



# Vision & Strategy **2021 - 2024**



# Who We Are

**FareShare Midlands turns an environmental problem into a social solution.**



**8.4m people in the UK are struggling to afford to eat**

**In Birmingham alone 131,000 children are living in poverty**

**3.6 m tonnes of food is wasted by the food industry every year in the UK**

**Over 2 million tonnes of food that goes to waste is still edible**

FareShare Midlands is the region's largest food redistribution charity.

We supply good quality surplus food to local communities who tackle hunger and poverty and the root causes of both.



# Our Mission and Vision

## OUR MISSION

Maximising the social value of surplus food.

## OUR PURPOSE

Fighting hunger, tackling waste, creating opportunities.

## OUR VISION

A Midlands region where no-one goes hungry when there is food being wasted, no child goes to school on an empty stomach, and where vulnerable people are supported to join or rejoin the workforce.



# Our Values

FareShare Midlands has five core values

**Each of these values reflects the charity we aspire to be, the people we recruit and nurture, and the organisations we want to work with:**

1

**Passion-** We have passion for our cause and the challenges that lie ahead

2

**Ambition-** We go the extra mile and drive the changes that must happen

3

**Respect-** We have respect for ourselves, each other, our volunteers, our partners our members and the environment

4

**Collaboration-** We will work better with others to strengthen our fight against hunger, poverty and food waste

5

**Accountability-** We assume responsibility for our actions, our service, our decisions, our impact and our policies

# Our Ambitions

## WHERE WE ARE

**Last year our food helped over 550 frontline groups provide 16 million meals**

**We saved charities £2.5m on food (so they could spend it elsewhere)**

**On average our food reaches 60,000 people each week**

**On average 200 volunteers contribute 1,360 hours every week.**

## WHERE WE ARE GOING

We will grow our food volumes by 20% each year

Our food volume target for 2024 is 8,640 tonnes

By 2024 our food will reach over 100,000 people through 700 community members

The estimated retail value of 8,640 tonnes is over £12.6m

We will invest in innovation to reduce food waste

By 2024 we will support 400 people back in to work

We will improve our environmental footprint through our supply chain

8,640 tonnes of food redistributed saves

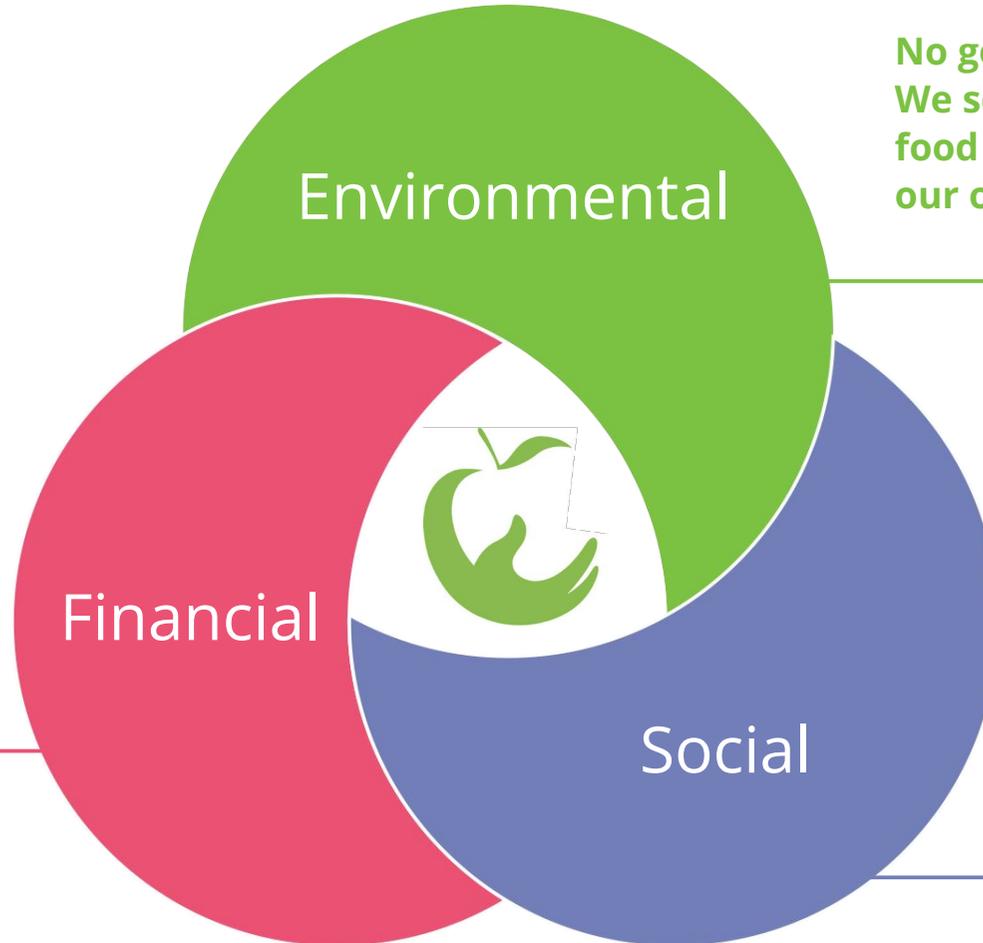
21,600 tonnes in CO<sub>2</sub>

# Our Pathway to Success

Our decisions will be balanced and from a sustainable financial base

## FINANCIAL SUSTAINABILITY

We are financially sustainable to protect our members and our future



## ENVIRONMENTAL IMPACT

No good food goes to waste. We source as much of the right food as we can. We manage our own environmental impact

## SOCIAL IMPACT

We maximise the impact of surplus food. We provide the right food to communities who tackle hunger and poverty and its causes

# Our Strategic Objectives for the next 3 Years



## Understanding and Meeting the Region's Need

To fully understand and quantify the need that exists in our region. To prioritise how we progressively meet that need, particularly in a time where a global pandemic still exists.



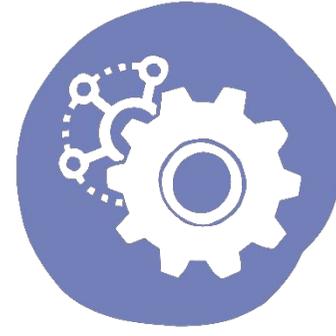
## Our People and Culture

To grow substantially by recruiting, training, supporting and retaining dedicated staff and volunteers. To achieve our strategic priorities while maintaining a culture that reflects our values.



## Efficiency and Environmental

To meet, and where possible exceed, FareShare UK and Industry performance measures and at the same time strive towards exemplary environmental practices. To ensure that we are operationally efficient but at the same time remain highly effective.



## Sustainability, Communications and Systems

To ensure that we have the finances, infrastructure, equipment and systems to deliver our other three strategic objectives.



## Fundraising and Employability

Increase and diversify funding so that we can invest. Ensure most activities achieve a contribution towards our overheads. Introduce revenue streams to support the costs of delivering our Employability programmes.

OUR STRATEGIC OBJECTIVES FOR THE NEXT 3 YEARS

# Understanding and Meeting the Region's Need

- Recognise our members' priorities and needs
- We understand and support our members and communities, amplifying their voice to the food industry and other key audiences
- Enhance communication between FareShare Midlands, our member network and the FareShare network to better understand each others' positions on key activities and issues
- Identify how best to interface with the local food industry based on the needs of our members
- Understanding and better meeting the regional need particularly in a pandemic and Brexit era.



OUR STRATEGIC OBJECTIVES FOR THE NEXT 3 YEARS

# Our People and Culture

- We recruit and train sufficient staff and volunteers who will support our growth, impact and success
- We develop and support these dedicated staff and volunteers to improve knowledge, wellbeing and satisfaction



- We communicate regularly with our staff and volunteers, and listen to their feedback and ensure everyone feels involved and valued
- We maintain a culture that reflects our values as we grow.



# Efficiency and Environmental



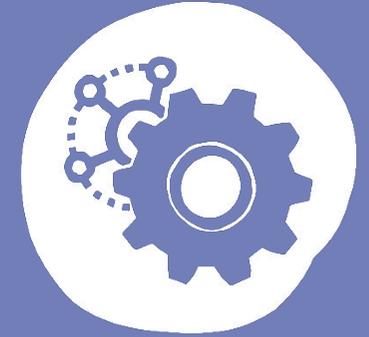
- We will invest in innovation and solutions that help to maximise the environmental benefits of redistributing surplus food for human consumption
- We will further develop our Environmental policy, recognise and manage the impact we have on the environment in relation to food waste and logistics
- We will develop and demonstrate our environmental credentials and publicise our efforts to protect the environment
- We will be responsive and accessible for the food industry and support their commitment to reducing surplus food from their supply chains

- We will develop an ethical, cost effective and efficient approach to everything we do
- We will strengthen our relationships with local authorities and contribute to environmental plans such as Nottingham's Carbon Neutrality Project and Leicester City's Food Plan
- We will be ready to react to other emergency responses such as climate change.



OUR STRATEGIC OBJECTIVES FOR THE NEXT 3 YEARS

# Sustainability, Communications and Systems



## FINANCES

- We generate sufficient income
- We are financially sustainable
- We maintain a sensible reserve.

## COMMUNICATIONS

- We raise our profile and ensure our audiences understand our mission, purpose, vision and ambitions
- We reach more and new people and organisations, and inspire them to get involved and support us
- We celebrate and communicate our progress and impact.

## SYSTEMS

- Encourage and empower our network of members to be more flexible around surplus food. We need solutions to support this added flexibility
- Be able to interface with the food industry 7 days a week and turn stock around with less shelf life. Introduce new operational technology and systems as we grow.



OUR STRATEGIC OBJECTIVES FOR THE NEXT 3 YEARS

# Fundraising and Employability

To generate sufficient income, fundraising and employability programmes will be key

- Develop partnerships with corporates to increase fundraising and grow volunteering
- To actively support corporate volunteering because food companies directly link this to donating their surpluses to FareShare
- Employability becomes central to all FareShare Midlands operations to support the delivery of our mission.



# The one pager...

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## VALUES

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**Collaboration-** We will work better with others to strengthen our fight against hunger and food waste

**Accountability-** We assume responsibility for our actions, our service, our impact, our decisions and our policies

## STRATEGIC OBJECTIVES

Understanding and Meeting the Region's Need

Our People and Culture

Efficiency and Environmental Sustainability, Communications and Systems

Fundraising and Employability

# How Will We Know That We Are Succeeding?

We have a suite of Key Performance measures that measure how we are doing against our strategic objectives



## Understanding and Meeting the Region's Need

Net number of new members in areas of highest need  
Volume of food delivered to areas of highest need  
The right kind of food for our members and demographic



## Our People and Culture

Staff turnover  
Employee satisfaction  
Employee Wellbeing  
Volunteer satisfaction  
Training and Development Opportunities



## Efficiency and Environmental

Cost per tonne doesn't increase (outside of external inflations)  
Improve van utilisation  
Cost per tonne of food collected  
Waste doesn't exceed 4%  
Carbon footprint communicated and published



## Sustainability, Communications and Systems

Finance - Budget vs Actual predicted year-end outturn  
Actual reserves versus the reserves policy  
Profile and awareness increases



## Fundraising and Income Generation

Income targets achieved  
New funding streams and funders introduced  
Employability programme outcomes met  
Strong pipeline  
Employability income streams introduced

# What Next – 2030

**In developing our strategy for 2021- 2024 we have considered where we want to be in 2030 for our next strategic plan.**

**Here is a flavour of that vision:**

Empowered communities – food ‘hubs’ and social eating spaces embedded within many more communities across the Midlands

Large scale food production that maximizes the social value of surplus food and saves much more good food from waste

Be recognized as a ‘leading’ Environmental charity

Cooking and nutrition knowledge bank to be part of our identity

Award winning charity, including best employer awards

Stronger identity, profile and financial security





Vision &  
Strategy  
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**Further information  
contact Simone Connolly**

