



A GUIDE TO ESTABLISHING A FARESHARE FRANCHISE



**WORKING NATIONALLY
MEETING NEEDS LOCALLY**



This pack is designed to assist potential FareShare partners in understanding the concept of the FareShare Franchise Model.

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We hope that you will find the pack interesting and useful and that you will consider joining our successful network and becoming a FareShare franchisee.

For further information, or if you want to discuss a potential partnership, please call our Chief Executive, Tony Lowe on (020) 7394 2465.

We look forward to hearing from you.



INTRODUCTION

FareShare is the national charity that redistributes quality surplus food from the food industry to organisations working with homeless and vulnerable people in the community.

We currently have 8 FareShare schemes operating in partnership with local charities across the UK: London, Brighton & Hove, Dundee, Edinburgh & Lothians, West Yorkshire (Kirklees), Manchester, Southampton and South Yorkshire (Barnsley).

By working in partnership with over 100 companies, FareShare redistributed 2,000 tonnes of quality food to 250 local charities across the UK in 2003. This contributed to over 3.3 million meals, which helped improve the health and well being of over 12,000 homeless and vulnerable people.

Added value

FareShare aims to achieve more than just feeding people. The money saved by local agencies, which receive the food, is used to provide other support services such as training, medical services and counselling which help people start to rebuild their lives. Our 2003 National Impact Survey showed that over 60% of the recipient projects could now spend money on other services. 84% of these projects also indicated they can now regularly provide a wider range of healthier food.

Our mission

FareShare helps vulnerable people to improve their health and well being by providing access to quality food.

Our aims

The relief of poverty and the preservation and promotion of good nutrition and good health among people who are suffering from social, economic or emotional distress; in particular by:

- Minimising food going to waste
- Creating opportunities for people to improve their health and well-being by working in partnership with local charities to provide access to quality food and other services
- Providing people with the chance to volunteer and contribute to their local communities as well as gain new skills.

FARESHARE'S AIMS – HOW THEY WILL MAKE A DIFFERENCE

Minimising food going to waste

The Government has made a commitment to reduce the amount of biodegradable waste, including food, from going to landfill by 60% by 2016.

FareShare aims to contribute towards this target by becoming a mark of good practice for responsible surplus food redistribution and the first choice for the food industry.

Creating opportunities for people to improve their health and well-being by working in partnership with local charities to provide access to quality food and other services

It is estimated that 4 million people in the UK cannot afford a healthy diet, with 1 in 7 people over 65 at serious risk of malnourishment. 3 out of 5 people living on the streets or in basic, insecure accommodation have no daily intake of fruit and vegetables.

By working in partnership with local charities, FareShare aims to assist the most vulnerable of these people by providing access to quality food and the opportunity to help them improve their health and well being.

Local charities often have little or no money, which limits the number of people they can support, and the range of food and opportunities they can provide.

Through its donations, FareShare aims to enable recipient projects to divert funds that would otherwise be required for food to develop other services for their clients.

Providing people with the chance to volunteer and contribute to their local communities as well as gain new skills

As an organisation that relies heavily on volunteers, FareShare aims to provide opportunities for people to contribute to their local community. We also aim to provide training and development opportunities to help them gain skills and nationally recognised qualifications.



BENEFITS OF THE FRANCHISE PARTNERSHIP

By becoming a central or van franchise partner with FareShare, your organisation and the recipient projects you serve will receive the following services from the national FareShare organisation:

Access to FareShare's national food network

This service provides access for the recipient projects you serve to surplus food supplied by FareShare's food industry members

Access to the FareShare operating model

Over 10 years FareShare has established robust systems and practices that are recognised and approved by the food industry. Members will receive initial and ongoing training and support whilst operating the franchise

A regular ordering service

Recipients of franchise partners will be able to order twice a week from the range of ambient, chilled and frozen surplus foods held at the FareShare central depot

Food safety advice

This service provides the franchise partner with a helpline providing advice on food safety and operational issues for partners and their recipient projects

Independent audits

This twice-yearly service provides support and advice to franchise partners in order to maintain and improve the standards required to operate a FareShare franchise operation

Quality information

Generated from FareShare's National Impact Survey, food database and nutritional services team. This service will provide quality information to support reporting activities and funding proposals for partners and the recipient projects you serve

The benefits of all nationally negotiated rates for facilities and services

As a franchise partner you will automatically benefit from all the nationally negotiated service rates provided by FareShare supporters

Nutritional advice service for recipient projects

As a franchise partner the recipient projects you serve will receive a quarterly newsletter and be invited to an annual roadshow aimed at supporting them to improve the nutrition of the clients that they serve

Training services

Central and van franchise partners and their recipient projects will have access to food safety training at a reduced rate.



ESTABLISHING A NEW FARESHARE FRANCHISE

There are three essential elements that are needed to make a successful FareShare central or van franchise:

Firstly, there must be an identified need for a food redistribution scheme in your locality. This will require a detailed feasibility study of potential recipients and companies that will participate in food donation. A template for this is available from FareShare and the senior management team can provide support during this phase.

Secondly, your organisation needs to be in a strong position to motivate volunteers and staff to achieve high standards of service delivery and be willing to learn the processes and procedures that have been developed. Full operational training and support is included in the set-up phase and an operational manual enables franchise partners to develop a successful partnership and service.

Thirdly, your organisation must be willing to follow the principles, practices and ethics that have been developed over the past 10 years and promise to continue to contribute to making FareShare the charity of choice for the food industry.

To enable you to assess the suitability of your organisation becoming a franchise partner, you must be able to demonstrate the following criteria:

1. Your organisation must either be a registered charity (preferably limited by guarantee) or be able to clearly demonstrate that it will be operated on a not for profit basis and, either way, have been in existence for at least 2 years
2. Aims and objectives that fit with FareShare mission statements
3. An active and robust management structure at Board and/or management committee level. Relevant experts in finance/fundraising and food safety are required to participate at senior levels
4. Robust fundraising strategies to raise the annual operational costs (average of £100k for a Central Franchise and 15k for a Van Franchise) and capacity to source set up costs
5. Appropriate insurance liability cover
6. Strong links with other provider agencies in the locality to encourage joint working and partnership
7. A portfolio of products or a track record in successful project management
8. An ethos of openness and transparency and an acceptance of full accountability
9. Relevant and appropriate policies that provide robust management and controls for staff, finances and the assessment of risks
10. A strong track record of achieving key performance indicators.

To progress with an application you will need to prepare the following documentation:

1. A fundraising strategy for the first three years of operation
2. Copies of annual accounts (at least 2 years)
3. A list and profile descriptions of the Board members and senior staff
4. Copies of the Constitution and Memorandum and Articles of Association
5. Copies of appropriate insurance documents
6. Evidence of successful project management and key performance achievements
7. Information about the organisation
8. Copies of Health & Safety, risk assessment, staff management and financial control policies
9. To apply to operate a Central or Van Franchise you must demonstrate that you can meet the appropriate operating criteria. (Definitions of both franchise opportunities follow as well as minimum operating criteria to be considered for each type of Franchise.



CENTRAL FRANCHISE MODEL

Definition

Large depot-based operation that receives and collects donated quality surplus food from the food industry. This stock is sorted and then redistributed to recipient projects using a variety of methods.

Management

Run by a charitable organisation that meets the FareShare criteria. It will operate under the FareShare brand to agreed standards using equipment supplied by FareShare. The organisation will report to the social franchise organisation (FareShare).

Funding

Self funded, including the generation of funds to pay for the social franchise service.

Relationship with FareShare - the social franchise organisation

- Operates under licence from FareShare under contract
- Manages the appropriate van franchise partners.

Operating practice

- Collects and receives large volumes of quality surplus food from food retailers, suppliers and manufacturers
- Sorts and manages this product to legal, FareShare and food donor specific requirements
- Using FareShare criteria, agrees contracts for food donation to local recipient projects
- Using FareShare criteria, allocates stock to recipient projects
- With FareShare support, monitors recipient projects' operating practice and standards to ensure they meet FareShare and food donor requirements
- Provides support to the local van franchise(s).

Responsibilities

- Responsible for the safe, legal and secure delivery of pre-sorted quality surplus food
- Ensuring FareShare operating standards are adhered to at each stage of the process.

Benefits to operating organisation

- Limits the resources and infrastructure of the central organisation while increasing level of service
- Provides a transferable, cost effective model of delivery
- Ensures quality of service delivery to recipient projects.

Benefits to FareShare

- Limits the central control points for food safety
- Provides local monitoring of local projects
- Reduces overall cost of an expanded network and therefore also reduces the risk to the new organisation.

Benefits to the food industry

- Limits the number of locations for food delivery
- Limits the number of handlers and secures food safety controls in a finite number of locations therefore reducing their own monitoring commitment
- Increases the volume of food diverted from landfill
- Allows large deliveries to be delivered to a limited number of sites and then redistributed by a third party.

Minimum operating infrastructure for a Central Franchise

In order to qualify for a FareShare Central Franchise the potential organisation's operation must:

- Be able to operate in a geographical location recognised as requiring a FareShare service in the FareShare strategic plan
- Have the use of a warehouse/light industrial unit of no less than 2000 sq ft. with relevant building use for food distribution and/or a food operation and suitable office accommodation, with sufficient access without restriction for articulated lorries inclusive of 45' (forty five foot) trailer units to unload
- Sufficient storage space for surplus food receipt and storage that is:
- A minimum of the equivalent of 10 standard pallets of ambient storage, 5 standard pallets of frozen food storage and 5 standard pallets of chilled food storage
- 1 industry standard refrigerated van and the capacity to deliver frozen food as a frozen product
- Mains water and toilet facilities
- 3 phase electricity
- Email, fax and telephone facilities
- PC of appropriate specification to run the FareShare database.



VAN FRANCHISE MODEL

Definition

A van franchise partner will be under contract with the national FareShare organisation. New partners will be identified and agreed by the relevant FareShare Central (one of a network of central supply depots). The franchise will consist of a van and a team of trained volunteers to drive and redistribute FareShare food safely, efficiently and cost effectively.

Management

Run by a charitable organisation that meets the FareShare criteria. It will operate under the FareShare brand to agreed standards using equipment supplied by FareShare. The organisation will report to the nearest FareShare Central.

Funding

Funded by the van franchise partner, which will include the generation of funds to pay for social franchise service and support from the FareShare Central.

Relationship with FareShare Central

- Operates in partnership with the FareShare Central under license from the FareShare national organisation
- The FareShare Central partner supports the selection and monitoring of community members (local projects receiving food and support and support)
- The FareShare Central partner supervises and supports the van franchise partner.

Operating practice

- Collects pre-sorted food from FareShare Central for direct distribution to community members
- Collects food where logistically possible for delivery to FareShare Central operation for sorting
- With authorisation from national/central franchise partner and where appropriate training has been completed. Collects products from food donors and delivers the product directly to designated community members.

Responsibilities

- The safe and secure collection and delivery of quality surplus food
- Ensure FareShare operating standards are adhered to at each stage of the process.

Benefits to operating organisation

- Provides affordable access to quality surplus food
- Reduces complexity of operation for a small organisation
- Reduces operational infrastructure of small organisation and therefore risk.

Benefits to FareShare

- Reduces infrastructure and therefore cost and risk
- Increases the geographical presence of FareShare
- Offers an affordable solution to other organisations
- Cost effective transferable solution.

Benefits to the food industry

- Guarantees food safety chain
- Limits number of redistribution points for surplus food
- Increases amount of product diverted from landfill.

Minimum operating infrastructure for a Van Franchise

- Be able to operate in a geographical location recognised as requiring a FareShare service in the FareShare strategic plan
- Have the use of an industry standard refrigerated van with the capacity to deliver frozen food as a frozen product
- Safe secure off-road parking for the vehicle
- Mains water and toilet facilities available for volunteers and staff involved in the service
- An email address, fax telephone and 24 hour mobile contact numbers.



STAND-ALONE VAN FRANCHISE MODEL

Definition

A stand-alone van franchise partner will be under contract with the national FareShare organisation. The franchise will consist of a van and a team of trained volunteers to drive and redistribute FareShare food safely, efficiently and cost effectively.

Management

Run by a charitable organisation that meets the FareShare criteria. It will operate under the FareShare brand to agreed standards using equipment supplied by FareShare. The organisation will report to the FareShare National organisation.

Funding

Funded by the stand-alone van franchise partner.

Relationship with National Organisation

- Operates under license from the FareShare national organisation
- The FareShare national organisation supports the selection and monitoring of community members (local projects receiving food and support and support)
- The FareShare national organisation supervises and supports stand-alone van franchise partners.

Operating practice

- Collects from FareShare food donors for direct distribution to community members.

Responsibilities

- The safe and secure delivery of quality surplus food
- Ensure FareShare operating standards are adhered to at each stage of the process.

Benefits to operating organisation

- Provides access to quality surplus food in geographical areas not serviced by FareShare Central depots and their van franchise partners
- Provides affordable access to quality surplus food
- Reduces complexity of operation for a small organisation
- Reduces operational infrastructure of small organisation and therefore risk.

Benefits to FareShare

- Reduces infrastructure and therefore cost and risk
- Increases the geographical presence of FareShare
- Offers an affordable solution to other organisations
- Cost effective transferable solution.

Benefits to the food industry

- Guarantees food safety chain
- Limits number of redistribution points for surplus food
- Provides more opportunities for collection of product.
- Increases amount of product diverted from landfill.



FEET FLEET MODEL

Definition

A 'Feet Fleet' partner will be under contract with the FareShare National. New partners will be identified and agreed by FareShare and in consultation, when appropriate, with the relevant FareShare Central. A Feet Fleet operation will consist of a team of trained volunteers using portable food storage devices to collect and capture data about surplus food from participating retailers and redistribute it safely, efficiently and cost effectively to local FareShare Community Member organisations.

Management

Run by a teams of volunteers provided by Community Member organisations, the retailers or the general public. Organisations operating the Feet Fleet must meet FareShare's selection criteria to qualify for receipt of the food. It will operate under the FareShare brand to agreed standards using equipment supplied by FareShare. The Feet Fleet operator will report to the nearest FareShare Central (one of a network of central supply depots - see below).

Funding

FareShare National will off set the cost by providing the equipment, training and by recruiting the first set of volunteers. Following the start up period the Feet Fleet operator will recruit and manage the volunteers, clean the equipment and agree to raise any additional or future funds to operate the scheme.

Relationship with FareShare

- Operates under licence from FareShare
- Supports the selection and monitoring of recipient projects (local projects receiving food and support).

Operating Practice

- Collects surplus food direct from participating retailers in a defined geographical area
- Captures data about type and volume of product to supply to FareShare
- Delivers product directly to designated Community Members
- Supports the sorting of product at Community Member site
- Returns the equipment to Feet Fleet designated base.

Responsibilities

- Data capture e.g. type and volume of food collect by supplier and where delivered
- The safe and secure delivery and management of quality surplus food
- Ensuring that FareShare operating standards are adhered to at each stage of the process.

Benefits for Operating Charity(s)

- Provides affordable access to quality surplus food
- Offers a simple cost effective solution for small organisation
- Reduces operational infrastructure of small organisation and therefore risk

Benefits for FareShare

- Reduces infrastructure and therefore cost and risk
- Increases the geographical presence of FareShare
- Provides a model for the capture of surplus product outside of FareShare operating areas
- Offers an affordable solution to other organisations
- Cost effective transferable solution therefore low risk.

Benefits for the Food Industry

- Guarantees food safety chain
- Provides a solution for the ethical clearance of quality surplus food from the end of the retail chain
- Increases amount of product diverted from Landfill
- Provides volunteering opportunities for staff
- Provides a mechanism for direct support for local communities

RECIPIENT PROJECTS

Summary of eligibility criteria

Recipient projects may be organisations undertaking any form of service provision as long as they are fit and capable to provide a safe food service.

All projects must:

- Be registered with EHO (Environmental Health Officer)
- Be equipped to receive, store, prepare and serve foods safely
- Sufficient staff must hold the IEHO Basic Food Hygiene Course Certificate (or equivalent) i.e. those supervising food handling and preparation
- All staff and volunteers handling food must be trained and knowledgeable in safe food handling
- Be able to comply with contract
- Practice and be able to demonstrate adherence to food and safety legislation and current good practice in relation to this legislation e.g. temperature monitoring of refrigerators, temperature monitoring of food at point of serving particularly if 'held hot', records kept.

Extract from the FareShare Operating Manual regarding mobile food services: particular areas to be aware of:

Mobile food services

Mobile kitchens may be reaching the most isolated of the local homeless community. Street services have enormous benefits in making the initial contact, without pressure, that can be the very beginning of the route off the street. However, mobile kitchens also raise issues around food safety. Mobile food services, like any other recipient project, must still meet all the required criteria, specifically:

- Meals must be served at a 'site' as opposed to being parceled and intended for later consumption
- The vehicle must be suitably equipped to meet food safety requirements, particularly temperature control of foods, personal hygiene (hand wash facilities) and preventing physical contamination
- The franchisee must be clear of and be satisfied with premises to which food will be delivered and stored, where food will be prepared and from where food will be served.