s lifestyles through Beat the Street and Make, Move and Munch Clubs.

Outcomes

- The training and accreditation of 100+ volunteer activity leaders.
- Supporting partner organisations to embed key messages around healthy eating and physical activity into future delivery.
- Investment in equipment, signage and/or information, all of which will remain accessible and visible to the local community beyond the lifetime of the Partnership.
- New networks developed between partner organisations and wider stakeholders.
- Up-skilling of staff from partner organisations.
- Insight into and skills into marketing campaigns, social media content and local PR / media coverage which partner organisations can take forwards as they develop new projects.
- Developed an evidence base for previously under-reported areas of work, such as healthy eating programmes for families.

Top three future recommendations

- 1**

Simple asks

Our key message “small steps to better health” really resonated with the communities we worked with. Families living in areas of deprivation need small, simple asks that they won’t feel overwhelmed by.
- 2**

Build relationships

Relationships between participants and staff are important – it takes time to build trust and rapport. Ensure programme content and delivery is positive, relatable and delivered by “people like me” with a focus on positive attitudes towards healthy choices.
- 3**

Be flexible

When working UK wide, programme content needs to be flexible to meet the unique needs of diverse communities. The fun and friendly style that all NCP programmes took has proven successful and should be the standard when working with communities living in areas of deprivation.



Investing in the vital work of BHF and Diabetes UK

In addition to the prevention programmes run by the central team, Diabetes UK and British Heart Foundation each received around £6.5m from the Tesco National Charity Partnership.

This money has been used to fund critical programmes that contribute to their own organisational strategies and programmes.

£13m

British Heart Foundation

Diabetes UK

National Charity Partnership funding has helped the British Heart Foundation (BHF) distribute millions of prevention resources to the public, helping people to live a more healthy lifestyle and prevent heart and circulatory disease.

The BHF are active partners on a National Blood Pressure Systems Leadership Board. It has used Partnership income to provide community-based blood pressure testing, develop tools and resources for primary care professionals, influence health system leaders and governments and support front line Healthcare Professionals.

Research is at the heart of BHF’s work, and they have invested in nine world class medical research projects. These vary from a two-year project looking into weight regain after intentional weight loss and its impact on cardiovascular health to a five-year project looking at insulin, low oxygen levels and the key determinants in the programming of cardiovascular disease.

The funds raised through the Partnership have helped Diabetes UK provide more support to people affected by all forms of diabetes. This has been through improvements to its Customer Care Centre and Helpline which support over 1m people every year and through support for its 7,500 volunteers working directly in communities. This has helped Diabetes UK make sure they can offer more people living with diabetes the right help at the right time.

Diabetes UK has also invested in providing more support to young people diagnosed with Type 1 diabetes and their families. They have piloted new ways to provide information at diagnosis, and encouraging schools to make sure every child gets the support they need to achieve their full potential. The development of the Young Adult panel has also helped to develop new awareness campaigns and videos about the realities of living with Type 1 diabetes, sharing tips and experiences through social media so that no one feels alone with their condition.

Summary

The National Charity Partnership has been successful in raising over £25 million and helping families take small steps to better health. It has supported the inactive to become active, inspired communities to eat more fruit and vegetables and make healthier choices everyday. The wider investment in research and pilot programmes will ensure similar benefits are experienced for generations to come.

In conclusion

As the results above demonstrate, the short-term outcomes are clear and plentiful and early indications are that the Partnership's work will continue to improve the health of individuals, communities and the UK for many years to come.

Having a shared approach to governance helped the central team to navigate changes within each of the partners and the Partnership team itself. This ensured an ongoing commitment to the original purpose and vision of the Partnership. The team's flexibility, pragmatism and support for one another and the partners also played a huge part in the success.

The time taken at the beginning to establish the basics in terms of processes, principles and overall aims/success indicators for the Partnership was critical to its success. This ensured buy-in from all partners and enabled the development of a framework against which success could be measured.

Developing an entirely new prevention programme from scratch did limit the fundraising team's ability to describe, authentically, the difference the money was making from day one. However, the introduction of shopping lists helped to limit this and once local results began to emerge, it became easier still. The annual growth in income demonstrates how the team were able to build on the success of previous years, but perhaps also suggests the importance of impact reporting to those raising funds.

For the Partnership as a whole, the legacy will continue, as Diabetes UK, the BHF and Tesco continue to work in partnership. They have now also embedded Cancer Research UK into their long-term commitment to help people to move more and eat better. The model has evolved, but the opportunity to build on what has gone before is clear.

By working together, Tesco, Diabetes UK and the BHF have shown what can be possible when multiple partners join forces on a single issue and has helped others to imagine what could be possible were strategic partnerships of this kind to become more commonplace.

Acknowledgements

The National Charity Partnership team would like to thank Diabetes UK, the British Heart Foundation and Tesco, and all the agencies, providers, advisers and individuals who have worked with us over the lifetime of the Partnership. Special mentions go to those who have:

- Governed, guided and championed our work
- Raised vital funds for our cause
- Played a key role in creating and delivering our national marketing campaign
- Delivered our prevention programmes locally
- Captured our work through compelling photography and videos
- Taken care of our resources and materials
- Ensured our banners, buckets and awards were in the right place at the right time
- Helped us to navigate the IT, finance and legal systems
- Supported our evaluation

You have each played a critical part in ensuring the success of the 2015-17 National Charity Partnership. Thank you.



The National Charity Partnership was a partnership between Diabetes UK, the British Heart Foundation and Tesco. For more information, visit www.tescocharitypartnership.org.uk

Diabetes UK is a charity registered in England and Wales (215199) and in Scotland (SC039136). For more information about Diabetes UK and its work, visit www.diabetes.org.uk

British Heart Foundation is a charity registered in England and Wales (225971) and in Scotland (SC039426). Find out more at www.bhf.org.uk

For more information about Tesco, visit www.tescopl.com

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