

National Charity  
Partnership

Three  
Years.  
Three  
Partners.  
One  
Goal.

NCP Evaluation Report Summary  
2015 – 2017



# 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 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.

This report captures the Partnership's headline results.

For more information email: [Hotline@TescoCharityPartnership.org.uk](mailto:Hotline@TescoCharityPartnership.org.uk).



## 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

The Partnership 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. We engaged 1.2 million people in local and online in our 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 Tesco led campaigns, such as product reformulation and customer health months – which we know led to healthier baskets.

**“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.”**

Jenna Hall, Programme Director,  
National Charity Partnership

# The power of three

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. The Partnership also resulted in wider benefits, for all three partners, that were beyond the scope of the core programmes.

For example:

- Helping to save lives through CPR training and installing 900 defibrillators in large-format Tesco stores.
- 1,700 distribution centre colleagues found out their risk of Type 2 diabetes by taking part in Diabetes UK's Know Your Risk roadshow.
- 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.

## A ground-breaking approach

1

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

2

From the very 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.

3

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 multiple BHF medical research project grants.

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## Legal status

The National Charity Partnership (NCP or the Partnership) was not a legal entity. Instead it was described a group of organisations who had come together to tackle a single issue.

## Finance

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.

## Governance

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.

From the start, we committed to:

- 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

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.

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.

The team worked with all three partners to co-ordinate and release external communications plans across all three organisations.

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# Fundraising

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The Partnership has raised over:

£25  
million

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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.

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 what was generated in year one of the Partnership.

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. The team worked hard to build and maintain these, even during times of considerable change.

## Stores

**£16.7m**

Tesco stores fundraising was the largest income stream for the National Charity Partnership with 2,620 stores fundraising nationally. The Great Tesco Walk income also fell within this income stream as the majority of participants came from stores.

## The Great Tesco Walk

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

## Head Office

**£1m**

Head Office staff, based across the five Tesco head offices: Welwyn Garden City, Hatfield (F&F), Dundee, Cardiff and London, raised over £1m for the Partnership. Colleagues made a significant contribution through office based activities and events ranging from dancing competitions and a fire walk to tombolas and clothing sales.

## Cause Related Marketing

**£1.8m**

The Partnership benefited from 17 different Cause Related Marketing (CRM) products over its lifetime. These were products that were sold in Tesco stores with a % of the retail price being paid to the partnership.

## Most successful month

**09/17**

In September 2017, £1.4m was raised for the Partnership. This was made possible thanks to the Great Tesco Walk Round Up at Till (to the nearest 10p) initiative raising over £550k, a Flagship Fundraiser and wider income generated through sponsoring colleagues taking part in events, including those who ran Cardiff Half Marathon that raised £90k.

## Least successful month

**11/16**

In November 2016, the Partnership raised £500k - the lowest recorded month of income for the Partnership. This is believed to be due to the number of other charity initiatives taking place that month and ongoing changes across the Tesco business.



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## Engaging colleagues and customers:

The Partnership's 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.

## It all adds up:

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

## Don't underestimate the power of products:

During the three years of the Partnership, CRM promotions generated £1.8m. The largest single agreement came from the sale of charity Christmas Cards which raised £300k each year for the Partnership. In five weeks, over £225k was raised through the sale of P&G and Unilever household products.

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## Balancing investment against return:

We organised three Big Collection events. These involved thousands of volunteers raising money across hundreds 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. However, they were comparatively costly and resource intensive.

## Embracing change:

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.

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Top three fundraising recommendations:

**1**

### Local shopping lists

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

**2**

### Don't underestimate

Don't underestimate small, quick win activities such as book sales and free prize draw tombolas, these activities were well received as they were accessible to head office, stores and distribution centres alike. Where possible, standardise signage for Fundraising Regulator compliance, appropriate use of brand and professional look and feel.

**3**

### Assess engagement

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

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

Great Tesco Walk participant, Tesco Warrington.

# 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.**

## 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.

## Reached

We reached more than 43 million people with our healthy lifestyle messages through our media work, with an average monthly reach of 5.9m. Our Let's Do This marketing campaign reached 35.4 million people over two years.

## Engaged

Over 1.2 million people engaged with our digital products and local community events and activities that aimed to help them to move more and eat better.

## Supported

We supported individuals to take action to improve their health. Our programmes resulted in statistically significant behaviour change, right across the UK.

## Results and outcomes

The following summarises the results and outcomes of our prevention programme.

### Reach and Inspire

Our campaign and media work was effective at reaching communities and inspiring them to take action. Over two years, our Let's Do This campaign reached 35.4m people, with around 1.1m adults taking some form of action as a result of seeing our campaign.

### Engage and Motivate

The local programme aimed to introduce people to light-touch activities to get them interested in programmes taking place in their area. We had not expected to be attracting the most inactive people – those who generally never get active or are only active around once a week – but our evaluation suggests that these programmes were successful at engaging many inactive residents in our target communities.

Our research also suggests that our Engage and Motivate programmes helped participants improve their knowledge and awareness of what is available locally and the importance of getting involved, as well as their self-confidence to participate.

## Engage and Motivate local programme results

**92k**

over 92,000 people took part in our local physical activity events.

**72%**

matched data analysis shows that physical inactivity amongst participants was reduced by 72% with more people achieving the recommended weekly levels for being active.

**100k**

A further 100,000 people took part in our interactive customer-facing campaigns that took place in Tesco stores and shopping centres. These aimed to encourage families to eat more fruit and vegetables and to choose healthier snacks.

## Engage and Motivate online programmes

In addition to local programmes, a national, online tool was available from March 2016 until December 2017. The Goal Setter and 8 Week Challenge tools encouraged people to set realistic goals to move more and eat better and track their progress. We ran the Goal Setter from March 2016 to April 2017, this later evolved into the 8 Week Challenge that was launched in May 2017 and resulted in much greater engagement levels and led to more people recording goals as completed.



## 8 Week Challenge Results

**56k**

55,811 unique registrations on the 8 Week Challenge. Over 14,500 registered to use the Goal Setter.

**296k**

295,613 goals were set online from May 2017 to December 2017. Over 18,000 were set on the Goal Setter.

**65%**

Of the 295,613 goals set on the 8 Week Challenge, 65% were recorded as having been successfully achieved.

## Support and Transform

Two intensive programmes were identified to change current and longer-term behaviours, attitudes, skills and knowledge of residents across six areas of the UK. Each programme helped families take small steps to better health. They offered longer term, personalised support and were designed to result in sustainable behaviour change.



## Beat the Street

Beat the Street (BTS) is a tried and tested physical activity programme designed and delivered by Intelligent Health. The NCP funded 13 BTS games between September 2015 and December 2017. The games took place in Belfast, East London, Nottingham, North Lanarkshire, Rhondda Cynon Taf and Sandwell.

The programme (BTS) turned the 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. Over 282,000 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. These numbers only take the primary card holders activity into account. As such, the actual number of people playing and the distance walked are likely to be much higher.





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## Evaluation Outcomes

Over the three years, there was a statistically significant impact on physical activity.

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.

BTS was also shown to result in a meaningful increase in measured mental wellbeing, a significant shift away from people feeling that they didn't have time to be active and considerable return on investment across transport, health and productivity. The full results are available in the main report.

BTS is a successful, scalable model. The game is regularly described as fun and people enjoyed the opportunity to and benefits of spending more time together with their family. The evidence we have gathered over the lifetime of the Partnership means 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.

**“(Beat the Street) helped me physically and mentally. It’s making me stronger. It’s made me want to carry on gathering that strength so I can look after myself... My latest test shows ‘you have diabetes which is very well controlled’ and is now the lowest it’s ever been.”**

**Beat the Street participant  
Rhondda Cynon Taf**



## Make, Move and Munch 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 of the local community, but all had the same common features. This programme was evaluated independently.

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## Make, Move and Munch Club outcomes

**51%**  
of respondents were eating more portions of vegetables/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 a day.

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

**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.

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## 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.

The NCP prevention programme set out to help women and young families take small steps to better health. The evaluation reports from all 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.

Through training volunteer activity leaders, investing in local infrastructure and building strong networks the impact of the NCP is set to continue well into the future.

In addition to the programmes described here, over 50% of the funds raising have been invested in the vital work and core programmes of Diabetes UK and the British Heart Foundation (BHF). This includes supporting young people newly diagnosed with Type 1 diabetes, and making improvements to its Customer Care Centre and Helpline and BHF's investment in multiple medical research projects and community blood pressure programme.

**“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 sustainable and built upon.”**

Brightpurpose 2017  
Independent evaluators

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# Summary

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The National Charity Partnership has been successful in raising over £25 million and helping families to 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.

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 over time. The wider investment in research and pilot programmes will ensure similar benefits are experienced for generations 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 the results and impact of our local prevention programmes 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 been done 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.



The National Charity Partnership was a partnership between Diabetes UK, the British Heart Foundation and Tesco. For more information, visit [www.tescocharitypartnership.org.uk](http://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](http://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](http://www.bhf.org.uk)

For more information about Tesco, visit [www.tescopl.com](http://www.tescopl.com)

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