



NOURISHING NORFOLK NETWORK

A Social Return on Investment

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Nourishing Norfolk Network – A Social Return on Investment

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Foreword

The Nourishing Norfolk programme evolved from a pilot activity in Thetford in 2020. As the leading grant maker of community activity in Norfolk, the Community Foundation has a unique view of emerging community challenges, identified through the applications we receive for grants. During Covid we had seen a growing demand from community charities to pivot their offer and provide food in addition to their usual support offer. It was clear that until households could afford to eat, they were not able to tackle issues that led them to or kept them in poverty. Our aspiration with the programme has always been to understand what levers need to be in place to help individuals and communities to thrive.

From the beginning our community conversations informed us of the difference the programme was making and that it went way beyond the provision of affordable food. There have been countless individual stories of how people have found this offer transformational in building confidence, stability and creating social networks to grow skills and connections. Many have commented on how maintaining individual dignity and building on local community assets is integral to the success the programme has achieved.

We want to understand the depth and breadth of this offer to local communities and the financial value to a wider system, in the hope that we can work in broad partnerships to ensure the continuation and evolution of this programme. We remain mindful that our communities are in the driving seat and our role is to help to break down barriers, facilitate support and help to enable the creation of the future they want to see.

Claire Mackintosh MBE
Chief Executive Officer
Norfolk Community Foundation

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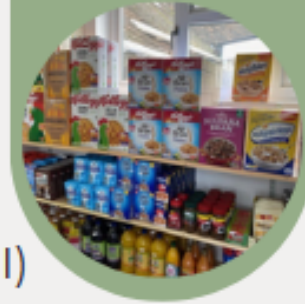
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Summary

NOURISHING NORFOLK

Social Return On Investment (SROI)



Nourishing Norfolk

- 26 Affordable food hubs
- 35,355 Members
- 13,852 households
- 12,78 children
- 271 volunteers
- 44,204 volunteer hours



Stakeholder engagement in Evaluation

- 114 customers
- 44 Food hub staff members
- 27 Food hub volunteers
- 7 NCF staff
- 6 Norse staff
- 18 partner organisations



Customers

- 88% can meet food needs now
- 75% reduced financial concern
- 55% more confident
- 80% increased belonging
- 56% less lonely and isolated

Customer's children

- 71% are eating healthier foods
- 56% increase in opportunities



Food hub staff

- 88% increase in confidence
- 78% increase in belonging
- 76% increase in skill set

Food hub volunteers

- 50% increase in confidence
- 73% increase in belonging
- 48% increase in skill set



NCF staff

- 100% increase in skills
- 83% increase in wellbeing in work place

Norse staff

- 100% increase in belonging
- 80% sense of achievement



1. Introduction

This report provides an overview of the approach to and findings of a Social Return On Investment (SROI) analysis conducted as part of the wider Evaluation of Nourishing Norfolk carried out by the University of East Anglia.

1.1 Context

Food insecurity (also sometimes called food poverty, and more latterly, food and nutrition insecurity (Simelane & Worth, 2020)) is when a family or individual struggles to have enough to eat. In high income countries (such as the UK), one definition is, “the uncertainty and insufficiency of food availability and access that are limited by resource constraints, and the worry or anxiety and hunger that may result from it” (Loopstra et al., 2019).

The Food insecurity tracker (The Food Foundation, 2024) (an online survey of 6,177 adults in the United Kingdom conducted in June - July 2024 YouGov Plc) demonstrates particular populations who are food insecure. For example, whilst 7.2 million adults (13.6% of households) experienced food insecurity in June 2024 and 2.5 million adults (4.8% of households) reported not eating for a whole day because they could not afford or get access to food, 41.9% of households in receipt of Universal Credit reported experiencing food insecurity and households with a mental health condition and single adult households with children were more than twice as likely to be food insecure than those without any such condition.

In the UK, the recommended healthy, balanced diet is represented in the Eatwell Guide (Buttriss, 2016) which visually represents the amounts and composition of each of the five main food groups (fruits and vegetables, dairy and alternatives, protein foods, starchy carbohydrates and oil and spreads) and discretionary foods in order to meet the UK macro- and micro-nutrient recommendations in a sustainable way. The most recent data from the Food Foundation’s Broken plate report (The Food Foundation, 2025) starkly shows that the price of healthier foods continues to increase (at twice the rate in the past two years) and are more than twice as expensive per calorie than less healthy foods. As well as increasing in price, healthier foods are less available. On average, children consume less than half the recommended amount of fruit and veg but twice the recommended amount of sugar. The UK Food strategy will be developed in 2025 (<https://www.gov.uk/government/news/leading-food-experts-join-government-food-strategy-to-restore-pride-in-british-food>) with one of its aims: to provide more easily accessible and affordable healthy food to tackle diet-related ill health; helping to give children the best start in life and help adults live longer healthier lives.

Social supermarkets have emerged recently in the UK as an alternative and more progressive solution to emergency supplies in food banks. They aim to provide a more sustainable long-term solution by offering affordable nutritious food. Primarily they sell ‘food surplus’ that is not sellable in mainstream supermarkets (mislabelled, damaged, near

sell by dates etc), prices are heavily discounted, often symbolic, and target consumers are those on low-incomes (Saxena & Tornaghi, 2018). The organisation of these varies, for example some run on a membership basis with different levels of support and where there is space, some also offer community spaces, cafes and advice hubs. It is suggested that they represent a welcome shift from the food bank model by offering more choice, are potentially less stigmatising, and may contribute towards healthy nutritional intakes (Mulrooney et al., 2023). Importantly the social supermarkets model does away with pre-conceived ideas of food support recipients as passive citizens and is more mindful of the agency of members. They could also be operated side by side with food bank provision (Ranta, 2024). A recent international review which also piloted a new social supermarkets in a partnership between academics, a social enterprise and two government agencies developed a rubric to define the service elements (Pettman et al., 2023): Food and grocery provision (including dignified provision and nutritious food); Organisational model (including partnerships, sustainability and workforce capacity); Target groups (who accesses?) and Pathways out of food insecurity and social services (including social connection, access to support, opportunities for learning and skills and reconnection with food).

There are no national data on the nature and extent of social supermarkets, and to date they have not been extensively researched in the UK. There are 396 Affordable Food Clubs, many of which are social supermarkets, in the Feeding Britain network (<https://feedingbritain.org/>) providing vital support in communities across the UK.

1.2 Nourishing Norfolk Network

In Norfolk, almost 60,000 people struggle to get the food they need, with an additional 20,000 at risk of becoming food insecure. In just over a decade, Norfolk went from 0 to 80 food banks. Norfolk Community Foundation (NCF) sought to work with grassroot organisations to investigate food insecurity at the local level and design community asset-based approaches to respond to specific community needs and available resources (Norfolk Community Foundation, 2023).

Starting with a pilot social supermarket in Thetford, The Burrell Shop, was launched using a social supermarket model provided by Feeding Britain. This was seen as successful and led to NCF developing their own concept of what a social supermarket could look like in Norfolk. They created the idea of a 'food hub': a place where people could access affordable food and support to help escape food insecurity in the future. Working with Norfolk County Council's Office of Data and Analytics (NODA), NCF identified 10 locations where food support would have the biggest impact. From this, NCF began to build the UK's first centralised affordable food hub network.

Established in 2022, the Nourishing Norfolk Network, led by NCF, has been working with local partners to develop food hubs across Norfolk's most deprived neighbourhoods. The network aims to provide affordable groceries to thousands of people in Norfolk, whether they are in a densely populated city or a sparsely populated rural village. It now includes 26 food hubs, each operated by difference charities and organisations with unique characteristics responding to the needs of their local communities.

2. Understanding Social Value and applying Social Return On Investment

2.1 What is Social Value?

Social value is about “understanding the relative importance that people place on changes to their wellbeing and using the insights we gain from this understanding to make better decisions. By taking this relative importance into account we can ensure that the decisions we make focus on what is valuable to people, and through this we can start to increase the positive and reduce negative effects and ultimately increase the overall value of our work” (Social Value International).

Social supermarkets within the Nourishing Norfolk network are providing diverse services, in addition to discount food. The approach of NCF has been to work with local communities to support them in providing an offer appropriate to their communities by taking an ‘asset based’ approach.

Three years into the programme, it is important to understand the wider social value of Nourishing Norfolk. This will help them to better understand impact, strengthen areas that are working well, support aspects that are working less well and strategically plan for the longer term.

2.2 What is Social Return On Investment?

Social Return on Investment is a way a way of communicating the social value created by an initiative, project or company in financial terms. It is a method for measuring a much broader concept of value that *is* not usually reflected in, or measured in, traditional accounting processes.

“SROI measures change in ways that are relevant to the people or organisations that experience or contribute to it. It tells the story of how change is being created by measuring social, environmental and economic outcomes and uses monetary values to represent them. This enables a ratio of benefits to costs to be calculated.”

(Social Value UK, 2012)

For Nourishing Norfolk, traditional methods of accounting would not *fully capture* the wide range of impacts the programme is likely to be having and it is crucial these are considered when making decisions in the future.

2.3 What did the Social Return On Investment involve?

There are two forms of SROI, evaluative and forecast. Evaluative SROI are undertaken retrospectively and utilise outcomes that have already happened whereas forecast seeks to predict how much social value will occur from an initiative based on intended outcomes. As the activities associated with Nourishing Norfolk have been in place for over three years, this SROI was evaluative looking at the period from November 23 to October 2024 specifically.

Using qualitative and quantitative methods with a range of stakeholders involved in Nourishing Norfolk, data was collected to use guided by the SROI framework published originally by the Cabinet Office of the UK Government and later updated by Social Value UK (Social Value, 2012). The eight principles of Social Value were followed:

- Principle 1: Involve stakeholders
- Principle 2: Understand what changes
- Principle 3: Value the things that matter
- Principle 4: Only include what is material
- Principle 5: Do not overclaim
- Principle 6: Be transparent
- Principle 7: Verify the result
- Principle 8: Be responsive



Figure 2 - Social Value Principles.

SROIs involve six steps: establishing scope and identifying key stakeholders; mapping outcomes; evidencing outcomes and giving them a value; establishing impact; calculating the SROI and reporting, using and embedding. This report provides an account of each of these steps, with each chapter addressing one step.

3. Establishing scope and identifying key stakeholders

A key part of an SROI is to establish the scope of the analysis. This is important as it clearly shows what has and has not been included in calculating the social value as well as outlining the stakeholders included as part of determining and measuring well-defined outcomes.

3.1 Establishing scope

Nourishing Norfolk is a 'network' consisting of 26 food hubs across Norfolk. The network continues to grow with a 27th food hub started in Rackheath in March 2025. As the duration for the analysis was chosen to be November 2023 to October 2024, this food hub was not included.

3.1.1 The Network

Nourishing Norfolk, the network, was established in 2022 by NCF. NCF describes themselves as an, "independent local charity helping ordinary people do extraordinary things that make our local communities thrive, and improve the lives of people who live there. We provide local funding and support that ensures that small local charities and voluntary groups can continue and grow, providing essential care, support and opportunity for the most vulnerable in our communities. All funds raised are invested in Norfolk to make a real difference to local lives. Led by our local knowledge and insight, we direct support to where it is most needed." (Norfolk Community Foundation website - [About | Norfolk Community Foundation](#))

Once established, the number of food hubs in Norfolk rapidly grew as NCF supported local communities and organisations to establish hubs in their local area or identifying existing hubs interested in becoming part of the network. NCF provided initial seed funding for each hub to cover a staff member for two years and to cover infrastructure costs (venue space, shelves) and initial food supplies. The Network team includes a Coordinator, Food Strategy Development Manager and a Warehouse Supervisor as well as accessing the wider NCF team (such as finance, administration and 'giving' team). The network is overseen by the Chief Executive, Claire Mackintosh MBE and by the NCF Board of Trustees.

Beyond providing initial funding, the network delivers a range of support and activities for the food hubs. These include:

- **Wider funding** - the Network directed a range of centrally secured funding to the hubs including Household Support Fund and Volunteer support funds. Most recently, nine of the food hubs have received funding for growing projects. In their wider activities as VCSE groups, the food hub organisations can also access other NCF grant funding.
- **Warehouse and logistics** - following hub feedback that sourcing regular, high quality food at affordable prices was becoming increasingly difficult, the Foundation established a Nourishing Norfolk warehouse. Starting first in a pilot warehouse space on the Norfolk Showgroup provided by the Royal Norfolk Agricultural Association, NCF developed the offer of centralised ambient food provision. Then as a result of a partnership with a local firm, Norse Group, Nourishing Norfolk were able to find a space and support with logistics to operate the warehouse making Nourishing Norfolk the only affordable network in the UK with its own supply and distribution model (Norfolk Community Foundation, 2023).
- **Skills support and pro bono professional services** - NCF offer a range of skill sets within the foundation but also foster access to pro bono support from professionals including legal, financial or fundraising expertise.
- **Opportunities to share learning, expertise and excess food supplies** - this includes monthly meetings either online or in person, a Whatsapp group for food hub staff and a recent online portal of resources
- **A voice for the food hubs to raise awareness and future investment** - this has included at a national [e.g. Nourishing Norfolk were featured on BBC Radio 4 Food Programme with cook and TV host Delia Smith (<https://www.bbc.co.uk/programmes/m001wxpl>)] and local level (e.g. at The Royal Norfolk Show, a large county agricultural show with approximately 80,000 attendees. Photograph below.)

All these activities and support provisions were included in the analysis scope for the SROI.



Photo credit: EDP James Weeds

3.1.2 Food hubs

While they share the common goal of providing affordable food, each food hub is unique in how they were set-up to achieve this. Each was established within their specific communities, responding to the local needs and assets available. Some are part of existing community centres run by an overarching charitable trust, such as The Burrell Shop (Charles Burrell Centre), Shrublands Food Club (Shrublands Centre) and Phoenix Larder (Phoenix Centre). Others were set up as an additional offering as part of a wider charity, faith based organisation or school provider, for example Sally's Store and Sheringham food club (Salvation Army), Love Downham (Swan Youth Project), Food Cabin (Wellspring Family Centre Church), Holt Food Club (operated by Coastal Community Supermarket, hosted by Independence Matters, support for adults with learning disabilities) and Earlham Community Shop (Earlham Early Years Nursery). Other food hubs were started by individuals who recognised and responded to their local community need, such as The Pantry in Kenninghall and Caister Community Larder. Each provides a unique offer that meets the needs of the community, from market town, to coastal town to rural village. For example in rural communities mobile supermarkets operate as 'pop ups' in small village halls in approximately six to eight villages.

Opening times vary greatly, ranging from 2 to 40 hours per week, and operational models differ. For example, Soul Foundation Social Supermarket does not price individual food products, but instead asks shoppers to pay £4 on a bag basis and puts limitations on certain items such as cleaning products. Whereas many of the shops, such as The Feed Social Supermarket, use a points based system (e.g. 10 points equates to £1) and these are then converted to a value at the till.



The hubs also vary as to whether they are open to all within the community, or to a set number of people specifically experiencing poverty or hardship for a finite period. For example, Magdalen Street Pantry, run by St Giles Trust, is targeted in their approach and supports about 60 members at any time during which the members receive a weekly shop (for £3.50) and personal face to face support to help address underlying issues contributing to poverty. With the aim of promoting independence, members are encouraged to move on after the six-month intensive support programme. This differs to the Food Cabin in Dereham, who actively advertise that all are welcome and shoppers can come as many times as they need.

Hubs all seek to provide 'wrap around support' in some form, ranging from an informal conversation over a cup of tea with a volunteer or fellow shoppers, or inviting wider services such as Citizens Advice Bureau, Reed Wellbeing Health Checks, Age UK Norwich or Norfolk Community Law Service to provide advice and support sessions. Some have also been able to offer dentist appointments or health checks, alongside school uniform or cooking classes. There is much evidence of innovative practice, such as the Purfleet Pantry which has secured an allotment with a large shed and polytunnels. Through this it is hoping to support 30 families via a local school partnership to support STEM learning (Science, Technology, English and Maths), cookery projects as well as supplying fresh produce into the hub.

To gain an in depth understanding of how different food hubs are run and managed, and the shoppers' experiences, the research team, in conjunction with NCF, selected nine food hubs. These operate in diverse ways and the aim was to use them as case studies to provide a deeper understanding of alternate modes of operation. However, to ensure representation beyond these nine hubs, multiple visits were made to network meetings where all hubs are included. All hubs were invited to complete the hub leader survey and those not part of the intensive case study sites were invited to two focus groups.

The nine case studies:



SHRUBLANDS FOOD CLUB (GORLESTON)



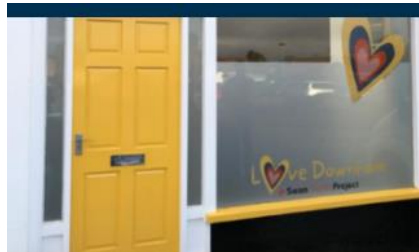
SOUL FOUNDATION SOCIAL SUPERMARKET (NORWICH)



COASTAL COMMUNITY SUPERMARKET (MOBILE)



FOOD CABIN (DEREHAM)



LOVE DOWNHAM (DOWNHAM MARKET)



THE PANTRY (KENNINGHALL)



MAGDALEN STREET PANTRY (NORWICH)



THE SHELF (DISS)



PURFLEET PANTRY (KING'S LYNN)

3.1.3 Scope summary

Table 1 summarises the SROI scope.

Project name	Social Return on Investment of Nourishing Norfolk
Included in the analysis	<p>The Network (run by NCF) - This includes support from the Nourishing Norfolk Network Coordinator, the warehouse and logistics to deliver, the network WhatsApp group, the network meetings, wider support provided through the network, funding for start-up costs.</p> <p>The food hubs - 26 food hubs across Norfolk with the common goal of providing affordable food. Ranging in size, provision, model and organisational basis. These were: The Burrell Shop (Thetford); Caister Community Larder (Caister); Coastal Community Supermarket (Mobile and Wells); The Community Pantry (North Walsham); Cromer Food Hub (Cromer); Earlham Community Shop (Norwich); ENYP Social Supermarket (Norwich); Fakenham Food Fellowship (Fakenham); The Feed Social Supermarket (Norwich); Food Cabin (Dereham); The Food Pantry (Feltwell); Charles Burrell Centre (Thetford); Holt Food hub (Holt); Love Downham (Downham Market); Magdalen Street Pantry (Norwich); North Lynn Food Hub (Kings Lynn); The Pantry (Kenninghall); Phoenix Larder (Norwich); Purfleet Pantry (Kings Lynn); Sally's store (Great Yarmouth); The Shelf (Diss); The Shelf Pop-Up Pantry (Breckland); Sheringham Food club (Sheringham); Shrublands Food Club (Gorleston); Soul Foundation Social Supermarket (Norwich); Steps (Wymondham); Watton Food Hub (Watton)</p>
Duration	November 2023-October 2024
Beneficiaries	People in the communities where food hubs are located (particularly those experiencing food insecurity)

Table 1 - Summarising SROI scope.

3.2 Identifying stakeholders

As part of SROI, it is essential to identify who, other than beneficiaries (who in this case are shoppers at the food hubs), might experience material change. Social Value UK describes these as stakeholders and their involvement is crucial for informing what gets measured, how it is measured and the value attached.

Stakeholders

“Stakeholders are those people or organisations that experience change as a result of your activity - and they are best placed to describe the change.” (Social Value International, Principle 1, 2018)

Stakeholders were identified through a series of stages

- Background understanding of NCF, Nourishing Norfolk and food hubs allowed the research team to outline in the proposed methodology for the evaluation that

stakeholders would include NCF staff, food hub staffs, volunteers, shoppers and partner organisations.

- At project initiation meetings in summer 2024, the research team asked stakeholders, NCF, to identify other strategic stakeholder groups and individuals involved in Nourishing Norfolk that should be considered as part of the SROI. The list included commissioners (local government), funders, suppliers, Norse (the logistic company) and Voluntary, Community and Social Enterprise (VCSE) partners.
- The research team met with each of the stakeholders NCF suggested and asked them to identify further stakeholders of interest.
- The research team worked with NCF to identify the nine case studies, reflecting different models, size and geographical location (city, market town, rural and coastal) and within each the name of the food hub manager
- Within each case study site we asked the food hub manager to identify further stakeholders within the hub that we should speak to or that should be included in the SROI. The research team provided suggestions such as shoppers and volunteers however food hub managers identified further stakeholder groups such as children, other staff within the hub and communities.
- Norse were asked to identify stakeholders within their organisation that should be involved.

3.3 Deciding which stakeholders to include

While it was evident that there was potential impact for all identified stakeholders, an important stage of SROI is to decide which of the groups experience a material outcome, and so should be included, and those that should otherwise be excluded. The process of identifying the stakeholders to include and exclude for this project was through a qualitative process of determining who was expected to experience material outcomes for wellbeing. This process involved:

- Reviewing evidence from a previous SROI conducted on food hubs in Essex;
- In-depth discussions within the research team around the feasibility of determining a value attributed to Nourishing Norfolk;
- Consultation with NCF staff; Discussions with Customer Advisory Group (see section 3.4.1);
- Preliminary interviews with key stakeholders (see section 3.4.2);
- Asking stakeholders to identify other stakeholder groups and who they felt should be included.

It was decided that this SROI would focus on six key stakeholder groups who we expected to see material outcomes for: customers; children of customers; food hub staff; food hub volunteers; Norfolk Community Foundation staff; and Norse logistics staff.

Customers of the food hubs are at the centre of what the Nourishing Norfolk network seeks to do, bringing “together groups of all sizes who work at grassroots level to ensure communities have access to affordable, healthy food.” (Norfolk Community Foundation

website). From the literature and previous research projects, it was clear that customers experienced material outcomes and that these extended to their children. Due to the sensitive nature of food poverty and that many may not be aware that their parents are using the food hubs, the research team felt it was not ethical or appropriate to speak directly to the children but instead for parents to be consulted in terms of the potential outcomes experienced by their children for this SROI. The literature suggested outcomes for customers and their children could be both positive (e.g. increased sense of community and belonging) and negative (e.g. stigma around poverty).

Outcomes clearly extended further to staff and volunteers in the food hubs, many of whom had started initially as customers and over time become more involved in the delivery as well as being recipients. It was expected that they may experience a sense of 'giving back' and increased value and purpose through their roles.

Other stakeholders were expected to experience material outcomes, and were therefore included in the SROI, were the staff at NCF who had a role with Nourishing Norfolk as this work was seen as unique and brought new elements to their roles. Staff at the logistic firm Norse were also included for similar reasons as the establishment of Nourishing Norfolk and the roles staff were fulfilling were clearly bringing new challenges and rewards that were impacting their enjoyment and wellbeing within their roles.

After discussion internally within the research team and following initial consultation with members of the stakeholder groups, while there was the potential for wider impact in other stakeholder groups, there was not felt be significant material outcomes for these and so they were excluded from the SROI.

Table 2 summarises the potential outcomes that were anticipated for the stakeholder groups and reasons for including or excluding each.

Stakeholder	Potential outcomes	Reasons for inclusion/exclusion
Customers	Greater capacity to meet food needs, improved diet, improved emotional health/wellbeing, increased financial comfort, increase ability to enjoy life, increase security/safety, increase in knowledge of where to get advice and help, Increased community cohesion, reduced social isolation, increased sense of control, increased self-confidence, more meaning and purpose in life, sense of stigma	Include - there is great potential impact on individual wellbeing among those that shop in the food hubs as this is core to the network and individual hub aims
Children of customers	Improved diet, increased ability to enjoy life because parents have more money and more support, sense of stigma	Include - the wider impact on customers family wellbeing is important to capture as food hubs reach a large number of families across Norfolk. While it is best practice to speak to children directly as part of social value studies, the sensitive nature of the topic and the potential that children may not be aware of the financial strains on parents/carers and the mechanisms by which they shop, it was felt that parents/carers

		should be a proxy for children. The research team however recognised this as a limitation.
Staff at food hubs	Increase in self confidence, enhanced social contribution, increase community cohesion, more meaning and purpose in life, increase in skill set, increase in their stress levels, improvement in productivity and efficiency, confidence in continued future engagement, change in stress levels (increase from the stressors of the job, reduction due to support from the network)	Include - from early engagement it is clear that the impact on wellbeing went further than just for customers. Staff are also the recipients of the network support, which we were keen to capture.
Volunteers at food hubs	Increase in self-confidence, enhanced social contribution, increase community cohesion, more meaning and purpose in life, increase in skill set, increase stress levels	Include - as above with staff, it was evident that there was likely to be a material change in volunteers wellbeing
Norfolk Community Foundation (organisation)	Increase in learning and skill set for charitable sector, sense of pride and achievement, increased feeling of wellbeing in the workplace	Include - as provider of network, it is expected that there will be a material change for the staff involved.
Norse Logistics (organisation)	Empowered to make decisions, sense of pride and achievement, sense of belonging and community	Include - logistics firm provide free access to warehouse and delivering food to food hubs. Early work suggested there were wider outcomes to the organisation as well as to the network and that these could be clearly identified in relation to Nourishing Norfolk
Communities	Increase community cohesion, greater understanding of individual circumstances, greater tolerance	Exclude - while there is potential for wider outcomes to the wider communities wellbeing, the impact of the food hubs would be difficult to separate from the attribution of other local community initiatives. Also potential for double counting as community members may also be customers of the food hubs.
Suppliers	Raises profile of business, opportunity to illustrate company values, ability to illustrate corporate responsibility, ability to make a difference locally, increased sense of justice, increased commercial opportunity	Exclude - given the scope of some of the suppliers such as Warburtons, the supply to Nourishing Norfolk is just a small part and would not be of significant material outcome. We did however include qualitative interviews with local suppliers to capture some of the impact.
Local Government funders	Reaching communities that public sector might find more difficult to engage, ability to support frontline staff to find solutions for families and individuals in their care, increase people back to work through volunteering opportunities	Exclude - no significant material change expected to individual wellbeing given the size and breadth of local Government and staffs limited involvement in Nourishing Norfolk
Trust funds and individual donors	Ability to make a difference, sense of doing the right thing, opportunity to be involved in innovative response to a problem	Exclude - while there were clear outcomes for trust funds/donors, these could have been met through funding other initiatives so no material outcome could be attributed to Nourishing Norfolk
VCSE sector	Reduced sense of burden knowing they could refer service users to access food, increased	Exclude - no significant material outcome expected to individual

	sense of achievement through identifying service users who could benefit from their services	wellbeing. Qualitative views will be captured.
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Table 2 - Potential outcomes that were anticipated for the stakeholder groups and reasons for including or excluding each.

3.3 Deciding how to include stakeholders

As per Principle 1 for Social Value, stakeholders were involved throughout the SROI and a range of methods were used to ensure that views were sought in ways that helped groups to feel most comfortable Food insecurity is a very sensitive topic as it is so closely related to poverty. Language around this is difficult. The research team built upon their extensive experience of working with vulnerable groups and their trauma-informed training to design the qualitative research, including using accessible and creative methods. The involvement of stakeholders fell into three key stages: Customer Advisory Group; consultation round; and consultation round two. Customers, Staff and Volunteers were all compensated for their time through £25 gift vouchers.

3.3.1 Customer Advisory Group

The research team identified and engaged four customers to be advisors throughout the evaluation. Each advisor had worked with members of the research team on previous projects and had established and trusted relationships to share opinions based on their own experiences of using the food hubs. Three advisors were parents. Two members of the group used the hub at The Charles Burrell Centre in Thetford, another had experience of using St Giles Pantry in Norwich and the other used Shrublands Food Hub in Gorleston. This ensured we had a geographical spread across city, town and coastal. The group included one male and three females and were able to share from their experiences of wider inequalities faced. The group members were involved in a range of ways providing feedback and insight to: survey design; outcomes customers experienced; interview methods; photos of shopping experience; basket analysis; outcome chains and valuing outcomes (e.g. through the Birthday game).

3.3.2 Consultation Round One (Understanding outcomes)

The first round of consultation with stakeholders aimed to understand what outcomes each group experienced. This involved three core elements:

- **Preliminary key stakeholder interviews:** The research team held 22 online semi-structured interviews with staff from NCF, local Government, Feeding Britain, Norse, VCSE, suppliers, funders and distributors. Appendix A provides an overview of the questions asked.
- **Tea-Time discussions (focus groups) with Food Hub staff:** Two online discussion groups were held, which we named Tea Time discussions after feedback from the Nourishing Norfolk Network Coordinator. These were informal in nature and welcoming. The research team led these and they were held in October and November 2024 for ten food hub staffs of the food hubs that were not case study sites. Appendix B provides an overview of the questions asked.

- **Creative workshops:** Two creative workshops were held in October and November 2024 with customers. Customers were encouraged to create collages to express some of the outcomes they had experienced from using the food hub. Twelve customers took part in these workshops, which were held in The Feed Social Supermarket (Norwich) and The Food Cabin (Dereham). An artist co-led these with two researchers from the team.

3.3.3 Consultation Round Two (Measuring and valuing outcomes)

The second round of consultation sought to measure and value outcomes. This stage involved two core elements:

- **Interviews with customers, food hub staff and volunteers at nine case study sites:** As outlined above, as part of the evaluation, the research team deep dived into nine case study food hubs. As part of this, the research team interviewed 22 customers (Appendix C), 13 food hub staff (Appendix D) and 12 volunteers (Appendix D). This involved building on our understanding gained from the first round of consultation but also involved a range of exercises with customers to seek to start to measure and value outcomes. Customers were given a range of outcome cards and asked to map to four boards: whether they agreed or not with the outcome for themselves; how important the outcome was for them; how much change has been experienced; and what the chances are that the outcome would have happened without the food hub. Figure 3 shows photos from collecting this data.

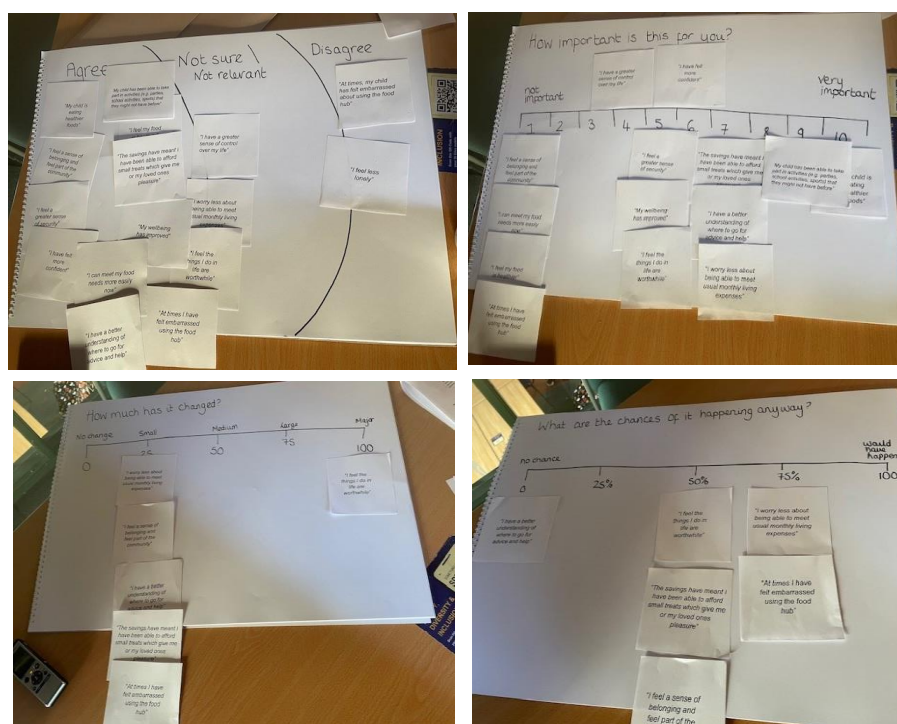


Figure 3 - Data collection from interviews at case study sites.

- **Surveys with stakeholder groups:** The research team designed and undertook surveys with customers, food hub staff, volunteers, NCF staff and Norse logistic

staff. For surveys with customers, the advisory group suggested these should be on coloured paper and from piloting the surveys with this group, it became clear that these surveys could be difficult for some people to fill-in (for example if respondents had lower literacy levels). Most importantly, and central to the values of this evaluation, was our desire to be as inclusive as possible. Therefore, two highly experienced researchers based themselves in multiple food hubs over several days. Customers were invited to fill in the surveys with the support of a researcher. Questions were read together and explained and the researchers clarified the questions and the purpose behind the survey. The research team are experienced at ensuring that they are not leading and provide non-judgemental spaces to help ensure the data is as accurate as possible. Our focus was on the quality survey completion, rather than the quantity; nonetheless, we collected over 70 surveys. Surveys completion took between 10 and 25 minutes. Each customer received a 'thank you' card for taking part (Appendix E) and a packet of biscuits. Surveys with food hub staff and volunteers were collected through visits to food hubs and attending the network meeting in January 2025. Surveys with staff from NCF and Norse were distributed and collected in February 2025. Surveys for each of the different stakeholder groups were designed to be as engaging, creative and colourful in style and followed similar structures. Appendix F provides an example of the survey used for customers. As part of the surveys, each participant was encouraged to write on a luggage label the main impact the food hub had had to them. Whilst ostensibly a light-hearted way to finish the survey with participants, who appeared to enjoy writing these, they gave in-depth, authentic insights into how people felt about their food hubs in their own words. These luggage labels were displayed as part of the Illuminate event, showing casing the work of NCF in March 2025.



Figure 4 - Illuminate event showing the luggage labels with customer feedback from the survey.

3.3.4 Ethics

Ethics for the evaluation was gained from the University of East Anglia Faculty of Medicine and Health Sciences Ethics Committee in August 2025 (ETH2324-2961). Amendments were sought for the surveys later in the project as the design and content of these were informed by prior stages of consultation.

3.3.5 Engagement summary

Stakeholder	Size of group involved in Nourishing Norfolk	What biases might there be in the group	How will we make a sample as representative as possible	Number involved	Method of involvement		
					How?	Number involved in this stage?	When?
Customers	13,852 households, 35,445 family members (NN data, as of end of October 24), 3505 regular shoppers	Potential bias for reporting positive rather than negative outcomes due to strong relationships with hub staff and concern around their views influencing usage of the hub. Mitigated by exploring negative outcomes directly in interviews and surveys and ensuring that the research team clearly emphasised views would be kept confidential and not impact usage in any way (communicated via participant information sheets provided). Bias of people with more resource/time engaging in interviews and maybe not those in most need. Mitigated through researchers filling it out with people and using creative methods.	Case study sites were chosen to reflect the different models, sizes and geography. The research team sought to gain a spread of age, gender, reason for shopping across the interviews and surveys.	114	Customer Advisory group	4	August 24-March 25
					Creative workshops	12	October-November 24
					Interviews	22	October 24-January 25
					Surveys	76	November 24-January 25
Children of customers	12,782 (NN data), 1977 of regular shoppers			34 Parents as proxies	Surveys	34 parents	November 24-January 25
Staff at food hubs	57	Potential for over reporting positive outcomes when speaking of themselves as well as customers. Bias addressed by specifically probing around negative outcomes and including them within survey.	The research team sought to include the food hub staff from all 26 hubs through the Tea Time discussions and case study sites to ensure we captured voices across the network.	44	Teatime discussion groups	10	October-November 24
					Interviews	13	October-November 24
					Surveys	21	January 25

Volunteers at food hubs	271	Potential for positive outcomes to be over reported, this was addressed through probing negative outcomes.	Volunteers profile differed across the food hubs from individuals with learning disabilities, people suffering from mental health illness, retired professional women. The research team sought to gain a sample that reflected the range of backgrounds.	27	Interviews	12	October 24 - January 25
					Surveys	15	January 25
Norfolk Community Foundation (organisation)	8	As Nourishing Norfolk was set up and developed by NCF staff, there is the potential that they will be biased about their own intervention and therefore overly report positive outcomes. Research team probed negative outcomes in interviews and survey	All full time staff and staff fully focused on Nourishing Norfolk were included in the sample. Of the others members of NCF that contribute, a sample was selected to represent the different operational levels.	7	Interviews	4	September- November 24
					Survey	7	February - March 2025
Norse Logistics (organisation)	Management 8, logistics 16	Potential bias towards filling in positively due to concern that management will see responses. Addressed by research team ensuring that staff knew results would be kept confidential and no names collected on surveys. Researcher distributing and filling in the surveys directly with staff so that these were handled directly.	Research team worked with Chief Executive of Norse to identify management team who had a role in Nourishing Norfolk and invited all to take part in the surveys. They also identified logistic staff to represent the deliver role.	6	Interviews	1	October 2024
					Surveys	5	March 2025
Wider stakeholders (not included in SROI)	NA	Potential for local political bias or NCF identifying only stakeholders with positive views. This was reduced by the research team using a snowball technique to identify additional stakeholders	The research team worked with NCF to identify 12 stakeholders from suppliers, local government, funders, VCSE sector who had had some involvement in Nourishing Norfolk establishment or operation. From these, the research team used a snowball method to identify further stakeholders of interest.	18	Interviews	18	September - November 2024

Table 3 - Engagement Summary.

4. Mapping outcomes

4.1 Valuing Inputs

Input costs were collected for each of the stakeholder groups from a range of sources. As a first point, the research team used data collected by Nourishing Norfolk Network which included the total number of transactions, the price of these transactions and the price spent on food by each hub. This also held the date when each hub opened, allowing the research team to pro-rata input costs for hubs that either opened or closed partly during the year of analysis. To supplement this information, each hub was contacted directly by email to ask for numbers of staff and volunteers, the hours covered, rental costs and overheads to run the food hub. All hubs provided a response, except one which has since closed. For this hub, the Nourishing Norfolk coordinator was able to provide the information and where lacking (e.g. the cost to run the mobile van; data from a comparable site in terms of operation and transaction numbers was used as a proxy).

Input costs were also collected for staff at NCF which involved determining which staff were fully allocated to the Nourishing Norfolk Network (e.g. the coordinator) and who provided input as part of their wider role (e.g. finance staff and chief executive). This was determined in partnership with NCF and the salaries pro rata-ed accordingly for the year. For Norse input costs, this was recently estimated by the company as part of their involvement with Nourishing Norfolk and this figure was felt to be of sufficient accuracy for the SROI. This was confirmed with Norse and covers warehouse space, staff and wider logistics to deliver the food to hub.

The total input costs included in the SROI value map was calculated to be **£2,414,022.76**.

Table 4 outlines the input values for each stakeholder group, evidence source and process used to calculate the final values.

Stakeholder group	Input cost to include	Evidence source	Amount for 1 year (Nov 23-Oct 24)
Customers	Cost of food purchased	Transaction total for all food hubs from Nourishing Norfolk data from Nov 23-Oct 24	£658,522.57
Customers' children	No additional costs (covered in customer total)		£0
Food hub staff	Food hub manager salaries	Number of food hub staff for full 12-month period and for partial year staff multiplied by average salary per hour (estimated at £15). This was determined from a comparative job advert for a food hub staff (https://goodmoves.org/vacancy/a4sp1000000qcg9iak-royston-food-hub-manager) and input from the Nourishing Norfolk Network coordinator who confirmed salaries ranged between £14-16. £15 was chosen as a mid-point and verified with one of the food hubs.	£399,120.00

		Number of other staff for full 12 month period and for partial year staff multiplied by average salary per hour which was estimated at £12. This was determined using a job advert for a similar position Determined from a comparative job advert for a foodbank project worker and sense checked with Shrublands (https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fburnage.foodbank.org.uk%2Fwp-content%2Fuploads%2Fsites%2F315%2F2023%2F09%2FAdvert-for-Burnage-Foodbank-Project-Worker.docx&wdOrigin=BROWSELINK) and validated by a food hub.	£254,496.00
Volunteer	Volunteer hours	Total volunteer hours (provided by each hub) x real living wage. £10.42 (from Nov 23-Mar 24) and £11.44 from April 24-Oct 24	£487,440.64
NCF staff	NCF staff salaries	NCF Staff hours attributed to the running of Nourishing Norfolk	£123,503.55
Norse	Staff, warehouse, van space, petrol	Provided by Norse	£30,000.00
Food hub operational costs	Rent	Total rental costs for food hub premises as provided by food hubs for the period Nov 23-Oct 24.	£71,980.00
	Money spent on food over the year	Money spent on food total for Nourishing Norfolk data from Nov 23-Oct 24 was £555,757. This cost is covered by the input cost for customers and would be double counting if included.	£0
	Utilities/over heads/petrol	Total overhead costs for food hub premises as provided by food hubs for the period Nov 23-Oct 24.	£388,960.00
		Total	£2,414,022.76

Table 4 - Input costs included in the SROI value map for each stakeholder group.

4.2 Clarifying Outputs

Nourishing Norfolk has achieved a wide range of outputs since they started with the opening of the Burrell Shop in Thetford in 2020. The later establishment of the Nourishing Norfolk Network in 2022 brought rapid growth, with **26 food hubs** now in place across Norfolk. This has enabled, by November 2024, **35,445 people** to access affordable food

with **13,852 households** across Norfolk signed up to their local hub. As part of these households, this included **12,782 children** aged 0-17 years. On average, people saved **52% off the average basket of food**. In line with Social Value principle 5 - do not over claim - for the purpose of the SROI value map, hubs were asked to



estimate the number of regular customers, shopping at least twice a month. This was estimated at 3,505 customers and using the ratio of members to children from Nourishing

Norfolk data, the research team calculated this reflected 1,977 children. This is felt to be a cautious estimate to ensure we are in line with the principle 5, however it is recommended that for future SROI, Nourishing Norfolk ask food hubs to collect the numbers of regular customers as well as members.

Additional outputs include the number of organisations the hubs work with in partnership; support service information leaflets distributed; referrals made; and benefits enabled (e.g. healthy start vouchers, pension credits). Furthermore, the shops could not operate without the **57 staff members** and **272 volunteers** providing **44,203 volunteer hours** provided each week across the hubs during November 23 and October 24.

Eight staff from NCF contribute their time to Nourishing Norfolk, with a total of **3.15 Full Time Equivalent**. NCF provide a plethora of support as outlined in section 3. All these have associated outputs such as number of hub staff attending meetings or the amount of people accessing the portal (for example Figure 5 shows **297 visits to the portal over 30 day period** from 13th January to 11th February).

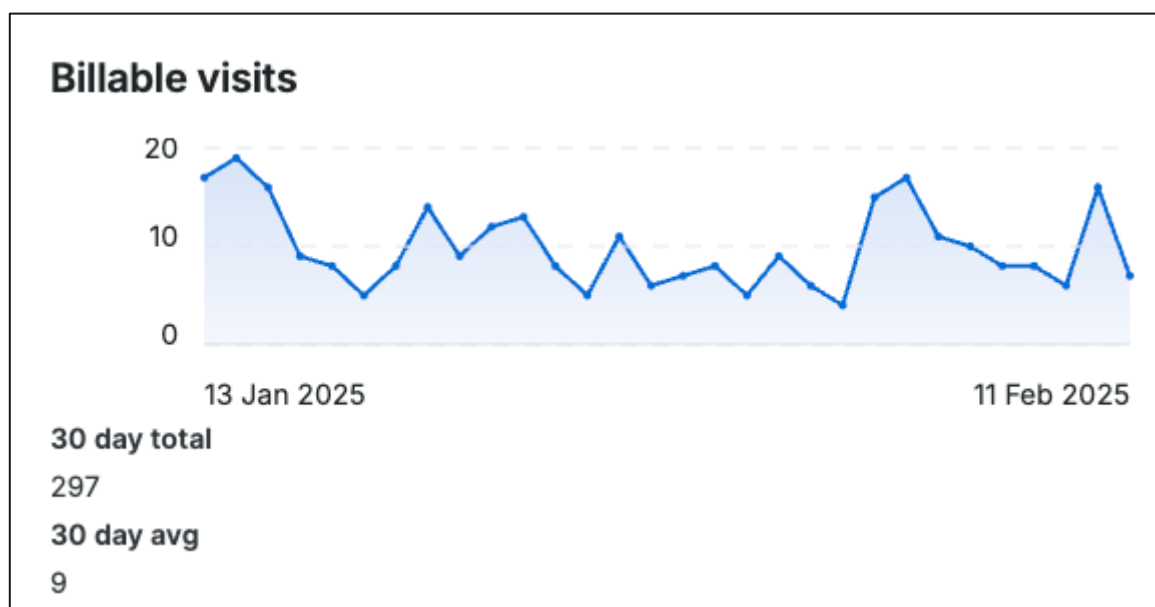


Figure 5 - Billable visits from 13th January 2025 - 11th February 2025.

Outputs from the warehouse and associated logistics are numerous. The warehouse **supplies 70% of the food hubs** each week with ambient products and **stocks 85 essential product lines** (Norfolk Community Foundation, 2024). **Over 20 organisations have provided donated supplies** since the warehouse was established and around **41,000 units of product have been donated** between October 2023-24. Norse Group have **delivered over 123,000Kg** of net weight food to hubs across over **1,000 delivery trips** covering around **10,000 miles**. There are **24 staff members from Norse** that contributing time to Nourishing Norfolk.



4.3 Gather information about outcomes

4.3.1 Literature review

The evaluation team were chosen for their academic expertise and previous work in the area of food insecurity and food aid models. This experience provided an understanding of potential outcomes that stakeholders may report. Hanson et al (2023) found foodbank users reported: bewilderment in using foodbank services; the need to make trade-offs between food and fuel; feeling shame at using the services; and missing out on pleasurable eating practices. These were affirmed in Taylor et al (2024) where negative physical health (e.g. and psychological impacts (e.g.) of food insecurity and foodbank use were reported, but these were alleviated in part through positive social impact. For example, feelings of shame and stigma were reduced through a welcoming, relaxed and non-judgemental welcome from volunteers, and that foodbanks provided a 'listening ear' and sense of community. People using foodbanks have also reported positive outcomes around wider advice and support services provided [such as help with maximising income, reducing the burden of unmanageable debt and reducing expenditure (PFRC, 2024)].

As social supermarkets are a relatively new initiative, evidence surrounding them is limited; however the team sought to review the literature to gather a list of outcomes to explore in stakeholder engagement. The report by Saxena and Tornaghi (2018) was one of the early major reports on social supermarkets and demonstrated the diverse nature of the initiatives with widely varying goals, but that all aimed to distinguish themselves from food banks in offering choice, a retail type environment, social support and a more dignified, and less stigmatised, response to food insecurity. They also highlighted many unknowns. For example, the ways in which social supermarkets impact a person (or a family's) experience of poverty and bring about change. Also, boosting food-users food knowledge and ensuring nutritional security. They also found issues around how social supermarkets are evaluated both in relation to the goals set at inception, but also the quality and quantity of the outcomes

measured. Social supermarkets are themselves vulnerable to risks and challenges - for example, reliance on volunteers, unreliability and complexity of food supply, regulatory standards and rising costs of food and infrastructure. Additionally, there are questions to be asked about seasonal food, food miles and other environmental and sustainability issues and how these are viewed by stakeholders and partners. Questions around nutritional value are particularly compelling as the association between dietary patterns, foods, nutrients, diets and health and chronic diseases such as dementia, depression, heart disease and cancer is well established (Fanelli et al., 2020; Gonzalez & Riboli, 2010; Mozaffarian et al., 2011). In the UK poor diet accounts for 20% of total ill-health (Steel et al., 2018) and a large contributor to the 19% difference in healthy life expectancy between affluent and disadvantaged communities (ONS, 2022).

4.3.2 Stakeholders

Many different outcomes were mentioned across the range of stakeholder engagement. Defining and understanding what outcomes are can be confusing to people; therefore, we created a range of tools to support an initial understanding of what changes had happened to people's lives due to involvement with Nourishing Norfolk. This included asking people to summarise the value to them of the food hubs in three words. Many outcomes were mentioned - submitted words were collated and are presented in word clouds below. Additionally, the research team asked stakeholders to write the most significant change for them from food hub involvement on a luggage label - this also provided a better understanding of potential outcomes. For customers, the creative workshops also used collage, and explanation of these, to identify outcomes for this group.

Findings from these exercises are presented by stakeholder group.

Customer outcomes

It was clear early on that customers experienced numerous outcomes from shopping at the food hubs, and these went way beyond just accessing much needed affordable food.

"They're more than just a shop. Like they get to know the people in there, the regular volunteers or the regular stuff. It's more of a community, feel, feeling part of your community and belonging and that support" (VCSE partner)

"Become the kind of a glue of the community." (VCSE partner)

The collages (see below) described outcomes such as: a feeling of worth; a sense of achievement; increased community cohesion; ability to provide healthy food for their children and family members; and improvements in emotional wellbeing.



A feeling of worth - This place gives me a "system reboot". They give me "a feeling of worth". I am recognised. By the time I leave, I have a smile! I recognise what this place does for me. I feel I have worth. The Social supermarket is great for my essentials and the café is healthy and they teach us about a healthy diet. The café and the community is important to my life. (Customer)



Sense of achievement - From learning new skills, such as cooking. Meeting up with people who have become friends. Making time. Sharing. The therapy dogs. "Like skippy, we go home happy!" (Customer)



Community and ability to provide treats to family- I was new to Norwich and I didn't want my family to miss out and a big thing was the Santa at Christmas. The vision is to get people out and feel "at home". They are very open minded. This place is a great escape. I value the healthy food and toiletries and the wellbeing support (wellbeing Wednesdays, community dinners, out and about planting). (Customer)



Emotional wellbeing - A collage of two halves. Before - never stops, nets show how I was trapped. I was drowning (under sea picture). I was so stressed about food and this is symbolised by the crumbs/small bits of food that were left. After - Blue side (right). I'm up high out of the sea. I can breathe. Single mum of two autistic children with health needs herself - has to have three meals. "I can now give them snacks, I can make health foods now, I can give them treats now. A kitkat might feel like. (Customer)

The luggage labels captured further outcomes such as: reduced loneliness; a sense of belonging; ability to save money to use on other essentials such as heating or activities for children; less worry; opportunity to make friends; ability to meet food needs; ability to not skip meals and eat healthy food; and feeling valued and having more confidence. Figure 6 presents a few of these labels.

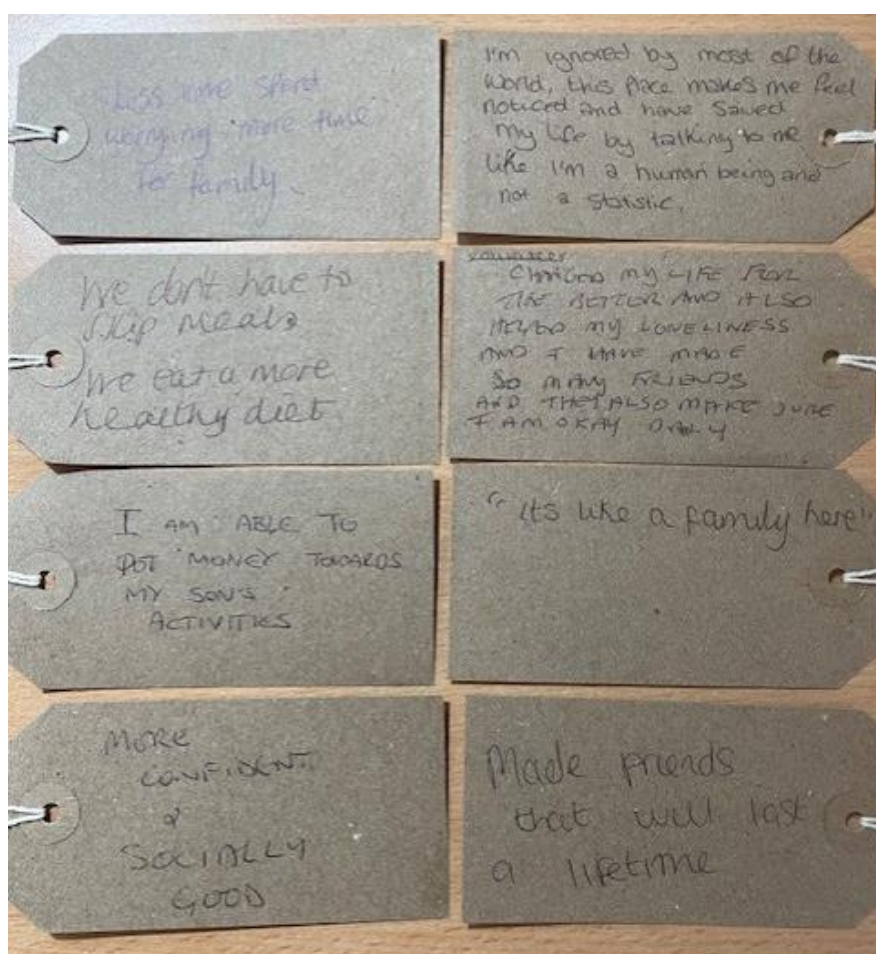


Figure 6 - Eight examples of different luggage labels capturing outcomes.



Figure 7 - A word cloud capturing some of the outcomes of customers (size of word differs according to how often stated).

The word cloud for customers (Figure 7) affirmed some of these outcomes, such as: increased financial security; connection; affordability of food; increased social opportunities; and less worry. It also illustrated how welcoming, warm, supportive, inclusive and friendly food hubs are.

Customer's children's outcomes

Within interviews and workshops with customers, parent and carers were asked for an overview of impacts they felt the food hubs were having, both positive and negative, on their children. Ideally, the research team would have spoken directly with children; however, it was not considered ethical to do so given the sensitive nature of poverty, and that some children may not be aware that their parents are facing financial challenge.

Parents spoke of a range of outcomes including: the ability to afford sufficient food to feed their children; increased opportunity for children to eat fruit and vegetables; increased opportunity to access education provision, youth activities or health interventions that they might not normally be able to; and the ability to be able to fun things with their children either as part of the hub activities or because of money saved. Hubs are also places where parents can connect and share challenges faced, either more formally through a hub group activity, or informally by meeting regular faces at the hub.

"So there's a parents group at this one youth project that's part of the people here. I've been going there, thanks to the people here....So I'm excited with like new mums and we could, you know, discussed, you know if we've got any, you know worries or any concerns like children" (Customer)

"Let's recognise your humanity. Your right to do this. And who knows which one of those children that get the right nutrition at the right time. Now he's going to do in the lifetime of our children or grandchildren, we don't know that." (Funder)

"Every time it's open, I pop in, my daughter too, we love it" (Customer)

Food hub staff outcomes

Staff outcomes mentioned through the labels and word cloud ranged from increased community cohesion, moving from lived experience to creating change, sense of value, increased skill set, sense of achievement, job satisfaction, empowerment and ability to be innovative (Figure 8 and 9).

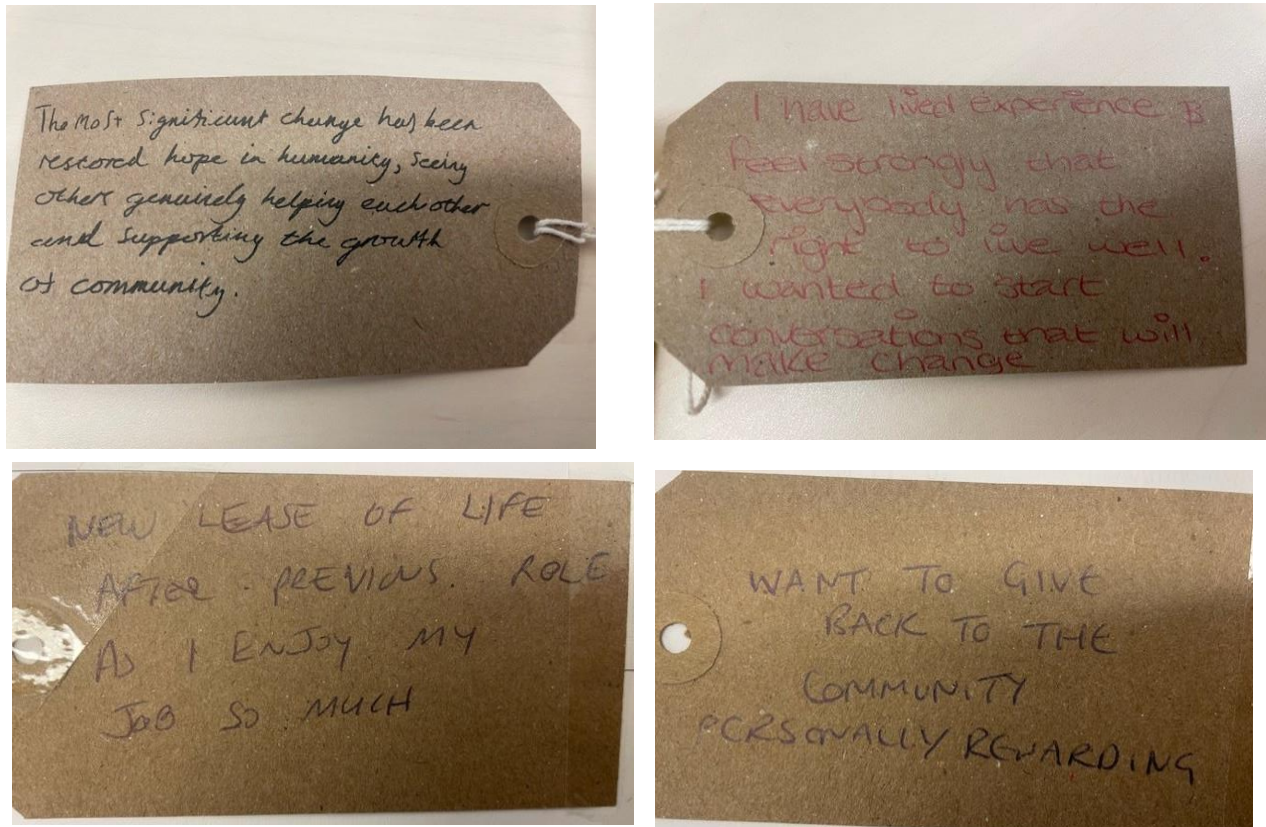


Figure 8 - Staff outcomes captured on luggage labels



Figure 9 - Food hub staff word cloud (size of word differs according to how often stated)

Volunteer outcomes

For volunteers, outcomes included increased social connection, ability to give back, skill development, increase confidence, increased self esteem and increased sense of community. Figure 10 provides examples of the luggage labels from volunteers and Figure 11 is the word cloud for volunteers.

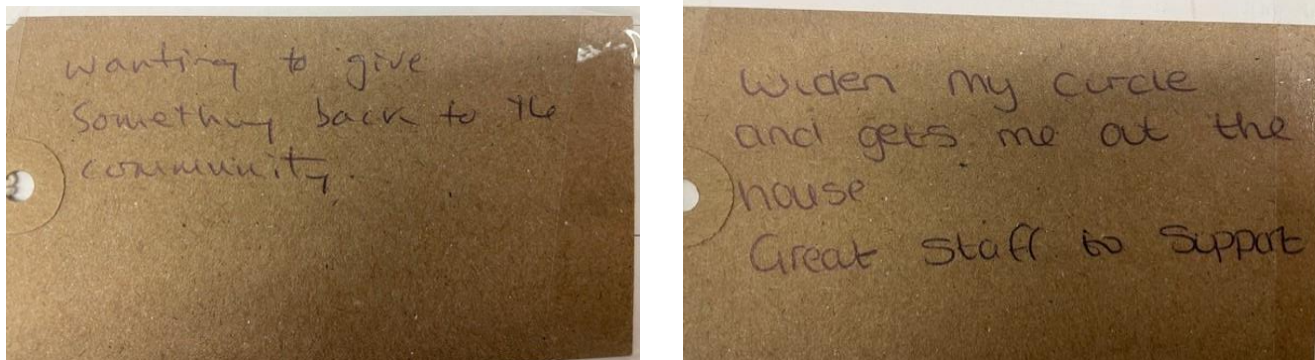


Figure 10 - Examples of luggage labels.



Figure 11 - Volunteer word cloud (size of word differs according to how often stated)

NCF staff outcomes

The ability to make a difference to their local community, was an outcome that clearly mattered to all NCF staff and motivated them to continue their work.

"It makes your heart sing and you don't do the job to get the big thank you or a big grand gesture. But when someone just comes and says you've made a real difference. Yeah. It's makes your heart sing" (NCF staff)

"Helping to tackle one of the biggest challenges of our time" (NCF staff)

“Seeing the difference, it makes visibly” (NCF staff)

In addition, being able to make this change, whilst part of a supportive team was important.

“It’s a joy and privilege to work with a cohort of talented, compassionate and community minded people, who share a drive to make life better for people in Norfolk. I feel proud to be part of it and want to keep doing more” (NCF staff)

Individually, staff described a range of outcomes such as: feeling fulfilled; learning new skills; becoming more empathic and understanding challenges people faced; feeling a sense of pride; and enjoyment and motivation in their job.

“Some of my attitudes have changed. I am more understanding” (NCF staff)

“So for me personally, it’s really fulfilling to know that you might have just made a difference for somebody and probably never know.” (NCF staff)

“And I can see that it’s making change happen to people’s lives and I just want that to keep going in.” (NCF staff)

Organisationally, the establishment of Nourishing Norfolk has led to outcomes for NCF such as the opportunity to demonstrate their values in practice, and to build and show their trust in local communities. It has affirmed their belief that local communities hold solutions and that communities can be helped most through resourcing these solutions.

“Reinforced our learning that communities have the answer. Our role is to support them to deliver the change they want to see” (NCF staff)

“I came into NCF because there was an opportunity to build something for Nourishing Norfolk. I felt that we have lived our values in our work since - driven by passion and trust with our community partners” (NCF staff)

“It’s a live expression of our values as an organisation... like taking action, trusting communities to know what they need, being passionate about sort of strength and value of community ... I think it also shows that we’re not just a traditional old fashioned Community Foundation that looks to bring some money in and kind of benevolently hand it out to organisations into private neighbourhoods, it’s we are a convener and they’re connecting an enabler of social action within communities.” (NCF staff)

“It’s sort of an exemplar of the kind of good work that a Community Foundation can do.” (NCF staff)

This was recognised widely by partner organisations as a helpful outcome for the foundation.

“I think from the Norfolk Community Foundation point of view, I think that from a strategic element, it needed to I don’t use the phrase get its hands dirty but it needed to do something that wasn’t quite so top layer so to speak, just to kind of really show that it can make a difference. And I think that that’s been a really impressive sort of change in direction of the foundation that instead of we’ll collect

the money and someone else will do the work... I think this is one of the several examples where they've gone, you know, we're not just going to get the money, we're going to actually get stuck in and we're going to make this difference" (VCSE)

Norse staff outcomes

Norse support for Nourishing Norfolk was clearly of significant benefit for the network; however, Norse also recognised that they too experienced a number of outcomes by contributing to the network. Outcomes included: staff feeling empowered; being part of a community and network that are making a difference; ability to support their local community; and ability to demonstrate they are a caring employer.

"Added value for us is that shadow of a doubt the feel good factor for our staff that they know we're a decent employer" (Norse staff)

"The staff just seem to love the idea, and they really made it work. So actually the success really sits in the passion of the staff to seeing, really make a difference in their day job" (Norse staff)

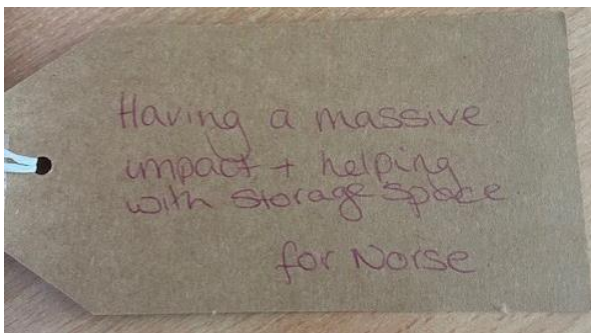
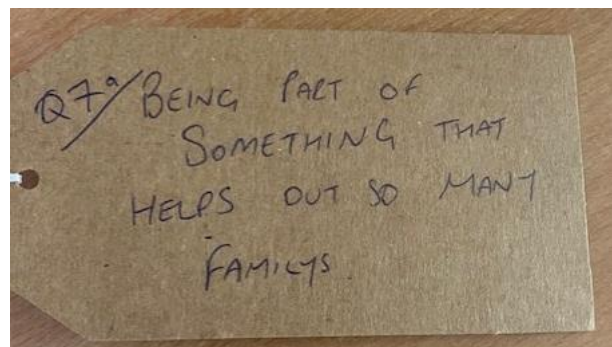
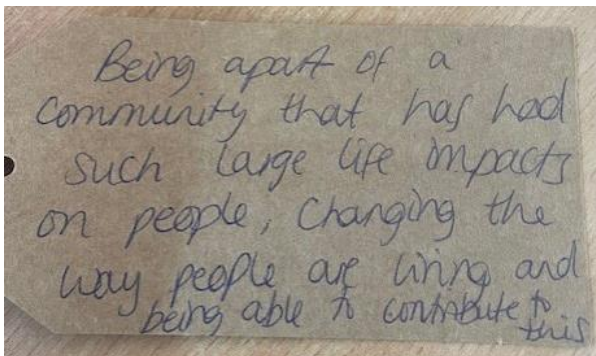


Figure 12 - Norse staff outcomes.

There were also beneficial business outcomes from their involvement, such as the ability to show the social value added by the company in tenders, and the power of demonstrating the impact they are having.

"[W]e have the ability to be different to another competitor because we're not, we're not just putting in a tender with loads of words. We're actually doing something practical on the ground" (Norse staff)

"I think what I'm pointing out to people is we've got a comms team here and we can write loads of stories about all the great stuff we do. It's wonderful, it's all polished and it's, you know, well written. But when someone you're helping says of their own...Norse helped us do these things that is worth 100 times what a well considered piece of comms we write is customer advocacy." (Norse staff)

“The value is twofold, 1 hopefully we're doing good things in Norfolk, which supports the aims of the County Council. You know, ultimately wants to make sure that everybody in Norfolk has a good quality of life. And is concerned about ensuring people eat well, etc and to kind of longitudinal health of Norfolk population. And then secondly, when we're going out winning new work around the country, this type of work shows our customers, we understand what their challenges are.”
(Norse staff)

Wider stakeholders

Although not included in the SROI, wider stakeholders mentioned several outcomes for both individuals and organisations through involvement with Nourishing Norfolk. These are captured together in the word cloud in Figure 13, and considered by stakeholder group below, with quotes from the associated interviews.



Figure 13 - Wider stakeholder's word cloud of outcomes from Nourishing Norfolk network (size of word differs according to how often stated).

Suppliers

For suppliers, a sense of pride and ability to make a difference, particularly at a local level, were mentioned.

“We're really proud to work together.... it's lovely being able to support local set up because as you know we've we support places across the whole of the UK. So being able to fill up the map with pick up points in the east... our region has been fantastic.” (Supplier to food hub)

"I've had a great life, no restrictions, no nothing in my way, I've been able to do everything I wanted. We should do something. Nobody's done it before. And the reason nobody's done it before. It's too challenging. But we can make a difference. We can actually help" (Supplier to food hub)

At an organisation level, for suppliers, outcomes included increase in business profile, ability to meet social responsibility targets and to increase commercial opportunity.

"As a company. We have corporate social responsibility. Part of that is ...they're trying to help people in need ...in this present climate we're in. It is something that we can give. To try and help people, to literally feed people." (Supplier to food hub)

"Its another channel of business...it's a secure channel...they will be getting the same as what they get from the multiples but they are no under any restrictions..they don't have to do any advertisement" (Supplier to food hub)

Local Government

Individually, outcomes reported by local government included having a sense of achievement through making a change and thinking differently because of being involved.

"I think it's only when you go and see it. That's when you see the magic and that's what makes me feel like we've done something important" (Local Government)

"I think it's probably helped me to think differently about the role that the County Council can play in sort of sprinkling in some ingredients to help tackle problems in communities or challenges that communities are facing" (Local Government)

From an organisational level, local government stakeholders spoke of outcomes such as increased reach to groups of people through Nourishing Norfolk in need of local government support but who statutory services were not otherwise able to engage. They also spoke of Nourishing Norfolk: positively preventing some individuals from needing to use statutory services; supporting local government to empower local organisation to meet needs locally; and promoting employability by upskilling through volunteering opportunities.

"There's probably three different elements for me. There's something about reaching communities that perhaps don't want to or don't engage with public sector. There's something about really supporting our practitioners and frontline workers to find the right solutions for their families and their people with care needs and then kind of bigger bit about pathways for volunteers to careers and the other elements that support skill building and community connection." (Local Government)

"I see Nourishing Norfolk as... helping organisations like mine [local government] to work and evolve more. Power and freedom to those local community groups, I think they're taking that decision, making that empowerment to these very local groups. And sometimes we need our handheld to do that." (Local Government)

"My perception would be that our social workers or/and frontline practitioners will refer families into those social provisions. So that is very much about a kind of prevention, helping families, helping older residents, helping people with care needs to access something locally." (Local Government)

Such outcomes were thought to be achievable through the professionalism and network approach Nourishing Norfolk takes.

"For us it is more efficient as a partner to work through a network, it's far harder to work with 20 or 30 different food hubs in different ways - this network model allows us to be efficient and still have good reach." (Local Government)

Individual funders

Funders gave different reasons for wanting to invest and support Nourishing Norfolk and spoke of the value they had seen for themselves of doing this, such as a sense of doing the right thing, broadening horizons and a sense of privilege to be involved in such innovation.

"I've never been involved with anything that was strictly not for profit as a business but it is so far beyond what comes across my desk why wouldn't I want to have the broader experience" (Funder)

"Just being in that sphere...no other space would I have experienced those things...the reward is in seeing it come together...it's just a huge privilege" (Funder)

VCSE

Stakeholders from the VCSE sector reported organisational outcomes from their involvement with Nourishing Norfolk which included the ability to trust the food hubs that they refer clients to, to provide a high level of support in a professional manner. Additionally, food hubs provided opportunities for VCSE services to offer their support to people they previously have been unable to reach.

"[I]t is really important that when we're referring people or when we're signposting people, that we have confidence in the place we're referring them to. And we do with [food hub] without a doubt, so that is a really good partnership" (VCSE)

"[W]e've been keen to get our services into the nourishing Norfolk network... because from my perspective the people that it helps are the exact same people that have the sort of problems that that we helped to tackle. So what the nourishing offer gives us is a great opportunity to... kind of hunt for those people" (VCSE)

4.4 Outcome chains and determining well defined outcomes

Following the interviews with stakeholder groups to understand the outcomes experienced, the research team produced theories of change for each stakeholder groups included in the SROI identifying well-defined outcomes and the chains associated with each. Theories of change were verified with stakeholders and are provided in Appendix G.

Table 5 provides an overview of the well-defined outcomes for each stakeholder group and the impact stakeholders had seen or were expecting to have in the future as a result of these.

Stakeholder group	Well-defined outcomes	Impact
Customers	<ul style="list-style-type: none"> • Greater capacity and opportunity to meet food needs (for me and my family) • Reduced financial concern • Increased self confidence • Increased sense of belonging and community • Reduced isolation and loneliness • Stigma using the food hub 	<ul style="list-style-type: none"> • Strengthened family relationships and prevention of breakdown through regular and reliable food • Improved physical health • Increase in own agency to make a difference to own life • Greater pride in place and desire to be part of giving and serving community (e.g. through volunteering)
Children of customers	<ul style="list-style-type: none"> • Child eating healthier food • Increased opportunity for child to take part in youth related activities (education and leisure) • Stigma from family using a food hub 	<ul style="list-style-type: none"> • Improved physical health • Improved mental health
Food Hub staff	<ul style="list-style-type: none"> • Increased sense of belonging and community • Increase in skills set (communication, support and retail) • Increase in self confidence • Increase in stress 	<ul style="list-style-type: none"> • Improved productivity and efficiency of running of food hubs
Food Hub volunteers	<ul style="list-style-type: none"> • Increased sense of belonging and community • Increase in skills set (communication, support and retail) • Increase in self confidence • Increase in stress 	<ul style="list-style-type: none"> • Increases employability - go on to gain paid employment (in the hub and in external positions) as well as go on to formal training for those under retirement age
NCF staff	<ul style="list-style-type: none"> • Increased charitable skill set • Feel sense of pride and achievement • Increased wellbeing/satisfaction in the workplace 	<ul style="list-style-type: none"> • Increased staff retention
Norse staff	<ul style="list-style-type: none"> • Feel empowered to make decisions • Feel sense of pride and achievement • Increased sense of belonging and community 	<ul style="list-style-type: none"> • Increased staff retention

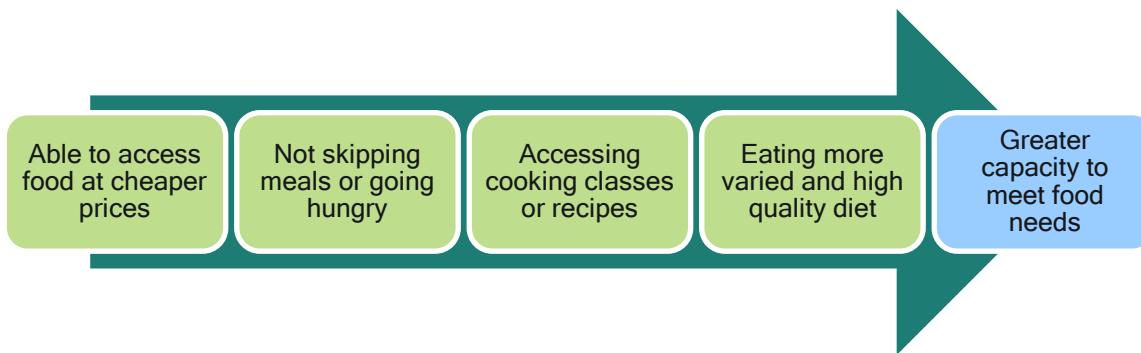
Table 5 - Well defined outcomes for each stakeholder group

4.4.1 Customers

Six well defined outcomes were identified for the customers of the food hubs. Five positive and one negative. Each as a result of their shopping at the food hubs. These are described in this section with quotes and case studies (customer's names have been changed).

Well defined outcome 1: Greater capacity and opportunity to meet food needs

The customer's greater capacity to meet food needs came from their ability to access food at cheaper prices, which both increased food provision for themselves and their family members, and also meant they could now afford foods such as fruit and vegetables. This, along with access to cooking classes and recipe ideas, led to opportunity of eating a more varied and high quality diet.



Quotes from stakeholder to evidence the well-defined outcome and chain:

“A lot of what I buy from here is fresh food, which would be very much more expensive in the supermarket and not as good quality either” (Customer)

“It gives us the opportunity to have the stuff that we can’t afford” (Customer)

“We have the expression, the pillow of safeness. You know when you are not sure about the next month ... we are always worried about what will happen tomorrow and food cabin is something when you’re not sure about your income next month, especially during the winter, we are waiting for bills... This place where you usually can come and find something for low price or even when they give you something for free, it’s not much, but you think oh thank goodness I have some pasta on the shelf.” (Customer)

“I’ll just go down have a look and I definitely come once a week now because some of the stuff is really cheap and the vegetables and things like that you just put a donation in the box. It’s been fantastic and saved me a lot of money coming down here. Really good because I always get milk, eggs and cheese because those things are expensive and donations with the vegetables. From next week they will have joints of meat which will be brilliant. It’s really helped my diet. I’m eating loads more vegetables, if I went to Tesco’s or somewhere like that I don’t tend to buy the vegetables” (Customer)

“Even if they want to save energy, if they don’t want to use too much gas and then, yeah, you know, advise them to cook in bulk” (Volunteer)

Case study to evidence the well-defined outcome and chain:

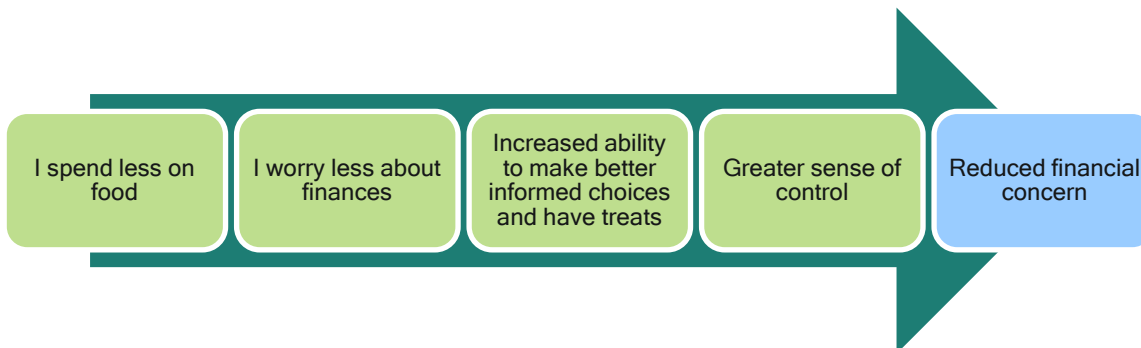


“**Cook, Eat, Grow** is a funded project at a food hub,...We generally cook food together and eat afterwards. It could be anything but it’s mostly always with food available in the social supermarket. Topics covered so far are batch cooking, cooking with oats, cooking with lentils, slow cooker cooking (and those who participated were given a slow cooker), pizza making, curry, making the most of food you’d normally throw away (banana peel curry, potato peeling crisps), meat replacement... We are going to expand this to include cooking for various medical issues. I’m meeting soon with a diabetes practitioner who is going to be there

to advise our members and we’ll cook some food that is great for people who have diabetes or are pre-diabetic. We’re also planning on having some children’s Special Educational Needs and Disabilities (SEND) sessions for children with issues around food. All very calm and relaxed....There are lots of things that are lovely about this project. It is very relaxed. Members are learning from each other and there are some fabulous interactions that take place.” (Hub staff)

Well defined outcome 2: Reduced financial concern

Customer's reduced financial concern came from the ability to spend less money on food and the knock-on positive impact of this in terms of worry, choice and control over their own lives.



Quotes from stakeholder to evidence the well-defined outcome and chain:

"You can get treats and you can justify having them" (Customer)

"Less worry about needing a large amount of money for food shop" (Customer)

"I am able to put money towards my son's activities" (Customer)

"Less time spent worrying more time for family" (Customer)

"The most important thing is we are still alive, and that's how serious it got. The most important thing has been that we can get fresh fruit, vegetables and actually live, and have the choice, and feel like we have choices and you know, and that we're supported, that there's people around us... But it does make a big difference. Being able to get things where you can actually have a choice of meals in a week. It affects your emotional outlook as well. It affects everything. Being able to stay warm, have a hot meal. Those things are imperative, and if you can't do that, it's more than that. You feel like a failure when you've got children around you. You know, they're wondering why everybody else has got this, that and the other and you're scrambling over a meal and it makes you feel very unsuccessful when actually you are absolutely doing a lot more than other people are having to do in order to get by." (Customer)

"Yeah, one lady... She got all this stuff and she brought in a cake... Like she just said that she could do baking, whereas before she wouldn't have been able to afford to, but because she got the stuff from the [social] supermarket and she just loves baking. She brought us in an incredible lemon cake, actually, that she'd made with all that stuff from the supermarket." (Wider stakeholder)

Case study to evidence the well-defined outcome and chain:

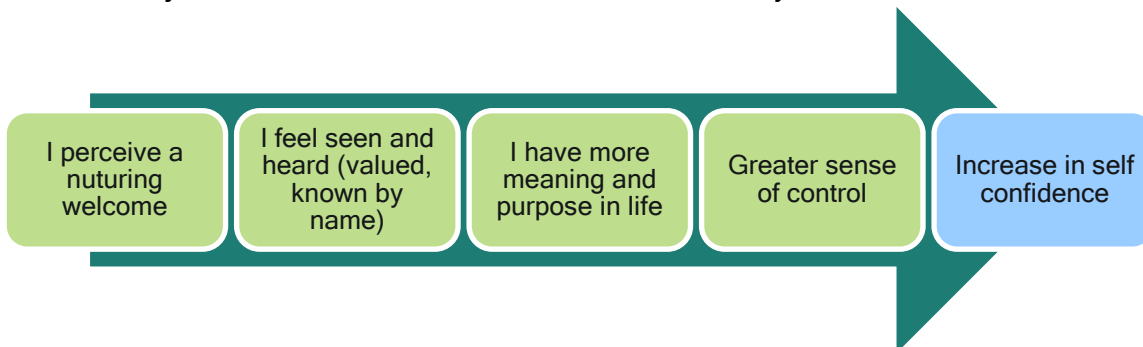


Angela is a widow who lives on her own since her husband died. She has terminal cancer and feels the cold with her treatment and struggles to afford to heat her home to help with the discomfort she is in. Managing on one pension has been difficult but since coming to the food hub, she has been able to make her money stretch further and can now heat her home, as well as able to buy affordable food, "I need the warmth, I'd rather be hungry". She describes how welcoming and kind the hub are "they're such lovely people here. They're so friendly. They're so helpful. They're so nice. It's the highlight of my week." And now attends a coffee morning organised alongside the hub.

Angela talks of looking in her purse and realising she cannot afford food but explains the impact of the hub "not having to worry about where you're getting food from...it makes a difference...it lifts a big weight off your shoulders" (Customer)

Well defined outcome 3: Increase in self confidence

Customers spoke of increased confidence, which they had not expected when they first came to the food hubs. This came from a sense of feeling valued and seen individually, rather than just as a 'number' or commercial commodity.



Quotes from stakeholder to evidence the well-defined outcome and chain:

"I've felt more confident." (Customer)

"The food hub can just be the entry point for people because it's a safe. You know, it's a safe space for people and they come for the food and they leave with sort of confidence and opportunity." (Customer)

"The thing that stands out for me is the fact that a lot of these people come in and they feel that no one cares for them. And when you extend, extend that hand of a firstly, it's just friendship. But then when you can actually understand their problems and you can offer them the food grants. I had some a gentleman say to me what you're going to give me. You're going to give it to me and it's like this disbelief that anyone would help them." (Food hub staff)

"I'm ignored by most of the world, this place makes me feel noticed and have saved my life by talking to me like I'm a human being not a statistic" (Customer)

Case study to evidence the well-defined outcome and chain:



Brenda uses one of the pop-up shops in a small village. Initially she brought her dad to the shop. He was widowed and lonely. They visited a couple of times and as their confidence grew, stopped a little longer to sit and to have a cup of coffee at the communal table. It has done the world of good for both of them, she said, "It's just brilliant, I mean, the first time I came, I think me and dad stopped maybe 5 minutes and we were in and out but the next time we stopped a bit longer and then we got chatting to people and getting to know and see the same people. That little bit of friendship." Brenda had been off-work a long time and realised

she had become isolated too and had lost confidence in going out. She got the bus to a market town to do their shopping but was finding mixing with people increasingly hard. She said to us, "I was stuck indoors and coming down here, talking to everybody and you know, it is just getting out of the house. And confidence as well, when I used to get on the bus I would sit with my head down, but now if someone looks at me I'll talk back, I never use to, I'd just sit there. Like I say, it's not just the shopping, it's the meeting up." (Customer)

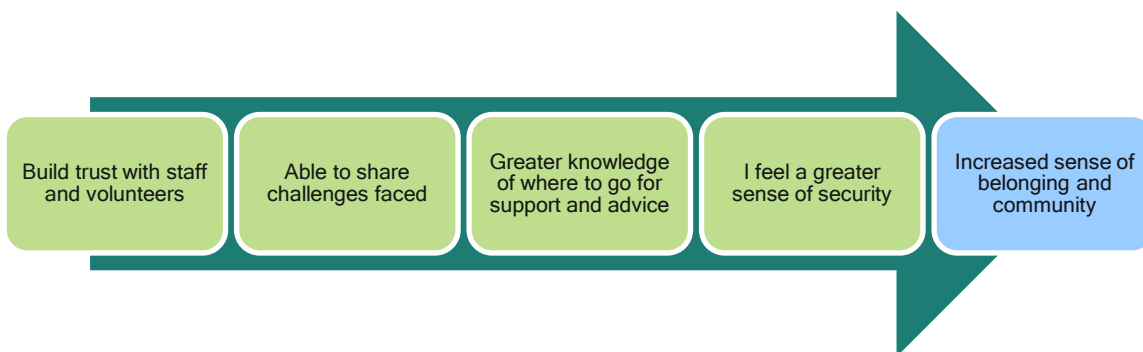


Rachel was a customer and spent time with staff at the food hub. “She really wanted to get them more involved in the work of the Community Centre but they just really lacked confidence. They were in a bit of a gap from work and I think they’d had a baby and they just really didn’t feel that they could get involved. And then one day [Food hub staff] said to them, can you just sit at my desk for the next 10 minutes? ‘cause, I really need to go and do this thing. And if the phone rings, just pick it up and just walked off. And so this person was just left to sort them on the phone, and it did ring and they did pick it up and actually, like, within a year, this person was part of their community research team

running basically focus groups with groups within the Centre and going door knocking to go and check that people were right and went from someone who really kind of lacked any kind of confidence, with communication as someone to someone who was really like a linchpin and actively involved in every aspect of it (Norfolk Community Foundation)

Well defined outcome 4: Increased sense of belonging and community

Customers spoke of a sense of belonging and community through shopping at the food hub. This came through the welcome and reception received at the hub, leading to feeling seen and heard, in turn building trust with staff and volunteers, so that customers feel able to share wider challenges. Hubs were able to support these wider needs or signpost to local services in the community. This led to a greater sense of security that customers knew where to turn for different needs and contributed to a sense of ‘belonging’ and community.



Quotes from stakeholder to evidence the well-defined outcome and chain:

“My feelings around community, I was feeling let down and I think my feelings were at an all time low. I could have done a lot better if things had been in place at the right time but thank goodness the hub was. So from a perspective of self, community, wider community, it’s a no brainer. It’s huge.” (Customer)

“Helps offer people opportunities to address things around their housing around their income, around employment, and so on. So I think it’s a place where that kind of almost social prescribing community connector role can happen” (Norfolk Community Foundation)

“He has received so much support from the Centre, not just the shop, that he’s now a volunteer coordinator for men’s craft, and he recently became a volunteer shop assistant at the shop. And he just loves coming to the centre. He’s said if we, you know, if we need help in our gardens with gardening and landscaping, he would love to help. He just loves coming here so much and he has said to me that the support he gets from the centre in more than just being part of men’s craft or coming into the shop or coming to the community dinners....so in being able to provide him with that additional support through the centre. He just wants to keep coming back and do more and more and more. (Hub Manger)

“they’re more than just a shop. Like they get to know the people in there, the regular volunteers or the regular stuff. It’s more of a community, feeling part of your community and belonging and that support” (Wider stakeholder)

“And that’s a massive barrier for someone that lives out here, because that’s a long old way. So I think these hubs of now people recognise that, yeah, OK. I can go get cheap food and then after so many weeks, I’ve learned their name and I’ve gained their confidence, and the building’s nice, it’s got a good feel, so I can approach someone and say I’ve got issues with, I don’t know, domestic abuse or health problems and stuff. And then I know that I can then get signposted into the right place for support” (Food hub staff)

“I really feel like it’s the heart of the community. Which I would say that our clients and volunteers and staff all agree with really it’s how connected one of our clients feels to the community is part of the assessment criteria sort of at the three month and six month mark to see how we’re doing. And we have overwhelmingly high percentages for people feeling like they are connected to their community and coming here has really helped with that.” (Food hub staff)

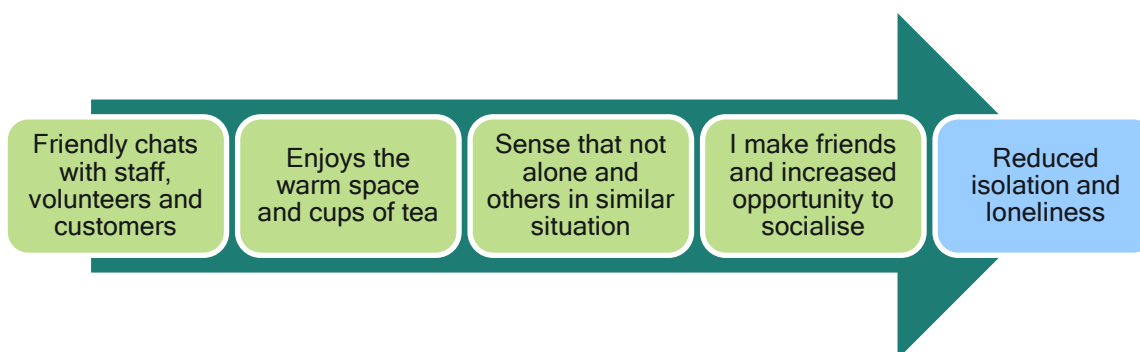
Case studies to evidence the well-defined outcome and chain:



Rachel arrives to the interview in her pyjamas and slippers having been woken in the night after a car crashed into the lamp post outside her house. She is wearing slippers as her pair of shoes are soaked through from watching the free firework display the night before. Rachel lives with her daughter and describes how difficult life is for them both. They are soon to be made homeless as her landlady has increased the rent. The council have not been able to offer a solution and Rachel explains how hard things are. Rachel comes to the food hub to mainly use the community fridge each day as this food is free. Today she was able to get 16 small yoghurts. When she can afford it,

Rachel buys food from the hub and this is her main source of food. She explains that the hub is so much more than food and that she never feels judged and is welcomed whenever she comes. “I use it daily. Whenever it’s open, it’s an absolute godsend at the moment. ... I’m going through a really, really tough time, OK I’m off work. I’m being made homeless, you know? So everything is. It’s not just the food element, it’s the social element as well. You know, these people, they are so lovely, so welcoming and so non-judgmental, which is the most important thing I must. But I use it predominantly because I literally don’t have a penny.” (Customer)

Well defined outcome 5: Reduced isolation and loneliness



Quotes from stakeholder to evidence the well-defined outcome and chain:

“It’s nice because it’s also helped me to get to know more people. The people serving in there are lovely, they’re all so good to us anyway, but I’m meeting other customers that are using it too that I don’t know. But everyone says hello, good morning. It’s really nice and it’s helped me to get to know a few people actually that now if I see them in the street I’ll say hello... It’s just a way of getting to know other people in the community.” (Customer)

"It's so useful and it just gets me out of little bit more...they're such lovely people here. They're so friendly. They're so helpful. They're so nice. It's the highlight of my week." (Customer)

"Otherwise, it's just we're giving people access to low cost food and it's not that it's the conversations, it's the fact that that might be the only person that someone speaks to each day it might, it might be just knowing that relationships are being built and formed over weeks because there's routine and people know" (Customer)

"They're great with a cup of tea. We sit down. We have a laugh as well." (Food hub staff)

"Connecting. It's a place for connection, whether that's between a caseworker and a client and for them to also feel more connected to themselves too, and on their own personal journey and our sessions and things like this to connect with other people in the same position as them, which is really powerful for them and then for me, rewarding" (Food hub staff)

"I feel a lot more social" (Customer)

"My confidence at social interaction has much improved" (Customer)

"More outgoing since coming here & mixing with other people & getting out of the house. I have met people who live in the village who I have never met before" (Customer)

I'm a different person because of this place. It's my life line. Changed my life for the better and also helped my loneliness and I have made so many friends and they also make sure I am okay daily. (Customer)

Case study to evidence the well-defined outcome and chain:

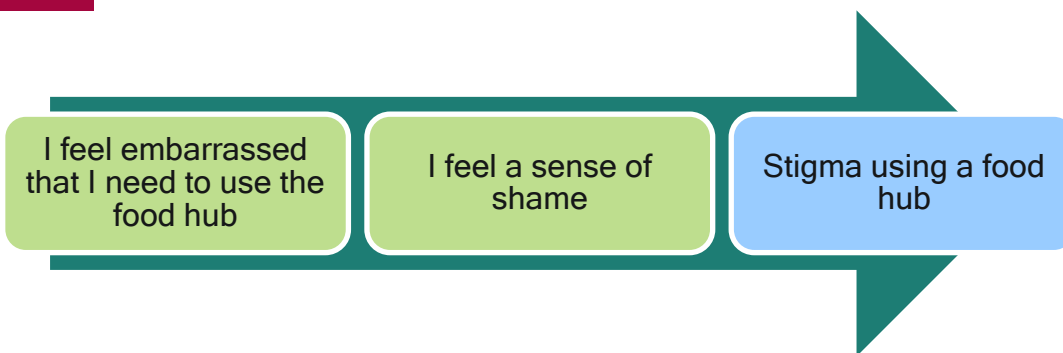


Katie was volunteering for a food hub as part of her probation sentence. She soon recognised that she was eligible to also shop in the hub given she was facing a huge number of challenges in her life including financial hardship and homelessness. Since finishing her probation, she has gone on to regularly volunteer at the hub once a week and speaks so highly of the impact the hub has had on her life. "Using the hub is a stepping stone to an affluent life if we engage with the service rather than using it as a cheap source of supply." Shopping at the hub helped Katie to feel less lonely and isolated as it was an opportunity to see people but also Katie explained "we

have a common link, there is camaraderie" between the shoppers which was really helpful. The hub has opened up so many opportunities for Katie such as "help in developing a greater self-awareness and accepting other people's recognition of my growth, even when I can't see it for myself." (Customer)

Well defined outcome 6: Stigma using the food hub

The research team were aware from the literature and their previous research that use of emergency food provision can be linked to a sense of shame and stigma. Therefore, we explored this in the interviews to further explore this. In the qualitative interviews participants clearly articulated that food hubs provided them a 'shopping experience' rather than 'a handout', and a more dignified approach to food insecurity. Participants reflected that they may have been nervous or embarrassed attending for the first time, but this quickly diminished - often because hub leaders and volunteers were warm, welcoming and remembered their names and special dietary requirements. That said, the research team were keen to explore this in the survey to see if it was a material outcome.



Quotes from stakeholders around shame and stigma

“That was a weird feeling. I was embarrassed about, thinking to myself, you know, hide your head, hang your head, but now, total turnabout of thoughts on the whole thing.” (Customer)

“[have you felt embarrassed?] not at {removed} but yes at foodbank because we don’t use it very often. You feel people look at you and say uh oh they have reached the bottom...everyone knows that there is where you go when you can’t afford to go shopping but I have never felt that with this place but I get that feeling every time we go to the foodbank.” (Customer)

We didn’t want to create just like a dependency of people coming to get either free or discounted food. It was very much about giving people dignity in terms of letting them be involved in that process. And, you know, people did want to pay for their food. They didn’t necessarily want handouts. (Local Government)

Impacts of these outcomes for customers

From stakeholder interviews, it was evident that there was potential for four main impacts as a consequence of these well-defined outcomes, including:

- Strengthened family relationships and prevention of breakdown through regular and reliable food
- Improved physical health
- Increase in own agency to make a difference to own life
- Greater pride in place and wants to be part of giving and serving community (e.g. through volunteering)

While some evidence was available to illustrate these, we would recommend that a SROI is conducted in the future to explore whether these impacts are materialised.

Quotes from stakeholders to evidence impacts:

“Giving people sort of a sense of purpose, connections to others. That almost those social networks that we know serve a really preventative role in helping to reduce people’s feelings of isolation and so benefiting their health” (Local Government)

“There’s food hub members who then want to volunteer and contribute to the hub that has provided support when they needed it and because they have that lived experience they have that sense of connection with people coming through the door” (NCF staff)

Case study to evidence impacts:



Increase in own agency - Amanda is in her mid 60s. She had worked for many years in a senior role in the public sector supporting vulnerable people. After being part of many restructures she decided to take early retirement. Soon afterwards, the cost of living crisis hit with the war in Ukraine and rising utility and food prices, and suddenly her fixed income did not meet her outgoings. Panic set in as she struggled to see how she could manage until her state pension started and she didn't qualify for any state support. Her heating was turned off, and she had several months when she hadn't eaten a proper meal. She also

needs to eat gluten free products which are more expensive. She took a friend to the food hub, based in a small market town. She said, "I didn't think it was for people like me, I didn't think it was right to be using it". She also confided that she did not have enough money that day to pay the membership fee. The second time she took her friend, she said, "I thought, get over yourself and then it was amazing the support I got. They always point me to gluten free products that I might have missed and the vegetables are really important to me" She said of her experience, "this has really wobbled me as I have always been independent and self-reliant and now it is tough. I have worked for over 40 years and how can you have done that and be my age and you can't put the heating or hot water on. The more I have come, the more I feel greeted like a long lost friend. There is no judgement. For me, life is a series of hurdles that you have to find a solution to. This is the solution to my current situation. It is very important to me to have a sense of control over my life and this place has given me a solution and has helped my sense of wellbeing so that I can manage other parts of my life." (Customer)



Greater pride in place -Peter worked for over 30 years as a lorry driver but had to retire following a heart attack. He lives with multiple health conditions, along with his partner and children. Making ends meet [food hub] shop regularly to help access food at cheaper prices. "We normally shop at Iceland but in the last few years the prices have increased incredibly". After a while shopping at the [Food hub], Peter offered to volunteer once a week in the shop. Shopping and this was the only thing that got me out of the house and meeting people. Volunteering at the hub has really helped Peter to feel less isolated and lonely "Yes, 100% literally I

would not leave the house". Volunteering in the shop gave me a purpose and a life outside of the house. The shop spoke so highly of Peter and how he had moved from receiving help to offering help each time he came in so many different forms from the shop to gardening. (Customer and Food Hub Volunteer)



Improvement in physical health - David suffers with his mental health and was diagnosed with terminal cancer at a young age. "I've had some very major health issues and the recovery from those is diet based". He had been encouraged to make changes to his diet, however due to not being able to work, these were not sustainable changes he could afford in the usual supermarkets. "I would not have been able to keep up with my version of that diet, OK? Because to do it with what was available in the supermarkets. The quality isn't good enough and the price would have just spiralled out of control." David was so grateful for the food hub, which allowed

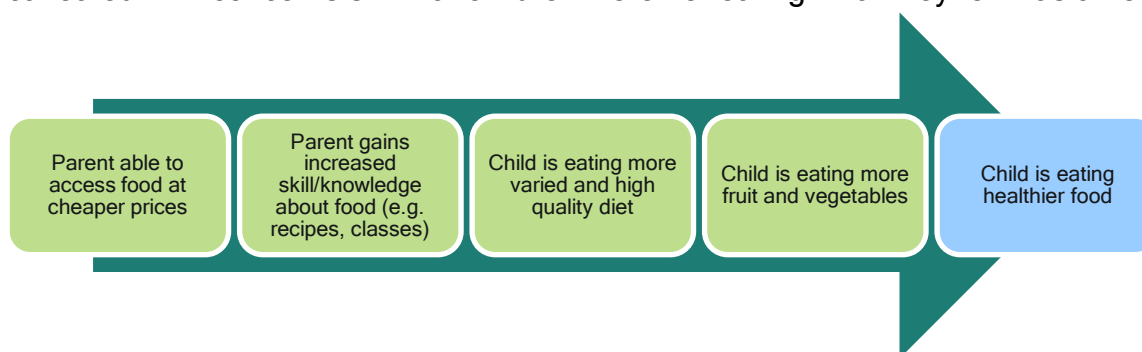
him to access high quality food at a budget he was able to meet. The support the hub provided went much further than this and became a safe place he could share the wider challenges faced. "They've always just swept in and given me support at those times." After so many health difficulties, emotionally and physically, and feeling socially isolated he spoke of finding the food hub and finally feeling at ease. "To suddenly feel comfortable somewhere and everybody was friendly." (Customer)

4.4.2 Children of customers

Two well defined outcomes were identified for children by parents. First, that a child is eating healthier food, and second that a child has an increased opportunity to take part in youth based activities, whether these be educational, leisure or health based. The potential impact of these changes was thought to be improvement in both mental and physical health. The pathways from intermediate to well defined outcomes were validated with a parent and affirmed that they represented both her experience and those of others.

Well defined outcome 1: Child is eating healthier food

Through attending the hub, parents spoke of being able to access food at cheaper prices and that they were able to access foods that would not normally be available to them (e.g. venison bolognaise and chickpeas). There was a sense that this, along with cooking classes or recipe cards, was helping children to eat more healthily. This was however, caveated with concerns still that children were not eating what they felt was a healthy diet.



Quotes from stakeholder to evidence the well-defined outcome and chain:

"Help me with gas and electric and food for daughter on worst weeks" (Customer)

"Less time spent worrying more time for family" (Customer)

"We don't have to skip meals. We eat a more healthy diet." (Customer)

Case study to evidence the well-defined outcome and chain:



Helen is young woman with a partner and a four-year-old daughter. She has two older grown-up children. Helen had always struggled being in crowds, finds chatting to mums outside the school gates intimidating and so has always found it difficult to find the 1:1 support she needs to grow her confidence. She has used food banks in the past, they were embarrassing but she "got over that". She said her daughter was "living off" tinned spaghetti and she was buying the 8 for £10 meals from Iceland or anything she could throw in the oven like chips and pasta. She felt low in spirits and didn't have the drive to

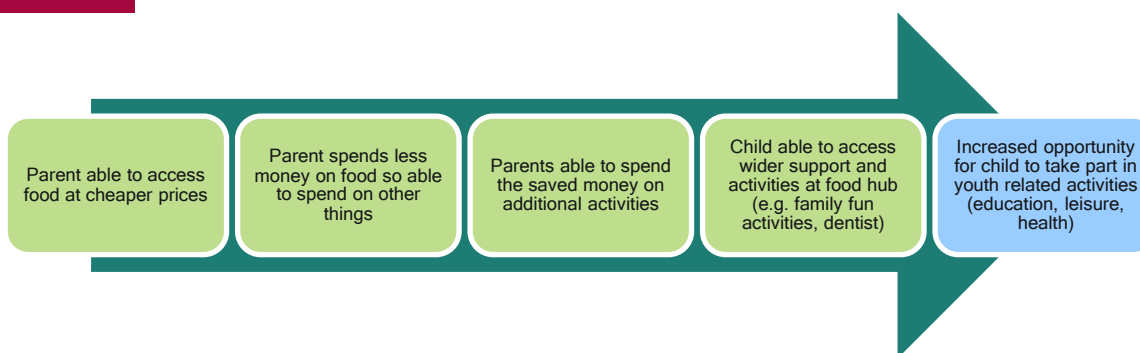
cook and to make the life changes she knew she needed. She hated not having the energy to play with her daughter and inherently felt it was wrong that she wasn't eating proper food that would be good for both of them, but it all felt too complicated. Helen signed up at the Social Supermarket because she needed some food. This is her story in her own words.

"I mainly came in for the cheap shopping at first and the free fruit and vegetables and the hub leader spotted that I wasn't good, and she offered me some 1:1 support. From there I did the cooking class and learned different ways to cook. The tutor encouraged me to involve my daughter in cooking as she's more likely to eat new food and be less picky if she helps in the preparation. I bought her a little knife set and she cuts up the vegetables with me. Before, I used to just chuck frozen stuff on trays and put it in the oven. There's always good veg here I am eating a lot healthier, and she loves the fruit and veg. She likes roasted vegetables, and we were taught how to make vegetable nuggets during the school holiday class, she loves making them and dipping them in sauces. I'm making sweet potato chips tonight. I'd just run out of ideas for cooking and felt there was no reason to do it, but I had got fed up of eating the same thing every week with the 8 for £10 frozen meals. Here we learn how to make proper meals and sit down and eat it together afterwards. Coming here has given me so many opportunities, learning new things, and there is always someone to encourage me if I am down and I just need a private chat about something that is bothering me. We did Christmas dinners from scratch at one of the classes and I learned how to make proper gravy, I didn't know how to do that. I'd looked stuff up online, but it was gobbledegook but here they explain, and the recipes are made easier. We learned how to make cooking sauces from scratch. We learned how to make cheese sauce, and I absolutely love stuff like that. I'd had a lot of food parcels in the past and we always got chickpeas, but we learned how to make humous from the tinned chickpeas in here, just plain or with garlic but I've experimented with adding spices like smoked paprika. I brought some in here for the others to try. I know how to make a goulash and things to make with tinned tomatoes. Things like this have really perked me up a lot more, it is not as hard as I thought it was. Her older brother eats £1 pizzas, and I keep saying, get up, cook. I wish I had something like this when he was younger.

I feel much more energised now, I walk everywhere, and I have even given up smoking. We go to the woods. We packed up a picnic during the holidays. She loved it. I would never have even thought of doing that before or that a child would like that. I thought you had to take them somewhere expensive. Thanks to this place, I have been able to save little bits of money which I am using so she can have a 5th birthday party. What is nice is that she understands money. I don't want her to know things are hard, but it is also good that she also knows you can't have everything. She can see me pushing myself and that is preparing her. They can tell when something is wrong with me here and they just give me that bit of extra encouragement. I really like that, I feel that I have got friends here. Everyone is shocked at how different I am over the last year. I was the girl that sat in the corner, I wouldn't speak to people who were not familiar to me. I feel much more confident talking to people now. I am still wary, but my daughter is getting more confident and I think, if she can do it, so can I. I am a lot more relaxed. I used to be so stressed, but I wanted to do the right things for my daughter. I am now thinking with my daughter at school I can think about my future. I am helping with the community gardens and my daughter will come to that so she will know where food comes from. Because of this place and the skills I have learned I have been offered an apprenticeship. I am nervous, but I am excited for the future." (Customer)

Well defined outcome 2: Increased opportunity for child to take part in youth related activities (education, leisure and health)

Parents reported that the food hub increased the opportunities for their child to take part in activities through a combination of activities provided by the food hubs (e.g. family picnics, fun craft sessions, Santa at Christmas) and through saved money that would otherwise have to be spent on food. Activities ranged from health based (i.e. dentists visiting the food hub), or educational or leisure activities (i.e. youth classes or fun family days out to the beach).



Quotes from stakeholder to evidence the well-defined outcome and chain:

"I am able to put money towards my son's activities." (Customer)

"Yes, helped us so that when my daughter started high school I could use for her bus fare which is out of catchment (school to meet her special needs)" (Customer)

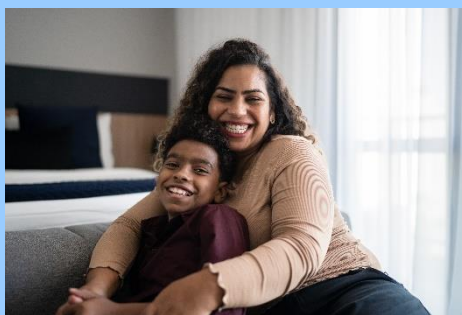
"We were even able to access a dentist through here. And because [child] had never seen a dentist because I wasn't able to access one" (Customer)

"You've got to think if, like this lady again, I keep going back to her, she's got four great grandchildren. Well, if you go to TESCO, £2.50 for an advent calendar, that is £10. Whereas she can probably get it for £6 and you know, that is such a big difference £4.00, that £4 might be £4 in their electric." (Volunteer)

"You can get treats and you can justify having them." (Customer)

"Able to do more with my grandchild" (Customer)

Case study to evidence the well-defined outcome and chain:

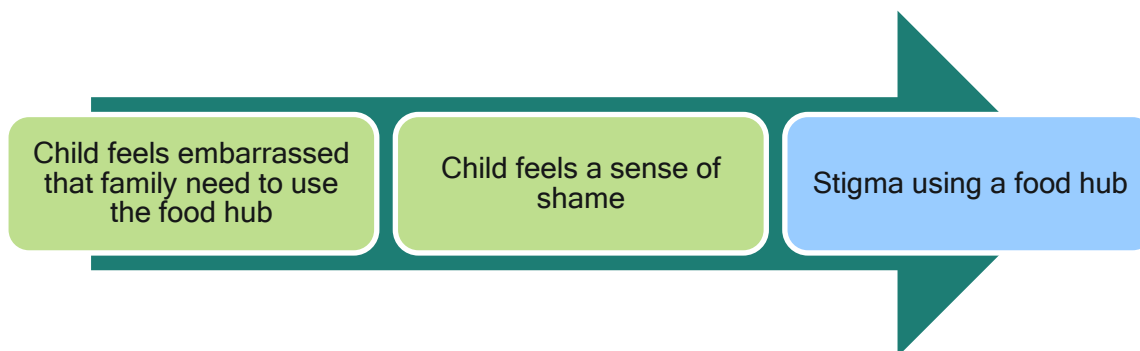


Clare has six children and looks after her elderly father. She attends a number of food hubs in Norwich, without which she said she would have had to make very difficult choices as to how to feed herself and her children. She described getting into debt and feeling guilt for feeding the children 'beige' food "As a mum one of the most important things for me is trying to make sure that I feel like I'm nourishing them [children], not just giving them rubbish because obviously has a knock on effect, you know, and it does. So when I haven't had access to places like this, so I'd either have to borrow money. Yeah, so things like Clearpay or there are some more unscrupulous ways to for a

borrow money but that's obviously not where you wanna go to. But it would be a case of what I call beige food...I feel a bit of a failure when I've had to serve them stuff like that but you are feeling, so they're full". She described missing meals herself and prioritising the children "There's often been times where I've had to go without because obviously children come first. So I feel that having access to this enables me to be able to feed everybody". Since attending food hub she has been able to access free or subsidised fruit and vegetable, saving three or four times as much financially. Clare described how food hub "takes off the pressure a million percent" and that she is welcome as she is "There's not many places you can go and just come as you are. I've rocked up in different states and it's not been an issue". Clare has accessed courses through one of the foodhubs, attended activities with her child at the hub (e.g. crafts, family picnic) and her child was able to see a dentist through the shop too "We were even able to access a dentist through here. And 'because [child] had never seen a dentist because I wasn't able to access one" (Customer)

Well defined outcome 3: Stigma using a food hub

Although this was not an outcome mentioned in the interviews or creative workshop, as the literature suggests there is some shame around accessing food insecurity support, this was something the research team sought to measure.



4.4.3 Food hub staff

Four well defined outcomes were identified for food hub staff as a result of their role in the food hubs and as being part of the wider Nourishing Norfolk organisation: increased sense of belonging and community; increase in skill set; increase in self-confidence; and increased stress levels. The impact of the intermediate and well defined outcomes was the sense that these led to improvement in productivity and efficiency of the food hub.

Well defined outcome 1: Increased sense of belonging and community

Food hubs were seen by many stakeholders to be a key part of communities and staff clearly felt this helped them have a sense of belonging. Over time, they built strong and trusted relationships with customers, as well as with local partner organisations, and so felt more part of the wider community offering. As well as feeling more connected to the community, the hub itself provided a sense of belonging; this was also found in the Nourishing Norfolk network, where people felt they were part of a wider team delivering change across the county. They spoke of really enjoying their role, a consequence of the fun that they had with colleagues, volunteers and customers, and seeing the impact they were having.



Quotes from stakeholder to evidence the well-defined outcome and chain:

I really feel like it's the heart of the community which I would say that our clients and volunteers and staff all agree with really. It's how connected one of our clients feels to the community is part of the assessment criteria sort of at the three month and six month mark to see how we're doing. And we have overwhelmingly. High percentages for people feeling like they are connected to their community and coming here has really helped with that. (Food hub staff)

"It's like being part of family, basically, I think I can say about Nourishing Norfolk" (Food hub staff)

"For me it's about making that difference to people's lives, it is about making that connection with people and yeah, valuing them so they realise that they have an intrinsic value to them and so it is all about relationship building for me and just getting alongside people." (Food hub staff)

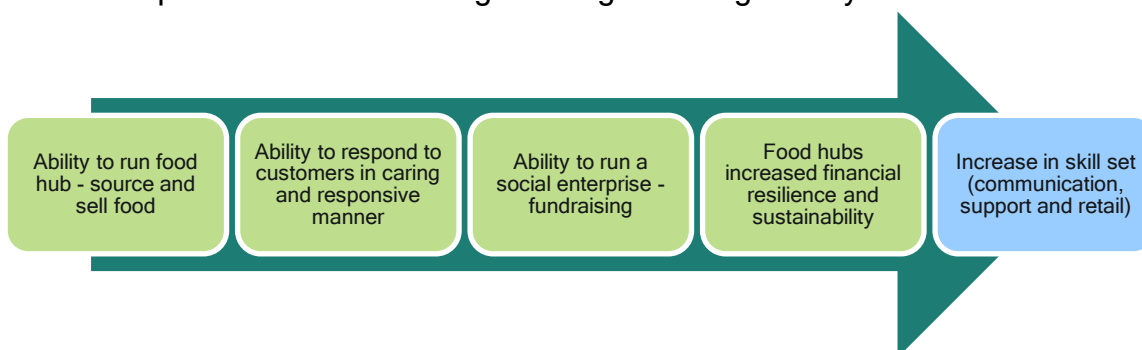
“So I could put my face on, leave all the troubles behind. Yeah. And just, you know, be that listening ear for other people. Yeah. And that made me feel good...Giving me something new to get hold of and enjoy.” (Food hub staff)

“Connecting. It’s a place for connection. Whether that’s between a caseworker and a client and for them to also feel more connected to themselves too, and on their own personal journey and our sessions and things like this to connect with other people in the same position as them, which is really powerful for them and then for me, rewarding.” (Food hub staff)

“that connection. Through, around and to your community. I think is. I don’t and I’m not sure you can really put a price on that” (NCF staff)

Well defined outcome 2: Increase in skill set (communication, support and retail)

Skills required to manage and work in a food hub are extensive. Retail knowledge is core, with hub staff needing to source regular and reliable food, store according to health and safety laws and to sell at a price that is affordable to the customer while covering overheads. In addition, staff need the appropriate pastoral and communication skills to help create a space that is welcoming and responsive to the customers’ needs, many of which can be complex and require a sensitive and professional approach. Furthermore, staff also need to build skills in the charitable sector, for example fundraising and applying for grant funds. While staff might start the job with some of these skills, they spoke of quickly needing to learn and broaden these. The social supermarket/food hub model is a new concept and staff are learning on the ground organically.



Quotes from stakeholder to evidence the well-defined outcome and chain:

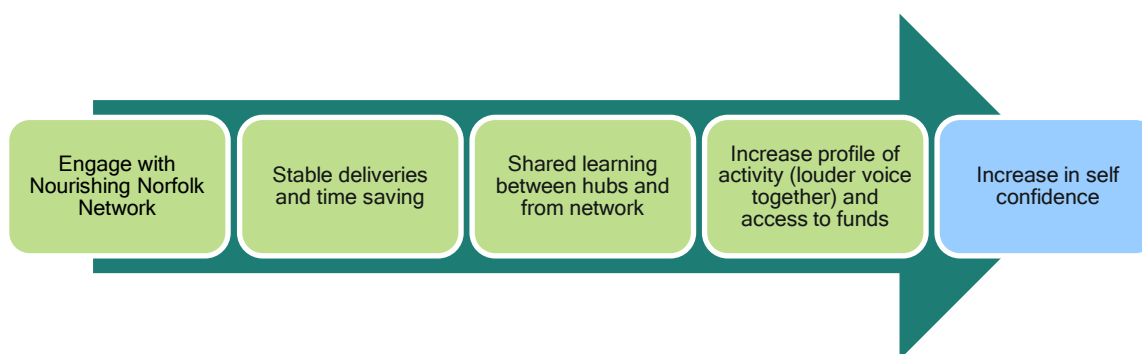
Skills boosting. I have learned so much, I feel like it’s very multifaceted role ... I think everyone on the team would say that like, yeah, we we’ve been, we’ve been supported to learn so much. ... I’ve done the [qualification].. we’ve got training and workshops and things available. So it’s a place of growth personal growth for us as well as the clients (Food hub staff)

“... it’s just opened up my brain.” (Food hub staff)

I have been able to use a few of my other skills. If I was asked to run it as a business and as a profit making shop my attitude would be completely different, but for me to be able to use some people skills other that’s quite nice for me. So for me it’s good. That’s the difference is made to me. (Food hub staff)

Well defined outcome 3: Increase in self confidence

Food hub staff spoke of increased levels of self confidence, as well as confidence in their ability to run a food hub. This resulted from multiple factors including: the shared learning between hubs; the amplification of their voice and profile of activity through the network; reliability of food sources since the warehouse had been opened, allowing more efficient hub running; and knowledge gained through the network to source and identify potential funding pots to promote future sustainability.



Quotes from stakeholder to evidence the well-defined outcome and chain:

“Honestly, my life is so it’s enriched. The support I get is absolutely incredible. I am sort of gently pushed because I don’t know why I lost my confidence. It might be my age, I suppose. I have no confidence to do an awful lot and so being gently pushed and like, ‘you can do this’ such as finding different ways of raising money, getting food into the hub, identifying when people need extra help and signposting people.” (Food hub staff)

“If you’re stuck, then I’m here.. there’s a big group chat on the work phone. All the hubs together. And it’s just like, oh, this this isn’t working or blah, blah, blah. And we go. Oh, have you tried this? Try that or I’ve got, we had excess of...” (Food hub staff)

“Fantastic for sort of our own learning experiences for all of us as individuals and as clubs. The events are fantastic in terms of raising awareness.” (Food hub staff)

“We are trying to maximise that collective voice, that networked voice” (NCF staff)

“Being part of the network means your voice is amplified to a county level. We’re all saying the same thing.” (NCF staff)

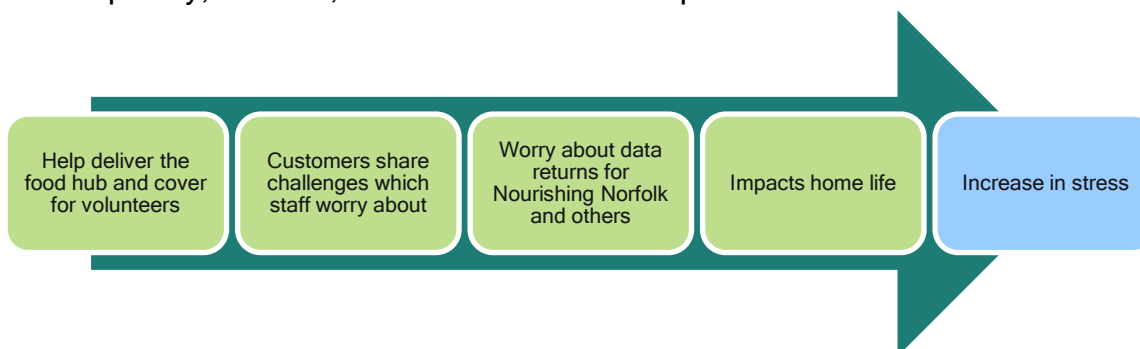
“They have got so much clout that we wouldn’t have on our own as little people doing their own little thing. We haven’t got a voice but Nourishing Norfolk and the community fund that they have got this massive voice that people stand up and listen. And I think that every county in the whole of England, Wales and Ireland, everywhere and Scotland, I think they should have their own version” (Food hub staff)

“I think as a foundation they can bring together this networked approach, which again, isn’t something I’ve seen that there are other organisations in other parts of the country where they have been hoping for someone to help bring together that collective voice to make it louder. Brings together all of that strength, all of that incredible work that these charities are doing and try and shout it from the rooftops across every platform.” (NCF staff)

“Shared learning between them, the spaces. The kind of confidence and the assurances that it must give to sort of feel like you’re not on your own.” (Local Government)

Well defined outcome 4: Increase in stress

Hub staff clearly enjoyed their roles and it was evident just how much they gave of themselves - the role went beyond 'just' a job. Whether this was working long hours, taking the worry of customers' needs home with them, or coping with mixed responses from the community to having a food hub. This could have a knock on impact at home with a sense of missing out on home life. Data returns required by the Network were also seen by some as contributing pressure; however, there was not universal agreement on this, with others feeling requirements were very reasonable compared returns etc required by others. Consequently, at times, food hub staff have the potential to feel stressed



Quotes from stakeholder to evidence the well-defined outcome and chain:

"You know, finding volunteers who can commit and then covering for them when they're off sick, like today, I've got a huge pile of work to do. But I was [our hub], in and out, you know, I put a note on the door saying come to my office, if you want to use [the hub]. Sorry, I didn't. Didn't actually get anything done this morning but you know, staff sickness, that happens" (Food hub staff)

"I closed the cabin door. And sometimes I've absolutely howled and at the brokenness of what comes in, it's unbelievable, unbelievable." (Food hub staff)

"It is a huge misconception about who uses our food hubs and that's the point where it used to really upset me. It doesn't anymore because I've been able to push it out of my head. But certainly when we opened up the backlash was right up there ...I couldn't even bear to look at my phone or the emails I was getting and they were from people I knew in the village, people I thought were my friends asking me what the hell I thought I was doing. We don't want these kind of people in our village, I've seen it do the most wonderful things, but also like the worst. Like absolutely divided people." (Food hub staff)

"Christmas it was. I went all guns blazing into the social supermarket and it's like, come on. And then I closed the food cabin door and went home and thought, ohh and then Christmas at home. And hadn't done anything and it was like and then, so obviously you know we were able to do things, but the kids were like mum, you haven't made anything" (Food hub staff)

"It might be because as a centre, we are so phenomenally busy, but one of the challenges we've experienced with Nourishing Norfolk is how weighty the reporting is. So for us, because we are an incredibly small team and we have such a huge level of support that we need to provide. We find that the reporting can be quite cumbersome" (Food hub staff)

"I really struggled for some reason it just wouldn't accept my numbers. I don't know why it wouldn't. It just kept deleting them all. It was so frustrating" (Food hub staff)

"A lot of our customers, they tell us their worries and if it wasn't for [Charity manager], well, I quite often we'll sit down with a coffee.... And so he's doing this, this is what's going on, blah, blah blah, because that will eat away me....My husband gets it, and he's just like what? If [colleague] off then I talk at home a lot more because I'm like, well, this happened today and blah, blah, blah, blah, blah" (Food hub staff)

Impacts of these outcomes experienced by food hub staff

On a personal level, the impact to the lives of the food hub staff was evident, with one manager describing it as life changing.

“Absolutely life changing for me. And absolutely life giving to members” (Food Hub staff)

The impact of these outcomes for food hubs and the operation of these was also substantial with improvements in the productivity, efficiency and sustainability of the hubs. It is hoped that further evidence will support these impacts if an SROI is conducted in two years.

Quotes from stakeholder to evidence the impact:

“It does also lend itself to us being able to say yes to bigger offers as well...the voices go up and then offers come back down and it could be as simple as hubs aren’t able to say yes to a pallet load of one thing because they don’t have the storage base or wouldn’t get through that one thing by the use by dates. Whereas we can say yes and then figure out the way to distribute fairly amongst all the hubs” (NCF staff)

“The amount of time they save me by having food delivered to me every week...so I now get milk delivered twice a week...Which imagine if I’m going shopping 3 * 4 * a week and buying 50 lots of milk at a time. That’s one that’s tiring.” (Food hub staff)

“And my understanding is that what it really does is lets the people that are running the hubs not have to worry about that part of the offer, so to speak, and that’s allowed them to focus more on creating local relationships with farmers or perhaps developing the wrap around services” (Norse staff)

“I think it’s fantastic. Quite frankly, we won’t be here without them” (NCF) (Food hub staff)

“The warehouse is so handy to have because if you are really time short, being able to fill in an order form, I mean it that the Friday ordering comes around so fast. It’s completely an order you know so when you’re run off your feet just being able to just fill in an order form is really invaluable.” (Food hub staff)

“Then the Foundation continues to support with funding and kind of comms and marketing support, fundraising and so on. And also I guess the creation of more of a Nourishing Norfolk network, which is a really good regular opportunity for the food hubs to come together and learn from each other, share problems and collectively do some problem solving.” (NCF staff)

“The warehouse... for my personal life was a game changer. I could not carry on shopping twice a week. I just couldn’t. Like yesterday. I can’t remember the last time I actually was in a supermarket buying stuff for the pantry. Like shopping twice a week then I was having to nip after the school runs to Tesco’s to get some more food there. It was just unattainable it we just couldn’t carry on like it. And when I see all the other hubs that continuing to do that. I think you need to need to get on board with these suppliers yeah, because the time it saves. I can’t even tell you how horrendous shopping for it was.” (Food hub staff)

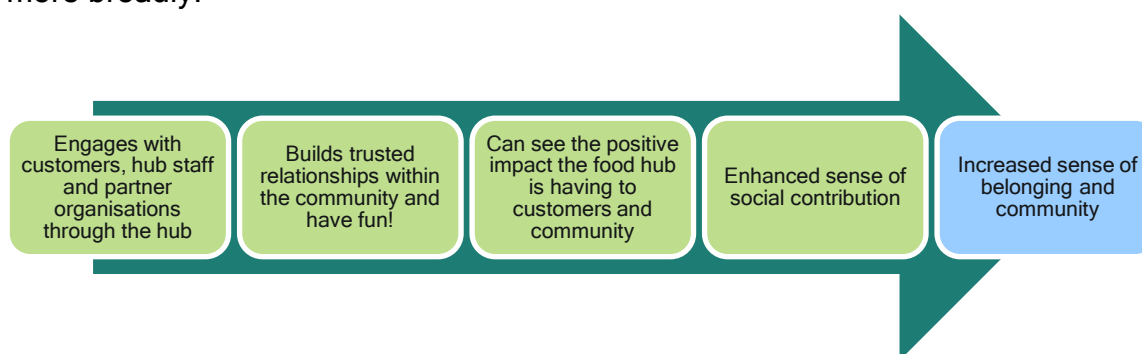
“So what does ... Norse’s support mean to us as a food cabin? It’s well, it’s actually extraordinary.... It is a lifeline. For me to be able to use my time with people rather than ferrying around bookers or the equivalent and trying to find deals.. just the pull on my time was rather a lot before we partnered with Enable and Norse and then I just think that having it delivered and the drivers are absolutely wonderful” (Food hub staff)

4.4.4 Food hub volunteers

Four well-defined outcomes were identified for food hub volunteers: increased sense of belonging and community; increase in skill set; increased self-confidence; and increased stress. The impact of such changes, for some volunteers, was evident through case studies in which increased employability from volunteering led to paid employment at the hub or elsewhere.

Well defined outcome 1: Increased sense of belonging and community

As with food hub staff, volunteers also felt an increased sense of belonging and community from their role. This too was a result of a similar pathway whereby volunteers built trusted relationships within the community and could see the positive impact delivered, creating an increased sense of social contribution. Belonging went beyond the geographical community, to a sense of community with the staff in the hub and charities more broadly.



Quotes from stakeholder to evidence the well-defined outcome and chain:

"It's all about community, so talk to the customers as well... communal and colleagues like friends, family... Just connecting with each other and supporting one another." (Volunteer)

"But I just love the fact that around here, community feeling, I just really enjoy that. Yeah. I just feel very comfortable there and everyone's really, really lovely" (Volunteer)

"New friendships made when I moved to Norwich. Understanding of the needs of the local community. A joy in being able to offer support of any kind and sharing in a part of their lives" (Volunteer)

"One of the big positives for me is all the girls (other volunteers), I've made some fantastic friends." (Volunteer)

I was there from day one. I just volunteer over there once a week, cover as well when someone's ill, or can't do it and yeah, I love it. You know, it's seeing everyone come in. When we first opened it was amazing. People were crying because they realized they could get this help. (Volunteer)

"I hate that phrase, oh it's nice to give back, that's not what I'm doing. I'm doing it because I enjoy it. For me it's been positive and it's positive for my mental health as well. Like I said, I live on my own. So for me the laughs that we have and, it's good for me, it's really positive... But no, I wouldn't have known any of the other girls. I know them, I've lived here so long, so I know a lot of people but it, it's a friendship. I'm not just saying that it genuinely is. We all look out for each other." (Volunteer)

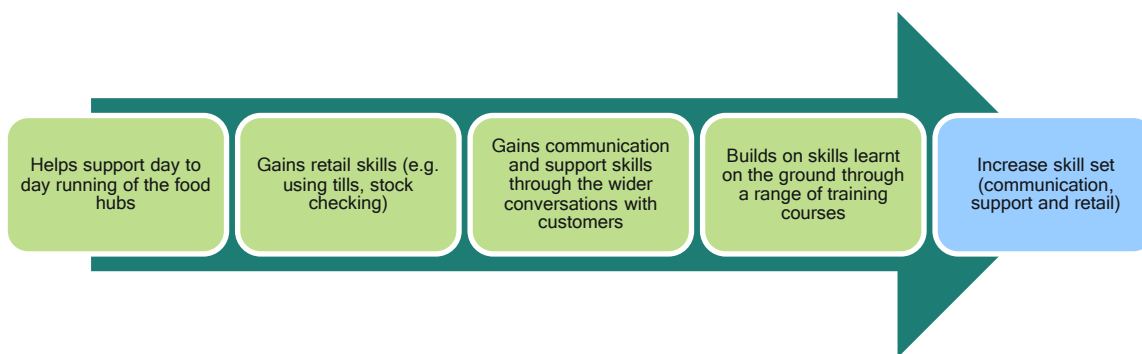
"I like the two ladies that I work with. They're absolutely amazing. We have a bit of a giggle about it" (Volunteer)

I wanted something that did something for the community and also among the community, it doesn't scare me, it has been a very joyous thing to do actually. The credit thing that we've been able to give them.

Some people literally cry when they get it... this for me is my thing where I come and I've got some friends here" (Volunteer)

Well defined outcome 2: Increase in skill set (communication, support and retail)

Volunteers spoke of gaining a range of skills, such as those required in retail (e.g. using a till, stock checking), as well as softer skills such as how to build trust and rapport and communicating empathetically with customers facing complex difficulties. They also built customer service skills, particularly managing customers unhappy with the service received.



Quotes from stakeholder to evidence the well-defined outcome and chain:

"I started volunteering when I heard about this place to a friend. When I moved to Norwich about two years ago. Then I did the 'Learn to advise' course here, which was fantastic." (Volunteer)

"My confidence because you know, I've been a teaching assistant for about 14 years. Yeah. And I've been in a completely different industry before that. OK, so it's completely different. Yeah. And just learning a new skill." (Volunteer)

Case study to evidence the well-defined outcome and chain:



Tom was brought into the food hub by his parents. Had not worked before and had no work experience. He now stock takes, processes the orders and loads the van with correct items for the coastal service. "The Job Centre recommended me to come here, just to get me to do something over a year ago and I do every week and I started off doing pricing and now I put stuff in trays to go to other community shops. It was a big challenge now, but I'm glad I they did it now you know. I'm learning how shops work and putting stuff on the shelf and pricing and stuff like that that, you know. Before I didn't have much confidence in myself I wouldn't go outdoors, I was a bit nervous about going outside, just being autistic, but since I came here, it brought me out of that, it helped me to be more confident, confident being around people.... I suppose now I can go out on my own when before I tended to go out with my mum or my parents. I wouldn't go out by myself, I always had to have someone with me. It has altered my life made me more confident and a bit more open to talk to people, whereas before I was really quiet and would not speak. I would go for like a job working in a shop. If not, I will stay here." His two important outcomes were: new skills and happiness. (Volunteer)

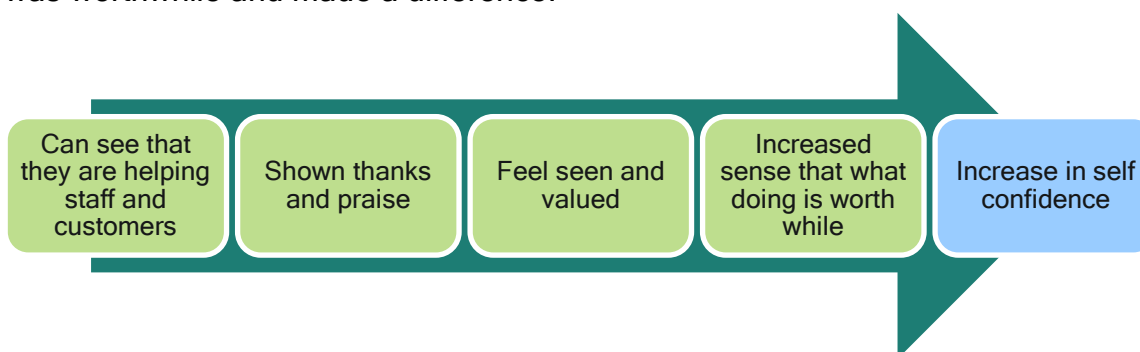


Amy has a Learning Disability volunteers with a Learning Disabilities charity. She had no retail experience before. During the ethnography the research team observed her logging on and inputting information onto an iPad. She was also pricing items and double checking when she thought the pricing wasn't quite right. "You learn new ideas, you learn to how to do things, don't you? (previously helped with the gardening on the site). "I do the till, I do the stock take, I write out cards for new members. Have great fun. I like doing it because it's given me a purpose. I think I give my customers a happy day." Amy had not worked on a till or stock checked prior to this. "No, it's all new for me. Before

coming here, I hardly did anything. Nowadays, I'll do quite a bit...given me something to do, rather than just not knowing how to do it, we are learning things, aren't we? We're learning how to stock shelves, we're learning how to do the till. We're learning how to be kind and generous." (Volunteer)

Well defined outcome 3: Increase in self confidence

Volunteers spoke about growing confidence. Some felt like a different person to when they started at the hub. This came from being appreciated and feeling what they were doing was worthwhile and made a difference.



Quotes from stakeholder to evidence the well-defined outcome and chain:

"It really, really boosted my confidence and my self esteem greatly and to try something completely different cause I mean I would never have thought of working in retail. Yeah. And you know, so I'm really enjoying it now" (Volunteer)

"I kind of almost lost my kind of identity a little bit. So actually coming out and doing something for me, rather than, you know, caring for other people has been quite nice." (Volunteer)

"Given me a bit more confidence, a lot more confidence because I was scared of everybody, dubious of things. I've got friends. They're all there for me if I need them they're there." (Volunteer)

Case study to evidence the well-defined outcome and chain:

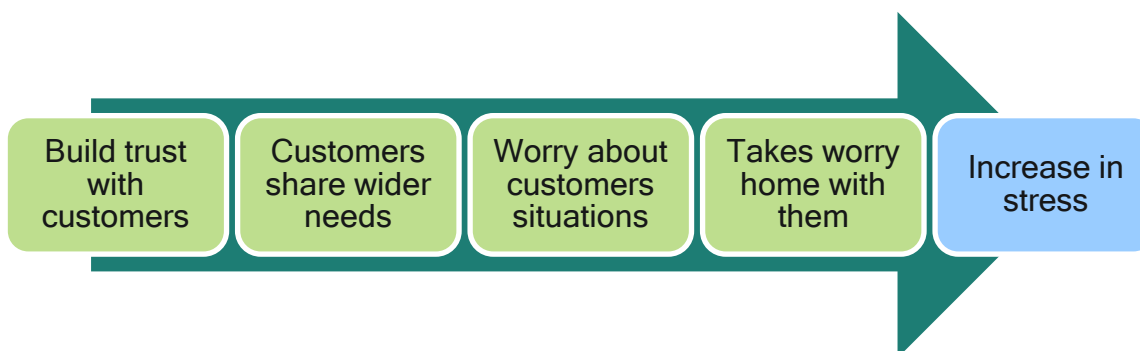


Anna began volunteering after her family received food parcels and she wanted to give something back. "When we had COVID and we couldn't get out, they actually sent a parcel to us. Yeah, and I thought we were, like, shocked and like, we would appreciate it...Give back. Yeah, and help the team and help others. I've always been passionate about helping people." She was really struggling and was having regular panic attacks before volunteering regularly for the hub. Anna spoke of the huge impact that her volunteering had had "I'm a different person, I've grown confident". She spoke of the difference she felt she had made and

how this made her feel. "I've made a difference. I think that's spiritually makes you feel good as well" (Volunteer)

Well defined outcome 4: Increase in stress

As with food hub staff, there was evidence that some volunteers too might feel increased stress levels because of worrying about the wider needs and situations of some customers. However, many spoke of the huge benefit it had on their mental wellbeing. Evidence was sufficient from interviews for the research team to measure the outcome to see if it was material.



Quotes from stakeholder to evidence the well-defined outcome and chain:

"We did have an incident, it's been a couple of times where I've had a unhappy customer and I've had to deal with that, which is difficult as a volunteer, but it's difficult you're not paid...we've had another customer complaint because of our pricing, which you think well we're trying out best. As a volunteer as well, it's not like I have control of that" (Volunteer who became a food hub staff member)

"I feel like it's quite easy to leave it here really not like when I was working at the nursery school. That's one reason why I left because I was taking so much home." (Volunteer who became a food hub staff member)

Impacts of these outcomes experienced by food hub staff

Volunteers ranged in age and life circumstances but for some these skills then led them to employment within the hub or for external organisations.

Case study to evidence the well-defined outcome and chain:



Clare had left her role working at a nursery for 20 years after a challenging period. "I was at home doing nothing. And I kind of felt like I needed. I needed to do something, get out of the house and do something. And I'd already been to the shop as a customer. Yeah. So I kind of bit the bullet. Very nervously bit the bullet and applied to be a volunteer". Claire said she "hit the ground running in a way because part of the volunteering is talking to people and making coffees and teas and things, but it's quite easy for me to talk to people... And then the lady that ran it, [food hub staff] she, you know, would kind of give me little jobs and things to do to get me kind of like used to being in the shop

So it could be like cleaning shelves or, you know, stocking, putting out of things like that". After a period of time, a paid position became available and Claire applied and was given the post. She described the impact it had after leaving my previous job, "my confidence had taken real you nosedive. So getting out and doing something new. Cause. I mean, I've never done retail before. Yeah, at all, because I went straight into childcare from school, so I had no, no other job. It really, really boosted my confidence and myself esteem and greatly and to try something completely different cause I mean I would never have thought of working in retail. And you know, so I'm really enjoying it now." (Volunteer)



Nadia started as a volunteer at a difficult time in her life “I started as a volunteer one day a week, doing 2 hours initially just to help with myself. Esteem been for a bit for rough patch come to certain groups here on site.” She spoke of the escapism it gave her to volunteer “I could put my face on, leave all the troubles behind. Yeah. And just, you know, be that listening ear for other people. Yeah. And that made me feel good”. Soon after, Nadia applied for the paid position as food hub staff and the food hub quickly grew “When I took over, we had about 100 customers. We’re now on 639.” She spoke of the journey many have from being customers in the hub to volunteers. “You know, our job is to make him feel welcome,

chat to them. And then in time, they become volunteers too.” Nadia clearly puts her heart and soul into the role but gets so much back from it, “I go home exhausted most days, but with full heart.” She describes “It’s giving me back. You know I’m not mum or wife. When I’m here, I’m Nadia...it’s giving me something to get up each morning for.” (Volunteer)



Alex is a young person who had a place at college and knew that during the course they would need to present to other people and also work in groups. He knew that his lack of confidence and anxiety was going to hold him back. He approached the food hub with a parent to ask for work experience and ended up working throughout the summer and then carried on when they were on their course.

The volunteers are all good with people and recognised Alex’s needs, especially that he struggled to make decisions or to initiate work. They broke tasks down and made them specific and quickly recognised that he lacked confidence and worried

about “getting it wrong”. In a different and less supportive workplace he could wrongly have been labelled as lacking initiative. The change in Alex is notable. He is now applying for a part time job with an employer, for which the hub can provide a reference. He is leading small groups during placements for his college course. He interacts really well with other staff and customers, initiating conversations and maintaining eye contact. For the volunteers and hub leader they feel they have given him the bridge he needed to interact with people in a work and professional setting. They would be happy to do this again as it has given them all a sense of satisfaction and is rewarding to see a young person start to flourish. (Volunteer)

4.4.5 Norfolk Community Foundation staff

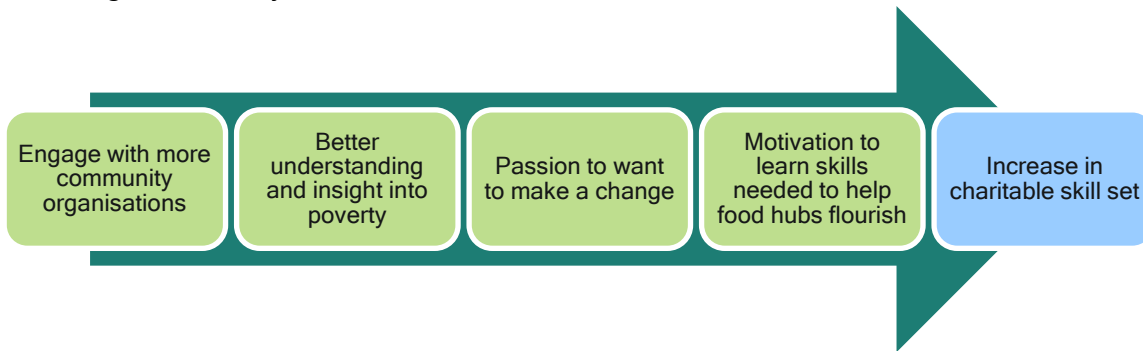
Three well defined outcomes were identified for NCF staff: increase in charitable skill set; feeling a sense of pride and achievement; and increased wellbeing and satisfaction in the workplace. This increased staff retention at NCF, bringing stability to the organisation, contributed to cost efficiency and retained skills and great staff within the network.

Well defined outcome 1: Increase in charitable skill set

Norfolk Community Foundation has supported over 2,000 charitable groups working on the ground for over 20 years, and as an organisation, its staff have a multitude of skills in the charity sector. That said, establishing and running of the Nourishing Norfolk network and all the activity associated with this - such as setting up hubs, sourcing food and setting up the warehouse - required the team to learn a range of new skills. Social supermarkets

are a relatively new sector in the VCSE. The food insecurity sector is also constantly changing and facing new challenges, necessitating NCF staff to be agile and quick learning to respond to different challenges. Staff spoke of gaining more empathy and

understanding of factors that lead to food insecurity; this led them to be more passionate about wanting to see change and learning skills needed to try and address the challenges faced by communities.



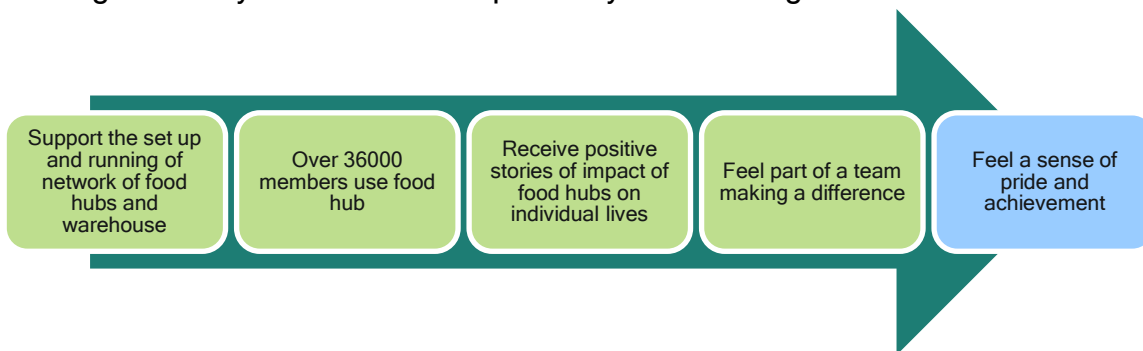
Quotes from stakeholder to evidence the well-defined outcome and chain:

“Time taken to dispel my thinking around existence of food poverty and the causes” (NCF staff)

“It just propels me forward to keep, keep learning, keep adapting, keep trying to champion and drive forward this work so that they can carry on doing what they’re doing because what they’re doing is absolutely phenomenal” (NCF staff)

Well defined outcome 2: Feel a sense of pride and achievement

It was clearly evident the pride NCF staff felt about their achievements as a network, and that together, with community organisations, they felt part of a wider team making differences to individual lives. They understood food insecurity challenges are large, but that together they could see the impact they were having and wanted to continue doing so.



Quotes from stakeholder to evidence the well-defined outcome and chain:

“Feeling part of a movement for change and action” (NCF staff)

“Reminded me what a small group of people can achieve when they work together (NCF staff)

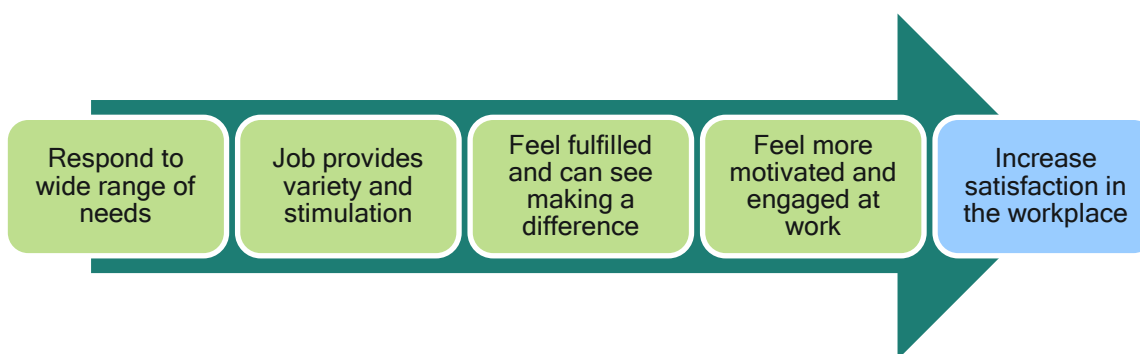
“Being part of an amazing team and network supporting each other and the wider Norfolk communities” (NCF staff)

“Making a huge difference to local communities with the Nourishing Norfolk offer” (NCF staff)

“Being part of this work has helped me feel that in some small way I can help make some peoples’ lives that bit easier and lighter. And I’ve done that by working with some incredible people” (NCF staff)

Well defined outcome 3: Increase wellbeing and satisfaction in the workplace

The innovative and organic nature of establishing Nourishing Norfolk from grass route organisations, and hub variety, meant NCF staff were regularly responding to new needs from hubs. Support ranged from working with local businesses to negotiate rates for food products, to connecting communities with legal or financial services to establish pricing structures. Staff enjoyed the variety within the roles and spoke of the fulfilment and satisfaction this gave.



Quotes from stakeholder to evidence the well-defined outcome and chain:

“Uplifting” (NCF survey)

“Gratitude that I was actually in a position to be able to do that and call it, call it work” (NCF staff)

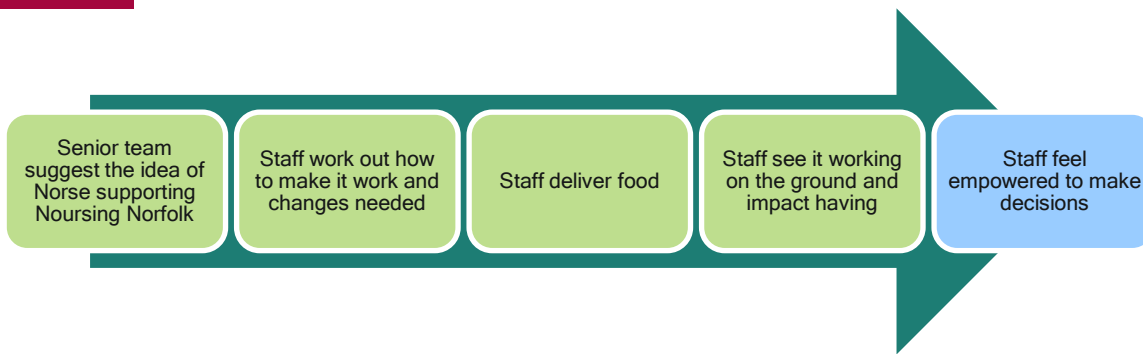
“There’s more to get your teeth into. There’s more to explore. So. From my personal boredom point of view that never happens.” (NCF staff)

4.4.6 Norse staff

Three well defined outcomes were by Norse staff resulting from their involvement with Nourishing Norfolk in providing warehouse space and logistics (food delivery). These included: staff feeling empowered to make decisions; staff feeling proud and having a sense of achievement; and increased sense of belonging and community. These were expected to increase staff retention.

Well defined outcome 1: Feel empowered to make decisions

After some initial reticence, there generally seemed to be a real sense amongst staff of making the idea work when the senior team suggested Norse supporting Nourishing Norfolk. Staff were creative addressing the needed changes and made them happen on the ground. Upon seeing the resulting impacts, staff felt empowered to make decisions such as these in the workplace.



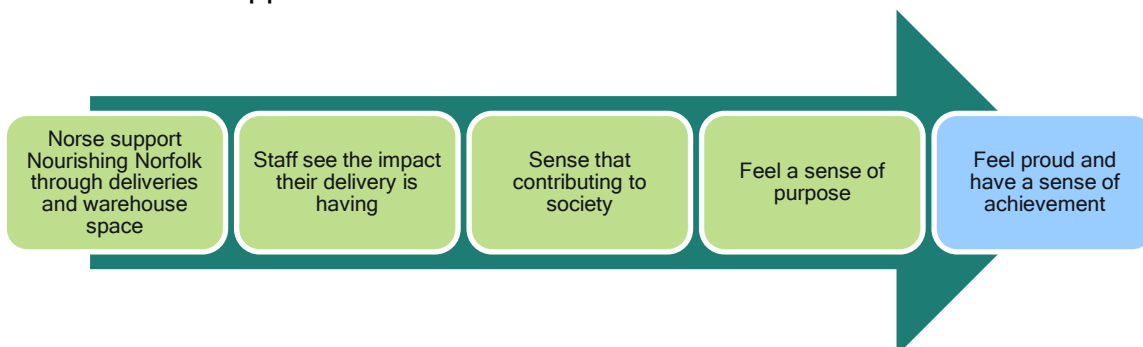
Quotes from stakeholder to evidence the well-defined outcome and chain:

“Working with [Nourishing Norfolk staff member] and helping getting everything up and running. Seeing the appreciation of everyone” (Norse staff)

“Sense of pride watching the team develop with Nourishing Norfolk and being able to adapt to growing demands” (Norse staff)

Well defined outcome 2: Feel sense of pride and achievement

There was a great sense of pride and achievement amongst Norse staff resulting from seeing the impact of their support - particularly the impact deliveries were having on the food hubs and supported communities.



Quotes from stakeholder to evidence the well-defined outcome and chain:

“Feeling helpful” (Norse Survey)

“Being part of this community has brought a larger picture to places like these hubs that are struggling and being able to understand the opportunities we are giving by doing the food deliveries. I have enjoyed feeling part of this big change for people and seeing how effective it is.” (Norse staff)

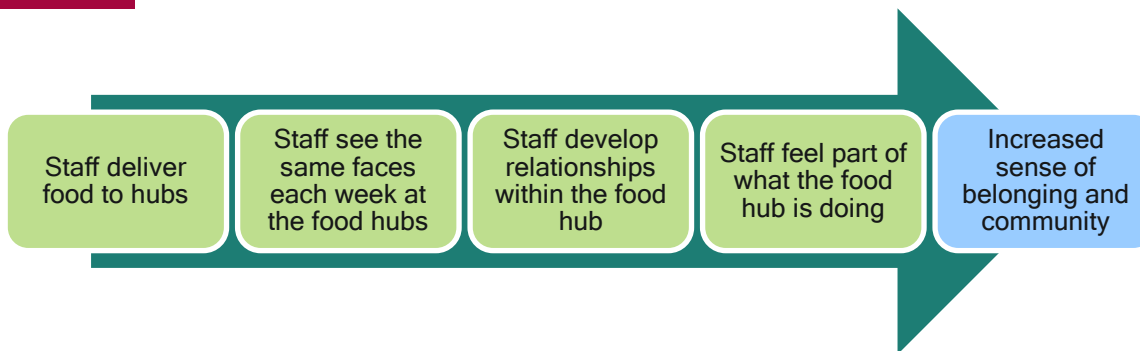
“Seeing the changes we have helped make.” (Norse staff)

“Sense of pride and seeing how much of an impact that we are making to the community” (Norse Survey)

“We are able to write about experiences working with Nourishing Norfolk. We now offer this as part of our bids (tenders for other work)” (Norse staff)

Well defined outcome 3: Increased sense of belonging and community

Staff felt a sense of belonging to the network and community through the deliveries they made. The delivery point provided opportunities for Norse drivers to build relationships with hub staff and to directly see the impact of their support.



Quotes from stakeholder to evidence the well-defined outcome and chain:

“Being able to make a difference to the community! (Norse staff)

“Feeling part of the operation” (Norse staff)

4.5 Theoretical model for the well defined outcomes

The research team mapped the final well defined outcomes to the Maslow’s five level of Hierarchy of Needs (Maslow, 1943, Figure 14) to determine the array of needs potentially met through Nourishing Norfolk. Table 6 shows which of the Maslow levels each outcome was mapped to.

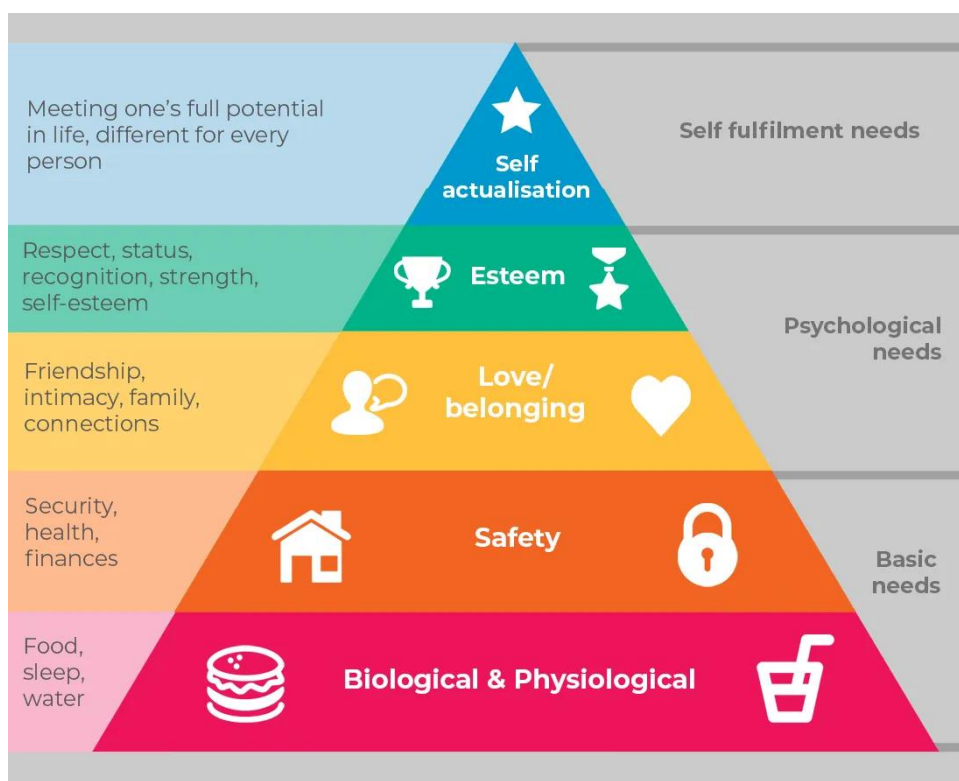


Figure 14 - Maslow Hierarchy of Needs Pyramid.

Stakeholder	Maslow 'Hierarchy of Need' Category	Well-defined outcome
Shoppers	Physiological needs	Greater capacity and opportunity to meet food needs (for me and my family)
		Reduced financial concern
	Esteem needs	Increase in self confidence
	Love and belonging	Increased sense of belonging and community
		Reduced isolation and loneliness
	Negative	Stigma using the food hub
Children of shoppers (parents as proxy)	Physiological needs	Child is eating healthier food
	Self actualisation	Increased opportunity for child to take part in youth related activities
	Esteem needs	Stigma using the food hub
Food hub staff	Esteem needs	Increase in self confidence
	Love and belonging	Increased sense of belonging and community
	Self actualisation	Increase in skill set
	Safety and security	Increase stress levels
Food hub volunteers	Esteem needs	Increase in self confidence
	Love and belonging	Increased sense of belonging and community
	Self actualisation	Increase in skill set
	Safety and security need	Increase in stress
NCF staff	Self actualisation	Increase in charitable skill set
	Esteem needs	Feel sense of pride and achievement
	Esteem needs	Increased wellbeing/satisfaction in the workplace
Norse staff	Self actualisation	Feel empowered to make decisions
	Esteem needs	Feel sense of pride and achievement
	Love and belonging	Increased sense of belonging and community

Table 6 - Outcomes mapped to the Maslow 'Hierarchy of Need' category

5. Evidencing outcomes and giving them a value

5.1 Developing Outcome Measurements

Social Value UK Guide to Social Return On Investment outlines that “indicators are ways of knowing that change has happened” (Social Value UK, 2019). One or more indicators can be used for each outcome of interest. Ideally a balance of subjective (self-report) and objective indicators are used. However, in this case the food hubs and network only had some basic demographic and user data. Local government data were explored with our Public Health colleagues but these were not at the granular level we needed. Therefore for this SROI for Nourishing Norfolk, the indicators used to measure each outcome were the percentages of stakeholders that either strongly agreed or agreed to a statement relating to the outcome. These statements were carefully prepared by the research team, which included a behavioural psychologist with expertise in designing questions in surveys. For the outcome ‘increase skill set’ for food hub staff and volunteers, the combination of two indicators were used (percentage of people that agreed or strongly agreed to a statement around increase in retail skills combined with the percentage of those that agreed/strongly agreed to a statement around increase in communication and interpersonal skills). Whilst self-reporting has its limitations, it was felt to be appropriate in this case, especially as the researchers spent time with the participants to check their understanding of the questions asked.

Table 7 shows the statements used for each outcome and Table 28 later in the report outlines the percentage of stakeholders that agreed or strongly agreed to the statement indicating they had experienced the outcome.

Stakeholder	Well-defined outcome description	Statement used in survey
Shoppers	Greater capacity and opportunity to meet food needs (for me and my family)	Since using the social supermarket I can meet my food needs more easily
	Reduced financial concern	Since using the social supermarket I worry less about being able to meet my usual monthly living expenses
	Increase in self confidence	Since using the social supermarket I have felt more confident
	Increased sense of belonging and community	Since using the social supermarket I feel a greater sense of belonging and part of the community
	Reduced isolation and loneliness	Since using the social supermarket I feel less lonely
	Stigma using the food hub	At times I have felt embarrassed using the social supermarket
Children of shoppers (parents as proxy)	Child is eating healthier food	Since using the social supermarket my child is eating healthier foods
	Increased opportunity for child to take part in youth related activities	Since using the social supermarket my child has been able to take part in activities (e.g. parties, school activities, sports) that they might not have otherwise been able to
	Stigma using the food hub	At times my child has felt embarrassed about us using the social supermarket
Food hub staff	Increase in self confidence	Since volunteering/working at the social supermarket I have felt more confident
	Increased sense of belonging and community	Since volunteering/working at the social supermarket I feel a greater sense of belonging and part of the community
	Increase in skill set	Since using the social supermarket I have gained new retail skills (e.g. using a till, stock checks)
		Since using the social supermarket I have gained new communication and interpersonal skills
	Increase stress levels	At times I have felt stressed as a result of volunteering/working at the social supermarket

Stakeholder	Well-defined outcome description	Statement in survey (strongly agree/agree/neutral/disagree/strongly disagree) followed by depth of change questions
Food hub volunteers	Increase in self confidence	Since volunteering/working at the social supermarket I have felt more confident
	Increased sense of belonging and community	Since volunteering/working at the social supermarket I feel a greater sense of belonging and part of the community
	Increase in skill set	Since using the social supermarket I have gained new retail skills (e.g. using a till, stock checks)
		Since using the social supermarket I have gained new communication and interpersonal skills
	Increase in stress	At times I have felt stressed as a result of volunteering/working at the social supermarket
NCF staff	Increase in charitable skill set	Setting up, establishing and running Nourishing Norfolk has led to me learning new skill sets for the charitable sector
	Feel sense of pride and achievement	Since being involved in Nourishing Norfolk I feel a sense of pride and achievement in my work
	Increased wellbeing/satisfaction in the workplace	Since being involved in Nourishing Norfolk I have increased feelings of wellbeing in the workplace
Norse staff	Feel empowered to make decisions	Setting up and establishing Nourishing Norfolk has meant I have felt more empowered to make decisions at work
	Feel sense of pride and achievement	Since being involved in Nourishing Norfolk I feel a sense of pride and achievement in my work
	Increased sense of belonging and community	Since being involved in Nourishing Norfolk I feel a greater sense of belonging and part of the community

Table 7 - Indicators used for the well-defined outcomes.

As part of verifying outcomes and indicators, the research team met with two social value associates working on SROIs for Foodbank Australia and a Foodbank in North Wales to check that these were feasible and plausible in the context of food insecurity. Additionally, indicators and surveys for customers were piloted with the Customer Advisory Group to ensure they were understood and worked well in practice.

5.2 Collecting Outcomes Data

After determining the outcome measures for each of the well-defined outcomes, the research team designed a survey for each of the stakeholder groups (example in Appendix F) Surveys were face to face and methods used are outlined in Section 3.3.3. For customers only, quantitative data was collected as part of the interviews using outcome cards (as shown in section 3.3.3). Customer data from across these two sources was combined.

Table 8 outlines the number of stakeholders involved in the measurement of outcomes.

Stakeholder group	Number of responses included in measuring outcomes
Customers	<ul style="list-style-type: none"> • 76 surveys • 22 interviews
Children of customers (parents /carers response as proxy)	<ul style="list-style-type: none"> • 34 surveys • 6 interviews
Food hub staff	<ul style="list-style-type: none"> • 21 surveys
Food hub volunteers	<ul style="list-style-type: none"> • 15 surveys
Norfolk Community Foundation staff	<ul style="list-style-type: none"> • 7 surveys
Norse staff	<ul style="list-style-type: none"> • 5 surveys

Table 8 - Stakeholder numbers used in measuring outcomes.

5.3 Profile of respondents and potential subgroup analysis

The profile of the stakeholder groups was collected as part of the surveys. For the interviews, gender and age were also collected. This allowed the research team to explore potential differences in outcomes experienced between sub groups such as any differences between gender, age or the amount of their weekly shopping a customer does at the food hub. Appendix I provides an overview of the analysis according to sub groups for customers, food hub staff and volunteers While there were some variations such as:

- greater percentage of male customers reporting increase in self confidence and reduced isolation than females
- greater percentage of 18-64 year olds experiencing reduced financial concern, increased self confidence and stigma using a food hub than customers over 65 years
- customers who did more of their weekly shopping (over 31% of their shopping) at the hub more likely to experience greater capacity to meet their food needs, reduced financial concern, increase belonging and reduced isolation than those who did less of their shopping (30% or under).

- Greater percentage of female food hub staff reported increase in stress than male whereas a larger percentage of men to women reported experiencing increased sense of belong and community and confidence.
- Greater percentage of 18-64 year old volunteers compared to 65 plus year olds reported increase sense of belonging and increase in self confidence

the sample sizes were felt to be too small to treat officially as sub groups in the SROI value map. However, the research team suggest that future SROI could consider such variations further.. This section provides an overview of the profile data for customers, food hub staff and volunteers.

5.3.1 Customers

The profile of customers that completed the surveys can be found in Table 9 - 14. Demographic data was not collected with customers interviewed.

Age	
Age (survey data only)	
<20	1.3%
20-39 (young adult)	26.3%
40-59 (middle aged adult)	26.3%
60-79 (older adult)	26.3%
80+ (senior adult)	9.1%
Unknown	10.5%
Age (interview data only)	
18-64yrs	71.4%
65+ yrs	28.6%
Age (survey and interview data combined)	
18-64yrs	65.3%
65+ yrs	29.5%
Unknown	5.25%

Table 9 - Surveyed and interviewed customer age.

Gender	
Gender (survey data only)	
Woman	81.6%
Man	15.8%
Unknown	2.6%
Gender (interview data only)	
Woman	81%
Man	17.4%
Unknown	0%
Gender (survey and interview data combined)	
Woman	81.3%
Man	17.4%
Unknown	1.3%

Table 10 -Survey and interview customer gender.

Ethnicity	
Asian, Asian British or Asian Welsh	0%
Black, Black British, Black Welsh, Caribbean or African	0%
Mixed or multiple Ethnic group	0%
White	98.7%
Other ethnic group	0%
Prefer not to say	1.3%

Table 11 - Ethnicity of surveyed customers.

Geography	
Norwich	19%
North Norfolk	14.3%
West Norfolk	19%
North-West Norfolk	9.5%
East Norfolk	19%
South Norfolk	19%
Unknown	0%

Table 12 - Geographical location of where surveyed customers lived.

How much of their shopping came from food hub	
0-10%	30.3%
11-20%	14.5%
21-30	15.8%
31-40	2.6%
41-50	15.8%
51-60	2.6%
61-70	3.9%
71-80	6.6%
81-90	1.3%
91-100	1.3%
unknown	5.3%
Amount of shopping according to mean amount of shopping which was 31.35%	
30% and under of shopping	60.5%
31% and over of shopping	34.2%
Unknown	5.3%

Table 13 - Percentage of surveyed customer's shopping coming from the food hub.

Other services that the customers have received support from in the last year	
Citizens Advice	17.6%
Law	1.3%
Food Bank	22.4%
Health & Social	14.5%
Age UK	6.6%
Advice	5.3%
Cooking	5.3%
Money	6.6%
Prefer not to say	0%

None	46.5%
Other	3.9%

Table 14 - Other services that the customers have received support from in the last year (from the survey, customers could select more than one option).

5.3.2 Customers' children

As stated previously, parents opinions were gathered on behalf of children.. The profile of parents/carers is outlined below. Of those that filled in the survey, 34 customers filled in the questions relating to children.

Age of parent / carer	
<20	2.9%
20-39 (young adult)	44.1%
40-59 (middle aged adult)	38.2%
60-79 (older adult)	5.9%
80+ (senior adult)	0%
Unknown	8.8%

Table 15 - Age of parents with children.

No. Of children Under 18 years of Age	
1	29.4%
2	32.4%
3	8.8%
4	2.9%
> 18 years old	14.7%
Unknown	11.8%

Table 16 - Number of children under 18 years of age.

Gender	
Woman	88.2%
Man	11.8%
Unknown	0%

Table 17 - Gender of parent/carer reporting

Ethnicity	
Asian, Asian British or Asian Welsh	0%
Black, Black British, Black Welsh, Caribbean or African	0%
Mixed or multiple Ethnic group	0%
White	97%
Other ethnic group	0%
Prefer not to say	3%

Table 18 - Ethnicity of parent reporting on children.

Geography	
Norwich	17.6%
North Norfolk	11.8%

West Norfolk	23.5%
East Norfolk	4.9%
South Norfolk	2.9%
Breckland	38.2%

Table 19 - Geography of reporting parent.

How much of their shopping came from food hub (%)	
0-10%	29.4%
11-20	5.9%
21-30	26.5%
31-40	2.9%
41-50	20.6%
51-60	2.9%
61-70	5.9%
71-80	0%
81-90	0%
91-100	0%
unknown	5.9%

Table 20 - How much of the parents of children's shopping came from the food hub.

Other services that the customers have received support from in the last year	
Citizens Advice	21.2%
Law	0%
Food Bank	35.3%
Health & Social	17.6%
Age UK	2.9%
Advice	5.9%
Cooking	2.9%
Money	8.8%
Prefer not to say	0%
None	35.3%
Other	0%

Table 21 - Other services that the parents of children have received support from in the last year (participants could select more than one)

5.3.3 Food hub staff

The profile of food hub staff completing surveys can be found in Tables 22 - 24. The sample size was considered too small to complete a meaningful sub-group analysis of different staff roles. This was complicated by the fact that hub leaders described themselves differently.

Age	
<20	0%
20-39 (young adult)	33.3%
40-59 (middle aged adult)	57.1%
60-79 (older adult)	4.8%
80+ (senior adult)	0%

Unknown	4.8%
Age categories grouped	
18-64yrs	95.2%
65+yrs	0%
Unknown	4.8%

Table 22 - Age of the food hub staff.

Gender	
Woman	81%
Man	19%
Unknown	0%

Table 23 - Gender of the food hub staff.

Ethnicity	
Asian, Asian British or Asian Welsh	0%
Black, Black British, Black Welsh, Caribbean or African	0%
Mixed or multiple Ethnic group	0%
White	100%
Other ethnic group	0%
Prefer not to say	0%

Table 24 - Ethnicity of the food hub staff.

5.3.4 Food hub volunteers

The profile of food hub volunteers completing the surveys can be found in Table 25 - 27.

Age	
<20	0%
20-39 (young adult)	20.1%
40-59 (middle aged adult)	13.4%
60-79 (older adult)	60.3%
80+ (senior adult)	0%
Unknown	6.7%
Age categories grouped	
18-64yrs	73.3%
65+yrs	20.0%
Unknown	6.7%

Table 25- The age distribution of Food hub volunteers.

Gender	
Woman	73.4%
Man	20%
Unknown	6.7%

Table 26 - Gender of Food hub volunteers.

Ethnicity	
Asian, Asian British or Asian Welsh	0%
Black, Black British, Black Welsh, Caribbean or African	0%
Mixed or multiple Ethnic group	0%
White	86.7%
Other ethnic group	0%
Prefer not to say	13.3%

Table 27 - Ethnicity of Food hub volunteers.

5.4 Examining Materiality

Principle 4 of Social Value International states “Only include what is material. Establish the boundaries of what information and evidence must be included in an account of value to give a true and fair picture, and one that is based on the evidence from stakeholders so that decisions taken focus on the changes that matter”. To do this, as outlined in the Standard on applying Principle 4 (Social Value International, Principle 4) the following four questions must be considered:

1. Who are the stakeholder groups that affect, or are affected by, the activity?
2. What are the outcomes (changes) they experience?
3. What is the scale of each outcome?
4. Are there different sub-groups or segments of each stakeholder group that have a significantly different experience of the outcomes?

Questions one and two require materiality judgements about relevance and were made based on the qualitative data collected in the initial interviews that sought to understand the stakeholder groups involved and the outcomes experienced. This is described in Section 3.2 and 4.3 and led to the inclusion and exclusion of specific stakeholder groups and producing chains of outcomes for those included.

For question three and four, material judgements needed to be made around the significance of outcomes and are based on the quantitative data collected through the surveys. Questions 4 is considered in section 5.2. For question 3 each of the stakeholder groups were asked to report their perception of the changes they had experienced with regards to each well-defined outcome responding to each related indicator statement with whether they strongly agreed, agreed, neutral, disagree, strongly disagree with the statement. To determine the significance element of materiality principle, a threshold of 30% was set as this is widely used and was also used in the North Wales Foodbank SROI. Also, by having the threshold in place we are also adhering to the do not overclaim principle by reducing the risk of including potential outcomes that do not meet the materiality test. Therefore 30% of the stakeholder group must report experiencing the outcome (i.e. they would have selected agree or strongly agree to that specific outcome).

For each outcome in the survey, participants were asked the amount of change they had experienced. For customers, this was initially measured through a question asking the percentage change they had experienced for this outcome. However, the research team recognised the limitations of this as it did not capture the baseline of where a person had

moved from and to. Therefore, this question was amended in the survey for the final sample of customers and all subsequent surveys used a 'before and after' measurement of the outcome on a 0-10 scale, with 10 measuring the highest experience of the outcome. The sample size of the original customer survey was substantially larger (n= 66 in original customer survey and n=10 in subset), therefore the percentage change question was used to measure the depth of change. For all other surveys, the change between before and after measures were taken. This is reported in accordance with principle 6, be transparent. A lower threshold of 15% was set for amount of change experienced per stakeholder group as it was recognised that small changes, whether these be positive or negative were still of great importance to staff while still adhering to the materiality test in terms of relevance to the stakeholder. By having a lower threshold test we are also ensuring that we are keeping with principle three 'value the things that matter' and also reducing the risk of potential under claiming the value created.

For customers, all positive outcomes were all material in both the number of people experiencing the change and the amount of change. The most common outcomes being greater capacity and opportunity to meet food needs (88% experienced), increased sense of belonging (80% experienced) and reduced financial concern (75% experienced). In terms of the depth of change experienced, customers reported the biggest changes for increased sense of belonging and community (78% change) and reduced isolation and loneliness (74% change).

There is evidence that using a foodbank can feel stigmatising, for example Williams et al., (2016) and our own previous work (Hanson et al., 2023). The research team were therefore keen to explore whether stigma of using a food hub was an outcome customers experienced). However, only 12% of customers reported feeling stigma using the food hub, not meeting the threshold. While the amount of change was material (52%) for the group, follow up questions determined that stigma quickly diminished with 58% feeling that stigma reduced after the first visit and 25% after the second. This was also confirmed in our interviews where any reticence quickly visited, typically after the first visit. This outcome was therefore excluded.

For children of customers, both positive outcomes were significant with 71% of children eating healthier food as a result of using the food hub and 56% experiencing increased opportunity for children to take part in youth related activities. As with their parents, stigma perceived by the parents for their children was below the threshold with 12% and 67% of those that reported this felt it had reduced by the second visit. This outcome was also therefore excluded.

All outcomes, both positive and negative, were significant for food hub staff, with increase self-confidence reported by the most (88%), followed by increased sense of belonging and community (78%) and increase in skill set (76%). The greatest amount of change experienced was for belonging and community (46% change). The negative outcome of increase in stress was included as significant, with 57% of food hub staff reporting experiencing this and with a change of 17%. Stress was not found to be significant for food hub volunteers and excluded. Whilst 33% expressed experiencing stress as part of their role, the change measurement showed that levels had reduced from the level experienced prior to starting at the food hub. All positive outcomes were significant, with

increased sense of belonging and community the most experienced (73% of volunteers with 35% amount of change).

All outcomes were significant for NCF staff, with 100% reporting increased charitable skill set and sense of pride and achievement. For Norse staff increased sense of belonging (100%) and sense of pride and achievement (80%) were found to be significant. While 60% of Norse staff reported feeling empowered to make decisions, the amount of change (8%) was below the threshold and therefore excluded.

Stakeholder group	Well-defined outcomes	Quantity (% of population experienced change)	Amount of change experienced by stakeholder
Customers	• Greater capacity and opportunity to meet food needs (for me and my family)	88%	66%
	• Reduced financial concern	75%	67%
	• Increase in self confidence	55%	69%
	• Increased sense of belonging and community	80%	78%
	• Reduced isolation and loneliness	56%	74%
	• Stigma using the food hub EXCLUDE	12%	52%
Children of customers	• Child is eating healthier food	71%	71%
	• Increased opportunity for child to take part in youth related activities	56%	64%
	• Stigma from family using a food hub EXCLUDE	12%	51%
Food hub staff	• Increased sense of belonging and community	78%	46%
	• Increase in skills set (communication, support and retail)	76%	20%
	• Increase in self confidence	88%	21%
	• Increase in stress	57%	17%
Food hub volunteers	• Increased sense of belonging and community	73%	35%
	• Increase in skills set (communication, support and retail)	48%	31%
	• Increase in self confidence	50%	27%
	• Increase in stress EXCLUDE	33%	-3%
NCF staff	• Increase charitable skill set	100%	34%
	• Feel sense of pride and achievement	100%	31%
	• Increased wellbeing/satisfaction in the workplace	83%	21%
Norse staff	• Feel empowered to make decisions EXCLUDE	60%	8%
	• Feel sense of pride and achievement	80%	15%
	• Increased sense of belonging and community	100%	18%

Table 28 - Well-defined outcomes from the different groups.

In addition, the survey asked participants to rank the importance of the outcomes out of 10. This allowed the research team to understand the relative importance stakeholders put on each outcome. An average was taken from the individual values reported, providing a weighting for each outcome. The resulting weightings are provided in Table 29 for the outcomes included in the value map.

Stakeholder group	Well-defined outcomes	Average weighting
-------------------	-----------------------	-------------------

Customers	• Greater capacity and opportunity to meet food needs (for me and my family)	8.5
	• Reduced financial concern	8.5
	• Increase in self confidence	8.8
	• Increased sense of belonging and community	9
	• Reduced isolation and loneliness	8.9
Children of customers	• Child is eating healthier food	8.4
	• Increased opportunity for child to take part in youth related activities	8
Food hub staff	• Increased sense of belonging and community	9
	• Increase in skills set (communication, support and retail)	7.8
	• Increase in self confidence	7.9
	• Increase in stress	7.7
Food hub volunteers	• Increased sense of belonging and community	9
	• Increase in skills set (communication, support and retail)	7.8
	• Increase in self confidence	8.3
NCF staff	• Increase charitable skill set	8.7
	• Feel sense of pride and achievement	9.3
	• Increased wellbeing/satisfaction in the workplace	9
Norse staff	• Feel sense of pride and achievement	9.5
	• Increased sense of belonging and community	8.6

Table 29 - Average weighting for the Well-defined outcomes.

5.5 Valuing Outcomes

Principle 3 of Social Value states “To value the things that matter. Valuing the things that matter requires an explicit recognition of relative value or worth of different changes or ‘outcomes’ that people experience (or are likely to experience) as a result of activities. Value is subjective in its very nature. Therefore, it is critical that Principle 3 is applied in conjunction with Principle 1 ‘Involve stakeholders’ so that we value outcomes from their perspectives” ([Standard-for-applying-Principle-3.pdf](#)). Providing a value for social outcomes enables decision makers to communicate the value they are creating but to also best understand where the most value is created for stakeholders and leverage this where possible. Two approaches can be used to value outcomes, non-monetary and monetary; however, to produce a SROI, a monetary approach is required.

Monetary values can be achieved through a range of different methods. Initially, the research team explored the use of a Stated Preference technique, the Value Game which involves stakeholders valuing outcomes by comparing them to products or services readily available in the market ([Standard-for-applying-Principle-3.pdf](#)). The research team met with two customers to do this, a photo from is shown in Figure. Each customer was asked to compare the outcomes to the prices they put on a microwave (£50), a TV (£100), cooker (£250), Xbox (£350), a dog (£1000), quad bike (£5000), car (£10,000)

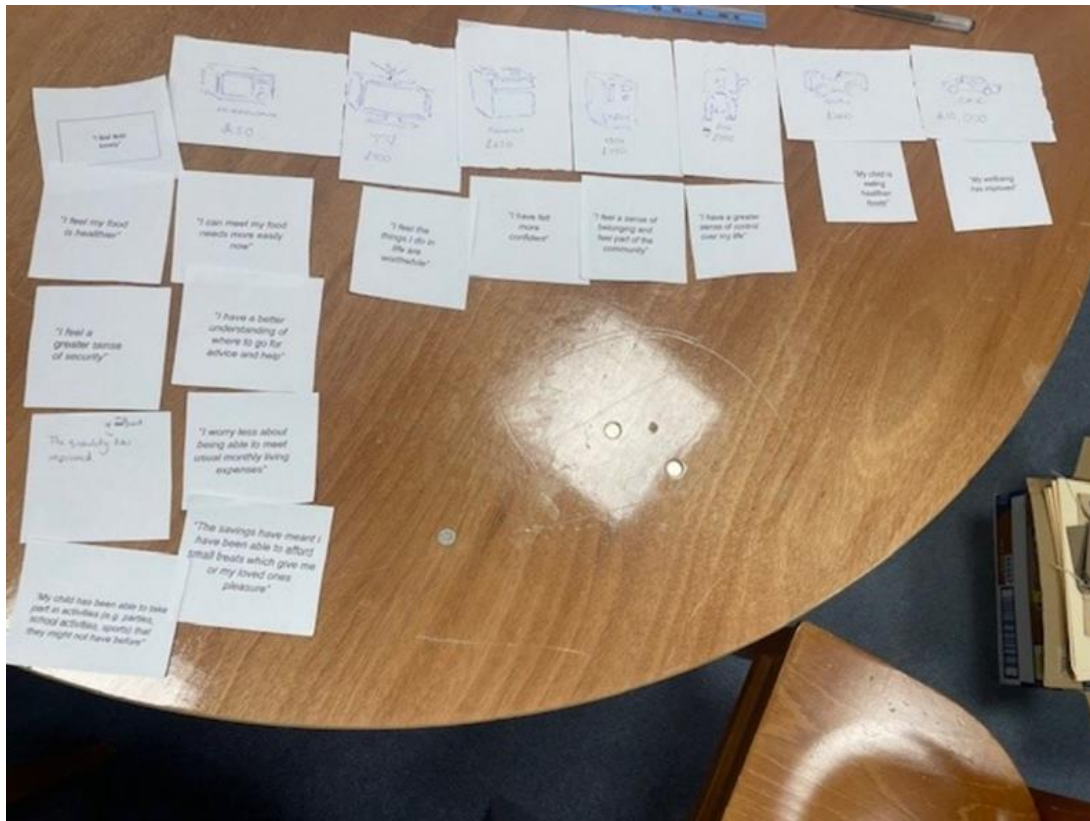


Figure 15 - Valuation game with customers.

While an informative exercise for the research team to do, providing context to the valuations, it was felt that the value game was too subjective to individual change and that a representative sample would be very difficult to achieve. Therefore, the research team used well-being valuations as financial proxies for the analysis of financial value, drawing proxy measures from MeasureUp.

MeasureUp

“MeasureUp is a comprehensive, open-source valuation framework designed for Social Value and Impact practitioners, offering transparent tools to measure economic, social, fiscal, and environmental outcomes. It helps organisations develop their practices, from beginner to advanced levels, by incorporating feedback from beneficiaries and aligning with UK government standards. Unlike other frameworks, MeasureUp is free to everyone and continually updated, ensuring robust, defensible reporting that evolves with emerging trends in impact measurement and avoids issues like ‘social value washing.’ (www.measure-up.org)

For each stakeholder group, a financial proxy was chosen to anchor the relative importance (weights) expressed by stakeholders as outlined in Table 29. This enabled stakeholders to inform the relative valuations rather than using separate published values for each. While this can create dependency on the anchor value, it enables stakeholders to inform how much something matters to them which is so important in decision making as to where to put future resources or concentrate creating future value. ([SROIRE1 \(20\).pdf](#))

In keeping with principle 5, do not overclaim, the anchor value was calculated by multiplying the financial proxy for the outcome by the amount of change experienced for that specific outcome. The weightings of the other outcomes for the stakeholders in that group were then compared to the anchor value.

5.5.1 Customers

For customers, the MeasureUp proxy value for 'Increased Community Integration' was chosen as the most appropriate anchor for 'increased sense of belonging and community' outcome. This has a monetised wellbeing value of £4,200. The financial proxy for the monetary cost of mild or moderate loneliness from the Loneliness Monetisation Report (Peytrignet et al, 2020) inflated to 2024, which has the value £10,989 (original value £8847) was also considered. However, this had the potential to lead to over claiming for the other values, therefore in line with principle 5, the lower value was chosen. Instead, the higher proxy for loneliness was used in the sensitivity analysis. Table 30 outlines the values for each of the customer outcomes that was used in the value map as a result of using the anchor approach.

Customer well-defined outcomes	Value included in the value map
<ul style="list-style-type: none"> Greater capacity and opportunity to meet food needs (for me and my family) 	£3082
<ul style="list-style-type: none"> Reduced financial concern 	£3082
<ul style="list-style-type: none"> Increase in self confidence 	£3191
<ul style="list-style-type: none"> Increased sense of belonging and community 	£3263
<ul style="list-style-type: none"> Reduced isolation and loneliness 	£3227

Table 30 - Average weighting for the Well-defined outcomes.

5.5.2 Customer's children

The MeasureUp value for 'Engaging in Youth Activities' was used as a financial proxy for customer's children outcome of 'increased opportunity for child to take part in youth related activities'. This has a monetised wellbeing and economic value of £2350. There were two material outcomes for children and this outcome had the lowest distance travelled for children (64% compared to 71% for the outcome 'child is eating healthier food') therefore using this proxy reduced the risk of overclaiming.

Customer children well-defined outcomes	Value included in the value map
<ul style="list-style-type: none"> Child is eating healthier food 	£1,567
<ul style="list-style-type: none"> Increased opportunity for child to take part in youth related activities 	£1,492

Table 31 - Customers' children's well-defined outcomes.

5.5.3 Food hub staff and food hub volunteers

For food hub staff and volunteers, a financial proxy was used for increase in skill set. The proxy used was taken from the Greater Manchester Combined Authority Unit Cost Database for City and Guilds level 3 Qualification (annual fiscal and economic benefits), going back to the original source for this value and inflating to 2024 (BIS, 2011). This gave a financial proxy of £2070.. This was used as an anchor for both groups, following the principles outlined. For the negative outcome, for staff, of increased stress, the negative

value of the most related outcome was used, which in this case was best felt to be the increase in confidence.

Food hub staff and volunteer well-defined outcomes	Value included in the value map
Food hub staff <ul style="list-style-type: none"> Increased sense of belonging and community Increase in skills set (communication, support and retail) Increase in self confidence Increase in stress 	£478 £414 £419 -£419
Food hub volunteers <ul style="list-style-type: none"> Increased sense of belonging and community Increase in skills set (communication, support and retail) Increase in self confidence 	£740 £642 £683

Table 32 - Customers' children well-defined outcomes.

5.5.4 Norfolk Community Foundation

To reduce the risk of overclaiming, the outcome with the least distance travelled was selected for NCF staff as an anchor to find an appropriate proxy for. This was the outcome 'increased wellbeing/satisfaction in the workplace' (21.4% change) and the MeasureUp value for 'Improved workplace quality' was used, which had a monetised wellbeing value of £4300.

Norfolk Community Foundation well-defined outcomes	Value included in the value map
<ul style="list-style-type: none"> Increase charitable skill set Feel sense of pride and achievement Increased wellbeing/satisfaction in the workplace 	£890 £951 £920

Table 33 - NCF well-defined outcomes.

5.5.5 Norse staff

For Norse staff, to be consistent with customers, food staff and volunteers, the MeasureUp value for 'Increased community cohesion' was chosen as a proxy for 'increased sense of belonging and community' and this provided an anchor for the other material outcome experienced by the staff 'sense of pride and achievement'.

Norse staff well-defined outcomes	Value included in the value map
<ul style="list-style-type: none"> Feel sense of pride and achievement Increased sense of belonging and community 	£835 £756

Table 34 - Norse well-defined outcomes.

6. Establishing impact

In keeping with principle 5, do not overclaim, it is important to consider how much of the changes experienced by the stakeholders is as a result of Nourishing Norfolk. To do this, it is important to review four key questions (Social Value UK, 2015):

- How much change would have happened for stakeholders even if Nourishing Norfolk was not in place? (Deadweight, section 6.1)
- How much of the outcome was caused by the contribution of other organisations or people? (Attribution, section 6.2)
- Has the activity of Nourishing Norfolk displaced value of other activities? (Displacement, section 6.3)
- If an outcome is projected to last more than 1 year, what is the rate at which the value added reduces over future years? (Drop off, section 6.4)

6.1 Deadweight

As stated above, deadweight takes account of the amount of the outcome that would have happened for the stakeholders if the intervention had not occurred, therefore in this case, what would have happened had Nourishing Norfolk not been in place. This can be estimated through a range of methods such as looking at national surveys or previous research as well as asking stakeholders directly how much change would have happened.

Where possible, due to the small sample sizes of stakeholders, the research team used the findings from National surveys for deadweight. These were:

- **Community Life Survey: Neighbourhood and community 2023/24 (Department for Culture, Media and Sport, 2024)** - In which, it reports 61% of adults in England felt they belonged 'very strongly' or 'fairly strongly' to their immediate neighbourhood. However, feelings of belonging varied according to index of multiple deprivation, with only 54% feeling a sense of belonging in the most deprived areas. As many of the Nourishing Norfolk hubs were located in areas of deprivation, the research team used 54% as the deadweight estimate as this felt more accurate reflection for the communities involved in Nourishing Norfolk. This value was substantially higher than stakeholders self reported would have happened without Nourishing Norfolk for this outcome, however to avoid over claiming and given the small sample size of stakeholders, this deadweight was used for all stakeholders where sense of belonging was an outcome of measure. This estimate also correlates to the findings of Community Conversation Insights from Norwich City Council (<https://www.communityconversations.info/data>).
- **Community Life Survey: Volunteering and charitable giving 2023/24 (Department for Culture, Media and Sport, 2024)** - This reported 16% of adults had taken part in

formal volunteering at least once a month in the last 12 months. This dropped to 10% for adults living in the most deprived communities, however as the profile of volunteers varied in terms of index of deprivation, socio-economic classification and age, the research team used the broader figure of 16% across all the volunteer outcomes for deadweight. In addition, this figure was closer to that reported by the volunteers so felt more accurate. Therefore, for all outcomes for volunteers, except for sense of belonging, 16% deadweight was used.

In addition, for each outcome on which stakeholders agreed a change had occurred, the following question was used to estimate deadweight:

- Would this change or part of this change have happened without Nourishing Norfolk?

There were five response options, with associated deadweight percentages (not presented to survey respondents):

- No, I don't think so - 0% deadweight
- A bit of the change might have happened - 25% deadweight
- About half of the change would have happened - 50% deadweight
- Quite a lot of the change would have happened - 75% deadweight
- The change would have happened anyway - 100% deadweight

For all stakeholders - except customers and their children's outcomes - this was asked in the surveys; for customers this was collected during interviews to allow discussion and use of outcome cards to maximise understanding. These figures are all reported below and where data was not available from national surveys, these were used to estimate deadweight.

6.1.1 Customers and their children

For customers and their children, the estimates provided in the interviews were collated and used in the social value map, except for the outcome 'increased sense of belonging and community' for which the Community Life Survey figure was used, which states 54% of adults in the most deprived areas feel a sense of belonging.

Customer and their children's well-defined outcomes	Deadweight value from stakeholder question	Deadweight value included in the value map
Customers <ul style="list-style-type: none"> • Greater capacity and opportunity to meet food needs (for me and my family) • Reduced financial concern • Increase in self confidence • Increased sense of belonging and community • Reduced isolation and loneliness 	22% 23% 25% 16% 4%	22% 23% 25% 54% (from Community Life Survey) 4%
Customer's children <ul style="list-style-type: none"> • Child is eating healthier food • Increased opportunity for child to take part in youth related activities 	31% 27%	31% 27%

Table 35 - Average deadweight reported by customers for each outcome.

Customers were keen to express they would not have been able to access food had it not been for the food hubs and that the outcomes would not have happened without initial hub support.

“Everything has a snowball effect, if I hadn’t been to [food hub] the rest would not have happened” (Customer Advisory Group)

“I could not have afforded the food elsewhere” (Customer Advisory Group)

“If it wasn’t for [the food hub] the rest of it wouldn’t have happened, I would have gone back to my old habits” (Customer Advisory Group)

6.1.2 Food hub staff and volunteers

For food hub staff, all self reported deadweight values were used except for increase sense of belonging, for which the community life survey figure of 54% was used. This figure was also used for volunteers who also reported the outcome, increased sense of belong, whereas for the other two outcomes, 16% was used as deadweight, which is the percentage of adults that would volunteer anyway.

Food hub staff and volunteer well-defined outcomes	Deadweight value from stakeholder question	Deadweight value included in the value map
Food hub staff		
• Increased sense of belonging and community	28%	54% (from Community Life Survey)
• Increase in skills set (communication, support and retail)	24%	24%
• Increase in self confidence	33%	33%
• Increase in stress	36%	36%
Food hub volunteers		
• Increased sense of belonging and community	23%	54% (from Community Life Survey)
• Increase in skills set (communication, support and retail)	24%	16% (from Community Life Survey)
• Increase in self confidence	36%	16% (from Community Life Survey)

Table 36 - Average deadweight reported by food hub staff and volunteers for each outcome

Food hub staff and volunteers recognised that while their roles had substantially contributed to the outcomes, some of the changes might have happened anyway due to other changes in their lives. For example, two hub staff felt it would have happened to a certain extent anyway due to changes occurring as their living conditions changed.

“When I got the job at the Food Hub, I had only been living in [the area] for two months, so my confidence has increased as I have become more settled. I go to dancing class too.” (Food hub staff)

“My personal faith...church, living conditions” (Food hub staff)

6.1.3 Norfolk Community Foundation staff

Self reported values from the question were used for NCF staff to estimate deadweight.

Norfolk Community Foundation well-defined outcomes	Deadweight value from stakeholder question and included in the value map
<ul style="list-style-type: none"> • Increase charitable skill set • Feel sense of pride and achievement • Increased wellbeing/satisfaction in the workplace 	46% 25% 25%

Table 37 - Average deadweight reported by Norfolk Community Foundation staff for each outcome.

6.1.4 Norse staff

For Norse staff, as above, 54% was used as the deadweight for sense of belong, as per the Community Life Survey, and the self reported value use for the other outcome measured.

Norse staff well-defined outcomes	Deadweight value from stakeholder question	Deadweight value included in the value map
<ul style="list-style-type: none"> • Feel sense of pride and achievement • Increased sense of belonging and community 	44% 38%	44% 54% (from Community Life Survey)

Table 38 - Average deadweight reported by Norse staff for each outcome.

6.2 Attribution

Attribution is “an assessment of how much of the outcome was caused by the contribution of other organisations or people” (Social Value UK). This was difficult to determine accurately as each food hub operates separately and offers different levels of support. As a result, it is likely that the other activities provided may have contributed to the reported outcomes for customers, their children and volunteers. Whilst participants were drawn from a range of food hubs it was not possible to clearly define the level of wider support at each hub. The research team explored allocating each food hub into a framework to determine the level of support e.g. whether the hub was part of a larger community centre or a stand alone unit in a village hall or if open for more hours or providing more wrap around referrals and support provision within the hub. To do such an exercise was very subjective and did not feel appropriate as there would have been too many models in the framework for it to have given any further information.

For all other stakeholders, attribution was estimated through asking the following two questions for each outcome:

- Who else contributed to this change (please do not include anyone or organisations already involved in the project) e.g. family and friends, another organisation, a different activity
- How much of the change was caused by the others you identified? Please answer as a percentage 0% (none of the change) and 100% (all of the change)

As with deadweight, for all stakeholders, except customers and their children, this was asked in the surveys and an average taken. For customers and their children, attribution was discussed and decided with the Customer Advisory Group (two of whom are parents).

For customers, their children, food hub staff and volunteer the average values for attribution for the different outcomes ranged from 29% to 77%. Taking into account the wider range of differences in the food hubs, the research team decided to estimate attribution for these four groups at 50% for all outcomes. Whereas for NCF and Norse staff, the self reported values were used in the social value model.

As with deadweight, all self reported attribution values for each of the outcomes were used as part of the sensitivity analysis to check no substantial differences occurred to the SROI.

6.2.1 Customers and their children

Customer and their children's well-defined outcomes	Attribution value from stakeholder question	Attribution value included in the value map
Customers		
• Greater capacity and opportunity to meet food needs (for me and my family)	32%	50%
• Reduced financial concern	50%	50%
• Increase in self confidence	50%	50%
• Increased sense of belonging and community	55%	50%
• Reduced isolation and loneliness	53%	50%
Customer's children		
• Child is eating healthier food	50%	50%
• Increased opportunity for child to take part in youth related activities	50%	50%

Table 39 - Average attribution reported by customers on behalf of their children

Customers explained the role of others for each outcome. This included the role of other support organisations, peer support groups and family members that had provided to help them to achieve the changes they had experienced. One customer expressed the importance of remembering the role of the individual themselves in the change that had happened and that engaging in the support or change took so much and should be recognised.

“Organisations have done a lot, but it takes a lot for clients to engage...both are doing a lot to engage in that” (Customer Advisory Group)

For the outcome, ‘Greater capacity and opportunity to meet food needs’, customers recognised the role of other organisations addressing food insecurity, particularly at crisis points such as Foodbanks. Family members were also identified as a source of help with this outcome for some.

“A foodbank is quite helpful, CAB [Citizens Advice Bureau] have given us food vouchers, also the Salvation Army have done food parcels” (Customer Advisory Group)

“Family support - my mum paying for meals, going to my mums for food. I was sofa surfing at my mums. The [food hub] was subsidising both of us. The [food hub] didn't supply everything we needed so my mum contributed to that” (Customer Advisory Group)

The role of parental support was also evident with the outcome 'reduced financial concern' with the Customer Advisory group agreeing a 50% attribution to others for this outcome.

"Not on its own. I would say as a 50:50 split. Due to the food hub I used there was wrap around support with this and my mum was financially back[ing] me and covering the shortfall. So using a food hub alone will free up money to pay bills. Without emotional support and encouragement, the individual still struggles."
(Customer Advisory Group)

"From my point of view no other association in particular contribute to helping my monthly food budget because fortunately I can always rely on mum and dad which I would say happens 50% of the time" (Customer Advisory Group)

A range of organisations were identified as supporting customers with the other three outcomes: 'increased self-confidence'; 'increased sense of belonging and community'; and 'reduced isolation and loneliness'. These included physical and mental health services and other community organisations.

"My GP surgery, AA [Alcoholics Anonymous], MIND, Better Together Norfolk. 50% Food hub, 50% others" (Customer Advisory Group)

"AA, because it is a community in itself" (Customer Advisory Group)

"Menscraft, and I went to the first meeting last Friday of a new group" (Customer Advisory Group)

"Better together Norfolk, he has taken me to groups" (Customer Advisory Group)

6.2.2 Food hub staff and volunteers

Food hub staff and volunteer well-defined outcomes	Attribution value from stakeholder question	Attribution value included in the value map
Food hub staff		
• Increased sense of belonging and community	32%	50%
• Increase in skills set (communication, support and retail)	29%	50%
• Increase in self confidence	42%	50%
• Increase in stress	35%	50%
Food hub volunteers		
• Increased sense of belonging and community	43%	50%
• Increase in skills set (communication, support and retail)	77%	50%
• Increase in self confidence	42%	50%

Table 40 - Average attribution reported by food hub staff and volunteers

While their roles in the food hubs clearly had a significant impact on outcomes experienced, both food hub staff and volunteers attributed some of the change to their church, roles in other organisations, counselling or family and friends. In response to the question who else contributed staff and volunteers listed:

“Counselling and listening skill training” (Food hub staff)

“Lots of people - friends elsewhere, clubs, another charity” (Volunteer)

“Colleagues, faith, and our church, friends” (Food hub staff)

“Healthy living gym” (Volunteer)

“Joining other groups, dancing and volunteering at school” (Food hub staff)

The attribution of these to each outcome were in the range of 29% and 43%, except for that of ‘increase in skill set’ for volunteers where they attributed 77% to others. This may be because many of the volunteers in food hubs, 60% of those surveyed, were aged 60-79 years and have retired from roles in which they felt they had already gained a range of these skills. Others attributed skills learnt to their roles in church, clubs or other organisations.

6.2.3 Norfolk Community Foundation staff

Norfolk Community Foundation well-defined outcomes	Attribution value included in the value map
<ul style="list-style-type: none">• Increase charitable skill set	36%
<ul style="list-style-type: none">• Feel sense of pride and achievement	50%
<ul style="list-style-type: none">• Increased wellbeing/satisfaction in the workplace	52%

Table 41 - Average attribution reported by NCF staff

6.2.4 Norse staff

Norse staff well-defined outcomes	Attribution value included in the value map
<ul style="list-style-type: none">• Feel sense of pride and achievement	5%
<ul style="list-style-type: none">• Increased sense of belonging and community	10%

Table 42 - Average attribution reported by Norse staff

6.3 Displacement

The potential of whether activities of social supermarkets had displaced outcomes elsewhere was explored by the research team and with stakeholders. Two potential displacements were considered, first whether local shops felt they had lost custom and second whether foodbank usage had reduced. In terms of local shops, interview feedback suggested the opposite, with local shops keen to support and in some cases the food hubs were purchasing from the shops or local businesses.

There were examples of customers no longer needing to use the foodbanks as a result of the food hub. Trussell Trust’s latest midyear report, for 1st April 24 to 30th September 24, also shows a 4% reduction in the UK for food parcels provided compared to the same period a year ago (MYS 2024 UK factsheet.pdf). That said, as the percentage is small and for the East of England, which is the most local the dataset goes, there has been a 1% increase for the same period, the research team did not think displacement needed to be

included. It is recommended that future SROI continue to analyse this data and adjust accordingly.

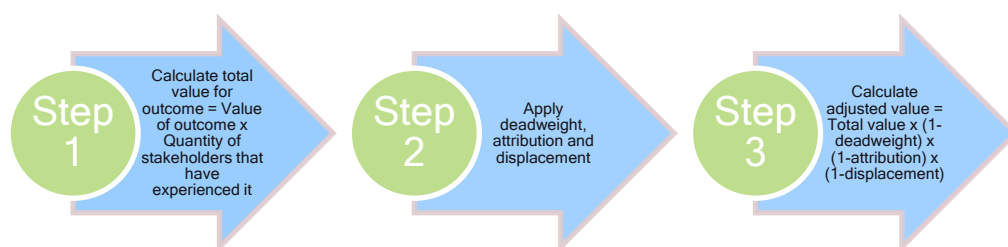
Therefore, there did not appear to be any displacement factors that needed to be included in the value map and this was set to 0%.

6.4 Drop off

This analysis was over 1 year, given the complexity of the evaluation and set-up. Given the duration of one year, drop-off is set to 0.

6.5 Calculating impact

To calculate the impact for each outcome, the data outlined in section five and six was transferred into the Social Value Map (Appendix H) which utilises the following process to determine the impact for each outcome. The total present value of Nourishing Norfolk for the year November 23 to October 24 is the sum of these values.



Stakeholder group	Well-defined outcomes	Impact calculation
Customers	Greater capacity and opportunity to meet food needs (for me and my family)	£3,711,720.48
	Reduced financial concern	£3,135,933.35
	Increase in self confidence	£2,298,319.07
	Increased sense of belonging and community	£2,107,262.72
	Reduced isolation and loneliness	£3,029,571.91
Children of customers	Child is eating healthier food	£755,572.36
	Increased opportunity for child to take part in youth related activities (education and leisure)	£599,785.99
Food hub staff	Increased sense of belonging and community	£4,872.26
	Increase in skills set (communication, support and retail)	£6,806.14
	Increase in self confidence	£7,024.32
	Increase in stress	-£4,374.78
Food hub volunteers	Increased sense of belonging and community	£33,597.62
	Increase in skills set (communication, support and retail)	£35,131.42
	Increase in self confidence	£38,860.12
NCF staff	Increase charitable skill set	£2,459.36
	Feel sense of pride and achievement	£2,852.62
	Increased wellbeing/satisfaction in the workplace	£2,207.60
Norse staff	Feel sense of pride and achievement	£8,530.21
	Increased sense of belonging and community	£7,511.62
Total present value		£15,783,644.37

Table 43 - Impact calculation for each outcome

7. Calculating the SROI

7.1 SROI Ratio

To calculate the SROI, the total value created is compared to the total input for the same period (November 23- October 24) through a simple calculation:

Social Return On Investment Calculation

$$\text{SROI} = \frac{\text{Present value}}{\text{Value of inputs}}$$

As calculated in Section 4.1, the total value of inputs was £2,414,022.76 and the present value, as analysed in section 6.5 was £15,783,644.37. **This provides a Social Return on Investment for Nourishing Norfolk of £6.54 for every £1 invested.**

$$\text{SROI} = \frac{15,783,644.37}{£2,414,022.76} = £6.54$$

Therefore, for every £1 to deliver the Nourishing Norfolk Network, there was a return of £6.54 of social value to customers and wider stakeholders wellbeing.

7.2 Sensitivity analysis

As the process of calculating social value uses a range of assumptions, it is important to conduct a sensitivity analysis to test model robustness and highlight variables that significantly impact on results. Sensitivity analysis involves change different variables and assumptions one at a time in the value map. Variables changed include: changing the number of customers and children; increasing and decreasing deadweight and attribution by 25%; increasing the duration of the outcomes to two years; and using a different much higher financial proxy.

Table 44 shows the impact on the SROI, if each variable is changed by the designated amount and helps provide confidence in the results provided. From this sensitivity analysis, therefore, it estimates that the SROI for Nourishing Norfolk is at £6.54 for every £1 invested in the provision with a range of £4.94 to £15.35.

Item	Tests	Current SROI	New SROI	Difference
Customers	Change customers to all new adults in member households from Nov 23-Oct 24 (6479)	£6.54	£11.56	+\$5.02
	Increase regular customers by 25% (4381 customers)	£6.54	£8.02	+\$1.48
	Reduce regular customers by 25% (2629)	£6.54	£5.06	-\$1.48

Children of customers	Change customers children to all children in member households across of Nourishing Norfolk food hubs (12782)	£6.54	£9.61	+£3.07
	Change customers children to 50% of all children in member households across Nourishing Norfolk food hubs (6391)	£6.54	£7.79	+£1.25
	Change children to all new children in member households from Nov 23-Oct 24 (3951)	£6.54	£7.10	+£0.56
	Increase regular customers children by 25% (2471 customers)	£6.54	£6.68	+£0.14
	Reduce regular customers children by 25% (1483)	£6.54	£6.40	-£0.14
Deadweight	Increase deadweight by 25% increments	£6.54	£5.92	-£0.62
	Decrease deadweight by 25% increments	£6.54	£7.16	+£0.62
	Using stakeholder self reported deadweight values only	£6.54	£7.27	+£0.73
Attribution	Increase attribution by 25% increments	£6.54	£4.94	-£1.60
	Decrease attribution by 25% increments	£6.54	£8.05	+£1.51
	Using stakeholder self reported attribution values only	£6.54	£6.94	+£0.40
Duration	Increase to 2 years	£6.54	£12.86	+£6.32
Financial proxy	Change financial anchor for customers from proxy value from Measure UP Increased Community Integration (£4200) to Loneliness Monetisation Report (Peytrignet et al, 2020) inflated to 2024, which has the value £10,989	£6.54	£15.53	+£8.99

Table 44 - Sensitivity analysis variables for the SROI

7.3 Risks and limitations

While the research team have sought to be as robust as possible, SROIs are based on a number of subjective assumptions and it is important to highlight the limitations of such calculations (following Principle 6 to 'Be transparent'). The limitations and associated mitigations taken by the research team are outlined in Table 45.

Limitation	How the research team sought to address the limitation
Sample size of customers - the research team were pleased with the number of customers engaged (n=114) as this is a sensitive topic area and can often be difficult for a range of reasons. However, with 35,355 members and 3505 regular customers across all the food hubs, the sample size is small (less than 1% of all members and 3% of regular customers) therefore potential outcomes of customers could have been missed.	The research team sought to ensure that the included customers provided a range of experiences from different demographic profile and lived across Norfolk in rural, sub urban, coastal and urban locations. The case study sites were chosen accordingly to help mitigate the risks of a small sample and ensure where possible diverse customers were represented.
Parents were proxy for customer's children - Ideally the research team would have liked to have spoken to children directly about the outcomes they experienced rather than to parents however given the sensitive topic it	The research team were keen to ensure that children's outcomes were captured and while not ideal, felt that parents were still able to provide an overview of these. The outcomes however were kept to a minimum to avoid over claiming without direct voices into the outcomes. To help ensure

was not felt to be ethically appropriate in this case.	different experiences were captured, the research team spoke to parents at a range of food hubs and with different numbers of children.
Underclaiming value for customers - only regular customers (n=3505) were included in the value map and this number was provided by food hubs and not based on exact data although it was triangulated against transactions in the food hub. This has the potential however not to recognise the wider impact that Nourishing Norfolk might be having on the wider membership group. A limitation of the SROI is that we are limited to qualitative perspectives as to why people stop using the hubs - for example is this because they no longer need to use it, they have experienced such great change in outcomes and life is more comfortable or are there wider reasons such as affordability, moving out of the area, moving to other services.	As a result of first the size of the sample (n=114) of customers that were engaged with as part of the evaluation, second the number of transactions occurring each month across hubs and how much engagement might be needed to experience an outcome and third without specific data across all the hubs on the regularity of individual customers shopping patterns, the research team took a judgement to only include regular customers as defined by the hubs in the value map. This ensures the SROI is robust, based on the evidence we have and not overclaiming. To help mitigate the risk of under claiming however, larger customer numbers were put in the value map as part of the sensitivity analysis including increasing regular customers by 25% and also changing the number to all new adults in member households from Nov-Oct 24. This is therefore included in the range for the SROI.
No routine collected data for stakeholder outcomes - the data collected by Nourishing Norfolk is extensive and this was used in the process of determining input costs, however the data collected is for outputs rather than outcomes. Therefore there was no data to measure outcomes against over time.	This is a common limitation, especially for newly established networks such as Nourishing Norfolk. The research team are highly skilled qualitative researchers and utilised these to gain a robust understanding of experiences of changes in outcomes and sought to ask customers to quantify the changes that had occurred for them looking back.
Use of financial proxy - As evident in the sensitivity analysis and as outlined in section 5.5.1, the choice of financial proxys can impact the value of SROI. The financial proxys available to the public to use, free of charge, are limited.	This risk was limited by ensuring that a range of proxy sources were used where available, using higher financial proxys in the sensitivity analysis rather than the core calculation to avoid over claiming and comparing proxys to values used in other SROI studies where published to sense check and ensure the values used were comparable to others (e.g. proxys behind paywalls).
Outcome duration - the evaluation for the SROI covered a year's duration and made the assumption that the customers and wider stakeholders only experienced the outcomes while engaged in the activity for a period of a year, shopping in the hub. There is evidence that the outcomes are persistent past shopping at the hub but to avoid overclaiming a year was set.	To mitigate this risk, the value map was set to two year duration of outcomes in the sensitivity analysis.
Data collection process - The research team felt strongly that they wanted to do the research face to face, particularly with customers as from their experience this supported engagement and reduced the risk of excluding individual's with limited literacy levels or learning difficulties who may not usually be able to fill in such forms. However, this risked the potential for customers and wider stakeholders to give positive answers to please the researcher.	This risk was mitigated by using researchers that are highly experienced in social research and explaining to customers and stakeholders that the research team were independent and that their answers would not impact their use of the food hub at all. The research team also sought to do the surveys and interviews in private spaces to ensure that staff of the hub did not hear.

<p>Doubling counting - Some of the volunteers also use the shop, therefore there is the potential to double count outcomes as both a customer and a volunteer</p>	<p>The research team considered reducing the number of customer by a percentage of volunteers, however as the number of customers in the value map was felt to be a cautious estimate already and that it was only a proportion of the volunteers that also shopped it was decided this was not needed. In addition, the outcomes were felt to be sufficiently different between the groups.</p>
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Table 45 - Risks and limitation of the SROI

7.4 Verification

In line with Principle 7 'Verify the result', the research team built in a number of verification points and processes to the evaluation design. These included:

- **Customer Advisory Group.** Customers are at the core of all Nourishing Norfolk is trying to achieve and are the largest stakeholder group. Many are experiencing complex challenges and could be considered vulnerable. It was imperative that the research design, tools and findings were developed in partnership with customers therefore an advisory group of four customers was set up. The group were a sounding board throughout the project and provided insight and verification along the process.
- **A three-stage process for understanding and measuring outcomes with customers.** Firstly engaging with customers creatively through collage workshops to gain a high level understanding of outcomes, secondly exploring these in more depth and verifying our learning through one to one interviews and finally testing these are wider outcomes through the customer survey.
- **A three-stage process for understanding and measuring outcomes with food hub staff.** As with customers, we gained initial insight through the Tea Time discussion groups (online focus groups over a cup of tea) and were able to verify these in the one-to-one interviews before testing and measuring in the survey with food hub staff. In addition, researchers went back to a group of food hub staff to 'sense check' the emerging findings for the evaluation and SROI in May.
- **Development of the theory of change models.** The initial theory of change models for the different stakeholder groups were sent to the NCF core team for verification as well as representative stakeholder members for each group. The researcher met with the Customer Advisory Group members to discuss the customer model. The feedback was incorporated into the models and tested further in the survey findings. Final amendments were made following the analysis.
- **Attending Nourishing Norfolk Network meetings** to ensure feedback and suggestions on the research process from staff, hub leaders and volunteers over the 10 months
- **NCF Core team.** The research team worked closely with the Nourishing Norfolk Coordinator and the Food Strategy Development Manager throughout the evaluation to verify decisions such as case study locations, input costs and findings.
- **Independent verification.** The research team met with Essex University who undertook an SROI for two social supermarkets in Essex. The team also met with two independent Social Value Advanced Practitioners undertaking SROIs for Foodbanks. Dr Adam Richardson, part of the team undertaking the SROI for

Foodbank Australia and Mathew Lewis, lead for the SROI of Arfon Foodbank. This allowed the research team to build on findings emerging from other research in the field of food insecurity but to also independently verify the outcomes as they emerged from stakeholders to test against the findings experienced by their stakeholder groups. While some were different, many were similar and this helped validate the results.

- **Verification of the final analysis and SROI report.** All stakeholder groups have been, or will be involved in the verifications of the final analysis and report. To date, this has involved a workshop with NCF stakeholders reviewing the findings, a follow up meeting, as well as a day spent with the Food Strategy Development Manager from NCF working through the final analysis and report in detail. The research team also met with the customer advisor group members (two of which are parents so this included the analysis for children) in April 2025 in online sessions to verify the analysis. In May 2025, the research team met with food hubs to verify the final analysis in a face to face workshop at one of the food hubs. The research team will verify the findings with Norse and volunteers in June 2025.

8. Recommendations: Embedding Social Value within Nourishing Norfolk

This section, in line with principle 8 'Be Responsive', outlines recommendations for how Nourishing Norfolk could embed social value into the network to better understand the impacts the food hubs are having on customers and wider stakeholders lives. This will support future decision making for the network to mobilise even greater impact on the wellbeing of individual's and their families' lives. It will also allow for more robust SROI to be conducted in the future and for it to be undertaken on a more regular basis to ensure hubs evolve to maximise their potential.

Recommendation 1 - Expand routine data collection to include outcome measures to support future measurement of social value

The data collected by Nourishing Norfolk is extensive and provided great insight into the types of purchases, amount and value of transactions as well as input costs for hubs. NCF are very conscious to not over burden the food hubs with data requests enabling the staff and volunteers to maximise their time operating the hubs. However, to embed social value and use accurate measurement, it is recommended that outcome data for customers is collected so that future SROI for Nourishing Norfolk are based on robust data collected over time rather than perception and reliance on recall. This will enhance the SROI and provide decision makers with even greater confidence in results. How this is achieved and the logistics of this will require time and consideration. It is recommended that NCF explore the potential of collecting the outcome data required to measure the five customer outcomes (capacity to meet food needs, financial concern, self-confidence, belonging and community, isolation and loneliness). Ideally these measurement tools would track individual changes however it may be more feasible to measure changes over time of customers as a whole (e.g. at baseline, after 3 months of shopping, 6 months etc).

Recommendation 2 - Consider potential methods for capturing how regularly customers shop to enhance NCF understanding of how customers are using food hubs and what social value is created depending on this

For future SROIs of Nourishing Norfolk, it would enhance the findings to undertake subgroup analysis for how outcomes might differ according to how regularly a person shops. While the data outlines the number of transactions in each hub, it is currently not clear how this corresponds to customers. The research team spoke to customers who came to the hub each day or whenever it was open, while others came once a month or when finances were tight and it was not possible to determine whether outcomes varied depending on frequency of shopping. It is recommended that in the future, NCF explore systems available to track how regularly customers are shopping. A loyalty card system could be used to support this. In addition, the evaluation recommends NCF and food hubs

explore whether there are any mechanisms for understanding why customers stop using the food hub. For example, do members stop using because of positive outcome changes listed in this SROI therefore reducing the need for more affordable food or are customers choosing to go elsewhere for different reasons (e.g. affordability, quality, move out of area). Such data is very difficult to obtain, however it would be good to explore possible methods of capturing this type of data and feedback to inform future decision around SROI and food hub organisation.

Recommendation 3 - Undertake further analysis to explore how outcomes might vary according to different food hub models

The research team explored whether it was possible to group food hubs into different types of models of operation to undertake sub-group analysis for the SROI based on the different approaches taken within hubs. However with the grass route and organic nature from which the network has grown, the variables were wide and the sample sizes and data available would not be of sufficient robustness to do so. However as the network is more established and more data is collected, this data would be good to include in future SROI to understand does one model create more social value than another (e.g. a food hub that works with a set number of customers over a set period with one to one support such as St Giles Trust or one that is part of a larger organisation, such as Purfleet Trust or with greater customer numbers but less one to one support, such as Soul Foundation).

Recommendation 4 - Build on the wider social value created by the food hubs and explore their potential to be wider prevention hubs for public health and local government

The value of Nourishing Norfolk clearly goes beyond the provision of food, with 80% of customers feeling an increased sense of belonging, 56% reduced isolation and loneliness and 55% reporting an increase in confidence since shopping at the hub. Customers feel seen and heard in food hubs, they feel valued and able to trust the staff and volunteers in a way that they have not in other services. Such outcomes all encourage independence and are preventative in nature. Social isolation and loneliness specifically are both associated with an increased risk of all-cause mortality (Wang, 2023) and were concerns prior to the pandemic but trends suggest they are increasing in society and we are heading to even bigger public health crisis (Holt-Lunstad, 2021). The research team recommend NCF meet with public health and local government to present the findings from the SROI evaluation and explore whether food hubs could be commissioned as part of prevention hubs or services.

Recommendation 5 - Capitalise on the value created around food provision, particularly for children, and increase the range of healthy food products and wrap around nutrition based interventions within the hubs

Customers spoke clearly of the impact the food hubs were having on theirs and their wider family's capacity to meet their food needs with 88% of the customers agreeing this was an outcome they had experienced. This went beyond just meeting the essential needs to customers speaking of eating higher quality food, new foods and incorporating more vegetables and fruit to their diet. This came from the ability to access more affordable

food, as well as increased education around creating healthy meals from initiatives within the hubs (e.g. cooking sessions and recipe cards). With 71% of customer's children eating more healthily, there is clearly the opportunity to tap into exploring how food hubs can be utilised to improve the public's diet. Therefore, it is recommended that NCF and the food hubs explore with nutritionists from the Quadram Institute what foods can be provided in the distribution hub and how these could be grouped together in balanced 'grab bags' in the hubs for customers to create meals. It is also recommended that food hubs explore additional wrap around nutritional interventions in the hub and staff and volunteers such as attending the new UEA Nutrition in Action (positively piloted by some of the network) course to build skills around speaking to customers about eating behaviour.

Recommendation 6 - Explore how best to engage with children in understanding the value of the hubs for them

As explained in the report, the research team felt it was not appropriate to include the children of customers directly in the stakeholder analysis and instead asked parents to explain outcomes to their children as perceived by them. Food insecurity is such a sensitive topic and children are not always aware of the challenges parents are experiencing to ensure food is on the table. That said, what clearly stood out to the research team from the fieldwork was that while families might have had initial reservations about using the hub, there was very little stigma around using the hubs and instead parents responding with phrases such as 'oh no my child loves this place' or 'he loves coming here'. Clearly the hubs work hard to be family friendly and often run activities for children in school holidays such as craft workshops, picnics, Christmas parties. Children also go in school holidays to pick up packed lunches or initiatives such as running a children's reading club or a vegetable growing initiative run in conjunction with a local school. The hubs are widely seen as part of the community and children appear to enjoy going. Reflecting on this, the research team would recommend NCF and food hubs exploring how children's experiences and views could be captured in future practice and SROI building on the value hubs are clearly having around food provision but more widely enabling 56% of children to access increased opportunities. This could be through a NCF creating a children's panel to meet once or twice a year or food hubs occasionally running family friendly workshops to ask children directly through play and creative methods what they enjoy about the food hubs, how they think it is helping them and their families and what they would improve.

Recommendation 7 - Establish a customer advisory panel as part of Nourishing Norfolk to help provide NCF with direct and regular feedback

The input from the customer advisory group for the evaluation has been so insightful in guiding our knowledge around the experience of shopping and wider context around the social value the food hubs add. The group were honest, open and had ideas for the future development of Nourishing Norfolk. The evaluation recommends that such a group would be a great investment for NCF to help shape the network going forward.

Recommendation 8 - Consider opportunities to reduce the stress food hub staff experience

It was not a surprise that staff reported experiencing increased stress at times in their roles in the food hub as this is common in the VCSE and caring professions. Many of the customers that use the hubs have complex lives and high levels of need and the food hubs are clearly reaching individuals and families that have not sought help from other services. This is great for both families and the wider system however it is important to recognise the impact this might have on staff. Some spoke of the opportunity to have supervision externally or with line managers to off load and that this was helpful to avoid them taking the concerns home. It is recommended that regular supervision is built into the model of Nourishing Norfolk moving forward. This could be formal supervision done externally, however this may be costly and instead NCF could explore building in peer to peer supervision, debriefs at the end of sessions or sessions focused on wellbeing and boundaries as part of the Nourishing Norfolk network meetings. Wider access to trauma informed training could also be considered for hub leaders.

Recommendation 9 - Consider investing in financial proxy platforms for future SROI

Many financial proxy measures require licenses to use, such as HACT and Social Value Engine, which was not possible with this SROI, however if future analysis were to be conducted, investment in such licenses could be helpful for valuation of outcomes and could be considered.

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Appendix

Appendix A - Topic Guide for Wider Stakeholders

Questions for all stakeholders:

Overview

- Broadly can you explain your role in relation to Norfolk community organisation and Nourishing Norfolk? [Prompts dependent on stakeholder. To unpick: Role now and in set up / funder / supply chain / delivery of Nourishing Norfolk / referral of shoppers to or from / wider system]

Value of Nourishing Norfolk

- What do you consider is most important to you about the social supermarket provision? [Prompts dependent on stakeholder. To unpick: Provision / Access to nutritious food / organisational goals and values / sustainability, connection with food and secure food supply / partnerships / organisational workforce, capacity - including use of volunteers / target groups (and strategies to reach them) / pathways out of food insecurity and 'wrap around' services]
- What do you see as the value of the social supermarkets [Prompt for: measuring impact and unintended consequences. Prompt NCF / Donors and funders / Supply chain / hub staff and volunteers / shoppers]
- If you had to describe the value to your organisation of Nourishing Norfolk what three words would you use?
- How do you view the impact of Nourishing Norfolk, and can you give me any examples (or what do you envisage to see)? [Prompt: Impact on people / Poverty / hunger / food insecurity / financial / community / social cohesion/ impact on demand for statutory services]
- How could extra value be gained from Nourishing Norfolk? [Prompt and how would add value to NCF / your organisation]
- What are your views of the value added of Nourishing Norfolk relative to resources required to deliver?
- Are there any unintended consequences of Nourishing Norfolk?

Wider system

- How is the social supermarket viewed in the wider system of tackling poverty / food poverty / public health [Prompt: How it fits with the provision of emergency food / wider social support e.g. community connectedness, tackling the causes of poverty / employability]

Questions to select for stakeholders depending on role (most for NCF staff):

Set up and delivery of Nourishing Norfolk

- What role has NCF played? [Prompt: Impact if NCF had not been involved / were not in the future]
- What can be learned from the way that the programme has been set up and delivered to inform NCF's wider work / others work (Prompt: What has worked well, not so well / Value from the learning that can be shared nationally)
- How has the community led design of hubs impacted on users decision to visit and seek further help?
- What has the impact of taking a networked approach to delivering Nourishing Norfolk been?
- How could NCF approach to developing and delivering Nourishing Norfolk be improved?
- What role do NCF envisage for the future of Nourishing Norfolk? How might this affect value?

- What impact do you think the placing of hubs has had? [Prompt: Setting of hub / Impact on community / value added / who is missed and does this reduce value / how hub interacts within context it is implemented]

Provision of food

- Who are the target groups and are these being reached [Prompt: Added value from reaching those most in need]
- What are the motivations for use [Prompt: food insecurity, cost, food waste, ease, physical or mental health needs, change in circumstances / 'Just about managing' / dignified food and grocery provision]
- What does use look like [regularity, daily, weekly, when needed, used for all or part of food). Where does the value come from?]
- What are the models of provision (membership, local, postcode etc) How does this add / reduce value?
- What are your views of the food available [Prompt: Perceived value in access to nutritious food and how could value be added / what's missing and impact of this / sense of control over food choice]
- What are your views around the affordability of food? [Prompt: How does this compare to discounters / Perceived value]
- What is the reliability of a basket of goods at a certain price in the hubs? [Prompt: Is this of value? If so, for whom (e.g. Does this impact those who are more food insecure more than those who have other motivations/less financially restricted)]
- What opportunities do the hubs provide for social connection with others and the ability to take part in community life?

Supply chain and sourcing food

- How is food / other household items sourced for hubs/NN. Are some of more value than others?
- What are the benefits and challenges of centralising food distribution
- What works well/challenges of this [Prompt: stability of supply, sufficient supply, sustainability of supply). Does uncertainty reduce value, if so how?]
- Environmental considerations (seasonal, food miles). Is this important? Does it add or detract from value?
- What is the value of Nourishing Norfolk to food providers [Prompt: Fareshare / Ankose / Supermarkets]

Organisational model

- What is the governance structure of Nourishing Norfolk?
- What are the underlying principles of Nourishing Norfolk?
- What are your views around setting up model (CIC)? [Prompt: Perceived value]
- What funding has Nourishing Norfolk received / continue to receive [Prompt: Run at profit / deficit]
- What involvement has there been of statutory services and funding [Prompt: Opinions of this / value added or taken away]
- What are your views of the sustainability of finances and model of the hubs [Prompt: Reliance of volunteers / Impact of rising costs of food and infrastructure / Business skills needed]
- What involvement have shoppers / local community had in decision making? [Prompt: Does this happen / does this add value]
- What are the benefits and challenges around the workforce and volunteer (especially non traditional volunteers)?

Where hubs sit in wider system

- How do social supermarket fit within the wider system alongside foodbanks [Prompt: How do they differ / Pathway between (is this seen as important, impact of this, value added0 / Same or different population reached / benefits and disadvantages / impact where only foodbank and no social supermarket]

Wrap around support

- What wrap around support is provided? [Prompt: Nature of support (e.g. signposting, support provided by hub or partner, type of support - debt advice, skills development, employability, reconnection with food)]
- What additional support could be provided?
- Is there an exit strategy for hubs? [Prompt: Do people move on from hub or return / why]

Future

- What opportunities exist to further develop Nourishing Norfolk as a programme [Prompt: how this could be funded, who could provide]
- What opportunities exist for specific hubs?
- Is there a 'best practice' model for future or mixed ecology best?

Appendix B - Topic Guide for Teatime focus groups with food hub staff

- Could you describe the essence of your hub as you see it? (What does it feel like to you as a set up and what it does).
- You're part of the network. How does that help you? What is the value of it? What would you like to be different? What do we need to know to make it better?
- One of the things we want to be able to understand is the social value of your hub and NN. Where do you think the value is to your shoppers and to your community? Can you give examples? Also probe for value for themselves and of the network, warehouse and distribution. (After discussion prompt for 3 words)

Appendix C - Topic Guide for Customers

Shopping experience

- Are you happy to share with me how you have used the social supermarket? What use looks like? [Prompt: regularity, daily, weekly, every time it opens (some open once a week) when needed, used for all or part of food / reasons for frequency/ use of emergency food and fuel provision from foodbanks, how this provision fits with their other shopping] - What are the products that you mostly buy in this shop - why?

Note to researcher, a gap in literature is how use looks different for those with differing levels of food insecurity. This may also be a good opportunity to explore any indirect information, for instance, they visit daily to enhance their social connectivity, they visit daily to get out of the house because it is cold, they visit weekly because open weekly)

- From what you have just told me, could you talk me through how that fits with your overall household items shopping experience over a week or month? [Prompt: what are you buying, from where, when, why - what is determining these purchases at different shops - travel, access, affordability]
-
- Explore views around affordability of the hub of different products and whether there is a cut off point (e.g. 30-50% less than other shops) where they would no longer use the shop (prompt for an example, of cleaning and food item - explore how much specific item needs to be reduced by e.g. half price - please record this as we can then work out percentage later if specifics)
-
- Products they have seen but have not purchased - why?
-

- Any products missing? Impact of this? (if appropriate could prompt around expensive items not found e.g. incontinence items)
-
- The hubs aim to make you feel you have choice in your shopping. Generally do you feel that? Could you give an example - and of when it doesn't feel like that. Do you feel a sense of control over food choice for yourself generally / at the hub? Explore whether they feel part of the hub decision making
-
- Overall for you, what works well about the shopping experience? What could be improved?
-
- Do you mind if I asked you about foodbank use?". if yes: They do appear to be different, how would you describe that?

Motivations for use

- What has been the most important thing about the social supermarket provision to you? [Prompts: Access to affordable food / nutritious food / environmental less waste / Wider support and pathways out of food insecurity and 'wrap around' services / wellbeing / community]
- Explore initial motivations for use and whether this has changed over time [Prompt: How did they find out about hub]
- Each social supermarket is different in different communities and they aim to reflect the needs of their local communities to encourage people to visit. Would you agree with that for this supermarket - examples

Wider needs / support

- Explore emerging needs of people using hubs / underlying causes for need to use
- Have there been other services you have accessed as a result of using your social supermarket? [Prompt for wider support needs at that time / how the supermarket sits within the context it is placed / did people feel they received the support at the right time]
- Has the hub helped with any skills development - reconnection with food / employability?

Outcomes (map to survey and dignity principles)

If you could describe the impact the food hub has had for you in 3 words what would they be - explore these before going into exercise

Explain that some shoppers have suggested that the food hub has an impact on them in some of the following ways (positive or negative). We would like to hear whether these statements are true for you and if so to what extent you agree or disagree with them.

- Exercise 1 - Show cards and put in three piles:
 - Agree
 - Neither agree or disagree
 - Disagree
- Ask if there are any other outcomes positive or negative - write on blank cards
- Exercise 2 - Take the cards in the agree pile and ask them:
 - to give a number out of 10 (10 being most important, 1 the least) for how important this outcome has been for them
 - Who else has contributed to this change and if so, how much would they say:
 - Minor impact
 - Neutral
 - Moderate impact
 - Major impact

Overall feedback

- Overall, how do you feel the supermarket has impacted the local community
- Perceptions as to whether the supermarket appropriately helping the people it should/most in need?
- What worked well for you? What do you think could be adapted to make it better?
- Who do you think might not be accessing this service, and how could we better promote it to them?

Appendix D - Topic Guide for Food Hub Staff and Volunteers

Questions for all stakeholders:

Overview

- Broadly can you explain your role in relation to Norfolk community organisation and Nourishing Norfolk? [Prompts dependent on whether hub leader or volunteer. To unpick: Role now and in set up / funder / supply chain / delivery of Nourishing Norfolk / referral of shoppers to or from / wider system]

Hub overview (Please fill in the spreadsheet with hub manager or arrange for them to fill in)

Essence of hub

- Can you give me a sense of the 'look and feel' of your hub - what features do you think enable people to walk in the door (and what have you done to create this) and what do you think is still off-putting?
- How does the hub sit in its wider context (e.g. as part of café / church)
- What involvement has the local community had in decision making? (probe shoppers in particular)
- How do you see the hub fits within your community? How they have adapted to meet the needs of the community? What partnerships do you have in local community, for example with local schools, information relationships with other shops.
- What difference has the hub made to the community? (super important question!) [Prompt for how it might have changed their local community / how they have adapted to meet the needs of the community / has the community led design of hubs impacted on users decision to visit and seek further help / [Prompt: Does this happen / does this add value]
- How has the hub been a catalyst to community? (e.g. youth clubs formed since, coffee mornings etc)
- How do you see your hub helping with a) alleviating poverty b) improving people's health. Explain
- Is there an exit strategy for your hub or do you think you are 'here to stay?' [Prompt: Do people move on from hub or return / why] Thoughts around pathway out of poverty
- How do social supermarket fit within the wider system alongside foodbanks [Prompt: How do they differ / Pathway between (is this seen as important, impact of this, value added) / Same or different population reached / benefits and disadvantages / impact where only foodbank and no social supermarket]

Shoppers

- Who are the target groups and are these being reached - and how do they know this? [Prompt: Added value from reaching those most in need / referral or open access / geography]
- Can you give a sense of the shoppers? Eg typically do they see the same people. Do they get more at different times of year (eg school holidays / xmas). Regularity (daily, weekly etc) Are there people who have only visited once and not again?
- Could you give me an example of a typical shopper - your perceptions, and what they have told you about why they use it and how shopping with you fits in with their wider shopping / outcomes and differences made to them/their family (e.g. nutritious food, poverty, hunger, health, wellbeing, belonging, choice, social connection, community, empowerment, control, support)
- What do you think are the motivations for people using your hub [Prompt: do all consider themselves "food insecure" - if people do, frequency of this and for how long do they consider themselves food

insecure. if not what other reasons (food waste, “just about managing”, ease, physical or mental health needs, change in circumstances, dignified food and grocery provision]

- Who else is supporting shoppers around some of the outcomes and impacts you see for your shoppers
- Any unintended outcomes (e.g. stigma)

Provision of food and supply

Models of provision to shoppers

- What is your model of provision to shopper? Why was this approach chosen? How does this add/reduce value? (prompt: membership fee, points system)

Model of provision of supplies (super important!)

- What is your model of provision of supplies? (prompt whether they reach into their community for donation)
- How is food / other household items sourced for the hub- What works well/challenges of this,
 - Nourishing Norfolk Central Distribution via Tori (important, please cover and explore if using or not and why)
 - Ankose
 - Fareshare
 - Donations - who is giving these / what do they do to encourage these if so
- Explore stability of supply, sufficiency of supply and sustainability of supply
- Environmental considerations (seasonal, food miles). Is this important? Does it add or detract from value?

Availability and Reliability

- What are your views of the food available in your hub (?and locally) [Prompt: Perceived value in access to nutritious food and how could value be added / what's missing and impact of this / sense of control over food choice]
- What is the reliability of a basket of goods at a certain price in the hubs? Give an example of what this basket looks like and the cost [Prompt: Is this of value? If so, for whom (e.g. Does this impact those who are more food insecure more than those who have other motivations/less financially restricted)]

Affordability (super important!)

- What are your views around the affordability of food that you offer in your hub? [Prompt: How does this compare to discounters / Perceived value]
- At what point would you become too expensive? How do you plan to ensure value?
- What have shoppers told you they expect in terms of discounting?

Value of hub to them (very important section! For the social value map)

This is super important section - from literature / hub meeting / stakeholder interviews the following has emerged. Please probe around these and explore any others.

Positive - Feel better person / gives me value / found myself / found my voice / connection with community)

Negative - Stress / not achieving work life balance / difficulty letting go / missing time with family

Please also get a sense of whether these are purely down to hub or other influences (this will provide evidence for the estimate around deadweight for the model)

- If they could describe the value of working / volunteering in the hub for them in 3 words, what would these be?
- Why do they work / volunteer as part of the hub?
- How does it make them feel working / volunteering in the hub? Explore the outcomes they experience of working / volunteering in the hub (Probe: feel a better person / gives me value / finding self / connected to community)

- Are there any unintended consequences (probe around work life balance / missing time with family / stress / not being able to let go)
- Explore whether these outcomes are purely to do with hub or wider (both for positive and negative)

Wrap around support

- Does your hub provide other support? [Prompt: Nature of support (e.g. signposting, support provided by hub or partner, type of support - debt advice, skills development, employability, reconnection with food)] - What are your thoughts around the timing and limitations of support
- What additional support could be provided? Would you want to do this? (explain)

Experience of Network and NCF (hub leaders only)

- What has your experience been of being part of Nourishing Norfolk network? (probe what's worked well, not so well, could be improved, impact of being in network). Where is the value?
- What has your experience of the role NCF played in supporting the hub to set up and run? [Prompt: Support provided / What has worked well / Impact if NCF had not been involved / were not in the future / improvements]
- What more support would you like to receive through the Network (e.g. safeguarding, HR support)

Funding (hub leaders only)

- What funding sources have you received (as accurate as possible for 2023-24 if possible) and what is the current financial model (e.g. running a deficit, covering costs)?
- What involvement has there been of statutory services and funding [Prompt: Opinions of this / value added or taken away]
- What are your views of the sustainability of finances and model of the hubs [Prompt: Reliance of volunteers / Impact of rising costs of food and infrastructure / Business skills needed]

Operational questions (hub managers only)

- Have there been any challenges to your set up / partnerships (how effective are they)
- What are the benefits and challenges around the workforce and volunteer (especially non traditional volunteers, probe around lack of business / commercial experience)?

Overall thoughts and future

- From your point of view, what works well and what could be improved? [Prompt for who they think might be excluded]
- How far (if at all) have your objectives changed over time? [Prompt for Mission drift]
- How do you see your hub operating in the longer term? [Finances? Value in relation to resources]

Appendix E - Thank you card to customers



Thank you for taking part in the
evaluation of Nourishing Norfolk



Appendix F - Survey for customers

SECTION 2:

Some shoppers have suggested that the social supermarket has an impact on them in some of the following ways. We would like to hear to what extent you agree or disagree with them, the level of change and how important it is to you.

Since using the social supermarket, please answer to what extent you agree with the following statements. Please:

- Select an answer on the following scale: 'Strongly disagree' to 'Strongly agree'.
- Please circle how much this outcome has changed for you on a scale of 0-100 (0=no change; 100=major change);
- Please circle the number from 0-10 (0=not at all important; 10 most important) to indicate the importance of this change for you.

Questions about food

Q1) "Since using the social supermarket...I can meet my food needs more easily."

Strongly disagree. (Circle)	Disagree	Neutral	Agree	Strongly agree
How easily could you meet your food needs BEFORE using the social supermarket?				
Very difficult				Very easily
How easily can you meet your food needs NOW that you access the social supermarket?				
Very difficult				Very easily
How important has this been for you?				
			Most important	




V1.1 Subset Nourishing Norfolk user survey

Q2) "Since using the social supermarket ... I have eaten more vegetables and fruit".

Strongly disagree. (Circle)	Disagree	Neutral	Agree	Strongly agree
How many portions of fruit did you have on average each day BEFORE using the social supermarket? (examples of a portion include 2 satsumas, 1 apple, 1 banana)				
0 portions	1 portion	2 portions	3 portions	4 portions
5 portions	6 or more			
How many portions of fruit do you have on average each day NOW using the social supermarket?				
0 portions	1 portion	2 portions	3 portions	4 portions
5 portions	6 or more			
How many portions of vegetables did you have on average each day BEFORE using the social supermarket? (examples of a portion include 2 broccoli spears, 3 tablespoons of cooked carrots or peas)				
0 portions	1 portion	2 portions	3 portions	4 portions
5 portions	6 or more			
How many portions of vegetables do you have on average each day NOW using the social supermarket?				
0 portions	1 portion	2 portions	3 portions	4 portions
5 portions	6 or more			
How important has this been for you?				
			Most important	




V1.1 Subset Nourishing Norfolk user survey

Q3) "Since using the social supermarket... I feel my food is healthier".

Strongly disagree. (Circle)	Disagree	Neutral	Agree	Strongly agree
How healthy would you rate your food BEFORE using the social supermarket?				
Very unhealthy				Very healthy
How healthy would you rate your food NOW that you access the social supermarket?				
Very unhealthy				Very healthy
How important has this been for you?				
			Most important	

Questions about me




Q4) "Since using the social supermarket... my wellbeing has improved".

Strongly disagree. (Circle)	Disagree	Neutral	Agree	Strongly agree
How would you rate your wellbeing BEFORE accessing the social supermarket?				
				
How would you rate your wellbeing NOW that you access the social supermarket?				
				
How important has this been for you?				
			Most important	

V1.1 Subset Nourishing Norfolk user survey

Questions about my household expenses

Q5) "Since using the social supermarket... I worry less about being able to meet usual monthly living expenses".

Strongly disagree. (Circle)	Disagree	Neutral	Agree	Strongly agree
Before having access to the social supermarket how much did you worry about monthly expenses?				
Never				Always
Now you have access to the social supermarket how much do you worry about monthly expenses?				
Never				Always
How important has this been for you?				
			Most important	

V1.1 Subset Nourishing Norfolk user survey

Q6) "Since using the social supermarket... the savings have meant I have been able to afford small things which give me or my loved ones' pleasure".

Strongly disagree. (Circle)	Disagree	Neutral	Agree	Strongly agree
BEFORE having access to the social supermarket I could afford small pleasures for me or my loved ones?				
Never	0 1 2 3 4 5 6 7 8 9 10			Always
AFTER having access to the social supermarket I can afford small pleasures for me or my loved ones?				
Never	0 1 2 3 4 5 6 7 8 9 10			Always
How important has this been for you?				
0 1 2 3 4 5 6 7 8 9 10			Most important	

General questions

Q7) "Since using the social supermarket... I feel a greater sense of security".

Strongly disagree. (Circle)	Disagree	Neutral	Agree	Strongly agree
My sense of security BEFORE using the social supermarket?				
Very low	0 1 2 3 4 5 6 7 8 9 10			Very high
My sense of security AFTER accessing the social supermarket?				
Very low	0 1 2 3 4 5 6 7 8 9 10			Very high
How important has this been for you?				
0 1 2 3 4 5 6 7 8 9 10			Most important	

V1.1 Subset Nourishing Norfolk user survey

Q8) "Since using the social supermarket... I have a better understanding of where to go for advice and help".

Strongly disagree. (Circle)	Disagree	Neutral / not applicable	Agree	Strongly agree
BEFORE using the social supermarket?				
Did not know where to go	0 1 2 3 4 5 6 7 8 9 10			I was very aware of available resources and organisations
AFTER using the social supermarket?				
Did not know where to go	0 1 2 3 4 5 6 7 8 9 10			I am very aware of available resources and organisations
How important has this been for you?				
0 1 2 3 4 5 6 7 8 9 10			Most important	

Q9) "Since using the social supermarket... I feel a greater sense of belonging and part of the community".

Strongly disagree. (Circle)	Disagree	Neutral	Agree	Strongly agree
Rate your sense of belonging BEFORE using the social supermarket.				
I did not feel I belonging	0 1 2 3 4 5 6 7 8 9 10			I fully feel part of my community
Rate your sense of belonging AFTER accessing the social supermarket.				
I did not feel I belonging	0 1 2 3 4 5 6 7 8 9 10			I fully feel part of my community
How important has this been for you?				
0 1 2 3 4 5 6 7 8 9 10			Most important	

V1.1 Subset Nourishing Norfolk user survey

Q10 "Since using the social supermarket... I feel less lonely".

Strongly disagree. (Circle)	Disagree	Neutral	Agree	Strongly agree
Rate your feelings of loneliness BEFORE using the social supermarket.				
I felt very alone	0 1 2 3 4 5 6 7 8 9 10			I did not feel at all lonely
Rate your sense of loneliness AFTER accessing the social supermarket.				
I still feel very alone	0 1 2 3 4 5 6 7 8 9 10			I do not feel at all lonely
How important has this been for you?				
0 1 2 3 4 5 6 7 8 9 10			Most important	

Q11 "Since using the social supermarket... I have a greater sense of control over my life".

Strongly disagree. (Circle)	Disagree	Neutral	Agree	Strongly agree
Rate your sense of control over your life BEFORE using the social supermarket.				
I felt no control over my life	0 1 2 3 4 5 6 7 8 9 10			I felt fully in control of my life
Rate your sense of control over your life AFTER using the social supermarket?				
I feel no control over my life	0 1 2 3 4 5 6 7 8 9 10			I feel fully in control of my life
How important has this been for you?				
0 1 2 3 4 5 6 7 8 9 10			Most important	

V1.1 Subset Nourishing Norfolk user survey

Q12 "Since using the social supermarket... I have felt more confident".

Strongly disagree. (Circle)	Disagree	Neutral	Agree	Strongly agree
Rate your confidence BEFORE using the social supermarket.				
No confidence	0 1 2 3 4 5 6 7 8 9 10			Very confident
Rate your confidence AFTER using the social supermarket.				
No confidence	0 1 2 3 4 5 6 7 8 9 10			Very confident
How important has this been for you?				
0 1 2 3 4 5 6 7 8 9 10			Most important	




Q13 "Since using the social supermarket... I feel the things I do in life are worthwhile".

Strongly disagree. (Circle)	Disagree	Neutral	Agree	Strongly agree
BEFORE using the social supermarket.				
Not at all worthwhile	0 1 2 3 4 5 6 7 8 9 10			Completely worthwhile
AFTER using the social supermarket.				
Not at all worthwhile	0 1 2 3 4 5 6 7 8 9 10			Completely worthwhile
How important has this been for you?				
0 1 2 3 4 5 6 7 8 9 10			Most important	




V1.1 Subset Nourishing Norfolk user survey

Questions 14 and 15 only to be answered by those who have children.




Q14 (a) "Since using the social supermarket ... my child has eaten more vegetables and fruit".

Strongly disagree. (Circle)	Disagree	Neutral	Agree	Strongly agree		
						
How many portions of fruit did they have on average each day BEFORE using the social supermarket? (examples of a portion include 2 satsumas, 1 apple, 1 banana)						
0 portions	1 portion	2 portions	3 portions	4 portions	5 portions	6 or more
How many portions of fruit do they have on average each day NOW using the social supermarket?						
0 portions	1 portion	2 portions	3 portions	4 portions	5 portions	6 or more
						
How many portions of vegetables did they have on average each day BEFORE using the social supermarket? (examples of a portion include 2 broccoli spears, 3 tablespoons of cooked carrots or peas)						
0 portions	1 portion	2 portions	3 portions	4 portions	5 portions	6 or more
How many portions of vegetables did they have on average each day NOW using the social supermarket?						
0 portions	1 portion	2 portions	3 portions	4 portions	5 portions	6 or more
How important has this been for you?						
						Most important

Q14(b) "Since using the social supermarket... my child is eating healthier foods".

Strongly disagree. (Circle)	Disagree	Neutral	Agree	Strongly agree
How healthy would you rate their food BEFORE using the social supermarket?				
				
Very unhealthy				
Very healthy				
How healthy would you rate their food NOW that you access the social supermarket?				
				
Very unhealthy				
Very healthy				
How important has this been for you?				
				
Most important				

Q15) "Since using the social supermarket ... my child has been able to take part in activities (e.g. parties, school activities, sports) that they might not have otherwise been able to".




Strongly disagree. (Circle)	Disagree	Neutral	Agree	Strongly agree
BEFORE using the social supermarket.				
Not at all				
				
They were able to do everything I wanted them to do				
AFTER using the social supermarket.				
Not at all				
				
They are able to do everything I want them to do				
How important has this been for you?				
				
Most important				

Question 16 is to be answered only by those who have children.

Q16) "At times, my child has felt embarrassed about us using the social supermarket".

Strongly disagree. (Circle)	Disagree	Neutral	Agree	Strongly agree
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Has this changed over time? (circle an arrow)

Reduced  Stayed the same  Increased 


When did the change happen, if so? After the...(please circle)

First visit Second visit After 3 months of visiting After 6 months of visiting

How much has this changed since you started coming here you?



How important is it for your child to not experience this embarrassment?






Most important

Q17) "At times I have felt embarrassed using the social supermarket."

Strongly disagree. (Circle)	Disagree	Neutral	Agree	Strongly agree
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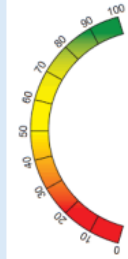
Has this changed over time? (circle an arrow)

Reduced  Stayed the same  Increased 

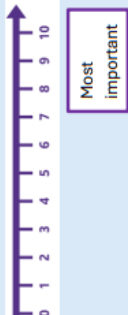
When did the change happen, if so? After the...(please circle)

First visit Second visit After 3 months of visiting After 6 months of visiting

How much has this changed since you started coming here you?



How important is it for you to not experience this embarrassment?



Most important

V1.1 Subset Nourishing Norfolk user survey

SECTION 3:

Your general experience of using the social supermarket:

Q18) How would you rate your overall experience of visiting the social supermarket?

Very negative. (Circle)	Negative	Neutral	Positive	Very positive
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Q19) How comfortable did the hub staff make you feel in using the social supermarket?

Very uncomfortable. (Circle)	Uncomfortable	Neutral	Comfortable	Very comfortable
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Q20) How would you rate how supported you felt using the social supermarket?

Very unsupported. (Circle)	Unsupported	Neutral	Supported	Very supported
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Q21) Please describe what the social supermarket means to you in three words or phrases.





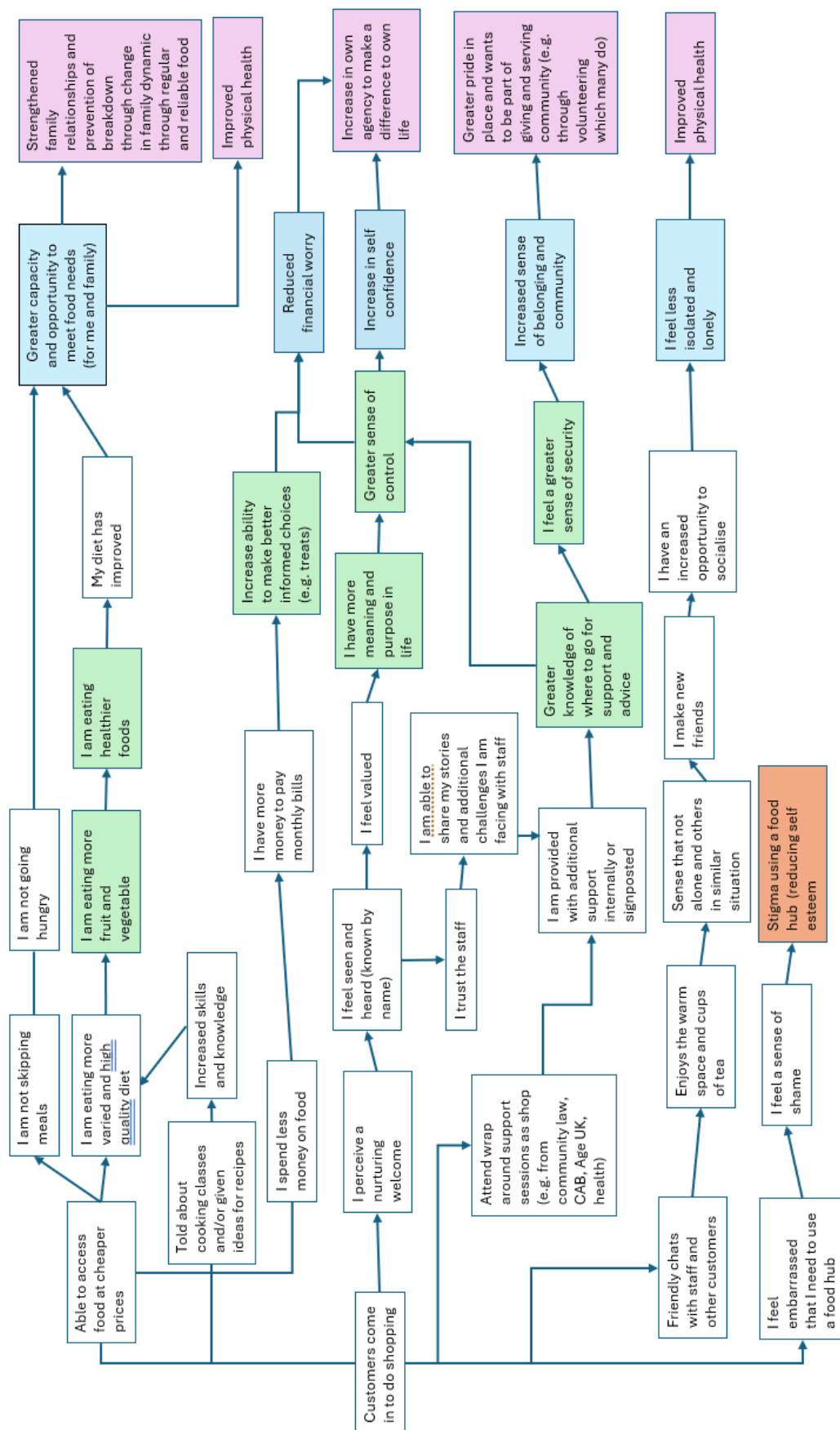
Q22) Could you write on this luggage label what has felt the most significant change to you since using your social supermarket?



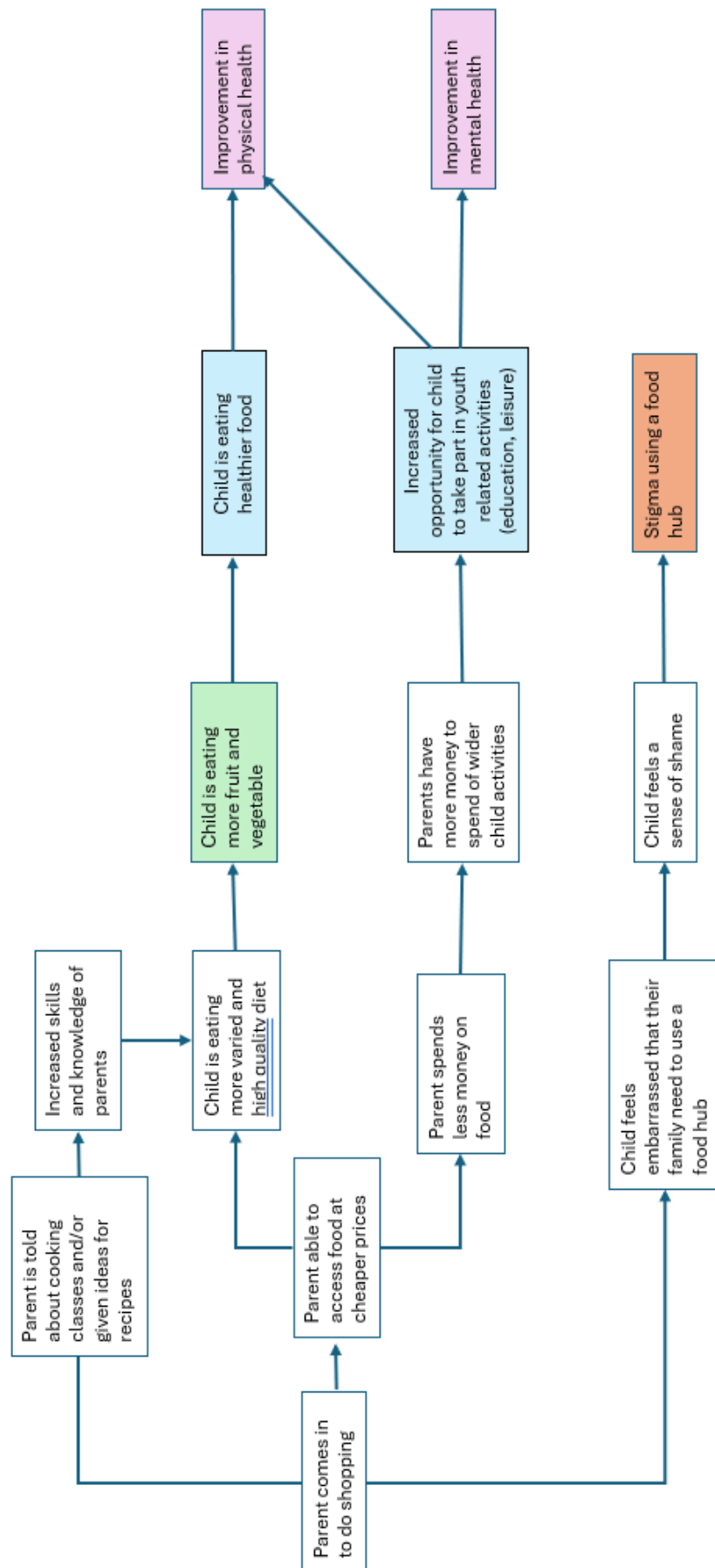
V1.1 Subset Nourishing Norfolk user survey

Appendix G - Theories of change

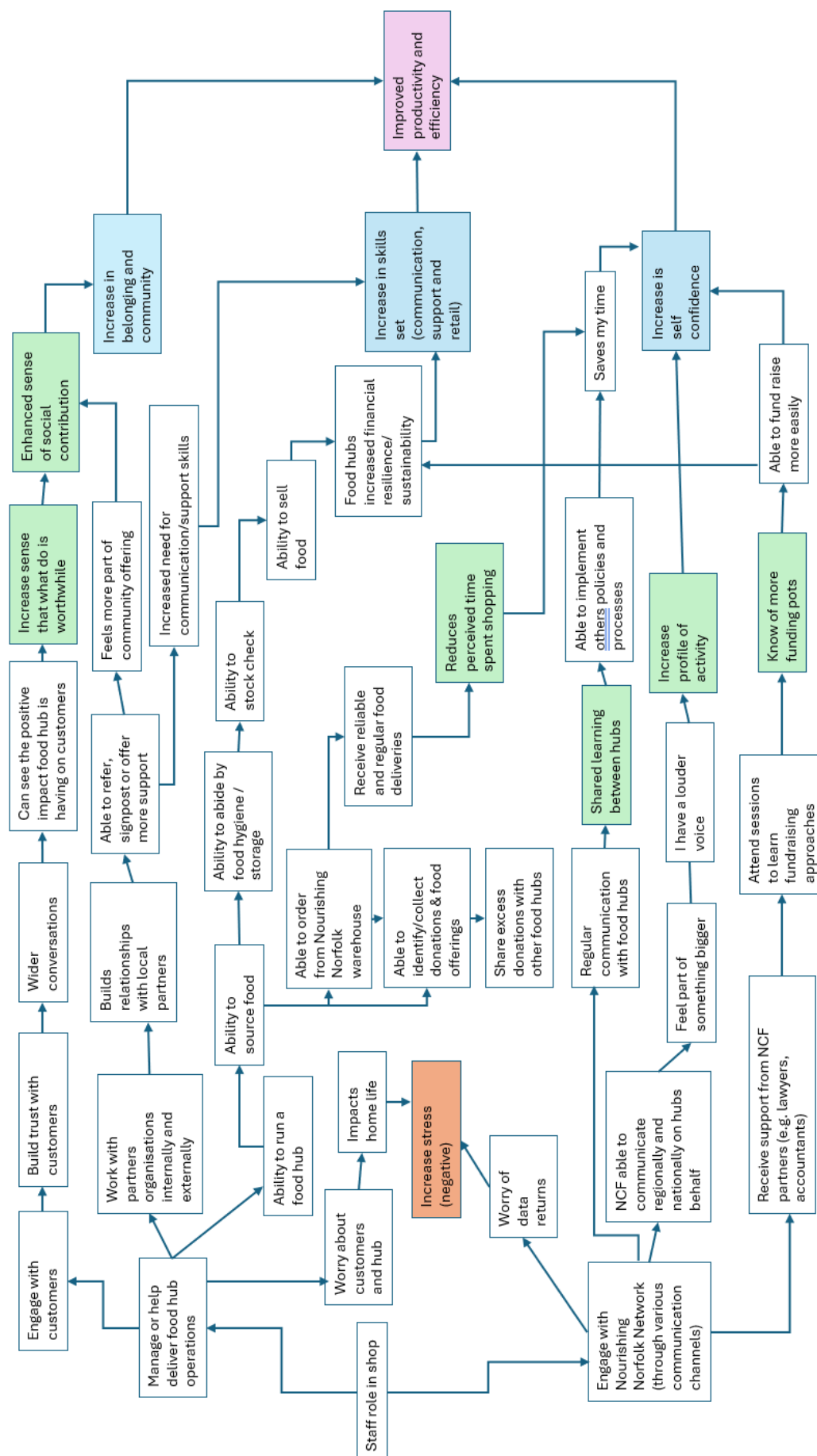
Customers:



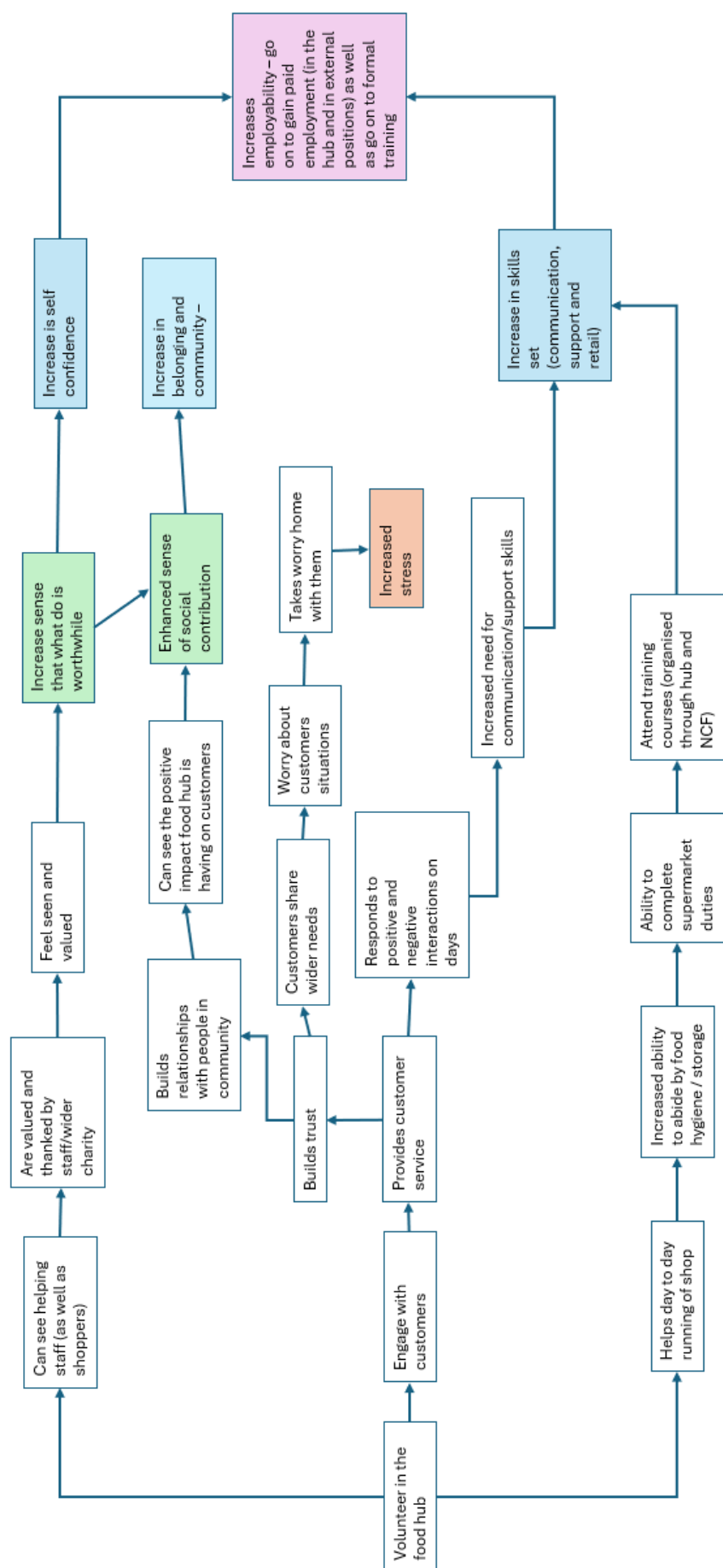
Customer's children:



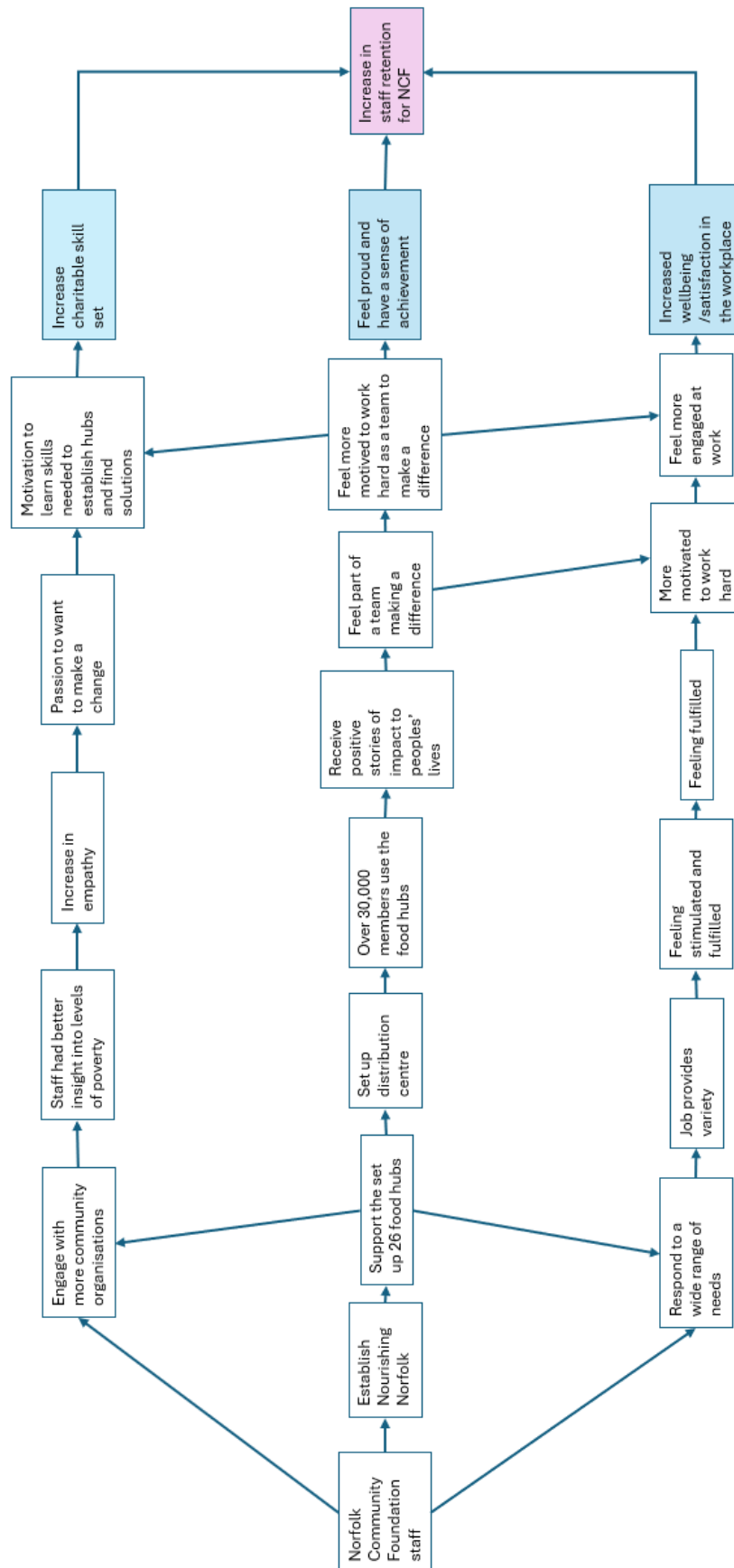
Food hub staff:



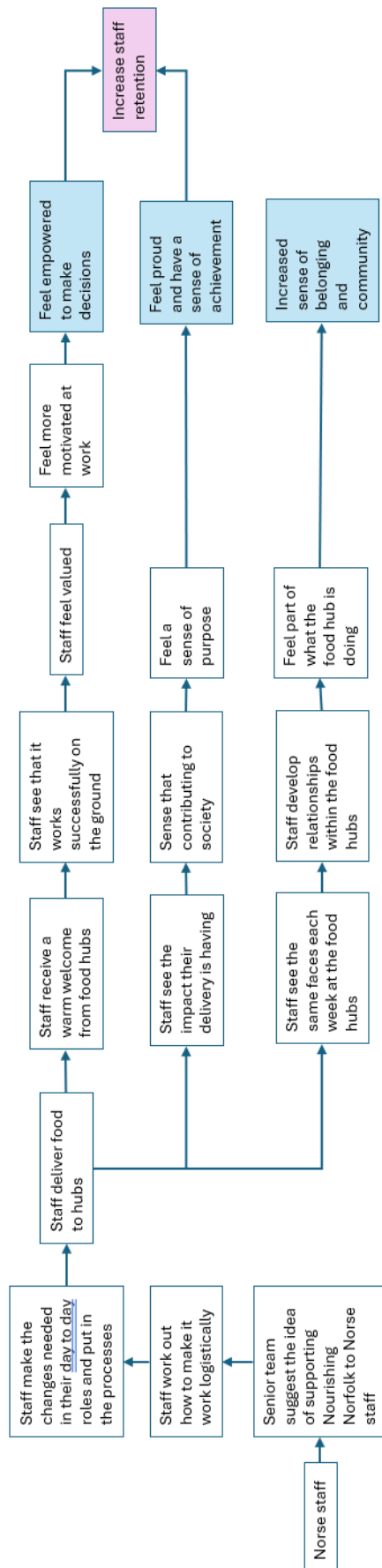
Food hub volunteers:



NCF Staff:



Norse Staff:



Appendix H - Social value map

Available on request from authors

Appendix I - Sub group analysis

Customers	Gender														Age										
	Male (17.6%)				Female (82.4%)				Attribution (51.9%)		Deadweight (17.3%)		18-64yrs (68.8%)		Attribution (48%)		Deadweight (19.65%)		65+yrs (31.2%)		Attribution (unknown)		Deadweight (19.58%)		
	% experiencing change	Distance travelled	Rating	% experiencing change	% experiencing change	Distance travelled	Rating	% experiencing change	% experiencing change	Distance travelled	Rating	% experiencing change	% experiencing change	Distance travelled	Rating	% experiencing change	% experiencing change	Distance travelled	Rating	% experiencing change	% experiencing change	Distance travelled	Rating	% experiencing change	% experiencing change
Outcome	Overall (100%)	Attribution (48%)	Deadweight (18%)																						
Greater capacity and opportunity to meet food needs (for me and my family)	88.10%	66%	8.5	93.3%	86.70%	64.90	8.4	91.4%	66.10	8.7	90.3%	67.50	8.50												
	75.40%	67%	8.5	79.00%	75.20%	66.90	8.4	83.7%	67.00	9.1	65.6%	68.30	8.20												
	54.80%	69%	8.8	75.00%	50.20%	71.50	8.6	71.6%	64.50	8.80	51.7%	78.90	8.60												
	80.10%	78%	9	90.00%	78.60%	79.40	8.9	79.5%	77.70	9	84.7%	77.90	9.1												
	55.80%	74%	8.9	70.00%	53.20%	72.60	8.9	60.9%	74.20	9	70.8%	74.40	8.9												
Stigma using a food hub	12.20%	52%	7.6	17.50%	18.70%	52.20	7.8	21.8%	53.80	7.5	4.20%	40.00	10.00												
Amount of shopping																									
Outcome	30% and under (63.9%)	Attribution (unknown%)	Deadweight (unknown%)	31% and above of shopping (36.1%)	Attribution (unknown%)	Deadweight (unknown%)																			
Greater capacity and opportunity to meet food needs (for me and my family)	% experiencing change	Distance travelled	Rating	% experiencing change	Distance travelled	Rating																			
	79.35%	60.20	8.3	95.65%	73.00	9.4																			
	61.35%	64.74	7.86	86.95%	71.74	8.88																			
	40.95%	75.00	9.5	57.60%	75.00	9.25																			
	67.80%	77.12	9.09	88.15%	69.44	8.99																			
Reduced isolation and loneliness	51.55%	70.31	8.89	80.45%	75.71	9.18																			
Stigma using a food hub	16.70%	85.00	9.00	13.00%	70.00	8.38																			

Food hub staff

				Gender						Age					
	Overall (100%)	Attribution (34.6%)	Deadweight (30.2%)	Male (19%)	Attribution (71.5%)	Deadweight (45.6%)	Female (81%)	Attribution (30.8%)	Deadweight (28.48%)	18-64yrs (100%)	Attribution (33.7%)	Deadweight (29.9%)	65+yrs (0%)	Attribution (n/a)	Deadweight (n/a)
	% experiencing change	Distance travelled	Rating	% experiencing change	Distance travelled	Rating	% experiencing change	Distance travelled	Rating	% experiencing change	Distance travelled	Rating	% experiencing change	Distance travelled	Rating
	77.80%	46.0%	9	100%	35%	8.50	71.40%	48.2%	9.15	76.40%	46.9%	8.94	n/a	n/a	n/a
Increased sense of belonging and community															
Increase in skills set (communication, support and retail)	75.90%	20.0%	7.8	75.00%	0.4%	8.13	75.96%	8.25%	7.68	74.40%	6.2%	7.72	n/a	n/a	n/a
Increase in self confidence	87.60%	21.0%	7.9	100.00%	17.59%	7.25	83.30	21.3%	8.00	87.60%	21.6%	8.28	n/a	n/a	n/a
Increase in stress	57.20%	17.0%	7.7	50.00%	-2.50%	9.25	90.90	21.3%	7.27	78.60%	16.3%	7.56	n/a	n/a	n/a

Food hub volunteers

	Gender				Age									
	Attribution (44.4%)	Deadweight (29.7%)	Female (78.6%)	Attribution (53.0%)	Deadweight (24.7%)	Attribution (56.9%)	Deadweight (25.4%)	Attribution (m/a)	Deadweight (28.1%)					
Overall (100%)	Male (21.4%)					18-64yrs (78.6%)								
% experiencing change	Distance travelled	% experiencing change	Distance travelled	% experiencing change	Distance travelled	% experiencing change	Distance travelled	% experiencing change	Distance travelled					
										Value	Value	Value	Value	
Increased sense of belonging and community	Rating	9	100%	30%	9.50	83.30%	36.6%	8.7	85.80%	35%	8.8	33.30%	40%	10.00
		77.80%	46.0%											
Increase in skills set (communication, support and retail)	7.8	n/a	7.5%	8.00	59.55%	57%	8.55	44.40%	-1.9%	9.05	66.60%	37.5%	3.00	
	75.90%	20.0%												
Increase in self confidence	7.9	n/a	40.00%	10.00	83.40	25.5%	8.34	62.50%	28.9%	8.67	33.3	10.00%	5.00	
	87.60%	21.0%												
Increase in stress	7.7	100.00%	-10.00%	6.5	67	0%	5.42	44.40%	5.7%	6.25	n/a	-60.0%	1.00	
	57.20%	17.0%												