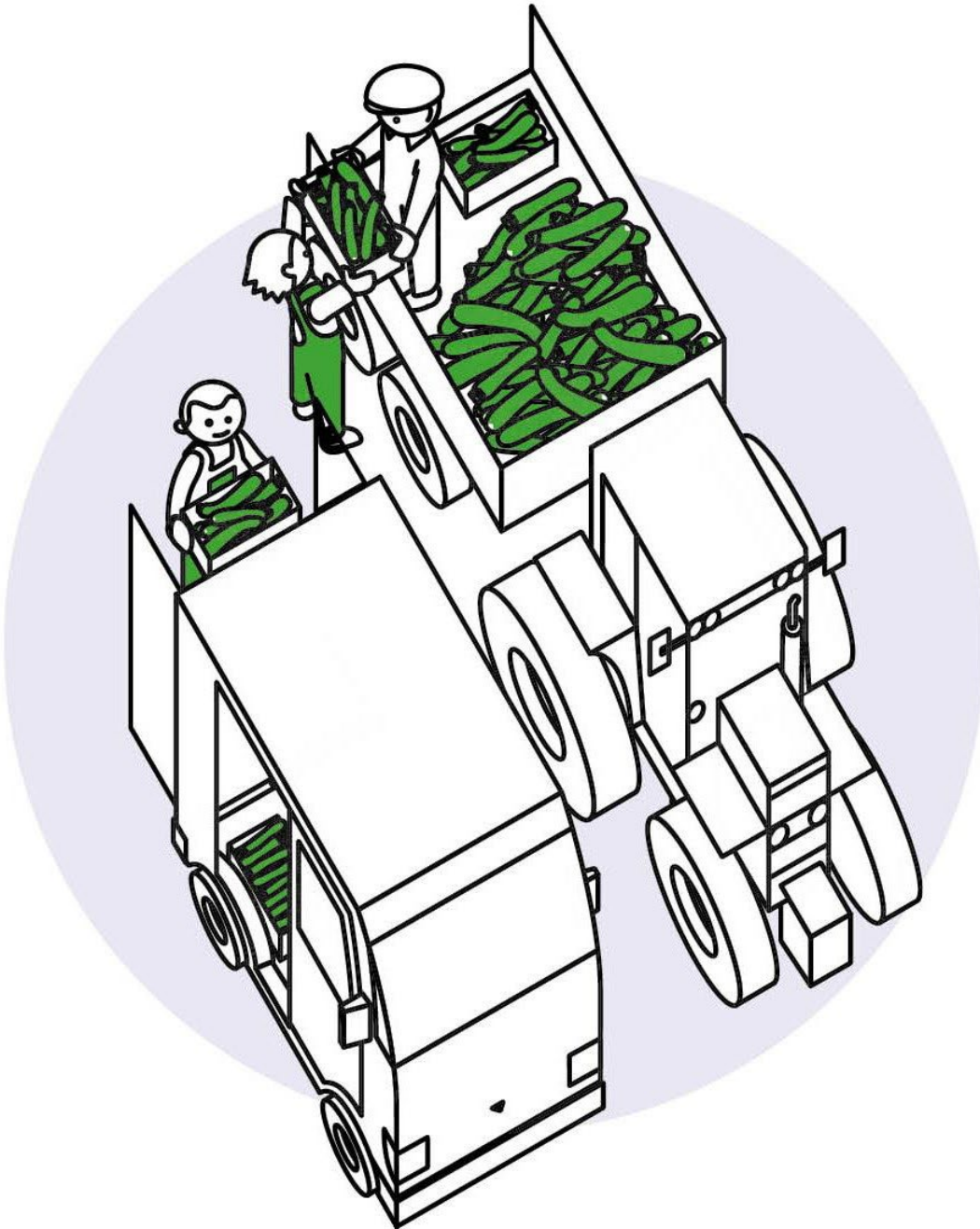


WP4: FLAVOUR Comprehensive Evaluation Report 2022



Interreg 
EUROPEAN UNION
2 Seas Mers Zeeën
FLAVOUR

European Regional Development Fund

Neighbourhood & Mobility
FOOD
Partnership

FEDERATION
NATIONALE
Le Panier de la Mer

MECHELEN

FareShare

PLYMOUTH
MARJON
UNIVERSITY

**FEED
BACK**

BRUGGE


Voor Midden & Werk

HERWIN
actie
studies
aanpak

KOMOSIE
ROEPSEL VAN
MILIEUWETENSCHAPELAREN
IN DE SOCIALE
ECONOMIE

vives
Ingenieurs

FLAVOUR Comprehensive Evaluation Report 2022



Prepared by

**Southern Horizons (UK) Ltd
and Lorna Bell Research**

First draft: 10th March 2022

Second draft: 28th March 2022

Final draft: 29th April 2022

CONTENTS PAGE

EXECUTIVE SUMMARY.....	1
Section One: Introduction	4
1.1 The FLAVOUR Project	4
1.2 Project Targets.....	5
1.3 Scope of the Evaluation	7
1.4 A Note on Data Collection	7
1.5 Overview of the Report	8
Section Two: The Context.....	9
2.1 Introduction.....	9
2.2 Policy Context	9
2.3 Surplus Food Distribution	11
2.4 Surplus Food Processing.....	12
2.5 Impact of Covid-19 and Other Contextual Factors	13
2.6 An External Perspective	14
Section Three: Key Achievements	17
3.1 Introduction	17
3.2 High Level Overview	17
3.3 Target Groups.....	17
3.4 Deliverables and Broader Impact	18
3.5 The WP1 Local Pilots.....	19
3.5.1 WP1 Local Pilots' Achievements and Experiences.....	20
3.5.2 WP1 Local Pilots Business Models.....	23
3.5.3 WP1 Local Pilot Summaries	27
3.6 The WP1 Collaboration Pilots	43
3.6.1 WP1 Collaboration Pilots' Achievements and Experiences.....	43
3.6.2 WP1 Collaboration Pilot Summaries	45
3.7 The Internet Tool.....	57
3.8 The WP2 Pilots.....	57
3.8.1 WP2 Pilots' Achievements and Experiences.....	58
3.8.2 WP2 Pilots Business Models	61
3.8.3 The WP2 Pilot Summaries	62
3.9 The WP3 Pilot	74
3.10 FLAVOUR's Social Return on Investment.....	77
Section Four: Conclusions.....	79
4.1 Reflections on the FLAVOUR Project	79
4.2 Key Learning	80
Technical Annex: Progress Against Specific Results Indicators	83

EXECUTIVE SUMMARY

Introduction - the FLAVOUR project was part-funded through the European Regional Development Fund (ERDF) and focused on food surplus and labour, aiming to create new business models by maximising underused resources and creating jobs for people far from the labour market.

Southern Horizons (UK) Ltd and Lorna Bell Research were commissioned to provide Monitoring & Evaluation services for the project to ensure that progress was routinely monitored and that learning from the delivery of a set of pilot projects operating within the FLAVOUR umbrella could be effectively captured. The pilot projects included:

- Five local initiatives setting up a Distribution Platform (across Belgium and the UK);
- Three wider initiatives focused on the collaboration between Distribution Platforms (across Belgium, the UK and France);
- An internet tool to facilitate collaboration (in Belgium);
- Five local initiatives testing the potential of prolonging the shelf life and processing of food (across Belgium, the UK and France);
- A processing collaboration initiative (in Belgium); and,
- A coaching and training initiative (developed in the UK but delivered across the partnership).

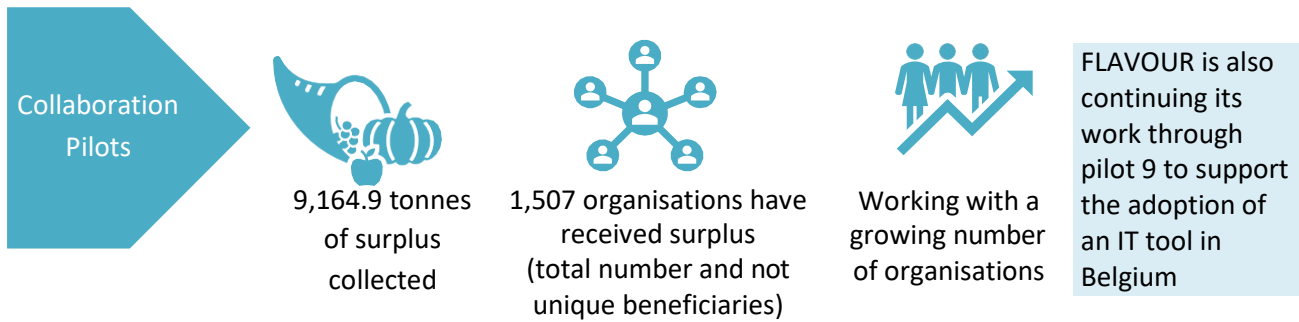
This comprehensive evaluation report is a key deliverable for the FLAVOUR project. It summarises the progress that has been made by the pilots over the lifetime of the project and extracts the lessons that can be learned from them for the development of new business models.

It should be noted that delivery on the ground was impacted by a number of issues, not least of which has been the Covid-19 pandemic. The unprecedented series of national and local lockdowns that occurred across the globe in the wake of the pandemic impacted on pilots' activities in a variety of ways that could not have been foreseen.

Key Achievements - the analysis shows that:

Work Package One - which supported the development of Distribution Platforms - was fully achieved and delivered the following results:





Work Package Two - which aimed to enable larger amounts of food surplus to be processed for human consumption - was achieved to a minor degree. This Work Package was most significantly affected by the pandemic but nevertheless achieved the following results:

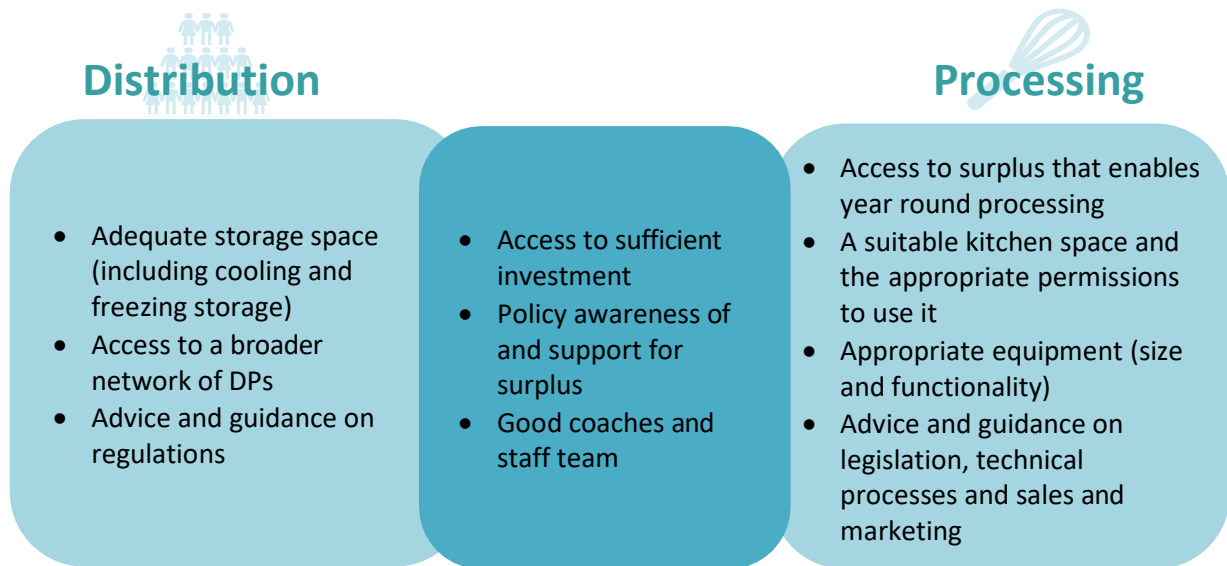


Work Package Three - which aimed to support coaches and mentors working with people far from the labour market through distance learning and an inspirational training guide - was achieved to a large degree as follows:



FLAVOUR's impact, however, goes beyond its key project deliverables. There is strong evidence that the project delivered a range of tangible benefits and it is clear that other organisations have also benefited from FLAVOUR's activities through saving them time or resources. It has enabled other surplus food organisations to increase both the volume and range of surplus food they have handled, also enabling them to support more people in food insecurity which is an excellent achievement.

Key Learning and Conclusions - overall, the evaluation identified a range of critical success factors emerging from the pilots that will be of value for others setting up surplus food distribution and processing activities, shown below:



Positively, insights from the collaboration pilots demonstrate how effective they have been in providing a platform to share learning and increase alignment.

However, the evaluation also identified a number of challenges for those involved in surplus food activities. This includes the seasonality and fluctuation of produce. For processing initiatives, there is also a specific challenge around creating a product that can compete with cheaper non-surplus products in a commercial market space.

More broadly there are tensions within all of the business models around creating an inclusive workplace which has to be balanced with running a logistically efficient enterprise.

Pilot activity was clearly shaped by the resources available to them and the evaluation concluded that there is no 'one-size-fits-all' approach. The context in which initiatives operate is also important. In particular, systems used to engage people far from the labour market in the UK, France and Belgium each have their own strengths and weaknesses.

How to ease the inherent tensions within food surplus activities is a key challenge for the future of the sector. In particular, although each enterprise will need to identify its own solutions to balancing social value creation with running an efficient enterprise, FLAVOUR partners may like to give further consideration as to how the factors identified above as critical for success can be optimised so that they act as enablers rather than barriers.

Section One: Introduction

1.1 The FLAVOUR Project

FLAVOUR is part-funded through the European Regional Development Fund (ERDF) and focuses on food surplus and labour, aiming to create new business models by maximising underused resources and creating jobs for people far from the labour market. It started in November 2018 and will run until September 2022. Excluding project management and communication activities, it is structured around four 'delivery focused' Work Packages (WPs):

- WP1: Testing out the potential of collecting and distributing food surplus for job creation;
- WP2: Testing out the potential of prolonging the shelf life of and processing of food surplus for job creation;
- WP3: Co-creation of a training and coaching guide (originally a trajectory) to promote food surplus handling and processing; and,
- WP4: A new activity sector: potential and policy recommendations for social and economic business models (within which the evaluation is being delivered).

This comprehensive evaluation report is a key deliverable for WP4. It summarises the progress that has been made in respect of FLAVOUR's pilot projects and extracts the lessons that can be learned from them for the development of new business models. The pilot projects are described in Figure One below. Please note that, although included for completeness, during 2021 WEB (WP2 pilot 1) ceased to play an active role in the FLAVOUR project as a result of several Covid related restrictions and constraints.

Figure One: The Pilot Projects

WP 1 (distribution platforms)	WP 2 (processing units)	WP3 (training)
Lead: Komosie/HERWIN	Lead: Vives	Lead: Marjon
5 local initiatives setting up a distribution platform (DP): <ul style="list-style-type: none"> • Pilot 1: City of Mechelen • Pilot 2: City of Bruges • Pilot 3: Milieu & Werk • Pilot 4: ODC Antwerp • Pilot 5: FareShare Sussex 	5 initiatives testing the potential of prolonging the shelf life and processing of food: <ul style="list-style-type: none"> • Pilot 1: WEB • Pilot 2: FareShare Sussex and Brighton and Hove Food Partnership (two pilots merged) • Pilot 4: Feedback Global • Pilot 5: Panier de la Mer 	1 initiative co-creating a training and coaching guide through 5 field visits and 6 innovation teams
3 collaboration initiatives: <ul style="list-style-type: none"> • Pilot 6: Belgium - collaboration between all distribution platforms • Pilot 7: UK - UK collaboration steered by Brighton and Hove Food Partnership (at Sussex level) and lessons learned from the collaboration between 21 divisions of FareShare at UK level¹ • Pilot 8: France - Panier de la Mer coordinating collaboration between 4 existing local distribution platforms 	1 co-operation initiative: <ul style="list-style-type: none"> • Pilot 6: collaboration to ensure that more social organisations can make use of food surplus distributed by redistribution centres 	
1 internet tool initiative: <ul style="list-style-type: none"> • Pilot 9: use and feasibility of an internet tool to facilitate cooperation 		

¹ N.B the Brighton and Hove Food Partnership component has been added as an extra pilot since the application

1.2 Project Targets

Although the overall objective of FLAVOUR is to understand how to create new, socially innovative models to make the interception and redistribution of surplus viable, the project also has some high-level delivery targets. These were re-negotiated as part of a Major Modification request submitted by the Lead Partner in the autumn of 2020 and approved in February 2021. They are as follows:

- The employability of 250 persons from the target group is increased;
- 50 new jobs will be created;
- 30 (social) enterprises will have started to distribute and/or process food surplus; and,
- 4,000 tonnes of food surplus will have been distributed, of which 300 tonnes is processed.

Beneath these high-level targets there are a set of specific results indicators which were also adapted through the Major Modification process and are detailed in Figure Two overleaf.

Over and above this, the project is expected to engage a range of ‘target groups’ within its activities through activities such as initiator days, distribution of best practices, field visits, meetings and so forth. The targets for each WP are as follows:

- **WP1: 01 (local pilots)** - 120 Food Distribution Centres (FDC), local authorities, unemployed people, social enterprises, people in food insecurity and other stakeholders in the food surplus chain;
- **WP1: 02 (collaboration pilots)** - 50 FDCs, social organisations, people in food insecurity, social enterprises, enterprises with food surplus and logistics enterprises;
- **WP2: 03** – 40 FDCs, enterprises with food surplus, social organisations, social enterprises and people in food insecurity;
- **WP3: 05** - 30 long term unemployed people, logistical enterprises and (social) enterprises; and,
- **WP4: 04** - 100 (social) enterprises, long term unemployed people, enterprises with food surplus, shops and supermarkets and policy makers.

Note: the WP4 target groups are to be involved specifically via dissemination of recommendations around the business models and this will take place after the publication of the current report. Progress towards these targets is therefore not reported here.

Figure Two: Specific Results Indicators

WP1 (01 – local pilots)	WP1 (02 – collaboration pilots)	WP2 (03)	WP3 (05)	WP4 (04)
<ul style="list-style-type: none"> • 30 organisations, municipalities, food companies and/or social enterprises are working together and share ideas/knowledge • An increase in the amount of surplus collected through gleaning and through food companies with 1,000 tonnes • The network makes it possible to increase the amount of food made available to social organisations working with people in food insecurity meeting their demand • The network increases the availability of fresh healthy food for people in food insecurity by 30% • The network supplies social enterprises processing food surplus • The network of the distribution platform makes it possible that all stakeholders related to food surplus take responsibility • 15 more social organisations, like social restaurants, use food surplus distributed by redistribution centres, to support people in food insecurity • 30 new job opportunities in first phase* 	<ul style="list-style-type: none"> • FDCs are working stronger together, share experiences and define ways to professionalise • For the region covered by FDC food surplus coming from food producers, retail and food industry has increased by 25% (1,000 tonnes) • The network makes it possible to deal with large amounts (e.g. 20 pallets and more) of food surplus • Optimisation of food surplus redistribution amongst social organisations 	<ul style="list-style-type: none"> • 20% of surplus meant for processing has its shelf extended with 2 months or more • New recipe development has led to at least 10 new products on the market² • 20 new job opportunities in first phase • 300 tonnes food surplus processed in new products 	<ul style="list-style-type: none"> • Improved competences/skills of coaches/mentors/co-ordinators to work with people far from the labour market in the food surplus sector • The training guide and toolbox is easily accessible through different channels (website, pdf) in 3 languages and contains tools for different types of learning (video, text, pictures) • 50 coaches/mentors/co-ordinators participate in a variety of training resources to further develop their practice and our training guide • At least 250 people far from the labour market benefit indirectly from the training guide & toolbox provided to coaches/mentors/co-ordinators 	<ul style="list-style-type: none"> • Handling cost per kg food surplus reduced by 15% • 10 local governments use the guidelines derived from the study to disseminate to enterprise in the food sector in their policy area • 25 (social) enterprises are ready to adopt the guidelines • Stakeholders in the region, including representatives of the target group, have expressed ideas and concerns about the policy frame affecting working with food surplus • Pertinent recommendations made, in which the opinion of the target group is reflected, for policy makers on national and European level to combine effective distribution for socio-economically vulnerable people

² This is recognised as a narrow indicator of success: not all WP2 pilots intended to sell their products on the market. Instead, some pilots will distribute the products to social organisations.

1.3 Scope of the Evaluation

As an interregional co-operation (Interreg) project, it was important that progress was routinely monitored and that any learning from FLAVOUR could be effectively captured and shared. Independent consultants Southern Horizons (UK) Ltd and Lorna Bell Research were commissioned to provide monitoring and evaluation services throughout the project's lifetime. A Monitoring and Evaluation (M&E) Framework was co-created to guide this activity which focused on:

- Providing evidence to demonstrate progress against the project's deliverables and ultimately its impact on the food surplus sector; and,
- Providing insight into the delivery of the pilot projects to inform future business models and make policy recommendations.

It should be noted that although the M&E Framework sought to co-create a standardised approach to assessing results and wider achievements, its execution was never a straightforward process. In some respects, this simply reflected the nature of FLAVOUR which has brought together partners from the UK, Belgium and France who have all been working in different ways (and in different policy contexts). However, there have also been a number of revisions to the underpinning indicators over time, based on the experiences of delivery on the ground and also to reflect the impact of the Covid-19 pandemic. Changes in deliverables and results were formally approved via a Major Modification in year 2 as highlighted above, but further minor alterations to project plans have been made since then as partners tried and tested their approaches.

1.4 A Note on Data Collection

As part of the M&E Framework, two key data collection tools were co-designed during the project set-up phase as the primary means of routinely monitoring and evaluating FLAVOUR - an online survey and an excel workbook. The online survey was designed as a 'fact finding' and opinions-based tool with some quantification elements and the workbook was designed more specifically to quantify pilots' activity. These tools have been administered at agreed intervals throughout the delivery period and have been completed by the pilot projects. Obtaining robust data through these tools has, however, been challenging. Pilots were, at times, unable to provide the requested data because of a lack of capacity to collate it or because it had not been collected in the format required in the first place. This has obviously impacted on the evaluation process. Despite these challenges, data quality has improved over time and pilots have remained committed to working with the WP4 team to ensure that FLAVOUR's results and wider impact could be assessed.

These tools have also been supplemented by a series of targeted online focus groups to explore key issues in more depth as follows:

- The impact of the Covid-19 pandemic – September 2020;
- WP1 UK pilots – September 2021;
- WP1 Belgian and French pilots – September 2021;
- WP2 pilots – September 2021;
- Policy focus – October 2021; and,
- The WP3 coaching and training guide – December 2021.

In addition, a stakeholder survey was administered in the autumn of 2021 in order to help us understand more about the regional contexts in which the pilots have operated and to gauge external perceptions of pilot project activities. The survey was completed by 31 participants, of which 19 completed it in Dutch and 12 completed it in English. The results have been reported separately but the key findings are incorporated at relevant places within this comprehensive evaluation report.

1.5 Overview of the Report

This report draws on findings from all of the sources mentioned above, including returns from the most recent surveys and workbooks which were completed in January 2022.

It also draws on deliverables completed by other partners within WP4 as follows:

- Policy analysis undertaken by Feedback Global;
- Social Return on Investment (SROI) analysis undertaken by VIVES; and,
- Triple layer business canvas analysis undertaken by HERWIN, VIVES and Plymouth Marjon University. This work was underpinned by a series of interviews undertaken with related food surplus initiatives that were not part of the FLAVOUR project in order to broaden our understanding of ‘what works’ in different settings.

Following on from the baseline/year one report that was completed in December 2019 and two interim reports that were completed in July 2020 and March 2021, this comprehensive report forms the fourth and final output from the FLAVOUR evaluation. However, please note that it does not include 2022 activity.

The remainder of the report is structured as follows:

- **Section Two: Context** – providing an overview of both the policy and delivery context within which the pilots have operated;
- **Section Three: Key Achievements** – providing an overview of FLAVOUR’s main achievements and impacts, including the Social Return on Investment (SROI) generated;
- **Section Four: Conclusions** – summarising the main findings and learning for new business models.

A technical annex summarises the progress made against targets.

Section Two: The Context

2.1 Introduction

This section of the report draws on a wider body of work undertaken as part of WP4. This includes policy analysis undertaken by Feedback Global and triple layer business canvas analysis undertaken by HERWIN, VIVES and Plymouth Marjon University which has resulted in the development of various tools to explore the social, environmental and economic value of business models. The Belgian, French and UK pilots have operated in very different policy contexts which can act as both an enabler and barrier to their achievements. It is important therefore that any business models are understood within their policy context and this is described in more detail in this section of the report. The triple layer analysis sets out how distribution and processing activities are organised and this is summarised briefly in this section of the report. Additionally, delivery of the FLAVOUR project has been shaped by a number of contextual factors. Likewise, delivery on the ground was impacted by a number of issues, not least of which has been the Covid-19 pandemic. The unprecedented series of national and local lockdowns that occurred across the globe in the wake of the pandemic impacted on pilots' activities in a variety of ways that could not have been foreseen, opening up both opportunities and challenges. These are also discussed within this section, along with external views from the stakeholder survey on the surplus food trends that have been occurring within the regions in which FLAVOUR has been operating over the last three years.

2.2 Policy Context

Feedback Global has recently prepared two policy briefs on behalf of the WP4 partners, one of which focuses on the EU, France and Belgium and the other on the UK. Their key premise is that:

“The priority of all food waste action should be to prevent food waste from arising in the first place. Prevention has the greatest environmental potential and avoids legitimising the redistribution of surplus food as a solution to both food waste and food insecurity, rather than tackling the root causes of these issues.” (p3)

The purpose of the brief is to set out of series of steps for policy makers to enable food surplus sector to thrive. In doing so, it identifies a number of important differences in the policy landscape in France, Belgium and the UK. For example:

- French food waste donation laws require supermarkets over a certain size to donate surplus food;
- Consultations on mandatory food waste reduction targets for the EU Member States are ongoing and although the UK government has indicated plans to introduce mandatory reporting targets, no scheme is yet in place; and,
- In Belgium and France, state supported employment contracts enable people far from the labour market to become integrated into the work place. Through these contracts, those facing barriers to employment receive training and support while working with social organisations (or work integration social enterprises). The contract's duration and conditions depends on which scheme each individual is supported through. Figure Three overleaf summarises the different schemes available through the Belgian and French systems of social employment (NB. this diagram has been reproduced from the Interim Monitoring and Evaluation report published in 2021).

Figure Three: Belgian and French Social Employment Systems

Belgium's social employment system aims to provide access to stable and sustainable employment for all. This system is largely managed by the regions so in Flanders, where FLAVOUR's Belgium pilots operate, three mechanisms apply: collectief maatwerk (collective customised jobs), Arbeidszorg and Article 60§7. All three provide training, coaching and jobs for the long term unemployed, people with disabilities and other target groups. The collectief maatwerk supports these groups by providing customised training, work and support so that they can progress to the labour market. These jobs can be organised in either social enterprises whose purpose is to activate, support and train people far from the labour market or profit making companies who have a department for people far from the labour market. Through Arbeidszorg, employees receive a benefit from the social security system but are able to work at least 12 hours a week in a supportive environment, such as a social enterprise. They receive a 'symbolic' wage and the workplaces provides support and training so that they can move into a paid position. Article 60§7 is embedded within a temporary work experience structure and aims to act as a lever for employment and sustainable integration. In this system, individuals are employed by the local social welfare institution who pays the wage but they can also assign the person to a work placement in an organisation that reflects their interests or employ them in a local authority run workplace. As their efficiency may be lower and more employees therefore needed, each of these mechanisms provide employers with a subsidy.

In France, there are also three mechanisms through which unemployed people are supported to access the labour market.

Atelier Chantier Insertion (ACI) or Integration Worksite Workplaces provide vocational training or temporary employment. ACIs must have a recognition that is renewed every year and prove that people far from the labour market are coached in order to find a job on this labour market after this period. The salary of the employees and the instructor (one for eight employees) is paid by the State but support staff and management have to be paid from their own resources.

Association Intermédiaire (AI) is a system for people far from the labour market who are able to function more independently and do not require a coach all the time, they do however receive training and social support. The complete assignments of up to 210 hours per year. The State pays for 50% of their salary.

Entreprise d'Insertion (EI) offer a two year (on average) trajectory for people far from the labour market so that they can be integrated in the labour market. To do so, they get up to 20% of the costs repaid.

Which of these structures are adopted depends on the profile of the people far from the labour market. PDLM operates as an ACI.

Source: Based on information provided by Herwin and collated from the following documents: Nyssens, M. and Hubrechts, B. (2020) Social Enterprises and their Ecosystems in Europe. Country Report Belgium. Public Office of the European Union; National Reform Programme 2020 (2020). European Semester Belgium.

2.3 Surplus Food Distribution

WP1 has tested the potential to create jobs through the collection and distribution of surplus food through nine pilots in the UK, France and Belgium. Five of these pilots consist of local level distribution platforms (DPs), three bring together DPs and operate over a wider geographical area, and one has been supporting the adoption of an IT tool to support their activity. The activity and achievements of these pilots is reviewed in Section Three but it is useful to first consider the business models that underpin their work. Through WP4, partners have reviewed and analysed the different approaches used by DPs (both within FLAVOUR and beyond) and presented their findings within various business model reports and guidance. These reports summarise the key features of DPs in different contexts and importantly, what distinguishes them from other businesses: DPs are driven by social rather than financial aims. Social value can be created in a number of different ways including:

- Creating jobs and training opportunities for people far from the labour market; and,
- Increasing access to fresh and healthy food.

However, like any other business, they need to have sufficient income to pay wages, bills and rent as well as to invest in the business, pay taxes and remain solvent. Profits do matter in the triple bottom line business model, but not at the expense of social and environmental concerns.

The analysis categorises key activities for DPs as:

1. Running an efficient logistical enterprise whilst creating opportunities for learning and employment;
2. Support for personal and relational development and quality of life;
3. Sourcing new suppliers and establishing good working relations with them; and,
4. Commercial and communication activities to secure funding.

To achieve this, DPs need to have sufficient physical and human resources (transportation, storage, cooling space, support staff and social employees). The French and Belgian social employment systems mean that social employees are not recruited by the DP (who therefore cannot determine the contract's duration or conditions). These workers are supported by a coach or work floor manager in the DPs and may also receive additional employability support from local social services. Their employment is, however, only temporary and social employees are supported to find a job in the 'regular' labour market at the end of their contract.

As the business model work identifies, this approach in France and Belgium has a number of challenges and perhaps the most fundamental of these is the trade-off between a commitment to training/ employment and the DP's productivity. This trade-off means that DPs are financially dependent on government and/or grant funding. Their access to funding is of course shaped by the local policy context (see Section 2.4), but typically those that operate in larger cities are reported to have increased access to financial resources. This differs from the UK, which does not have either the opportunity or constraints of a social employment system; DPs here often tend to work with volunteers instead. However, DPs in the UK are nevertheless still reliant on grants and external funding, alongside earned income. In order to develop sustainable business models, the sector in the UK is developing creative commercial solutions that support income-generating activities (e.g. cookery classes, food education programmes).

2.4 Surplus Food Processing

WP2 has tested the potential to create jobs through the processing of surplus food through six pilots in the UK, France and Belgium. The business model analysis also considered the different approaches to processing and identified three different types of activities:

1. Processing into meals to be consumed immediately;
2. Processing into a product with a longer shelf life, that is a variation of the product(s) they already produce for example, a spread with some new ingredients; or,
3. Processing into a completely new product with a longer shelf life.



Source: FLAVOUR Project: UK Food Surplus Sector: Distribution & Processing Business Model Guide

The processed surplus is then either sold via commercial routes or used to support people in food insecurity. In the UK, processing can also include the preparation of hot meals for those in food insecurity in partnership with a local community canteen.

The analysis describes processing social enterprises as having a double value proposition as they aim to provide both:

- Jobs and training for people who are far from the labour market; and,
- Nutritious and tasty products, partly made with food rest streams.

As with distribution, there can be a tension between training/coaching objectives and productivity: although the social enterprises are experienced at training people far from the labour market, achieving a balance between training and productivity can be challenging. Analysis by the WP4 partners identified that the number of social employees working in social enterprises can vary and that food surplus activities are often one of several different activities carried out. Reflecting this, there might be 200 social employees but only some of these will work on food surplus (up to 20). Further, processing that is specifically targeted to people in food insecurity is often carried out in initiatives that predominantly work with volunteers (particularly in the UK) rather than social employees. A number of other challenges were also identified:

- Logistics - surplus food and rest streams are located all over the country, mostly in smaller quantities with little predictability;
- Seasonality – quantities vary throughout the year which make a uniform production process more difficult. Also, the biggest quantities are available in summer when the social enterprises have the fewest personnel available;
- Infrastructure and equipment – having the right infrastructure is essential in order to process the surplus food in the most efficient way, taking into account the rapid perishability. Often large investments are needed to achieve this; and,
- Sales - competing with the price of industrially produced food is impossible. The semi-artisanal character of the processing makes it more expensive. It is difficult to produce the bigger quantities that supermarkets require and that can compete with the same kind of products on the same shelf

with lower prices. This was identified within the business model report as the biggest challenge for surplus food processing.

Despite these challenges, the potential benefits to both those involved in the social enterprises and wider society can be significant.

2.5 Impact of Covid-19 and Other Contextual Factors

The FLAVOUR interim report that was completed in May 2021 showed that 11 out of the 13 pilots taking part in the data collection exercise had been directly affected by the pandemic. Interestingly, although many of the WP1 activities initially stalled, four of the pilots actually reported that surplus food collection increased later in the year and in Belgium, the collaboration pilot reported that several DPs were overwhelmed by the quantities of surplus. This increase was in part due to donations made by companies who closed during the pandemic. In the UK, BHFP moved from having a largely co-ordinating and campaigning role to taking on a direct role in emergency food provision due to the pandemic, effectively becoming a central point of contact for the city's restaurants in terms of donating and distributing surplus food over this period. The story was, however, different in WP2 where activities were more significantly negatively impacted with much of the planned product development processes having to be suspended. Across both WPs, social distancing restrictions and the need for staff/volunteers to 'shield' also created challenges for most of the pilots.

In the most recent data collection exercise, seven of the eight WP1 pilots indicated that the volumes of surplus food they had collected had increased overall since the start of the pandemic with some indicating that they were working with more supermarkets and other food businesses than ever before (in one case this included receipt of donated food). Whilst it's clear that some of this increased activity has resulted directly from the Covid-19 pandemic other pilots indicated that increases may have also been a result of planned expansion. Unsurprisingly, distribution to people in food insecurity also increased for seven of the pilots with most pointing out that the number of people in food insecurity had risen as a result of the pandemic and this level of need is not expected to change:

"The demand for surplus food increased tenfold during the pandemic"

However, whilst collection and distribution increased in most cases, engagement with people who are far from the labour market was more variable within WP1. Two pilots indicated that they increased this aspect of their work but for others there was no change and two pilots noted a decrease. Some commented on the difficulties in finding people who were able to work in the DPs:

"It is difficult to find people with the adequate profile, but we don't know if this is due to the pandemic"

"We have the same difficulties as in 2020. We have open vacancies that are hard to fill in"

Finding social employees was reported by the LP to be particularly challenging for those pilots operating in rural areas.

When asked about any wider contextual changes, some WP1 pilots commented on positive developments that occurred over this timeframe. For example,

“We adapted our way of working to the consequences of the pandemic: better relationship with social organisations, reorganisation of way of working”

“During the pandemic awareness increased”

However, for the UK specifically the challenge of supply chain issues and lack of HGV drivers was noted, impacting negatively on the ability to obtain sufficient quantities of fresh food.

The picture in WP2 was more complicated, partly because processing was new for most pilots and, as reported in the interim evaluation report, pilots had been delayed in getting their operations up and running. As highlighted by one respondent, the pandemic continued to have an impact on activities:

“Positive cases caused us to have to close the kitchen three times in 2021 due to staff self-isolating”

Four of the WP2 pilots indicated that their work with people who are far from the labour market had decreased as a result of the pandemic and for the remaining pilot it had stayed the same:

“Because people were encouraged to 'stay at home' we had less activities = less contact. In the second half of 2021 we started to increase contact and expect this to continue in 2022”

“We may have been able to recruit more people if there weren't social distancing rules in place”

“Less people willing to come to site, smaller groups due to distancing, drop out because of Covid changes”

Other challenges in WP2 for the UK pilots specifically included finding space for food processing which had:

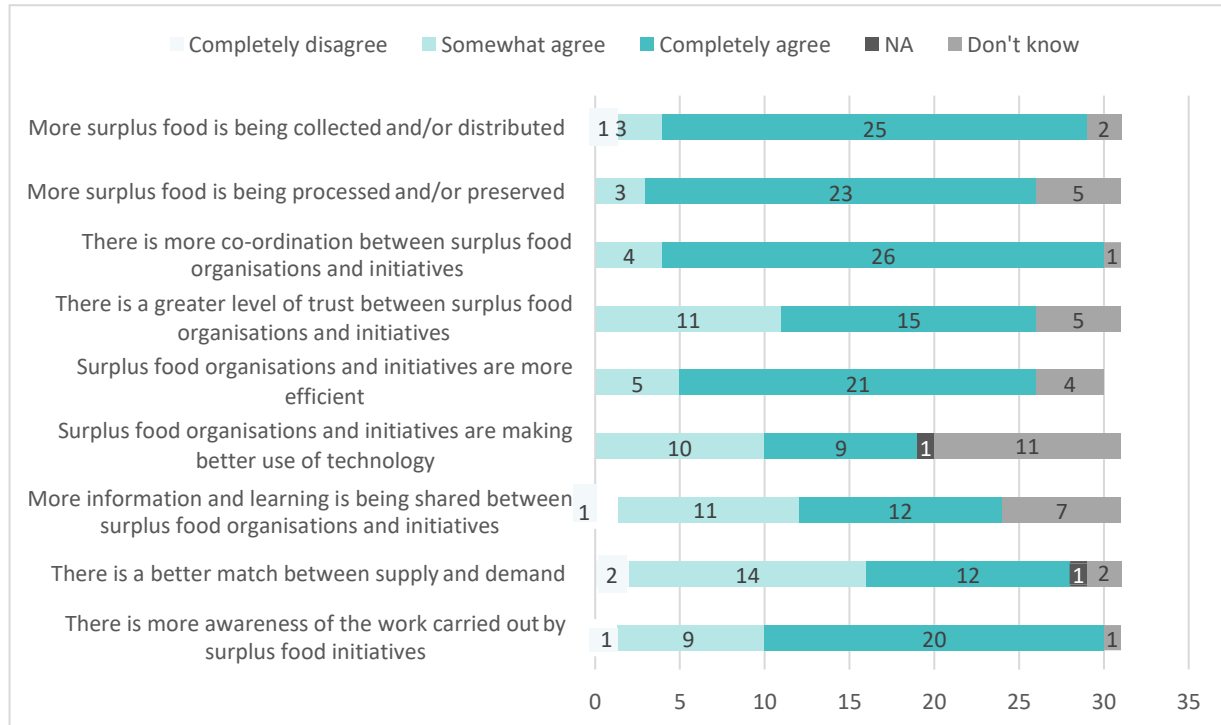
“Got worse - it was already challenging but demand for space for pandemic support e.g. PPE storage and vaccination centres, plus everyone wanting more space for socially distanced activities meant that it is very hard to find venues to hire / run activities in.”

2.6 An External Perspective

Against this backdrop, findings from the stakeholder survey conducted in 2021 indicated that there have been a number of positive trends in relation to food surplus activities. Respondents were asked to compare the current position with what was happening three years ago and, as shown in Figure Four, key findings include:

- 30 respondents either somewhat or completely agreed that there was more co-ordination between surplus food organisations and initiatives;
- 29 either somewhat or completely agreed that there was more awareness of the work carried out by surplus food initiatives; and,
- 28 somewhat or completely agreed that more surplus food was being collected and/or distributed.

Figure Four: Participant Views on the Organisation of Surplus Food Over the Last Three Years

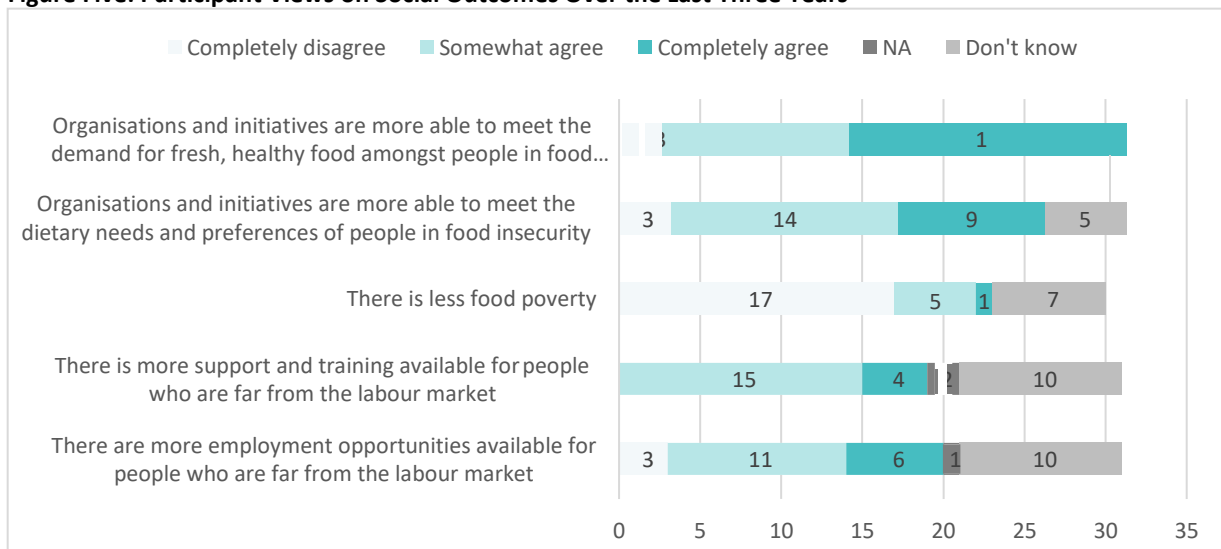


Stakeholder Perceptions Survey, base 31 respondents

However, as shown in Figure Five, responses were more muted when asked to compare social outcomes. A substantial proportion of participants completely disagreed that there was less food poverty compared to three years ago but the majority felt that organisations and initiatives were more able to meet the demand for fresh healthy food. Perceptions about support for people far from the labour market were mixed: although 19 respondents agreed that more support and training was available, only four of them completely agreed with this statement. Similarly, whilst 17 participants agreed that there were more employment opportunities available, only six completely agreed with the statement.

Given the differences in employment systems between the countries, participants from Belgium tended to be less positive about the availability of employment opportunities; as stated in Section 2.2, Belgian pilots do not recruit social employees and the number they can work with must be approved by government.

Figure Five: Participant Views on Social Outcomes Over the Last Three Years



Stakeholder Perceptions Survey, base 31 respondents

SUMMARY OF KEY FINDINGS: CONTEXT

- There are a number of inherent challenges in the organisation of surplus food distribution. The most fundamental of which is the trade-off between a commitment to training/ employment and the DP's productivity;
- Likewise, processing initiatives have competing objectives and face the challenge of producing surplus products that can compete with non-surplus, industrially produced alternatives;
- The FLAVOUR policy briefs and WP4 business model analysis highlights the very different policy landscapes operating in the UK, France and Belgium. For example, a structured social employment system in France and Belgium shapes the way that people far from the labour market are engaged;
- The delivery of the pilots has also been impacted by a number of issues, not least the Covid-19 pandemic. This affected the progress of WP2 most significantly;
- Within WP1 most pilots experienced an overall increase in volume of surplus food collection since the start of the pandemic and saw a notable rise in the numbers of people in food insecurity; and,
- Engagement with people who are far from the labour market was variable across both work packages, reflecting the challenges of the pandemic and requirements for social distancing. This also reflected the difficulties experienced in finding people able to work in the DPs.

Section Three: Key Achievements

3.1 Introduction

This section of the report provides a general overview of FLAVOUR's achievements and discusses each of the workstreams. Part One draws on the analysis undertaken by the Lead Partner (LP) to complete the Annual Project Review (APR) 2022 and the LP's assessment of progress that has been made towards reaching its intended target groups, before going on to discuss key deliverables and broader impacts. Taking each WP in turn, Part Two presents a set of summaries of the pilot projects and what they have achieved. This leads into an assessment of the project's Social Return on Investment (SROI).

PART ONE

3.2 High Level Overview

As detailed in the 2022 APR, a great deal of progress was made in relation to FLAVOUR's project specific objectives. Figure Six shows that SO1 was fully achieved, with SO3 achieved to a large degree and SO2 to a minor degree. These are considerable achievements, particularly given the context in which the pilots were operating, as described in Section 2 above.

Figure Six: Overall Progress

Objective	Level of Achievement	Explanations
SO1: To create cooperation, coordination and alignment between services for maximum collection, storage, redistribution and processing of food surplus	Fully achieved	The pilots in WP1 set up during FLAVOUR have been running for 1.5 years or more. This means that they gained experience on the effect of networking around food surplus centres. More tonnes of food surplus were collected, more organisations were reached, the network has expanded further
SO2: To enable larger amounts of food surpluses to be processed for human consumption: preparation for preservation and/or transformation in new products	Fully achieved	3 Flavour partners developed new products. One Flavour partner focused more on workshops enhancing food surplus transformation. Finally, the cooperation pilot is brought to an successful end. The objective was to process 300 tonnes of food surplus by the end of the project. In the former years the project partners of WP2 processed 217,3 tonnes. In the 4 th year 143,97 more tonnes were processed. Consequently, the total weight of processed food surplus reached 361,27 tonnes by the end of the project
SO3: To develop skills training transforming the specificities of working with food surpluses into assets for the labour market and for social integration	Fully achieved	The training guide was finished in 2022 and disseminated to coaches and managers in the sector.

Source: APR 2022, prepared by LP (not verified by the evaluators)

3.3 Target Groups

Figure Seven shows that the project also made excellent progress in engaging with its intended target groups, having over-delivered against targets for 01 and 02 which relate to WP1. For 01, this was achieved through partnership agreements, (online) meetings, inspiration days and initiator days, all of which have helped to foster the creation of a food surplus sector. For 02, activities included meetings and field visits to enhance logistical co-operation. As described elsewhere in this report, activities were more challenging within WP2 and this is reflected in the 03 targets. Whilst good progress has been made against 04, the bulk of these targets will be achieved through the dissemination of this comprehensive evaluation report and are therefore not yet captured. The 05 targets relate to WP3 which was significantly rescoped as a result of the Major Modification and therefore took longer to deliver than initially envisaged.

Figure Seven: Progress Towards Engaging Target Groups

Programme output	Target Value	Value reached in previous reporting periods	Value reached in current reporting period	Target reached so far
01	120	86	71	131%
02	50	33	21	108%
03	40	15	9	60%
04	100	44	7	51%
05	30	4	1	17%

Source: APR 2022, prepared by LP (not verified by the evaluators)

3.4 Deliverables and Broader Impact

Beyond this, Figure Eight shows the progress that was made towards the project's main deliverables. A detailed analysis of the project specific results indicators is shown the Technical Annex.

Figure Eight: Analysis of Progress Towards Deliverables

Confirmed New Targets	Progress as at December 2021
The employability of 250 persons from target group is increased	The WP3 webinars were attended by 139 participants, the majority of which were coaches, mentors and co-ordinators. These coaches, collectively worked with over 600 people who are far from the labour market. If the training has been embedded into their practice it is likely that this target will have been achieved
50 new jobs will be created	A total of 38 jobs were created through FLAVOUR, of which 30 were directly attributable to the project. Although the target was not fully achieved, this represents a considerable achievement, particularly within the context of the global pandemic
30 (social) enterprises will have started to distribute and/or process food surplus	Including suppliers/donators and recipients of surplus a total of 794 organisations were directly involved in the delivery of the pilot projects, including a large number of social enterprises and other social organisations. Therefore, the target will have been achieved

<p>4,000 tonnes of food surplus will have been distributed, of which 300 tonnes is processed</p>	<p>A total of 3,672.8 tonnes of food surplus has been distributed throughout FLAVOUR by local WP1 pilots and 217.3 tonnes was processed through WP2. The three WP1 collaboration pilots distributed an additional 2,344.5 tonnes (to avoid double counting, the surplus that was distributed by the local WP1 pilots has been excluded from this total). Some of the surplus distributed in WP1 was processed by organisations such as social restaurants as well as by the WP2 pilots. Although not all activity is directly attributable to FLAVOUR, the available data suggests that this target has almost been achieved</p>
--	--

Source: Year 1, 2 and 3 workbooks

FLAVOUR's impact, however, goes beyond its key project deliverables. There is evidence from the various data collection exercises that the project has delivered a range of tangible benefits and these are described in Part Two below.

Additionally, findings from the external stakeholder survey conducted in 2021 indicated that the project had a positive impact on a number of the organisations that took part. This included saving them time or other resources; enabling them to increase both the volume and range of surplus food that they were able to handle or distribute; and, enabling them to support more people in food insecurity. Some also mentioned that the pilots had enabled them to support specific groups such as young people and homeless people. Beyond this, survey participants mentioned the importance and value of shared learning and logistical support. These are considerable achievements for FLAVOUR.

SUMMARY OF KEY FINDINGS: KEY ACHIEVEMENTS - PART ONE

- Against a very challenging backdrop, progress was made towards FLAVOUR's key objectives. According to analysis by the LP, the SO1 indicator was fully achieved, the SO2 indicator was achieved to a minor degree and the SO3 indicator was achieved to a large degree;
- Progress was also made towards its deliverables for engaging with target groups which has helped to foster the creation of a food surplus sector;
- Although not all of FLAVOUR's high-level targets were fully achieved, considerable progress was made towards each of them;
- FLAVOUR's impact, however, goes beyond its key project deliverables. There is strong evidence from the various data collection exercises that the project has delivered a range of tangible benefits; and,
- As evidenced through the external stakeholder survey, other organisations have also benefited from FLAVOUR's activities through saving them time or other resources, enabling them to increase both the volume and range of surplus food and by enabling them to support more people in food insecurity.

PART TWO

3.5 The WP1 Local Pilots

The five WP1 local distribution platforms, which also form part of the WP1 collaborations, are located in the UK and Belgium, and are at different stages of development: three (Mechelen, Bruges and ODC Antwerp³) began collecting and distributing surplus for the first time in year 2 of the FLAVOUR project and Milieu and Werk did so in year 1. In contrast, FareShare Sussex is a franchise of the national FareShare network and was collecting large amounts of surplus before the FLAVOUR project started (563.1



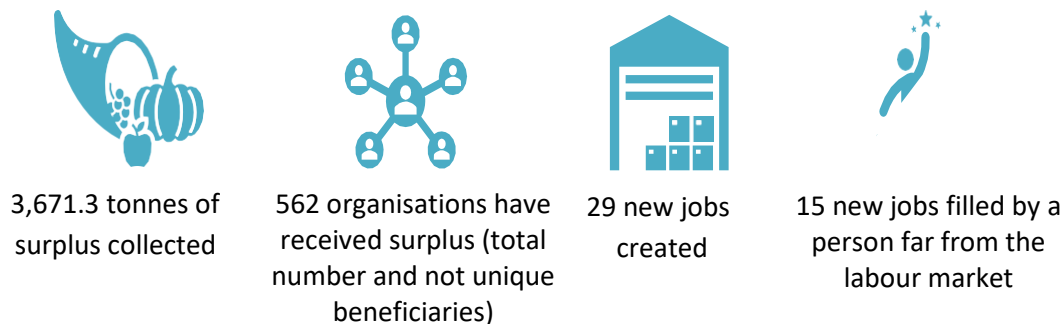
Sorting food surplus in Mechelen

tonnes in the baseline period). Although all pilots collect surplus for distribution to people in food insecurity, there are important differences in their approach. For example, all but one (Milieu and Werk) deliver surplus to organisations. Milieu and Werk instead operate as a ‘take away’ depot and organisations collect surplus directly from their warehouse. The pilot adopted this model because of the available budget (there was insufficient funds for another employee and vehicle) and in recognition of the difficulties finding people far from the labour market with a driving licence. Furthermore, while the Belgian pilots intercept surplus locally, FareShare receives the majority of its donations from national sources via their membership in the FareShare UK network. There are also important differences in how the pilots engage people far from the labour market. In Belgium, where there is a structural social employment system (see Section Two), the workforces consist of people far from the labour market and their coaches. In FareShare’s UK pilot, people far from the labour market are also engaged but as part of their large volunteer team rather than through social employment. Understanding these differences will help to identify the factors that can optimise costs and surplus quantities; this is an important step in the development of new socio-economic businessmodels.

³The second evaluation report stated that ODC’s activities had begun earlier but temporarily stalled. It has now been confirmed that earlier activity focused on the distribution of FEAD-food rather than surplus and the pilot only became operational as a surplus food distribution platform in year 2

3.5.1 WP1 Local Pilots' Achievements and Experiences

Each pilot's model and outputs are summarised in turn below (Section 3.7) but it is valuable to first highlight their collective achievements and the wider factors that have shaped activity. As summarised below the local WP1 pilots are creating jobs through surplus food collection and distribution. Although FareShare was an established distribution platform prior to FLAVOUR (and 64.2% of the total surplus collected is attributable to them), the remaining four were set up during the course of the project. The ability to establish and maintain activity amidst the backdrop of the pandemic has been a key project achievement.



As reported within Section 2.3, Covid-19 increased the demand for surplus and pilots have responded to this challenge while facing staffing shortages and social distancing constraints. For the Belgian pilots in particular, capacity to absorb increasing amounts of surplus has been enabled through investments in, for example, additional vehicles, freezer and refrigerated storage. Of course, Covid-19 has not been the only factor driving increased activity: all five of the pilots are part of a WP1 collaboration and, as reported in Section 3.6, the increased information sharing and alignment brought about by the collaborations are perceived to have led to more surplus being collected and distributed. More broadly, some pilots reported an increasing awareness of surplus and food insecurity (partly because of Covid-19) which in turn may have improved access to suppliers. Several pilots also commented that their DP was increasingly recognised as being capable of distributing surplus which had in turn increased suppliers trust in them.

“We’re better organised as DP. It makes us trustworthy to bigger suppliers. They see we are doing a good job and provide more than before. So this increases supply.”

Pilots were asked in the survey to identify the barriers to increased efficiency and their responses show how capacity might be further increased. In resonating with the conclusions drawn by the WP4 business model report (see Section 2.2), more storage, staff (including people far from the labour with a driving licence) and

transportation are all needed to ensure the DPs are sufficiently resourced. Pilots also highlighted the importance of an effective and integrated IT system and the Belgian pilots described their plans to move from Excel to a new IT tool via WP1 pilot 9 (see Section 3.7). This tool could save time by automating the surplus registration process (and therefore reducing data entry errors) and generating the paperwork required to distribute it.

Other barriers arising from Brexit and Covid-19 were reported in the UK. As highlighted in Section 2.5, the national driver shortage created supply chain issues which meant that some surplus was too short dated to distribute. The disrupted supply chain also created increased demand for UK produce and farmers were reported to be less likely to host gleaning days as a result. For FareShare, this meant that stock levels were low in year 3 yet demand remained high; having started the year with a full warehouse, they distributed more surplus than they collected.

A more fundamental challenge facing all DPs is the unpredictable nature of surplus distribution. The amount of surplus can fluctuate throughout the year and when it is made available, it can be at short notice. In the UK, where DPs rely on volunteers, responding to these demands is difficult and the capacity offered by a wider network of DPs appears critical in absorbing the surplus donated (see Section 3.6 for more discussion on the role played by collaborations in distribution). In addition, the WP4 business model report identifies the unpredictable nature of surplus distribution as creating a further tension for social employment: if less surplus is available, fewer training opportunities exist. Several of the pilots in the focus group discussions highlighted food processing as a means through which more sustainable training and employment opportunities could be provided. This point is discussed in more detail in Section 3.8.

Further insight into some of these issues is provided by the pilot survey, which included a series of questions to understand pilots' views about the 'state of the sector' more generally. Participants were asked to rate a series of statements on a scale of 1-7 from completely disagree to completely agree. Given that the number of participants completing the survey has changed year on year, and not all participants answered every question, the evaluators have smoothed the variance by assigning an average score to each indicator.⁴ Figure Nine, presents the findings relating to knowledge and information sharing, where the overall score increased steadily from 5 out of 10 in year 1 to 7 out of 10 in year 3 which suggests improvements in knowledge and information sharing were made over this time period. Of note, in year 3, pilots tended to be much more positive that their distribution platform received timely information (jumping from a score of 4 to 9). The only indicator that has decreased since year 1 concerns the use of IT communication tools to effectively to share information.

⁴ This was achieved by summing each response and creating an average score based on the maximum that could possibly be scored for each question (e.g. 7 out of 7), accounting for the not applicable and missing responses. Having produced a percentage for each question this was converted into a 1-10 scoring system.

Figure Nine: Knowledge and Information Sharing Average Scores WP1 Local Pilots

Question	Ave score 2019 (year 1)	Ave score 2020 (year 2)	Ave score 2021 (year 3)
The pilot project's distribution platform(s) know what food surplus is available within the immediate area (within 30 miles/ 50 km)	7	6	7
The pilot project's distribution(s) platform know what food surplus is available within the wider region	4	6	5
The pilot project's distribution platform(s) receive timely information about the food surplus that is available	4	8	9
There can be a mismatch between supply and demand*	4	2	4
Stakeholders in the pilot project's distribution platform(s) share learning and good practice	6	8	8
Stakeholders in the pilot project's distribution platform(s) use IT communication tools effectively to share information	6	5	5
Average Score Overall	5	6	7

Source: 2019, 2020 and 2021 FLAVOUR surveys of WP1 pilots. *Note: the score for this negative statement has been inversed

Against this backdrop, the pilots were also asked to report the extent to which they agreed that their pilot had been able to meet demand for fresh, healthy food amongst people in food insecurity and also meet their dietary needs and food preferences over the previous twelve months. The average scores to both questions increased from 5 to 7 between years 1 and 3, which suggests that pilots have been increasingly able to be responsive to people in food insecurity.

The pilot survey also provided insight into how relationships within the sector are perceived to have changed throughout the lifetime of the project. As above, participants were asked to rate a series of statements about how well the DP stakeholders are working together on a scale of 1-7 from completely disagree to completely agree. As shown in Figure Ten, although there was a slight increase in the overall score for this question set from 6 to 7 out of 10 between year 1 and year 2, it remained at 7 in year 3. Further analysis of the responses given to each question in this set shows a similar pattern; for example, the average pilot score for 'we trust each other' was higher in both year 2 and 3 than in year 1 indicating that more pilots agreed with this statement in later years of the pilot. An exception however is the level of agreement with the statement 'pilots make the best use of technology to collect and distribute surplus.' The average score was 6 in both years 1 and 2, but this decreased to 5 in year 3. The reasons for this change are unclear but may reflect that awareness of the potential to use technology to increase efficiency has increased as FLAVOUR has continued to develop an IT tool via WP1 pilot 9.

Figure Ten: Stakeholders Average Scores WP1 Local Pilots

Question	Ave score 2019 (year 1)	Ave score 2020 (year 2)	Ave score 2021 (year 3)
We understand each other's roles well	7	8	7
We trust each other	7	8	8
We work towards the same goals	8	8	8
We work together to identify solutions and develop new ideas	7	8	8
We have the capacity and resources we need to collect and distribute surplus food	5	6	7
We make the best use of technology to collect and distribute surplus food	6	6	5
We operate efficiently	6	7	7
Average Score Overall	6	7	7

Source: 2019, 2020 and 2021 FLAVOUR surveys of WP1 pilots

3.5.2 WP1 Local Pilots Business Models

As reported in the WP4 business model report (see Section 2.2), although DPs strive to create social rather economic value, financial sustainability is necessary to enable social value creation. As shown in the pilot summaries presented on pages 25-39, the total surplus collected and operational costs (all costs except start up/ new equipment costs) have been used to calculate the costs per kg for each pilot. The year 3 cost data (which is the most complete) is summarised alongside key outputs in Figure Eleven below; given the different delivery models and contexts in which each pilot operates, direct comparisons are inappropriate. Instead, this table is presented to provide further insight into the costs associated with the different ways of working and to support the development of new business models. The table highlights that:

- As would be expected, more surplus is collected by the DPs with larger workforces;
- Mechelen, who has a relatively low cost per kg, contracts a social enterprise to run their pilot's collection, storage and distribution activities;
- Milieu and Werk and Bruges have collected similar amounts of surplus with a comparable workforce. However, because Milieu and Werk operates as a collection only depot (it does not deliver surplus to organisations) its operational costs are lower;
- FareShare also has a relatively low cost per kg but operates on a much larger (or wholesale) scale than the other DPs. To provide a more accurate calculation of the operational costs associated with this way of working, the costs per kg are based on all the food that was distributed (i.e. surplus, purchased food and food donated by the public). As a franchise of the FareShare UK network, the majority of their surplus is delivered to them by the national network. They are also the most established of the WP1 DPs; and
- ODC Antwerp works with more social employees and coaches than any of the other Belgian DPs and its costs are higher because of this. However, they have the lowest costs per kg (the FEAD-food distributed by ODC has been included in the costs per kg calculation as well as surplus food).

Figure Eleven: Year 3 Costs Analysis

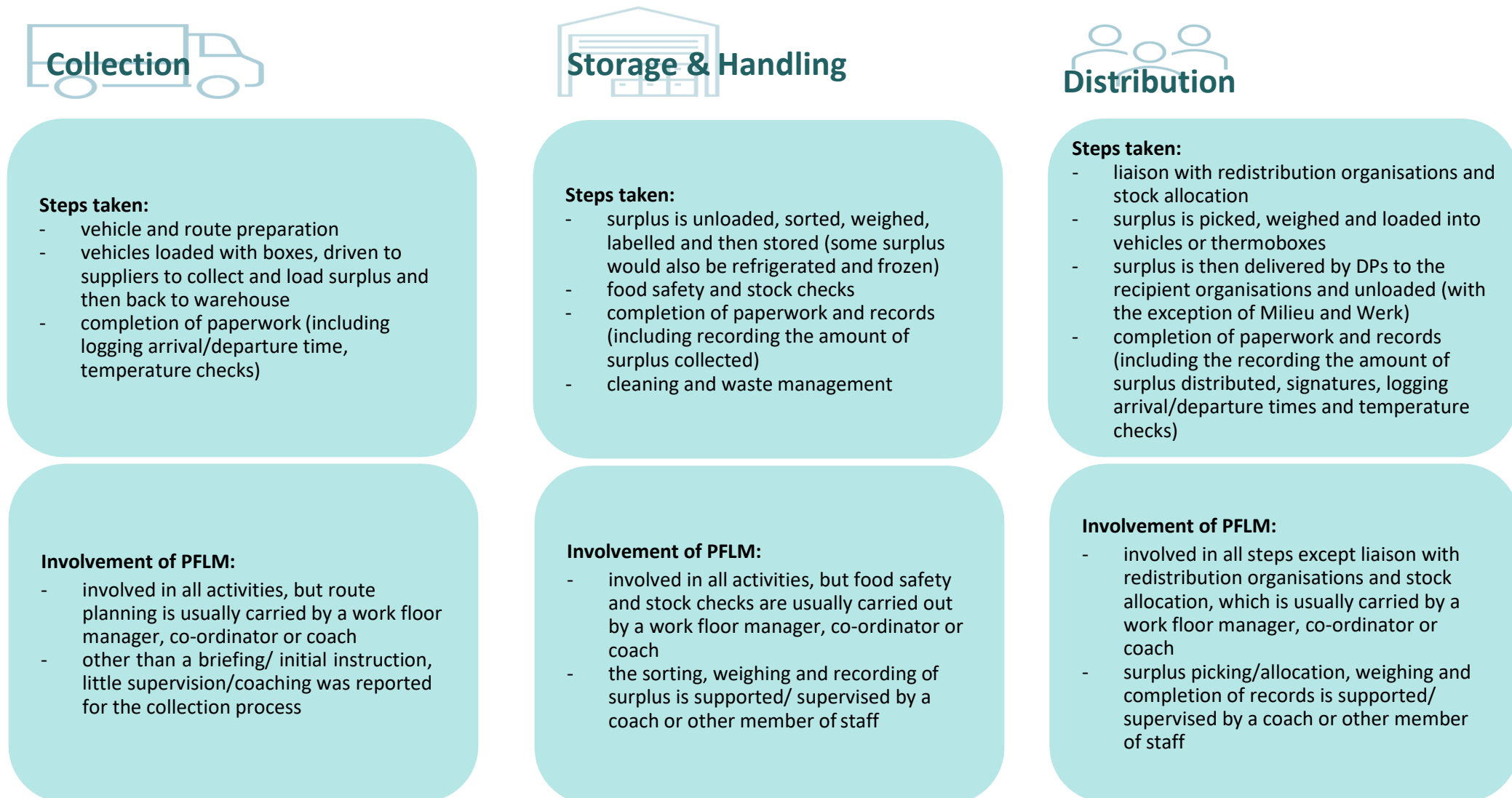
Pilot and its Key Features	Workforce	Total Surplus Collected (tonnes)	Total Number of Organisations Receiving Surplus	Costs per kg of surplus collected
Mechelen: The local authority managing this DP have contracted a social enterprise to collect, store and distribute surplus	8 paid (6 social employees) and 1 unpaid	322.9	79	€0.47
Bruges: Also managed by a local authority, a social organisation is contracted to provide a warehouse and transportation	5 paid (3 social employees) and 1 unpaid	96	27	€0.71
Milieu and Werk: Led by a rural social enterprise, this DP operates as a collection depot only	4 paid (2 social employees) and 1 unpaid	74.5	18	€0.60
ODC Antwerp: ODC are an in-kind partner and do not receive project funding. The surplus is collected by the local Department of Work	16 paid (11 social employees)	475.2, plus approximately 800 tonnes of FEAD-food	22	€0.32
FareShare Sussex: As a franchise of the national FareShare network, most of their surplus is provided by national suppliers. Their paid staff work with a large volunteer team	15 paid and 120-150 unpaid	835.4 of surplus, plus 280.6 tonnes of purchased food and public donations	202	€0.49

Further insight into costs is provided by the lead partner's analysis of the DPs in the Belgian collaboration. There are 11 active DPs, 2 of whom operate in the larger cities of Antwerp and Ghent, others in the smaller central cities⁵ and the remainder in more rural areas. The DPs in the larger cities have access to more funding and therefore are able to have higher costs of approximately €550,000 a year. DPs in the smaller central cities serve the city as well as the surrounding communities and their running costs are estimated to be approximately €300,000-350,000 per year. The running costs in rural areas are estimated to be much lower at €150,000 a year.

How people who are far from the labour market are engaged in distribution activities is an important feature of the business models and, to help identify where their involvement was most time/resource intensive, all pilots were asked to describe their workflows in the workbooks. Figure Twelve summarises this information and shows that people far from the labour market have been engaged in all, or almost all, of the steps undertaken in collecting, storing and distributing surplus. In the Belgian pilots, they are supported by a coach/ work floor manager or co-ordinator; however, the workbook data suggest that they work relatively independently when driving to collect and deliver the surplus. The steps that require more supervision or support typically involve the registration of the surplus and the associated paperwork, food safety checks, sorting, weighing and picking. An analysis of the reported timings did not show any clear patterns in terms of which steps are the most time consuming. Instead, timings depend on journey times to suppliers and recipients, and the volume of surplus being handled. Examples of the time taken to complete some of the steps follow on page 22 to illustrate the time needed to complete the different processes.

⁵ The Flanders Government has designated 13 of its cities as 'central cities'.

Figure Twelve: Summary of WP1 Local Pilot Work Processes





Mechelen

Up to four social employees drive to suppliers to collect surplus and then two social employees deliver it to organisations. These tasks are completed independently of their coach. The average collection journey takes 60 minutes and the average delivery journey 240 minutes. These journeys are the most time intensive step reported by the pilot



Milieu and Werk

Storage and handling is the most time intensive process for this pilot (they do not deliver surplus to organisations – it is collected from their warehouse). One social employee spends 145 minutes sorting, counting, weighing and storing surplus. A co-ordinator spends around 40 minutes supporting these activities



FareShare Sussex

Staff work with a large volunteer team to pick the surplus according organisations' allocations, a step which takes an average of 240 minutes. The volunteers then deliver the surplus; the average return journey time is 60 minutes

In France and Belgium, the structured social employment system provides a framework for the pilots to work with people far from the labour market. One of the Belgian pilots (Bruges) described in a focus group how they would agree a goal with a worker to ensure that their time working in the DP met their needs (e.g. to develop a particular skill or increase confidence).

Bruges' Workforce

One of Bruges' social employees described their experiences of working with the DP in a recent article written for the FLAVOUR website. In it, they describe how they have learned new skills such as composting and their driving and team working skills had also developed. The challenges of the role had in turn led to a growth in their confidence.

In another pilot (Mechelen), the DP's activities are run by a social economy partner whose activities go far beyond food surplus. This provides social employees with access to a network of coaches and, if needed, enables them to move to alternative position within enterprise if it offers a better fit with their skills and needs. This way of working was perceived to increase the confidence of social employees:

"They can feel there's someone who's committed with their work. They're not on their own but can rely on extra support or help."

Although the UK does not have a comparable system, FareShare is an equal opportunities employer and strives to create an inclusive workplace. As part of this, they advertise volunteering opportunities via the social organisations they distribute surplus to. The pilot highlighted refugees as one group that volunteers with them and described how their involvement enables them to feel respected and part of a community.

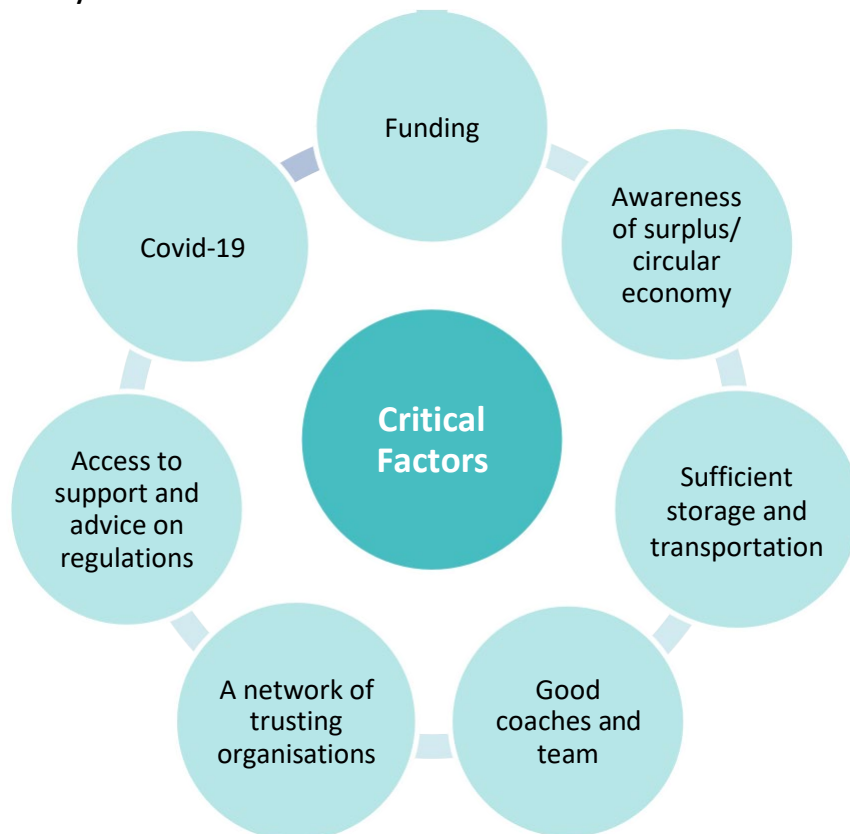
Despite offering a structured approach for DPs to engage people from the labour market, and indeed many of the DPs were set up to provide a mechanism to achieve this, the Belgian social employment system was perceived by focus group participants to have a number of disadvantages. Firstly, government permission is required to increase the number of social employees and therefore can act as a barrier to job creation. Furthermore, because they were set up to provide social employment, the Belgian pilots do not offer other

forms of employment; this means that people far from the labour market cannot continue working with the DPs beyond the duration of their contract. The transition to regular forms of employment is challenging as employers are not required to make any adaptations for these workers. In contrast, UK DPs can adopt a more flexible approach to employment. For example, FareShare has offered its volunteers or those completing its employability training programme a job without requiring approval from a statutory body.

3.5.3 WP1 Local Pilot Summaries

The information collated through both the workbooks and surveys has been collated and summarised for each pilot; these summaries are presented in turn overleaf. The information presented in the summaries includes those factors identified by the pilots as critical to their success, which reflect the experiences of delivery throughout FLAVOUR and highlight the resources needed to overcome barriers and/or increase capacity. The identified factors are presented in Figure Thirteen and project partners may wish to consider how these factors could be optimised to ensure that they act as enablers rather than barriers. Adequate funding is essential to enable DPs to operate as an efficient enterprise while creating social value. However, the availability of funding is dependent on the local policy context (see Section Two), which in turn shapes awareness of surplus and the DP's human and physical capacity. Effective working relationships between DPs, suppliers and recipients also appears important in enabling the available surplus to be absorbed and reducing competition for it. Finally, as described in Section 2.5, the pandemic has shaped and constrained the pilots' activity and it is therefore important that Covid-19 is also presented as a critical factor. Although there was an expectation at the outset of FLAVOUR that the DPs may develop into food hubs (and therefore encompass a wider range of surplus related activities), Covid-19 brought about increases in food insecurity and pilots were therefore focused on meeting the demand it created.

Figure Thirteen: Summary of Distribution Critical Success Factors

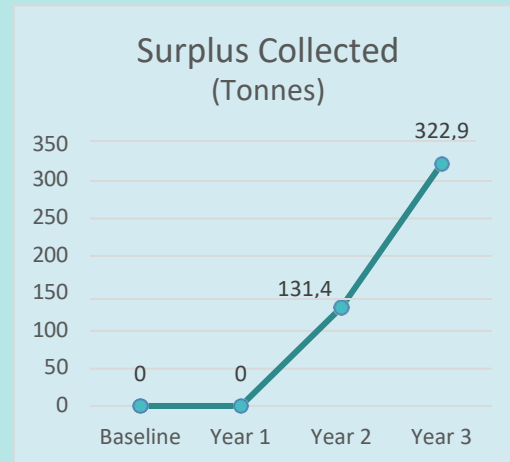


Pilot: Foodsavers Mechelen


Location: Mechelen, Belgium (Flanders region)


Summary:


- The City of Mechelen used FLAVOUR funding to set up a new DP in year 1 and activity began in year 2
- A total of 454.3 tonnes of surplus has been collected to date (all of which is attributable to FLAVOUR)
- Overall, 132 organisations and 5,000 people in food insecurity are estimated to have received surplus since the pilot started (these are the total numbers in both years of activity and not unique beneficiaries)
- 9 jobs were created because of FLAVOUR





Model Overview:


 Foodsavers Mechelen is a cooperation between the City of Mechelen and its social economy partner, Ecoso vzw. Ecoso runs the pilot's collection and distribution activities

 The pilot provides social employment - the social employees collect and distribute the surplus

 To minimise waste, food is allocated according to social organisations' needs

 The pilot receives funding from local authorities in the areas where it distributes surplus

 Grant funding from the Flemish Government will be used to develop the DP into a food hub - a social grocer and surplus processing are planned

 Demand and supply is more important to decision making than financial returns

Technologies Used:

- Refrigerated van, 30m² cold store and various freezers
- Excel has been used to record surplus to date, but the pilot will explore a new IT tool in 2022 (e.g. scanning)

Barriers to Increased Efficiency:

- Transportation –more vehicles would help reduce bottlenecks
- Warehouse - a bigger warehouse is needed to increase capacity
- Freezer capacity – replacing freezers with a bigger freezer cell would increase capacity
- Registration system – replacing Excel with a more integrated software system would reduce bottle necks
- Awareness - national and local authorities could help to raise awareness of the importance of reducing food waste, which would enable more surplus to be collected



Pilot Perceptions of Successes and Achievements:

- Established the first DP in the area
- Created jobs and pathways to employment
- Successful partnership between the City of Mechelen and Ecoso



Pilot Perceptions of Critical Success Factors:

- Structural funding has enabled the pilot to involve a range of stakeholders
- Increasing awareness of circular economy
- Ecoso has created systems and process for distribution and job creation

Foodsavers Mechelen Pilot Activity	
Activity Start Date	<ul style="list-style-type: none"> February 2020 (year 2 of FLAVOUR) There was no activity in the baseline or year 1 reporting periods
Geographic Coverage	<ul style="list-style-type: none"> Within 50km of the DP, with the exception of distribution to another region in response to the summer floods of 2021
Activity	<ul style="list-style-type: none"> The pilot's surplus collection increased by 146% from year 2 to 3 In year 3, 322.9 tonnes were collected, of which 2.2 tonnes became food waste and the remainder was distributed In year 2, 131.4 tonnes were collected and 120 tonnes distributed (0.2 tonnes of the surplus collected and some remained in storage) All of the surplus collected is attributable to FLAVOUR
Suppliers	<ul style="list-style-type: none"> The total number of suppliers was slightly lower in year 3 (26) than in year 2 (32): one off donations were received in the early stages of the Covid-19 pandemic (year 2) as businesses closed Most of the surplus was supplied by wholesale/ retail companies (79.7% in year 3 and over 50% in year 2) Auctions were also an important source of surplus in both years All surplus was collected within the immediate area (within 50km) The pilot collected all surplus made available to it in both years and reached full capacity in year 3. A larger warehouse and increased freezer capacity is needed to collect and distribute more surplus
Food Types	<ul style="list-style-type: none"> The majority of the surplus was fresh fruit and vegetables in both years (67.2% in year 3 and 56% in year 2) and only a small proportion was highly processed (3.4% in year 3 and 5% in year 2) The remainder was other types of surplus, such as tinned and frozen food
Distribution	<ul style="list-style-type: none"> The number of organisations receiving the surplus increased from 53 in year 2 to 79 in year 3 7 of the 79 year 3 organisations processed surplus and 2 used the surplus as animal food (after it was deemed unfit for human consumption) All but 10 of these were a social organisation or social enterprise The pilot estimates that 3,500 people in food insecurity received the surplus in year 3 – 2,000 more than in year 2 The pilot distributes within the local area only (within 50km), however 5.9% of the year surplus was distributed to the Wallonie region during the summer floods of 2021 (FLAVOUR year 3)
Transportation	<ul style="list-style-type: none"> The pilot has a cooling van and cargo bike as well as access to Ecoso's light truck with a lifting platform Because of the shared truck, the year 3 mileage is not known. However, surplus was estimated to have been transported 14,900km in year 2 and, as a greater proportion of the region was covered by the DP, year 3 mileage would have been greater than this

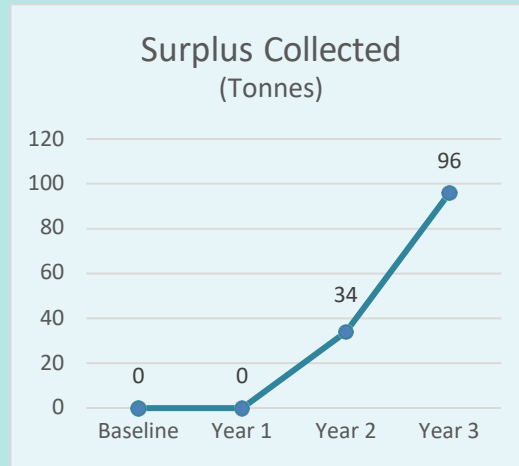
Foodsavers Mechelen Pilot Activity (continued)	
Workforce	<ul style="list-style-type: none"> The pilot currently has a workforce of 9 people, 1 is unpaid and 8 are in paid jobs (project manager, coach, 6 social employees) 2 social employee jobs were created in year 3, the other 4 were created in year 2 – all were filled by people far from the labour market 2 coach jobs were created in year 2, 1 of whom was transferred to work in a new, smaller DP in year 3 All jobs are attributable to FLAVOUR
Training Provided	<ul style="list-style-type: none"> Soft skills training, anger management, Dutch language (written and spoken), IT & computer, food safety, warehouse handling, driving skills were all delivered in year 3
Costs	<ul style="list-style-type: none"> The total costs in year 3 were €152,003, considerably lower than the €210,180.87 reported in year 2 While the staff costs increased from €90,934 in year 2 to €125,004 in year 3 (because of the inclusion of some social employee costs), equipment costs decreased (€45,253 in year 2 compared to €3,348 in year 3) The total year 3 costs equates to €0.47 per kg of surplus collected (because no new equipment was purchased, the total year 3 costs are the operational costs) The pilot was active for only 11 months in year 2 and therefore the costs per kg cannot be directly compared (for reference, the operational costs were €0.89)

Pilot: City of Bruges

Location: Bruges, Belgium (Flanders Region)

Summary:

- The pilot's distribution platform was set up using FLAVOUR funding and became active in year 2 (all activity is therefore attributable to the project)
- Over 130 tonnes of surplus have been collected and distributed since the pilot started
- Between 4,400 and 5,000 people in food insecurity are estimated to have received surplus in years 2 and 3 (this is the total number receiving surplus and not unique beneficiaries)
- 5 jobs have been created because of FLAVOUR



Model Overview:



The City of Bruges has contracted the social organisation 't Sas to run the pilot's operations



The pilot rents a building and vehicle from 't Sas



People far from the labour market work with the pilot through the Article 60 social employment scheme



Demand and supply are more important to decision making than financial returns

Technologies Used:

- Refrigeration/freezer storage
- Excel used to record surplus activities but the pilot is exploring the use of an IT tool in 2022

Barriers to Increased Efficiency:

- Finding people far from the labour market with a driving licence – purchasing an electric cargo bike for local journeys identified as one solution
- Public sector procurement meant that purchasing equipment was a lengthy process
- Time pressures associated with distribution - an online reservation system for social organisations could reduce this



Pilot Perceptions of Successes and Achievements:

- Large volume of surplus collected
- Supermarkets were involved quickly
- Reaching more and more organisations to distribute food to



Pilot Perceptions of Critical Success Factors:

- A good coach
- Sufficient storage and transport
- Working as an intermediary – the pilot works with other organisations collecting and distributing surplus. Some of these organisations have passed on their suppliers to the pilot

City of Bruges Pilot Activity	
Activity Start Date	<ul style="list-style-type: none"> June 2020 (FLAVOUR year 2) – there was no activity in the baseline and year 1 reporting periods
Geographic Coverage	<ul style="list-style-type: none"> Within 50km of the distribution platform
Activity	<ul style="list-style-type: none"> In year 3, over 96 tonnes were collected, of which 1.6 tonnes became food waste and the remainder was distributed In the 7 months the pilot was active in year 2, 34 tonnes were collected of which 1.1 tonnes became food waste and the remainder distributed
Suppliers	<ul style="list-style-type: none"> 6 suppliers provided surplus in both years A large majority of surplus was donated by wholesale and retail companies (96% in year 3 and 95% in year 2) and the remainder was from processors and manufacturers All surplus was intercepted in the immediate area (within 50km) Not all the surplus made available to the pilot was collected because of storage capacity or the ability to distribute it to people in food insecurity - the pilot worked at full capacity in year 3
Food Types	<ul style="list-style-type: none"> The majority of the surplus collected in both years was fresh fruit and vegetables (55% in both years) 16% was highly processed in year 3 and 22% in year 2 and the remainder was meat, fish and dairy products
Distribution	<ul style="list-style-type: none"> The pilot distributed surplus to 27 organisations in year 3 and 16 organisations in year 2 7 of the organisations receiving surplus in year 3 supported people in food insecurity, 19 either processed or sold the surplus and 1 was a local authority Between 2,600 and 3,000 people in food insecurity received the surplus in year 3 and between 1,800 and 2,000 in year 2 All surplus was distributed in the immediate area (within 50km)
Transportation	<ul style="list-style-type: none"> The surplus was transported 14,839 km in year 3 and 5,260km in year 2 (between July and December 2020) A van was used to collect and distribute surplus. Multiple collections and drop offs were made in a single trip The pilot has bought an electric van and plans to use this and a rented electric cooling van in 2022 to reduce their carbon footprint

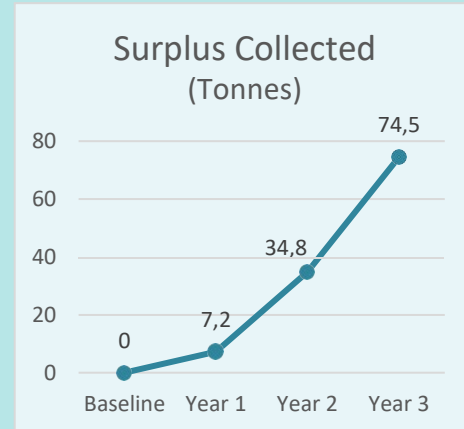
City of Bruges Pilot Activity (continued)	
Workforce	<ul style="list-style-type: none"> • 6 people currently work with the pilot: 5 paid staff (project co-ordinator, work floor manager and 3 social employees) and 1 unpaid volunteer (in both year 2 and 3) • 5 paid and 1 unpaid positions were created in year 2, people far from the labour market filled the 3 social employee jobs via Article 60 (Belgian social employment scheme) • 3 social employees left in year 3, either because of personal reasons or the job wasn't a good fit for them • More recently, 1 person left a social employee job in 2022 and started a job in the regular labour market • When a social employee leaves, they are replaced • All jobs created are attributable to FLAVOUR
Training Provided	<ul style="list-style-type: none"> • The work floor manager provides on the job training (e.g. with the collection routes and how the DP is organised)
Costs	<ul style="list-style-type: none"> • The total year 3 costs were €80,227 (€67,768 were salary costs – not including social employees which are funded by a social employment scheme – and €121.57 on equipment) • This is equivalent to an operational cost (all costs less new equipment costs) of €0.71 per kg of surplus collected • In year 2, costs were €113,844 (€85,835 staff costs – not including social employees). Staff costs were higher in year 2 because of a vacancy in the project co-ordinator post for part of year 3 • The pilot was active for only 7 months in year 2 and therefore costs cannot be directly compared. For reference, operational costs were €2.62 per kg of surplus collected
Income	<ul style="list-style-type: none"> • €345,137 over lifetime of project (40% partner contribution provided by City of Bruges in staff time)

Pilot: Milieu and Werk (Foodsavers Zuiderkempen)


Location: Veerle-Laakdal, Belgium (Flanders region)


Summary:


- The pilot set up a new distribution platform in year 1 of FLAVOUR
- They operate as a collection only depot in a rural area (they do not deliver surplus)
- A total of 116.5 tonnes of surplus has been collected throughout FLAVOUR
- The pilot attributes 60% of its activity to FLAVOUR
- 2 jobs have been created because of FLAVOUR





Model Overview:


 Milieu and Werk is a social enterprise working to create employment opportunities for people far from the labour market


 Before FLAVOUR, it had social groceries and a food production workshop

 The pilot has set up a new distribution platform during FLAVOUR

 The pilot is testing a distribution model in a rural area (without the support of local government funding)

 Operate as a collection depot (they do not deliver surplus)

 Aim to have a social and environmental impact

 Supply and demand is more important to decision making than financial returns

Technologies Used:

- Thermoboxes are used to collect surplus
- Excel is used to record how much surplus has been collected and distributed – planning to move to a new IT system in 2022
- Outlook and WhatsApp are also used to communicate with social organisations

Barriers to Increased Efficiency:

- Lack of employees with driving licences – operate as collection depot to reduce need for drivers
- Lack of space and cooling van – more surplus could be collected if this changed
- Registration system – scanning or using a tablet would save time
- Collection depot process – organisations collect from the DP but because they bring their own thermoboxes, the surplus can't be packed in advance



Pilot Perceptions of Successes and Achievements:

- The amount of food saved
- The opportunity to give people far from the labour market a job



Pilot Perceptions of Critical Success Factors:

- Financial support from FLAVOUR
- The trust that has been built with social organisations

Milieu and Werk Pilot Activity	
Activity Start Date	<ul style="list-style-type: none"> • Begun operating as a surplus collection dept in September 2019 (year 1 of FLAVOUR) • They did not collect or distribute surplus before this
Geographic Coverage	<ul style="list-style-type: none"> • All surplus is collected and distributed in the immediate area (within 50km)
Activity	<ul style="list-style-type: none"> • The surplus collected has increased in each year of FLAVOUR, from 7.2 tonnes in year 1, 34.8 tonnes in year 2 to 74.5 tonnes in year 3 • All of the year 3 surplus was distributed, but 35.7 tonnes was distributed in year 2 (220kg became food waste but some surplus from storage was also distributed) and 5.6 tonnes in year 1 • The pilot attributes 60% of activity to FLAVOUR because of match funding from government subsidies
Suppliers	<ul style="list-style-type: none"> • The number of suppliers increased from 16 in year 2 to 21 in year 3 • Most of the surplus (76.4%) was from wholesale/retail in year 2 (data was not available for year 3), the remainder was from processors/manufacturers (7.4%), farms (3.8%) and other types of suppliers (12.4%), including another local WP1 pilot • The pilot collects only what it is able to transport and store
Food Types	<ul style="list-style-type: none"> • Most of the surplus collected in each year was categorised as other types of surplus (e.g. tinned and frozen food) – 68% in year 3 • Around a quarter of the surplus collected in each year was fresh fruit and vegetables (29% in year 3, 24.0% in year 2) • The remainder was highly processed
Distribution	<ul style="list-style-type: none"> • The pilot is a collection only DP, which means that organisations travel to Milieu and Werk to collect surplus. All distribution is therefore in the local area • 18 social organisations received surplus in year 3 and 17 in year 2 • In year 2, 17 organisations received surplus (6 of whom process or resell surplus), all of whom were social organisations or social enterprises • To find out how many people in food insecurity were receiving the surplus, the pilot surveyed organisations in year 3. Only half replied, these organisations reached an estimated 660 people
Transportation	<ul style="list-style-type: none"> • Surplus was transported 6,916.8km in year 2 and 9,015km in year 3 using vehicles chartered by another organisation • Multiple collections were made in a single journey

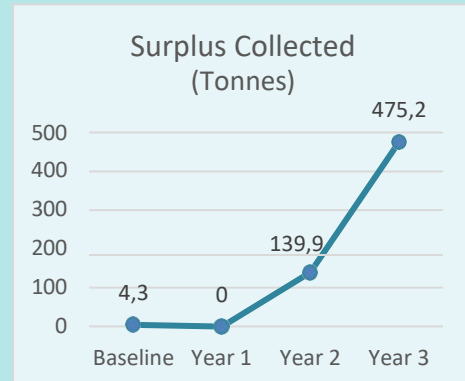
Milieu and Werk Pilot Activity (continued)	
Workforce	<ul style="list-style-type: none"> The pilot currently has a workforce of 5 people: 1 co-ordinator, 2 social employees, 1 volunteer and 1 external contractor (the Foodsavers manager) One of the social employee posts was increased from 0.5 to 1FTE in year 3 The volunteer and 1 of the social employee jobs were created in year 2 and the co-ordinator post created in year 1 1 of the social employee posts existed before FLAVOUR started (employed by a sister organisation) Both social employee posts have been filled by people far from the labour market The co-ordinator and 1 social employee job is attributable to FLAVOUR
Training Provided	<ul style="list-style-type: none"> Food hygiene training was provided in year 3 alongside on-the-job support provided by the trainer (e.g. time keeping, work ethic) No training was provided in year 2
Costs	<ul style="list-style-type: none"> Year 2 and year 3 costs were broadly similar: <ul style="list-style-type: none"> €45,019 of costs were reported in year 3, of which €25,398 was staff costs, €9,530 storage costs and €3,735 equipment costs €49,197 of costs were reported in year 2, of which €26,800 was staff costs The costs of employing target group employees are not included in these figures, this is covered by the Belgium social employment subsidies The year 3 costs are the equivalent of €0.60 per kg of surplus collected (no equipment was purchased, therefore the total costs are the full operational costs) The year 2 costs are based on 14 months of operation, and therefore not directly comparable. For reference though, the equivalent cost per kg is €1.38 (based on operational costs)
Income	<ul style="list-style-type: none"> €185,740 over lifetime of project (40% partner contribution provided by subsidies from Flemish government and a CO2 subsidy)

Pilot: ODC Antwerp (Foodsavers Antwerp)

Location: Belgium (Flanders Region)

Summary:

- Established as a distribution platform in year 2 of the FLAVOUR project
- The pilot distributed FEAD-food ⁶before FLAVOUR started and this activity has continued throughout the project
- A total of 615.1 tonnes of surplus has been collected since the pilot started
- The pilot is not funded by FLAVOUR but has been supported by it – this means that only some of its activity can be attributed to FLAVOUR



Model Overview:



Aims to support people far from the labour market - this shapes their food surplus activities and is more important than financial returns



Werkhave, the local Department of Work, run the operational side of the distribution platform (e.g. collect surplus and train social employees)



ODC Antwerp distribute FEAD-food (this started before FLAVOUR) but the distribution of surplus is a new activity



ODC Antwerp is an in-kind project partner - they do not receive any funding from FLAVOUR

Technologies Used:

- Refrigerated vans, transpallets (2 electric and 2 with weighing capacity), cold stores, freeze store, and forklift
- Excel currently used but the pilot plan to a new IT tool in 2022

Barriers to Increased Efficiency:

- Registration system – the existing system is too cumbersome and a new IT tool will help to automate processes
- Lack of staff (especially drivers) – all surplus food has to be collected at the same time. 5 new employees will start in 2022 to increase capacity
- Storage capacity – 1 big store would be better than 3 small ones. The pilot will get also an extra cool storage in 2022
- Alignment between surplus food distribution and social organisations' hours of operation
- Understanding of what DPs do – increased awareness would improve access to surplus



Pilot Perceptions of Successes and Achievements:

- Surplus food collection has increased
- Employees have progressed to the labour market



Pilot Perceptions of Critical Success Factors:

- Local and regional political support
- Good quality coaches
- Engagement of stakeholders
- Access to advice on legal regulations and other issues

⁶The Fund for European Aid to the Most Deprived (FEAD) provides foods and other forms of support to the most deprived in EU countries.

ODC Antwerp Pilot Activity	
Activity Start Date	<ul style="list-style-type: none"> Pilot was established as a distribution platform for surplus food in year 2 of FLAVOUR It distributed FEAD-food before this - the collection and distribution of surplus is a new activity
Geographic Coverage	<ul style="list-style-type: none"> All surplus is collected and distributed in the immediate area (within 50km)
Activity	<ul style="list-style-type: none"> 475.2 tonnes was collected in year 3, 9.5 tonnes of which became food waste and the remainder was distributed - this is a 239.7% increase on year 2 surplus collection 139.9 tonnes were collected in year 2, 3 tonnes of which became food waste and the remainder was distributed 4.3 tonnes were collected and distributed as a test in the baseline period The pilot does not receive FLAVOUR funding but has been supported by it. For example, the lead partner has negotiated with suppliers to improve collection procedures and felt that this had enabled more surplus to be collected in less time. Because of the changes made, it was estimated that 45 tonnes of the surplus collected in year 3 was attributable to FLAVOUR
Suppliers	<ul style="list-style-type: none"> The pilot had a total of 8 suppliers in year 3 – one more than in year 2 The largest proportions of surplus came from wholesale/ retail suppliers (45.8% in year 3 and 31.8% in year 2) and a food bank (28.8% in year 3 and 36.5% in year 2). Auctions were also an important supplier in both years All surplus was intercepted within 50km of the distribution platform All surplus made available to the pilot was collected in year 3 but not in year 2
Food Types	<ul style="list-style-type: none"> In both years, around a third of the surplus was fresh fruit and vegetables (37.3% in year 3 and 33% in year 2) 22.9% was highly processed in year 3 and 17% in year 2. The remainder was other types of surplus (e.g. frozen, tinned, dairy, fish and meat)
Distribution	<ul style="list-style-type: none"> 22 organisations received the surplus in year 3 (28 were reported in year 2 but this includes organisations that received FEAD-food) 4 of the 22 organisations were social restaurants and therefore processed the surplus All recipients were social organisations The pilot distributes both surplus and FEAD-food, the number of people receiving only surplus is not known In year 3, surplus and/or FEAD-food was distributed to 24,158 people and 25,565 in year 2 All surplus was distributed in the immediate area (within 50km of the distribution platform)
Transportation	<ul style="list-style-type: none"> The surplus was transported a total of 59,006km in year 3 and 42,840 km in year 2 Multiple collections and drop offs were made in a single trip

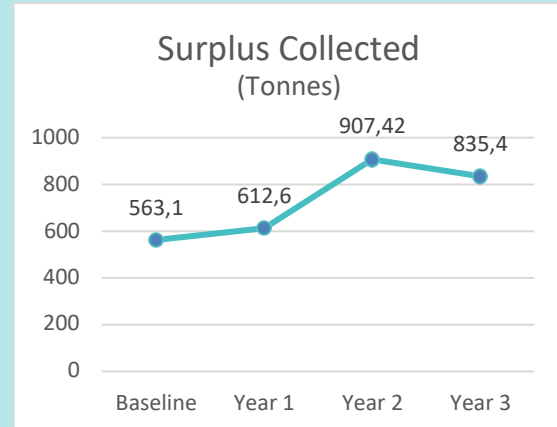
ODC Antwerp Pilot Activity (continued)	
Workforce	<ul style="list-style-type: none"> • The pilot has a current workforce of 16 people (1 co-ordinator, 4 coaches and 11 social employees) • 4 social employee jobs were created in year 3 – the pilot is collecting more surplus because of FLAVOUR, so these jobs can be attributed to the project • All social employees are people far from the labour market • 2 of the coaching posts were created in year 2 (but are not attributable to FLAVOUR) • The workforce is also involved in FEAD-food aid
Training Provided	<ul style="list-style-type: none"> • Social employees received training on work habits, order picking, how to approach clients, language and Covid-19 measures in year 3 • 2 employees also received fork lift truck driver training
Costs	<ul style="list-style-type: none"> • The total year 3 costs were €404,622, €378,000 of which was staff costs and the remainder the hire of refrigerated storage and cooling vehicles • This equates to €0.85 per kg (as no equipment was purchased, all costs are categorised as operational costs), or €0.32 per kg if the 800 tonnes of FEAD-food that was also distributed is included • This is slightly higher than the year 2 costs of €359,778 (€252,000 of which was staff and personnel costs) • The pilot only collected surplus for 8 months in year 2, therefore the costs per kg are not directly comparable (for reference, the operational costs in equate to €1.96)
Income	<ul style="list-style-type: none"> • In-kind partner (receives no FLAVOUR funding) • Funded by city council

Pilot: FareShare Sussex

Location: Brighton and Hove, UK (Sussex Region)

Summary:

- FareShare Sussex is a franchise of FareShare UK
- Their collection and distribution activity was established before FLAVOUR
- FLAVOUR has enabled FareShare Sussex to support and train people far from the labour market
- A total of 2355.4 tonnes of surplus has been collected in years 1-3
- The surplus collected is not attributable to FLAVOUR
- 1 job has been created because of FLAVOUR



Model Overview:



FareShare Sussex operates as a franchise of FareShare UK



Most of the surplus is delivered to FareShare Sussex by FareShare UK, and then redistributed at a wholesale level in Brighton and Hove



FareShare Sussex distributes surplus to their member organisations, these organisations pay an annual service fee (the amount paid depends on how much surplus they receive)



FareShare Futures - a new training programme - has been established through the FLAVOUR project to support people far from the labour market



Demand and supply are the most important factors in decision making

Technologies Used:

- HGV, diesel vans and electric cargo bike are used to transport surplus
- 'Gladys', FareShare UK's bespoke system, is used to register surplus

Barriers to Increased Efficiency:

- Weighing surplus – scanning would reduce bottlenecks
- Delivery route planning – this is done manually and can be slow, route mapping software would help



Pilot Perceptions of Successes and Achievements:

- Ongoing distribution of high volumes of food
- Motivated volunteer workforce
- Employing 2 people far from the labour market



Pilot Perceptions of Critical Success Factors:

- Effective core staff team and volunteer ratio identified as 10-15:1
- Working as part of a network
- Fundraising

FareShare Sussex Pilot Activity	
Activity Start Date	<ul style="list-style-type: none"> FareShare Sussex was established in 2002
Geographic Coverage	<ul style="list-style-type: none"> Most of the surplus is provided by FareShare UK but distributed within Brighton and Hove
Activity	<ul style="list-style-type: none"> Collection was reported to be 3 times higher than usual in the early stages of the pandemic (year 2). Reflecting this, more surplus was collected in year 2 than in any other year 907.42 tonnes was collected in year 2 (24.4 tonnes of which became food waste) and 835.4 tonnes of surplus was collected in year 3 (13.9 tonnes of which became food waste) This is considerably more than either year 1 (612.6 tonnes) and the baseline period (563.1 tonnes) 892.3 of surplus was distributed in year 3, 970.4 tonnes in year 2 and 613.7 tonnes in year 1 More surplus was distributed in year 3 than was collected: some surplus is always in storage at the start of the year and the warehouse was full at the start of the year. However, due to a national supply chain crisis and the impact of Brexit, the warehouse was closer to empty at the end of year 3 The surplus collected by FareShare Sussex is not attributable to FLAVOUR. However, more staff have been employed because of the project funding and this increased capacity enabled FareShare Sussex to remain operational throughout Covid-19 (other FareShare's had periods of closures due to staff shortages)
Suppliers	<ul style="list-style-type: none"> As a franchise of FareShare UK, a large majority its surplus is provided by national suppliers There were over 370 suppliers in years 2 and 3 and over 200 in year 1 Because of the way the FareShare system categorises suppliers, it's not possible to identify how much was provided by each type of supplier. However, processing and manufacturing companies were an important source of surplus FareShare Sussex did not accept all the surplus offered to it (in any year). Reasons for this included: lack of storage space, short dated produce, items that were difficult to distribute (e.g. catering sized products) or inability to collect
Food Types	<ul style="list-style-type: none"> Fresh fruit and vegetables accounted for the largest proportion of surplus collected (38.7% in year 3 and 49% in year 2) 3.2% was highly processed in year 3 and 11% in year 2 The remainder was other types of surplus (e.g. tinned produce, frozen foods)
Distribution	<ul style="list-style-type: none"> Most of the surplus was distributed in the local area (72.8% in year 3, 83% in year 2, 86% in year 1) 202 organisations received the surplus in year 3, more than in either year 1 (130) or year 2 (187) An estimated 26,682 people received surplus in year 3, 28,064 in year 2 and 11,550 in year 1 The demand for surplus was often greater than supply in year 3, this meant that the amount distributed to each organisation was reduced

FareShare Sussex Pilot Activity (continued)	
Transportation	<ul style="list-style-type: none"> It was estimated that the surplus was transported 68,966km in year 1, 108,700km in year 2 and 136,500 km in year 3 FareShare Sussex started using electric vehicles alongside non-electric vehicles in year 3
Workforce	<ul style="list-style-type: none"> There were 15 paid staff in both years 2 and 3 2 people who were far from the labour market started working in an existing job in year 3, 1 of whom had taken part in the FareShare Futures programme and the other had been a volunteer Although these jobs would have been created without FLAVOUR (and are therefore not attributable), they might not have been filled by a person far from the labour market without the pilot 7 jobs were created in year 2 and 1 of these was attributable to FLAVOUR. This 1 job was filled by a person far from the labour market FareShare Sussex has a large and fluctuating volunteer team (120-150 in year 3). 100 new volunteers started in year 3 and 176 in year 2 20 volunteers left FareShare Sussex to start employment elsewhere in year 3
Training Provided	<ul style="list-style-type: none"> FareShare Futures – a new employability programme – was piloted in year 2 with 10 participants. The programme offers a mix of employability skills and on-the-job training In year 3, 5 courses were run with a total of 12 people More generally, FareShare Sussex aims to be an inclusive employer that adapts to meet the needs of its workforce
Costs	<ul style="list-style-type: none"> FareShare Sussex's total costs for year 3 were €569,629 (this includes all work package activity). €336,385 of which was staff costs, €93,419 warehouse expenses and €58,999 for transportation This equates to €0.51 per kg of food collected or €0.49 per kg based on operational costs only (all capital costs deducted). Nb. this calculation is based on 1116 tonnes of food being collected (the 835.4 tonnes of surplus plus purchased food and donations from the public) Year 2 costs were slightly less at €511,229, €339,638 of which was staff costs and €11,420 equipment. This equates to €0.55 based on all costs in year 2 (no start up/equipment costs were reported)
Income	<ul style="list-style-type: none"> Received €65,980 of FLAVOUR funding for WP1 activity over the lifetime of the project (40% partner contribution provided by grant funding and food donations) FareShare Sussex also receive funds from fundraising and community member fees. In year 3, they received over €59,565 from fees and €381,216 from fundraising In year 2, the total earned from fees, donations and other earned income was €1,046,769. Income was higher during the peak of the pandemic because of the increased demand for emergency food and fundraising campaigns to enable FareShare to meet this demand

3.6 The WP1 Collaboration Pilots

There are a total of three collaboration pilots in WP1: one in the UK, Belgium and France. Like the local pilots, each of the collaborations were at different stages of development when FLAVOUR started. In the UK, the Surplus Food Network in Brighton and Hove had been active for two years before FLAVOUR and has six members (two of whom are FLAVOUR partners). There are 11 DPs in the Belgian collaboration, five of whom were not fully operational before the project started (a further three are currently being set up). Four of the Belgian DPs are local WP1 pilots. HERWIN leads the collaboration and had organised learning events prior to start of the project. In France, PDLM has set up a new collaboration through their FLAVOUR pilot. The collaboration here operates differently to the UK and Belgium pilots in that PDLM functions as a broker between four networks of food aid organisations. PDLM also started collecting and distributing surplus itself to enable it to develop effective and trusting relationships with these organisations. The type of surplus collected by PDLM also differs in that they specialise in fish: PDLM was set up to reduce waste from seafood auctions and allocated government funding to enable it to purchase unsold produce at a discounted price. This activity has continued alongside the collection of surplus from other suppliers. To enable fresh fish to be distributed, it must first be cut, cleaned and frozen. Although this does not conform to FLAVOUR's definition of processing (whereby produce would be transformed into another product), it is nevertheless a processing element that is not typically associated with the DP model. Therefore, it is difficult to distinguish between PDLM's WP1 and WP2 activities and a joint WP1 and WP2 summary has been prepared for PDLM's two pilots. This summary is presented alongside the UK and Belgian collaboration summaries in this section of the report.

3.6.1 WP1 Collaboration Pilots' Achievements and Experiences

The key outputs summarised below highlight the scale at which the collaboration pilots operate. The amount of surplus collected and distributed has increased in each year of FLAVOUR. For the Belgian collaboration, this is due to the number of participating DPs increasing from six to 11 during the project as well as increases in the capacity of individual DPs. Financial support from local authorities was identified as critical in enabling the DPs to develop and grow (see Section 3.7 for other critical factors). The UK and French pilots have also seen year-on-year growth (from 906.2 tonnes in year 1 to 1,253 tonnes in year 3 for the UK and 31.8 tonnes to 188.1 tonnes in France).



9,164.9 tonnes of surplus collected



1,507 organisations have received surplus
(total number and not unique beneficiaries)



Working with a growing number of organisations

Because the UK and Belgian pilots include some DPs who are not funded by FLAVOUR and/or who were active before the project started, only some of their activity is attributable to FLAVOUR. Despite this, all three pilots have described how the collaborations have enabled increased information sharing and alignment, which in turn has led to increases in surplus collection and distribution. This is also reflected in the survey results. When asked to rate a series of statements on a scale of 1-7 from completely disagree to

completely agree, the overall score for knowledge and information sharing within the collaboration networks increased from 6-7 over the timeframe of the project. However, given that only two of the pilots engaged with the survey this year, care should be taken when interpreting the findings. As shown in Figure Fourteen, for the two pilots that did take part, the indicator that most improved concerns the timely receipt of information about the food surplus that is available. In the UK, the Surplus Food Network use WhatsApp to communicate surplus donations; this was perceived to provide member DPs with fast and immediate access to information about the available surplus. In Belgium, the Food Fayre tool allows for surplus donations to be listed and reserved. It is primarily used by the social organisations distributing the surplus but some DPs also use it to either list available surplus or to reserve larger donations.

Figure Fourteen: Knowledge and Information Sharing Average Scores WP1 Collaboration Pilots

Question	Ave score 2019 (year 1)	Ave score 2020 (year 2)	Ave score 2021 (year 3)
The pilot project's distribution platform(s) know what food surplus is available within the immediate area (within 30 miles/ 50 km)	8	9	9
The pilot project's distribution(s) platform know what food surplus is available within the wider region	6	7	6
The pilot project's distribution platform(s) receive timely information about the food surplus that is available	6	7	8
There can be a mismatch between supply and demand	2	4	3
Stakeholders in the pilot project's distribution platform(s) share learning and good practice	9	9	9
Stakeholders in the pilot project's distribution platform(s) use IT communication tools effectively to share information	6	7	7
Average Score Overall	6	7	7

Source: 2019, 2020 and 2021 FLAVOUR surveys of WP1 pilots. Note: the score for this negative statement has been inversed

Relationships are central to this process. Although only two pilots completed the year 3 survey, the available data indicate an improvement overall. As shown in Figure Fifteen, the overall score rose from 7 to 9 out of 10 over the three year period. The most striking findings here relate to the improved capacity and resources to collect and distribute surplus food and making better use of technology. This latter point is interesting given that the reverse was true for the local pilots.

Figure Fifteen: Stakeholders Average Scores WP1 Collaboration Pilots

Question	Ave score 2019 (year 1)	Ave score 2020 (year 2)	Ave score 2021 (year 3)
We understand each other's roles well	9	10	9
We trust each other	9	10	9
We work towards the same goals	9	9	9
We work together to identify solutions and develop new ideas	8	9	9
We have the capacity and resources we need to collect and distribute surplus food	4	7	8
We make the best use of technology to collect and distribute surplus food	4	5	8
We operate efficiently	7	9	9
Average Score Overall	7	8	9

Source: 2019, 2020 and 2021 FLAVOUR surveys of WP1 pilots.

Examples of how all three pilots are bringing about these changes are described below.

UK	France	Belgium
<p>FLAVOUR has increased the capacity of the Surplus Food Network to engage with its members. Quarterly meetings are held and a surplus mapping exercise has been conducted, which enabled more surplus food to be identified and collected.</p> <p>Information on surplus donations are shared via WhatsApp. WhatsApp was perceived to be particularly effective at facilitating fast communications.</p> <p>More generally, the network had led to the development of strong working relationships. One member involved in surplus collection described how the network was mutually beneficial for its members: they would not be able to collect surplus if the other members could not distribute it. Their activity was therefore dependent on the infrastructure and capacity offered by the network.</p>	<p>PDLM started collecting surplus in year 1 of FLAVOUR for distribution local organisations as well as networks of food aid organisations operating in France. This enabled PDLM to build trusting relationships with the organisations. If PDLM is not able to collect the surplus offered to it, it arranges for one of the other organisations to collect instead.</p> <p>Because organisations are now collecting and storing donations for each other, the collaboration has <i>“brought together logistical means with organisations we work with: when food surplus is available at a distance, a local organisation with whom we work, will collect it, take what they need and we will pick up the rest afterwards.”</i></p> <p>Because of the development of new partnerships, the pilot is perceived to have increased access to surplus and greater varieties of surplus. Without FLAVOUR, PDLM would not have had the capacity to approach suppliers for surplus.</p>	<p>The collaboration pilot has brought together the DPs in Flanders and established new processes and systems for joint decision making. Increased information sharing has enabled their activities to be aligned (e.g. collaborations with food banks have been set up). Newer DPs also described how they learn from those that are more established. Two of the FLAVOUR funded pilots had also set up a peer-support network for their coaches/ work floor managers to enable them to share and learn from their respective experiences. However, interaction between the pilots was perceived to be variable across the Flanders region – less information sharing was taking place elsewhere.</p> <p>Furthermore, learning events were paused in year 3 to allow the DPs to identify and agree a vision for the network. Funding was secured in year 3 to enable DPs to continue delivery in the 4 year period after FLAVOUR.</p> <p>At the start of the collaboration, it was expected that DPs would share surplus donations. However, because all have been able to access sufficient supplies in their local area, a more joined up approach to collecting surplus has not been needed so far</p>

3.6.2 WP1 Collaboration Pilot Summaries

The information and data collated in the pilot surveys and workbooks is summarised in turn for each of the collaboration pilots overleaf.

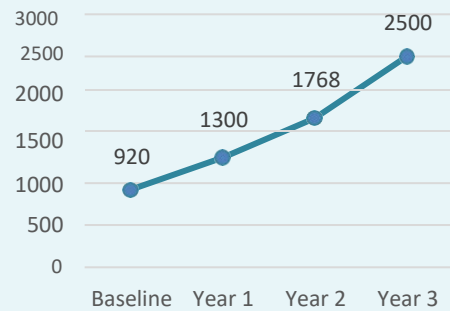
WP1 Pilot: Belgian Collaboration

Location: (Flanders Region)

Summary:

- The collaboration brings together 11 DPs across the Flanders region
- These DPs have collected an estimated 5,568 tonnes since FLAVOUR started (some of which is attributable to the project)
- The number of organisations receiving the surplus has increased in each year of the project
- Because of the collaboration, learning and information has been shared by DPs and this has led to increased alignment

Total Surplus Collected
(Tonnes)



Model Overview:

-  Led by HERWIN under the Foodsavers brand, the collaboration aims to bring together 11 DP in the Flanders region (4 of whom are WP1 pilots)
-  5 of the 11 DPs became fully operational during FLAVOUR and another 3 are currently being set up
-  Most of the DPs are run by local authorities
-  Funding has recently been secured from the Flemish government, together with local funds, this will allow the DPs to continue after the FLAVOUR project ends

Technologies Used:

- Cooling vans and boxes, cooling rooms/ cells, freezers, weighing scales, transpallets, forklift trucks
- A variety of systems are used to register surplus across the collaboration, but predominantly Excel. 2 DPs started using an IT tool in year 3, the collaboration is working to align the different systems

Barriers to Increased Efficiency:

- Logistical capacity – the amount of surplus that can be collected and stored is limited by the number of vans, available space and refrigeration/ freezer storage (more cooling vans were bought in year 3 by some DPs)
- Meeting demand – some DPs can provide enough surplus for the organisations they're working with. Others can't collect more without overwhelming them
- Shortage of people far from the labour market – it's difficult to find people that are able to work in the DPs

Pilot Perceptions of Successes and Achievements:

- More DPs setting up
- DPs/Foodsavers being recognised by authorities and by the public
- Funding secured for another 4 years
- More and more workplaces are being created for people far from the labour market



Pilot Perceptions of Critical Success Factors:

- Securing financial support from local and Flemish authorities – this makes it possible to employ people far from the labour market

Belgian Collaboration Pilot Activity	
Activity Start Date	<ul style="list-style-type: none"> 5 of the 11 DPs were active before FLAVOUR started, the remainder started collecting and distributing surplus in years 1 and 2 of FLAVOUR
Activity	<ul style="list-style-type: none"> 7 DPs were active in year 1 and 11 DPs were active in years 2 and 3 The amount of surplus collected has increased in each year of FLAVOUR from 1,299.8 tonnes in year 1, 1,768.3 tonnes in year 2 to an estimated 2,500 tonnes in year 3 Collection has therefore been higher than in the baseline reporting period in each year of FLAVOUR (when 920 tonnes were collected) 2,450 tonnes was distributed in year 3, 1,746.4 tonnes in year 2 and 1273.8 tonnes in year 1 It is difficult to identify how much of this activity is attributable to FLAVOUR: 4 of the DPs are project partners (3 of whom receive funding); the surplus collected by the 3 funded pilots is therefore attributable. All other members of the collaboration have received support from the collaboration lead (e.g. new suppliers were matched with DPs). In addition, new DPs have started because of funding from the Flemish Government; FLAVOUR lobbied for this funding (existing DPs will also be supported by this). The pilot lead reports that the development of DPs would have happened slower without FLAVOUR
Suppliers	<ul style="list-style-type: none"> In Belgium, wholesale and retail suppliers provided most of the surplus in years 1-3 but auctions were also identified as an important source The majority of suppliers were located within 50km of the DPs The DPs did not collect all surplus that was made available – there was too much for them to collect, store and distribute
Food Types	<ul style="list-style-type: none"> Most of the surplus collected in each year of FLAVOUR was estimated to be healthy food (81% in year 3, 75% in years 1 and 2)
Distribution	<ul style="list-style-type: none"> The number of organisations receiving the surplus has increased in each year of the project from 259 in year 1, 344 in year 2 to 386 in year 3 The number of organisations who processed surplus as well as distributing it to people in food insecurity also increased each year (from 54 in year 1, 64 in year 2, to 88 in year 3) In the baseline reporting period, 5 DPs distributed surplus to 191 organisations 88,781, 112,562 and 117,000 people are estimated to have received surplus in years 1 to 3 (respectively) The majority of the surplus has been distributed in the immediate area throughout FLAVOUR (within 50km of the DPs)
Perceived Impact of Collaboration	<ul style="list-style-type: none"> The collaboration has established processes and systems for joint decision making and to share learning. Food surplus activities are reported to be more aligned because of this. For example, DPs have established joint collaborations with food banks and submitted funding bids The lead partner has supported all DPs and helped 8 of them to set up/become operational (3 of these are currently being set up, this will bring the total number of DPs to 14 in 2022)

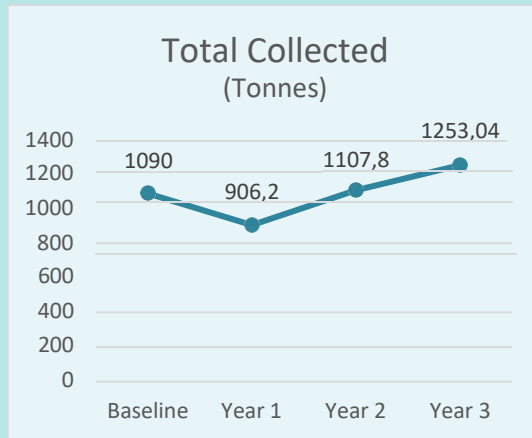
Belgian Collaboration Pilot Activity (continued)	
Transportation	<ul style="list-style-type: none"> • The surplus was transported an estimated 500,000 kms in year 3, 392,625 in year 2 and 325,708 in year 1 • Mostly non-electric vehicles have been used to transport surplus, although some DPs use cargo bikes • To date, DPs have been able to source sufficient surplus on their own (they do not need to work together to collect it). However, transportation was reported to become more efficient in year 3 because of collaborations with organisations like the Food Bank
Costs	<ul style="list-style-type: none"> • The pilot lead has analysed some of the DP costs and this is reported in Section 3.6 • The costs of managing the pilot were not reported (only salary costs were incurred)
Income	<ul style="list-style-type: none"> • HERWIN receives a total of €217,733 to lead all WP1 activities over the lifetime of FLAVOUR (match funding is provided by HERWIN and local government funds)

WP1 Pilot: UK Collaboration

Location: Brighton and Hove, UK (Sussex Region)

Summary:

- The Surplus Food Network in Sussex was set up before FLAVOUR started and has used the project funding to build on its earlier work
- Brighton and Hove Food Partnership (BHFP) co-ordinate the network
- The network has five other members from across Sussex, including two other FLAVOUR partners (Feedback Global and FareShare Sussex)
- 3,267 tonnes has been collected by the network throughout FLAVOUR



Model Overview:



The Surplus Food Network brings together 6 organisations in the Sussex region



The network works with businesses and distribution organisations to reduce food waste



The supply and demand of surplus is more important to decision making than financial returns



BHFP has played an important role in Brighton and Hove's COVID-19 emergency food response

Technologies Used:

- Compost tumblers
- Cargo bikes and electric vehicles
- Email and WhatsApp used to share information about surplus donations across the network
- The IT software AirTable is used to record the amount of surplus received and distributed

Barriers to Increased Efficiency:

- Surplus supplies - disruptions to the supply chain and lack of HGV drivers have meant that sufficient quantities weren't always available
- Short notice of food donation – this can create the need for additional collections



Pilot Perceptions of Successes and Achievements:

- Development of the network and its emergency food response
- Increasing amount of surplus has been collected
- Partnerships have been built with businesses to increase donations
- Raised awareness of food waste and climate change



Pilot Perceptions of Critical Success Factors:

- Partnership working across the network and with food businesses
- Large number of volunteers

UK Collaboration Pilot Activity	
Activity Start Date	<ul style="list-style-type: none"> The Surplus Food Network was active for two years before the pilot started
Geographic Coverage	<ul style="list-style-type: none"> Primarily the Brighton and Hove area, although some surplus is donated by suppliers outside of this area
Activity	<ul style="list-style-type: none"> In year 3, the network had 6 formal members but worked closely with 1 other organisation. The activity of this 7th organisation is included in the data reported for year 3 Surplus collection increased from 906.2 tonnes in year 1, to 1,107.8 tonnes in year 2 and 1,253.04 tonnes in year 3 (the increase in year 3 is due to the inclusion of a 7th organisation) The total distributed was 1054.16 in year 2 and 1,309.03 tonnes in year 3 (the year 1 total is not available) Because only 3 of the 6 network members receive funding, it is difficult to work out proportion of the activity is attributable to FLAVOUR (see 'Perceived impact of the collaboration' for discussion of how it has affected activity)
Suppliers	<ul style="list-style-type: none"> FareShare Sussex's surplus accounted for 66.6% of the collaboration's year 3 total. Because of the way the FareShare system categorises suppliers, it's not possible to identify how much was provided by each type of supplier. However, processing and manufacturing, and wholesale and retail companies were important sources of surplus throughout FLAVOUR With the exception of the surplus provided to FareShare Sussex by FareShare UK, the large majority of the network's surplus is collected within the immediate area (within 50km) All surplus offered to the network is passed on to its members but only 1 member said that they took everything offered to them. Reasons for not accepting all the surplus offered included: lack of volunteers to glean the fruit left unpicked due to Brexit/Covid-19, lack of storage space, short dated produce, items that were difficult to distribute (e.g. catering sized products) or inability to collect
Food Types	<ul style="list-style-type: none"> Over 80% of the surplus collected in year 3 and 89% in year 2 was estimated to be healthy (the proportion varies across network members) This data is not available for year 1
Distribution	<ul style="list-style-type: none"> The number of organisations receiving surplus has increased in each year of FLAVOUR from 145 in year 1, to 157 in year 2 and 162 in year 3 A large majority of the surplus was given to organisations for distribution directly to people in food insecurity in Brighton and Hove. A small proportion was given to organisations for processing In year 2, 62,976 people in food insecurity were estimated to have received the surplus. The year 3 figure, which is based on only those who received surplus within Brighton and Hove only, is 49,107 (year 1 data is not available)

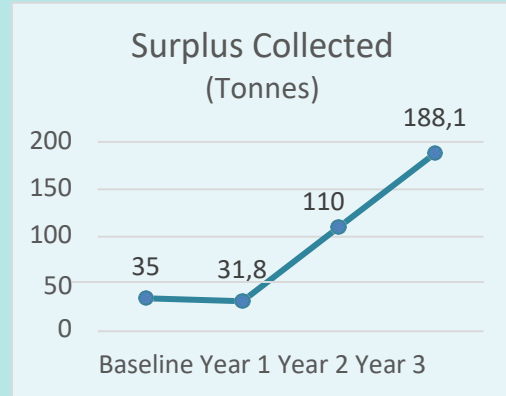
UK Collaboration Pilot Activity (continued)	
Perceived Impact of the Collaboration	<ul style="list-style-type: none"> FLAVOUR funding has been used to map surplus food activities, facilitate meetings and spend more time finding more donors. The knowledge and resources shared by network members through these activities have enabled more surplus to be identified, collected and distributed
Transportation	<ul style="list-style-type: none"> The surplus was transported 53,356km within Brighton and Hove in year 3 and 59,373km in year 2. The year 1 mileage is not available Although the use of electric vehicles and bikes is increasing, most of the transportation was via non-electric vehicles (approximately 62.3%) No change in transportation efficiency was reported in year 3, although 1 member reported collecting more fresh surplus locally from the Sussex Gleaning Network because of a lack of offers from supermarkets
Costs	<ul style="list-style-type: none"> Staff costs associated with the management of the network were reported to be £13,784 (€16,482) in year 2 and £10,110 (€12,089) in year 3 (more staff were supporting the activity of the food hub in year 2, which was set up as part of the Covid-19 response)
Income	<ul style="list-style-type: none"> BHFP receives a total of €24,184 to manage the UK collaboration over the lifetime of FLAVOUR (match funding is provided by the local council and grants)

WP1 and WP2 Pilots: Panier de la Mer (PDLM)

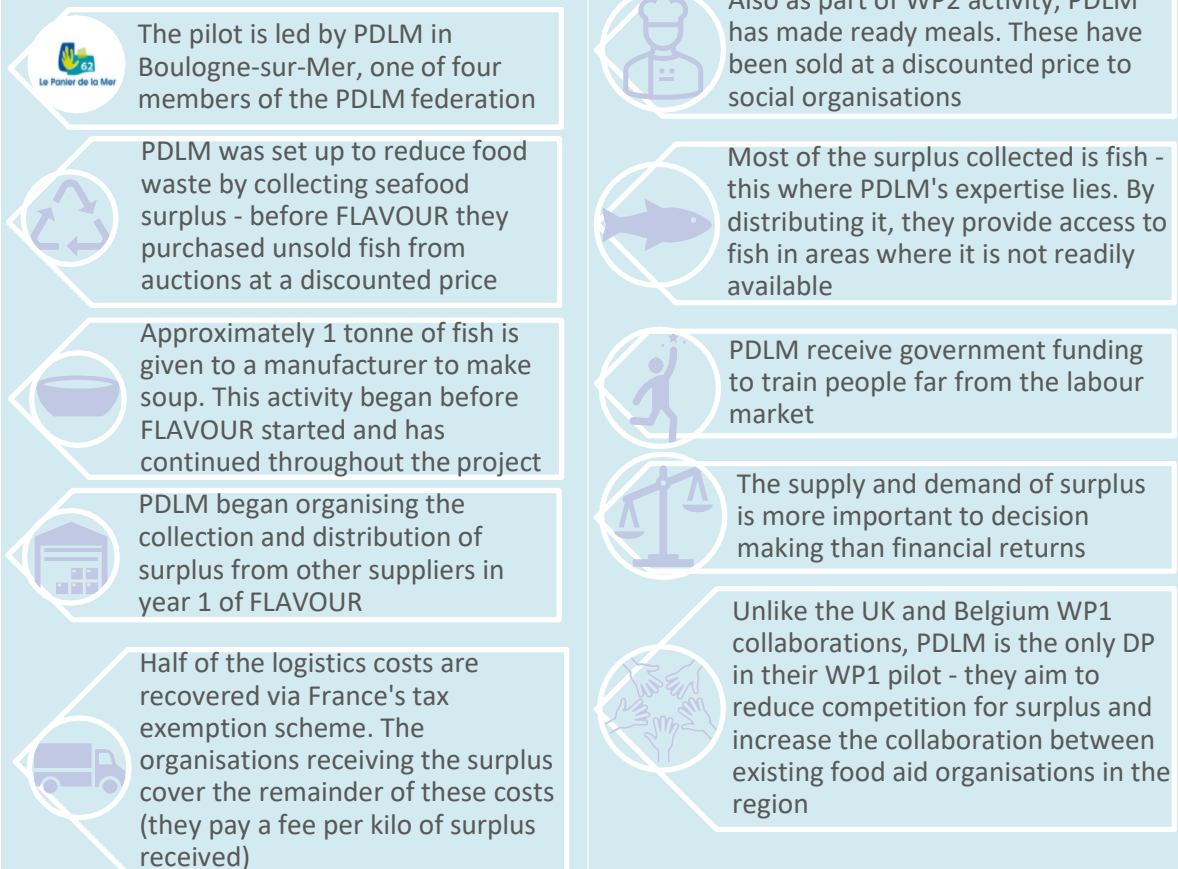
Location: Boulogne-sur-Mer, France (Hauts-de-France Region)

Summary:

- PDLM was set up 20 years ago to reduce food waste
- Before FLAVOUR started, it bought fish at a discounted price that had been unsold at auction
- In year 1 of FLAVOUR, it began to organise the collection and distribution of surplus from other food companies
- It also began testing new surplus products in year 1 and making ready meals in year 2
- Most of the surplus collected is fish, which has to be cleaned, cut and packaged before it can be distributed. This means that PDLM works differently to other FLAVOUR DPs (who do not need to do anything to the surplus before distribution)
- Because an element of processing is required before the surplus can be distributed, PDLM's activity cuts across WP1 and WP2 and is presented in a single summary
- A total of 329.9 tonnes has been collected throughout FLAVOUR, all of which is attributable to the project



Model Overview:



WP1 and WP2 Pilots: Panier de la Mer (PDLM)

Location: Boulogne-sur-Mer, France (Hauts-de-France Region)

Technologies Used:

- Coolers and industrial freezing cell
- Professional kitchen used to prepare fish and ready meals
- Packaging machine
- Manual registration system

Barriers to Increased Efficiency:

- Employee time – only 2 people source the surplus and arrange for collection/distribution, more employees would enable them to take more donations and process more surplus
- Freezer capacity – a partnership has been developed with a freezing company to increase capacity
- Blast cooler – cools 100 packages in 2 hours, the slow speed prevents more efficient working



Pilot Perceptions of Successes and Achievements:

- Collecting and distributing an increasing amount of surplus



Pilot Perceptions of Critical Success Factors:

- Expertise in cleaning and preparing fish
- Building trust across the food aid network of organisations

PDLM's WP1 and WP2 Pilot Activity	
Activity Start Date	<ul style="list-style-type: none"> • PDLM was set up 20 years ago to buy fish that was unsold at auction at a discounted price. The fish was cut, frozen, packaged and then distributed. Around 1 tonne of fish was given to a manufacturer to make soup. The soup is returned to PDLM for labelling and onward distribution/sales. These activities have continued throughout FLAVOUR • In year 1 of FLAVOUR, it began to organise the collection of surplus from other food companies for distribution to social organisations • As part of WP2 activity, product development also started in year 1 of FLAVOUR. Ready meal production began in year 2
Geographic Coverage	<ul style="list-style-type: none"> • The majority of surplus is collected within 50km of the pilot (from the port of Boulogne) but it is distributed locally, regionally and nationally
Activity	<ul style="list-style-type: none"> • 188.1 tonnes was collected in year 3 as part of WP1 activity – a 71% increase on the 110 tonnes collected in year 2 and a 492% increase on the 31.8 tonnes collected in year 1 • Approximately 2% of the collected surplus is reserved for PDLM's catering service (to generate income). The remaining surplus includes both fresh and frozen fish; the fresh fish is cut, frozen and packaged before being distributed with the rest of the surplus • 82.5 tonnes was processed as part of WP2 activity in year 3, and is included in the WP1 total of 188.1 tonnes. An additional 61.1 tonnes was bought at auction and also processed; this is PDLM's 'business as usual' activity and therefore would have been processed anyway without FLAVOUR • Of the 143.6 tonnes processed (this includes the 82.5 tonnes processed through WP2 and the 61.1 tonnes bought at auction): <ul style="list-style-type: none"> • 1 tonne was cut, frozen and given to another company to make soup • 5,377 individual meal portions were distributed as part of a food aid programme • The remainder was sold at discounted price to social organisations (this is included within the WP1 distribution activity) • As part of WP2 activity, PDLM originally planned to make a new fish burger. Product development was paused by Covid-19 in year 2 of FLAVOUR and activity then shifted to the production of ready meals later that year (September 2020) • A total of 112 tonnes of surplus was processed in year 2 (15 tonnes of which was fish that was cut and frozen) and 1 tonne used to make soup. 1 tonne was also used to make fish in year 1 • 35 tonnes of unsold fish were bought from auction in the baseline period (this is PDLM's 'business as usual' position) • As a new distribution platform, all surplus collected is attributable to FLAVOUR
Surplus Products Developed	<ul style="list-style-type: none"> • Fresh fish is cut, frozen and packaged • The surplus fish is made into soup (by a manufacturer) • Ready meals were distributed as part of a food aid programme • PDLM plans to begin selling ready meals in 2022

PDLM's WP1 and WP2 Pilot Activity (continued)	
Product Sales	<ul style="list-style-type: none"> The fish soup is both sold in shops and distributed to social organisations 2,500 bottles of the soup were sold in year 2 and 3,500 bottles in year 3
Suppliers	<ul style="list-style-type: none"> WP1 and WP2 activities overlap and therefore the surplus processed as part of WP2 is collected via WP1 suppliers Producers provided the majority of surplus in year 3 (64.9%) and the remainder was from processing companies. Half of all surplus was provided by one fish producer In years 1 and 2, most of the surplus was from processors (100% in year 1 and 95% in year 2, the remainder of which was from producers) Most of the surplus was collected within 50km of the port of Boulogne (93% in year 3, 82% in year 2 and the year 1 figure is not known) and the remainder was from the broader region
Food Types	<ul style="list-style-type: none"> The majority of the surplus collected was reported to be healthy in years 2 and 3 (95% in year 3 and 85% in year 2. An estimate was not available for year 1)
Distribution	<ul style="list-style-type: none"> Again, because of the overlap between the 2 work packages, the following figures includes PDLM's total distribution activity across WP1 and WP2 29 organisations received the surplus in year 3 and 25 in year 2 (the year 1 figure is not known) 15 organisations received surplus in the baseline period The number of people receiving the surplus is not known, instead, PDLM have estimated the number of portions that have been distributed: <ul style="list-style-type: none"> 925,805 portions were distributed in year 3, the majority (62%) of which was in the immediate area (within 50km) 441,440 portions and 800 bottles of soup were distributed in year 2, similar proportions were distributed in the immediate area, broader region and nationally. The 441,440 portions includes 17,148 ready meals and 15 tonnes of fish that was cut and frozen 42,000 portions were distributed in year 1, half was distributed nationally and the remainder in the immediate area and broader region
Perceived Impact of Collaboration	<ul style="list-style-type: none"> Because PDLM collaborates with other food aid organisations, they can access more surplus and a greater variety of surplus
Transportation	<ul style="list-style-type: none"> Non-electric vehicles were used to transport the surplus 11,497 km in year 3, which is higher than the 5,754km reported in year 2 (mileage was not reported in year 1) Transportation was reported to have become more efficient in year 2 when larger amounts were transported in single journeys. No change in efficiency was reported in year 3

PDLM's WP1 and WP2 Pilot Activity (continued)	
Workforce	<ul style="list-style-type: none"> • 2 PDLM staff members manage the DP • 30 people who were far from the labour market were trained in 13 FTE jobs in year 3 (there were 19 part time posts. When an employee leaves, they are replaced) • Because of a pause in activity during Covid-19, slightly less people far from the labour market were trained in year 2 – there were 26 people in 9.3 FTE jobs • No jobs have been created because of FLAVOUR
Costs	<ul style="list-style-type: none"> • These costs are for WP1, the equivalent figures for WP2 are not available • €28,134 in year 3, €22,215 of which was staff costs and €5,919 transportation (including insurance) • The staff costs relate to PDLM employees and not social employees, which are funded through social employment schemes • Additional costs for transportation and storage were recovered through France's tax exemption scheme and are not included in the reported costs • Nb. Only limited staff costs were reported in years 1 and 2
Income	<ul style="list-style-type: none"> • WP1: €47,261.95 of FLAVOUR funding over lifetime of the pilot (40% partner contribution provided by government funding) • WP2: €49,697 from FLAVOUR over the lifetime of the project (40% match funding from PDLM's own funds)

3.7 The Internet Tool

WP1 pilot 9 has also been testing how to facilitate co-operation but via an IT tool. Its purpose is to remove the fragmented approach to registering surplus donations and enable more efficient information exchange across the Belgian DPs. The pilot's plans have evolved throughout FLAVOUR to reflect learning on DPs' needs. Originally, the Belgian Food Fayre tool was going to be used; Food Fayre is used to share available donations and allows organisations to place reservations for them. Although this is valuable in sharing information on the available surplus, FLAVOUR partners felt that DPs actually require a tool that allows greater automation (e.g. data entry through scanning, preparation of delivery documentation, stock management, receive orders from social organisations). A Major Modification request was approved to enable the project to continue exploring how alternative IT platforms could be adapted for use by the DPs.

In year 3 of FLAVOUR, the lead partner HERWIN and two Foodsavers DPs (Ghent and Antwerp) worked with the enterprise Codeer to develop an IT tool. The tool has been partially implemented and is expected to be fully operational in March 2022. Some members of the Belgian collaboration are exploring the potential use of this tool within their own DP and others are considering the use of an alternative that has been developed for social groceries, called Social Depot. HERWIN is now liaising with each of the DPs to determine which tool they will choose, after which HERWIN will seek the guidance of Interreg's Joint Secretariat team on how the project funding might be used to support the adoption of the tools. For example, funding could be used to help with new hardware or licencing costs, or, should DPs choose to use different tools, to support the development of a system that enables alignment between the two. It is therefore too early to evaluate the impact of the new tool, but HERWIN expects that the DPs will have the support of an IT-tool to manage their operational processes by the end of the project.

3.8 The WP2 Pilots

FLAVOUR's WP2 focuses on the processing of surplus to increase the shelf life and create jobs. The five local pilots are located in the UK, France and Belgium and supported by the WP2 lead, VIVES. As reported in Section 3.2, this work package only achieved its goals during the last year of the project. During the first years it was running behind schedule because pilots prioritised surplus distribution as part of the emergency food response during the height of the pandemic. However, all five pilots committed to developing surplus processing and by the end of the project the aim was reached. Of the five pilots:

- Feedback Global (now called Sussex Surplus) has processed 6,765 kg. They made 6 different products of which 4 have reached the market. This way they extended the shelf life for one year.
- PDLM's processing activity includes the cutting and freezing of fresh fish for distribution and to make soup (as reported in Section 3.5, the soup is made by a manufacturer), and the preparation of ready meals. PDLM has continued their activity of cutting and freezing fresh fish for distribution and to make soup.



In addition, in 2022 a new emphasis has given to the production of frozen meals. They purchased 53,691 kg at low prices and received 34,256 kg as a donation. By this process they could extend the shelf life of the surplus for 12 months.

- BHFP tested a range of four different dehydrated fruit and vegetable pouches for distribution in

food parcels. They also prepared ready meals as part of a temporary food hub set up in response to Covid-19 in year 3. During the final year of the project BHFP continued to pack dehydrated fruit and vegetables in pouches for distribution. This way they composed different types of vegetable packs to be consumed as a vegetable part of the meal by pouring hot water to the pack. They dehydrated 645kg of vegetables.



Dried vegetable packs

- FareShare processed 361.5kg of food surpluses in training workshops. These workshops focused on a training how to ferment vegetables. This process resulted in an extension of the shelf life for 6 months.
- WEB is an in-kind partner and paused its processing plans during Covid-19.
- There is also a collaboration pilot in WP2; again this had been delayed by Covid-19 and, more generally, by the time taken to identify an appropriate opportunity to test processing models at scale. In year 3, VIVES began working with another EU funded project in Bruges and used their FLAVOUR resources to contribute expertise to the product development process. The project brought together a food production company and a social enterprise with the aim of adding value to leftover salmon pieces. The social enterprise used this surplus to develop and sell a new range of three varieties of salmon croquettes. The learning from the collaboration will inform the development of a roadmap for other processing initiatives.



The collaboration project between SOBO / MOWI / VIVES of salmon croquettes was up and running by the end of the FLAVOUR project. The amount of salmon processed was the amount used for the product development (+/- 100kg). Now (in January 2023) the amount is increasing, because the salmon croquettes are capturing the market.

3.8.1 WP2 Pilots' Achievements and Experiences

Summaries for four of the WP2 pilots are presented on pages 61-70 (see Section 3.5 for a combined

summary of PDLM's WP1 and WP2 activity; there is no activity to report for WEB). However, it is useful to reflect first on their collective achievements and the wider factors affecting their activities. A theme emerging from workbook and focus group data is that WP2 has encouraged the pilots to consider how best to use the surplus that cannot be distributed because of its shelf life or suitability for organisations (the 'surplus surplus'). Each pilot has identified its own solutions to the challenges of processing but some of these solutions have yet to be fully operationalised. As summarised below, jobs have been created despite these delays; indeed, processing was perceived to offer a more sustainable employment opportunity than distribution. Because surplus could be frozen to enable year round processing, it is less sensitive to fluctuating supply. Both Feedback and PDLM prepare and freeze surplus as and when it is received and then process it when there is sufficient stock.



217.3 tonnes of surplus processed



2 new surplus products have reached the market to date



More surplus products are being developed and tested (12 or more additional products are expected to be on the market or in distribution in 2022)



9 new jobs created



5 new jobs filled by a person far from the labour market

As with distribution, both human and physical capacity shapes the scale of activity. For example, only four hours had been allocated to processing in FareShare's WP2 pilot; they have now adapted their approach so that processing will be led by their training co-ordinator as part of employability workshops. This is expected to increase the pilot's capacity in 2022. 'Big Chop Days' that draw in more volunteers and staff have been organised by BHFP as a way of speeding up the preparation of vegetables. For Feedback, BHFP and PDLM, activities have also been constrained by the size of their equipment: BHFP uses a dehydrator to produce food pouches; Feedback an autoclave and robocoupe to prepare soup; and a blast cooler determines the speed of PDLM's work. Securing a suitable kitchen space, and then the required environmental health approvals to begin processing in it, emerged as a barrier for some. FareShare, BHFP and PDLM all use onsite kitchen facilities but Feedback rents a community kitchen space three days a week. Although securing their own kitchen space would enable processing to increase, it would also increase overheads. In addition, their current space is central to Brighton and Hove and therefore offers a more accessible workplace than an alternative in an out of town industrial area.



Food dehydrator and autoclave

Although WP2 has focused more on the technical aspects of processing, the exchange of knowledge and information sharing nevertheless remains vital. As highlighted above, VIVES has played a crucial role in all of the pilots but the survey results suggest that information sharing has also improved at a local level. As shown in Figure Sixteen, the overall score for this question set has increased from 6 in year 1 to 8 in years 2 and 3. However, the greatest increase was observed for the statement ‘the pilot has good working relationships with organisations who distribute to people in food insecurity’; scores increased from 7 to 10 over time which suggests that good working relationships having been forged during FLAVOUR. Fewer pilots indicated that they have good working relationships with organisations who wish to sell the products but this may reflect the fact that not all pilots intend to sell their products.

Figure Sixteen: Knowledge and Information Sharing Average Scores WP2 Pilots

Question	Ave score 2019 (year 1)	Ave score 2020 (year 2)	Ave score 2021 (year 3)
The pilot project's food processing site (or sites) know what food surplus is available within the immediate area (within 30 miles/ 50 km)	7	9	9
The pilot project's food processing site (or sites) know what food surplus is available within the wider region	6	7	8
The pilot project's food processing site (or sites) receive timely information about the food surplus that is available	6	9	7
The pilot project's food processing site (or sites) understand the suitability of different types of food surplus for processing/preservation	7	8	9
The pilot project's food processing site (or sites) understand the demand for processed and/or preserved food surplus	5	7	6
The pilot project's food processing site (or sites) have good working relationships with organisations who distribute to people in food insecurity	7	10	10
The pilot project's food processing site (or sites) have good working relationships with organisations who wish to sell the products	5	7	5
Stakeholders in the pilot project's food processing site (or sites) share learning and good practice	6	9	7
Stakeholders in the pilot project's food processing site (or sites) use IT communication tools effectively to share information	5	8	7
Average Score Overall	6	8	8

Source: 2019, 2020 and 2021 FLAVOUR surveys of WP2 pilots

As with the other pilots, WP2 pilots were asked about stakeholder relationships within the survey, albeit with some differences in wording and coverage from the WP1 questions. The findings are shown in Figure Seventeen. The overall score for this question is higher now than in year 1 of FLAVOUR but was higher still in year 2. Scores have either stayed the same or decreased for all indicators in this question set in year 3 with the exception of ‘we make the best use of technology to collect and distribute surplus food’ (which has increased). Although the reasons for these fluctuating scores are unclear, they may reflect the uncertainty that has surrounded processing activity throughout FLAVOUR. The WP2 pilot have had to update and amend their processing plans to reflect both their learning and the challenges presented by Covid-19.

Figure Seventeen: Stakeholders Average Scores WP2 Pilots

Question	Ave score 2019 (year 1)	Ave score 2020 (year 2)	Ave score 2021 (year 3)
We understand each other's roles well	7	9	8
We trust each other	8	10	9
We work towards the same goals	9	9	9
We work together to identify solutions and develop new ideas	7	9	9
We have the capacity and resources we need to collect and distribute surplus food	7	8	7
We make the best use of technology to collect and distribute surplus food	6	7	9
We operate efficiently	6	8	7
Average Score Overall	7	9	8

Source: 2019, 2020 and 2021 FLAVOUR surveys of WP2 pilots

3.8.2 WP2 Pilots Business Models

WP2 pilots were also asked to report workflows but due to the infancy of their activities, it is too early to identify any clear and consistent themes across the pilots. Nevertheless, it is still useful to reflect on the different steps that have been taken to date and how people far from the labour market have been engaged in them. Examples of some of these steps are described below.



BHFP

Up to 4 volunteer trainees and 1 co-ordinator are involved in the preparation of fruit and vegetable pouches. Chopping the produce was identified as the most time intensive process at 120 minutes followed by the packing and labelling of the pouches (90 minutes). A co-ordinator spends 105 minutes supporting this process by checking the produce and dehydrator water levels. They also assist with packing and labelling.



PDLM

Trainees receive continuous support from staff in PDLM's Tide workshops. Fresh fish is cut into portions and frozen. Vegetables are cleaned, peeled and chopped. This step takes the trainees and support staff 30 minutes (depending on the volume of surplus being handled)



Feedback

The vegetables are cleaned, chopped, roasted, scooped and then frozen ready to made into soup when there is sufficient produce. The time taken is dependent on the amount of surplus being prepared. The kitchen lead supervises and supports the young people who work with Feedback

Of course, three of the four active pilots operate in the UK where there is no structured system of social employment. Two of these pilots (BHFP and FareShare) work with volunteers, some of whom are far from the labour market. Although Feedback works with volunteers on its gleaning days, it has adopted a different approach to its WP2 pilot. Young people who face barriers to employment have been appointed to work with them on processing activities and are trained in how to organise gleaning days as and when an opportunity arises. Further detail on their workforce is provided in the text box below. For PDLM, people far from the labour market are engaged in a similar way to the Belgian DPs (see Section 2.2 and 3.5) and a structural social employment scheme provides subsidised employment and training opportunities.

Feedback Global's Workforce

The recruitment and training of young people facing barriers to employment is a key part of Feedback Global's WP2 pilot, Sussex Surplus. Processing surplus is a new activity for them and they have created a workforce using a mix of FLAVOUR and grant funding. Three intern posts were created in year 2 and young people were appointed to them on a 3.5 month initial contract. The hours of employment were adapted to reflect individual needs and preferences and Feedback provided training in autism awareness, kitchen and catering skills, and food hygiene. After a pause in activity due to Covid-19, contracts were extended in April 2020. Additional grant funding has allowed the interns to progress onto kitchen porter and community kitchen assistant roles.

In 2021, two young people joined the team on a Kickstart placement (Kickstart is a UK government employment scheme that provides funding to create jobs for 16 – 24 year olds). Feedback has worked with the new employees to develop their confidence in the workplace.

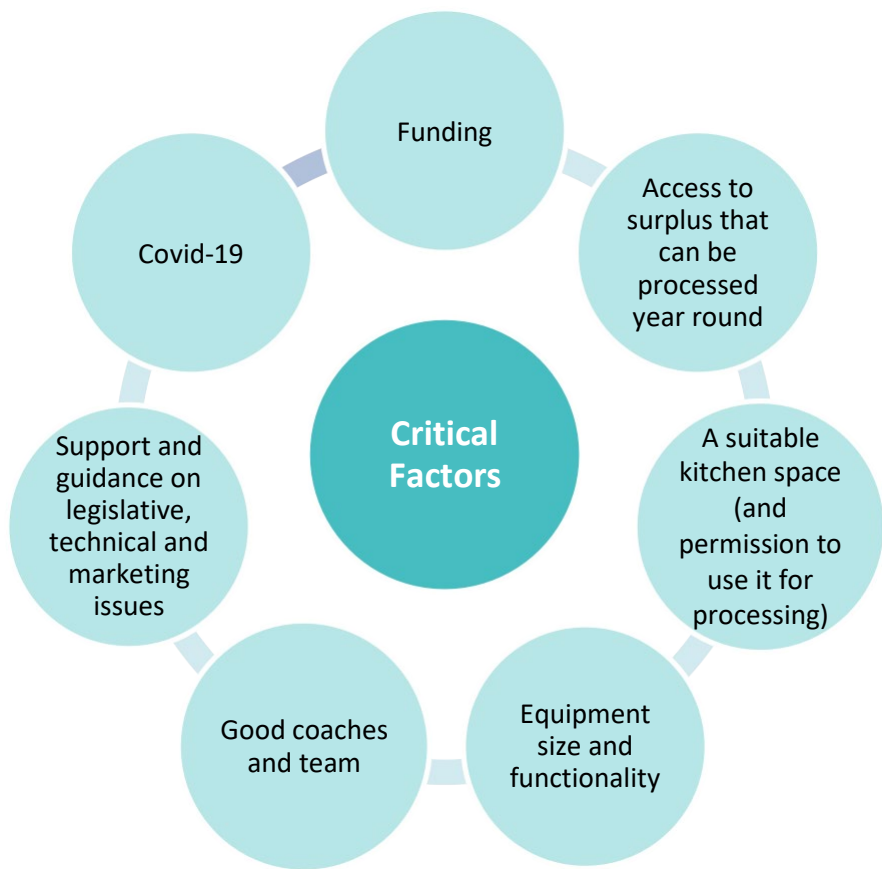
By using surplus to both make soup products and prepare meals for the community and event catering, the team have more diverse training and learning opportunities and a wider repertoire of recipes and cookery techniques than production alone.

Feedback is committed to promoting social inclusion and are currently exploring alternative funding sources to continue this work beyond the FLAVOUR project.

3.8.3 The WP2 Pilot Summaries

As with the other pilots, the workbook and survey data has been collated and used to prepare a summary of each of the WP2 pilots; these are presented in turn in this section. These summaries include the factors identified by pilots as critical to their success and therefore reflect their experiences to date. The identified factors are presented in Figure Eighteen below to advance understanding of how a successful processing model might be achieved. The technical support provided by VIVES, who leads WP2, emerged as a particularly important factor: VIVES has advised pilots on appropriate and safe processing and preservation techniques, and tested the safety and shelf life of the developed products. However, the support required for processing goes beyond this and encompasses legislative, sales and marketing advice. Reflecting this, several of the pilots described the challenge of selling the 'story' of surplus products: because surplus products cost more than non-surplus alternatives, the production story must be conveyed to customers. This expertise has been highly valued by pilots, particularly those in the UK who are all new to processing. The three UK pilots are all part of the WP1 UK collaboration and surplus for processing is sourced through the activities of this network. This partnership was identified as critical to BHFP in particular the supply of surplus from FareShare ensures they can access the quantities needed for processing. Finally, Covid-19 is also presented as a critical factor here to re-emphasise the significance of its impact on WP2 pilot activity.

Figure Eighteen: Summary of Processing Critical Success Factors



Pilot: FareShare Sussex

Location: Brighton and Hove, UK (Sussex Region)

Summary:

- Processing surplus is a new activity for FareShare Sussex
- The pilot has been delayed by a number of factors (Covid-19, maternity leave and securing permission to use their onsite kitchen) and they are currently testing a range of jams and pickles
- In years 1-3, 175kg was processed as part of product development

Model Overview:



The pilot will distribute processed surplus to people in food insecurity via the ReStore brand (created for the pilot)



A product developer was appointed in year 2 and allocated 4 hours a week to the pilot



In 2022, FareShare Sussex's training co-ordinator took over processing and the allocated hours were increased to 8 hours a week



Surplus will be processed in training workshops by trainees (volunteers and Kickstart placements)



A range of pickles and ferments will be produced (product types will depend on the available surplus)

Technologies Used:

- Dehydration and fermentation
- Electric van
- FareShare UK's GLADYS system is used to monitor activity

Barriers to Increased Efficiency:

- Limited staff time – only 4 hours per week were budgeted for, increased funding would be required to enable processing on a larger scale
- Consistent supply of surplus – producing a range of jams and pickles identified as a solution
- Securing Environmental Health permission – access arrangements to the onsite kitchen were changed to enable processing to go ahead



Pilot Perceptions of Successes and Achievements:

- Engaging volunteers
- Making tasty products for volunteers



Pilot Perceptions of Critical Success Factors:

- Adequate funding for staff hours

FareShare Sussex Pilot Activity	
Activity Start Date	<ul style="list-style-type: none"> Product testing began in year 2 of FLAVOUR and continued until May 2021 (year 3), then activity was paused due to maternity leave In January 2022, processing restarted as part of FareShare's training workshops (this activity falls outside of the reporting periods covered by this report) As a new activity, there was no processing in either the baseline or year 1 reporting periods
Activity	<ul style="list-style-type: none"> 60kg were processed between January and May 2021 (year 3) In year 2, 115kg of fresh fruit and vegetables were processed and over 20 recipes tested
Surplus Products Developed	<ul style="list-style-type: none"> A range of jams and pickles will be produced (the product type will depend on the available surplus)
Product Sales	<ul style="list-style-type: none"> N/A – FareShare Sussex do not plan to sell the products
Distribution	<ul style="list-style-type: none"> Jams and pickles have been distributed to volunteers as part of product testing
Transportation	<ul style="list-style-type: none"> Surplus was transported 6.4km via electric van and cargo bike to an offsite kitchen in year 2 No mileage was reported for year 3 (an onsite kitchen is now being used for processing)
Suppliers	<ul style="list-style-type: none"> The surplus was intercepted as part of WP1 activities – FareShare Sussex has over 370 suppliers (including farmers, growers, processors and manufacturers, wholesalers and retailers) Surplus was intercepted from regional, national and cross-border suppliers (but no surplus was intercepted from local suppliers)
Workforce	<ul style="list-style-type: none"> 1 paid job (funding for 4 hours a week only) A product developer post was created in year 2 (attributable to FLAVOUR) The product developer recently left the pilot and their hours were reassigned to the training co-ordinator. Using savings accrued during a period of maternity leave, the allocated hours were increased to 8 per week
Training Provided	<ul style="list-style-type: none"> No training activity was reported for year 3 A new employability programme 'FareShare Futures' was piloted in year 2. The programme covers employability (e.g. CV writing, interview skills, team work and communication) and food surplus activities. Trainees are presented with a 'menu of training option' and can choose which food surplus activities they want to do. Processing training is offered through this 10 people participated in two courses in year 2 A 'Lead Volunteer' programme was also piloted where some volunteers work as peer mentors for other volunteers
Costs	<ul style="list-style-type: none"> £658.30 was spent on equipment in year 3 As the pilot is not yet fully operational, costs per kg have not been calculated
Income	<ul style="list-style-type: none"> €26,452 from FLAVOUR over project's lifetime (40% partner contribution from Big Lottery Fund and food donations)

WP2 Pilot: Brighton and Hove Food Partnership

Location: Brighton and Hove, UK (Sussex Region)

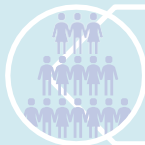
Summary:

- Processing surplus is a new activity for BHFP (they did not do it before FLAVOUR)
- The pilot has developed pouches of dehydrated fruit and vegetables for distribution and is currently testing the product with beneficiaries
- Focus shifted to meal preparation during Covid-19; meal preparation ended in May 2021 (year 2) and the pilot is now solely focused on the processing of new surplus products
- 2.9 tonnes of surplus have been processed by the pilot to date and are attributable to FLAVOUR
- 2 jobs have been created because of FLAVOUR

Model Overview:



Surplus fruit and vegetables will be dehydrated to create a nutritionally beneficial product



The dehydrated surplus will be distributed in pouches to people in food insecurity



The availability of surplus and the creation of tasty products are more important than financial returns



BHFP played an important role in Brighton and Hove's Covid-19 emergency food response - this has been their priority throughout the pandemic and has delayed their WP2 activities

Technologies Used:

- Dehydrator, water meter, water meter testing solution and vac pack are used to produce pouches
- A car and electric vehicle are used to transport surplus
- Airtable IT system are used to record the surplus processed and distributed

Barriers to Increased Efficiency:

- Staff capacity – additional staff are needed to increase processing
- Securing a suitable kitchen space – ongoing social distancing requirements have created additional challenges
- Availability of surplus – a variety of different pouches are planned in response to this
- Dehydrator size – a larger dehydrator would be needed to increase the scale of processing



Pilot Perceptions of Successes and Achievements:

- Too early to identify



Pilot Perceptions of Critical Success Factors:

- Technical support from VIVES
- Working with other UK FLAVOUR partners

BHFP Pilot Activity	
Activity Start Date	<ul style="list-style-type: none"> The pilot started product testing in March 2020 (FLAVOUR year 2) Activity shifted to the Covid-19 emergency food response soon after and product testing was paused until year 3
Activity	<ul style="list-style-type: none"> A small amount of surplus was processed as part of product development in years 2 and 3 After supplying 5.7 tonnes of surplus to other organisations for meal preparation in year 2, BHFP began preparing their own meals in year 3 in a 'pop-up' food hub. The hub was active between January and May 2021 in response to the pandemic - no further meal preparation is planned Overall, a total of 2.9 tonnes was processed in year 3 – 2.8 tonnes of which was used to prepare meals for people in food insecurity and the remainder in product testing (all year 3 activity is attributable to FLAVOUR) No surplus was processed in either the baseline or year 1 reporting periods
Surplus Products Developed	<ul style="list-style-type: none"> 6 different varieties of dehydrated fruit and vegetable pouches are currently being tested with food bank users The shelf life extension will be tested by the Porton Down food lab
Product Sales	<ul style="list-style-type: none"> There are no plans to sell the products at present
Distribution	<ul style="list-style-type: none"> The meals prepared in year 3 were distributed to 13 organisations and 600 people in the local area No surplus was processed by the pilot in year 2, instead surplus was distributed to 9 local social organisations/enterprises who used it to prepare meals. An estimated 1,245 people received the meals
Transportation	<ul style="list-style-type: none"> The surplus was transported 658.5 km in year 3 and 731.4km in year 2 The pilot started to use electric vehicles in year 3 (used for approximately 60% of journeys)
Suppliers	<ul style="list-style-type: none"> Another FLAVOUR pilot provided almost two thirds of the year 3 surplus and the remainder was from wholesale/retail, producers and manufacturers. Year 2 surplus came from a variety of suppliers and included one-off donations from restaurants in early stages of Covid-19 All surplus sourced in years 2 and 3 was from the local area or wider region The pilot did not collect all surplus made available to it – it only collected what it could use
Workforce	<ul style="list-style-type: none"> The size of the pilot's workforce has varied throughout year 3 – there are currently 2 paid and 4 unpaid jobs. There were an additional 2 paid and 10 unpaid jobs when the pop up food hub was open (January – May 2021 for the production of ready meals) No paid jobs were created in year 3 but 4 unpaid jobs were, all of which were filled by a person far from the labour market Please note, the jobs reported in year 2 worked across WP1 and WP2 - the WP2 pilot only has 2 jobs allocated to it (a co-ordinator and product developer), both of which were created in year 2 The 2 paid and 4 unpaid jobs are attributable to FLAVOUR

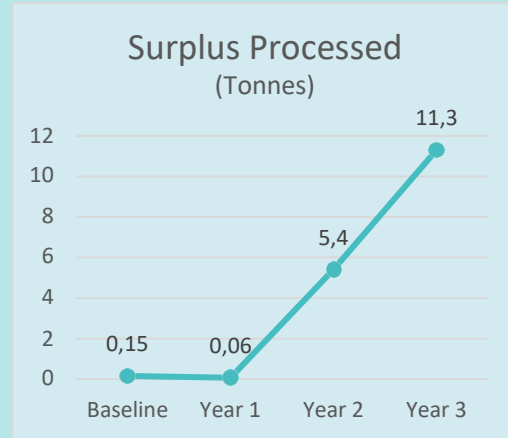
BHFP Pilot Activity (continued)	
Training Provided	<ul style="list-style-type: none"> Although Covid-19 has limited the pilot's training activities, 21 people received training on the use of the dehydrator, water meter and food preparation in year 3. Of these, 4 became regular unpaid workers on the pilot and have gone onto receive additional training in using the kit and food hygiene Additional adaptations have been made in the workplace to meet needs
Costs	<ul style="list-style-type: none"> The total costs reported for year 3 were €16,629, of which €7,944 was for staff and €3,675 equipment Costs were slightly lower in year 2 at €13,971, of which €7,872 was for staff and €1,961 equipment As the pilot is not yet fully operational, costs per kg have not been calculated
Income	<ul style="list-style-type: none"> €41,827 from FLAVOUR over project's lifetime (40% partner contribution from the Big Lottery and in-kind contributions)

Pilot: Feedback Global

Location: Brighton and Hove, UK (Sussex Region)

Summary:

- Processing surplus is a new activity for Feedback Global (they did not do it before FLAVOUR)
- Surplus is being used to both develop new products and to make meals
- 2 new soup products have been distributed and sold to date, and additional soups are being developed
- The meals have been distributed to people in food insecurity
- 16.8 tonnes of surplus were processed in years 1-3
- 5,933 meals and 230 jars of soup were distributed in years 1-3
- 6 jobs were created because of FLAVOUR



Model Overview:



The pilot has created the 'Sussex Surplus' brand to market, sell and distribute its processed surplus



The pilot was originally set up to create new surplus products but started preparing meals as part of the Covid-19 response. It has continued to deliver both activities in year 3



The recruitment and training of young people facing barriers (specifically neurodiversity) to employment is integral to its model



Supply and demand is more important to decision making than financial returns

Technologies Used:

- Autoclave and robocoupe vegetable processors are used to prepare the soups
- Google forms and google spreadsheets are used to record activity

Barriers to Increased Efficiency:

- The pilot hires a kitchen 3 days a week from a community organisation – they would need to move to their own kitchen to increase processing capacity
- The autoclave can preserve 14 jars of soup at a time – a bigger autoclave would increase the scale of production
- Restricted parking around the building makes deliveries difficult
- Lack of a vehicle – the pilot relies on private means of transport



Pilot Perceptions of Successes and Achievements:

- Developing a product that is sold in multiple stores
- Work with interns inclusively
- Strong and supportive team
- Utilisation of large volume of surplus



Pilot Perceptions of Critical Success Factors:

- Access to surplus that enables processing all year round
- Finding a suitable and affordable kitchen space
- A good trainer/coach in the kitchen

Feedback Global Pilot Activity	
Activity Start Date	<ul style="list-style-type: none"> The pilot started product testing and market research in November 2019 (FLAVOUR year 1) and was due to kick off on the ground in June 2020. Due to the pandemic, their long-life product processing was postponed until November 2020
Activity	<ul style="list-style-type: none"> Although the pilot had intended to focus on new products, it began making and distributing meals as part of the Covid-19 response in year 2 and has continued this activity in year 3 A small amount of surplus was also processed in years 1 and 2 as part of the development of new products Production of two new soups began in year 3 Overall, a total of 11.3 tonnes was processed in year 3 – a 106% increase on the year 2 processed surplus (5.4 tonnes) The majority of the surplus processed in all 3 years was fresh fruit and vegetables (between 75 and 100%) All surplus processed is attributable to FLAVOUR
Surplus Products Developed	<ul style="list-style-type: none"> 2 products – pumpkin soup and courgette soup - are being sold and distributed through Feedback Global's 'Sussex Surplus' pilot branding The soups extend the shelf life of the surplus by 1 year 2 further products (celeriac soup and tomato soup) are in development (and the testing of 2 more types of soup began in 2022, outside the reporting period covered by this report)
Product Sales	<ul style="list-style-type: none"> Pumpkin soup: <ul style="list-style-type: none"> 5 retail stockists (2 of which are social enterprises) 270 units sold between August 2021 and January 2022 RRP €3.85, wholesale price €2.67 Courgette Soup <ul style="list-style-type: none"> 1 retail stockists (a social enterprise) 12 units sold between August 2021 and January 2022 RRP €3.85, wholesale price €2.67
Distribution	<ul style="list-style-type: none"> Surplus (either meals or soup) was distributed to 9 social organisations in year 3 and 6 social organisations in year 2, all of whom were in the local area (within 50km) 230 jars of soup and 2,400 meals were distributed to 250 people in year 3 and 3,533 meals in year 2 (the number of recipients is unknown) In addition, the pilot provided catering at 3 school holiday events in Brighton and Hove in year 3 No processed surplus was distributed in year 1
Transportation	<ul style="list-style-type: none"> The surplus was transported 930km via non-electric cars, vans or trucks in year 3 and 505km in year 2

Feedback Global Pilot Activity (continued)	
Suppliers	<ul style="list-style-type: none"> The pilot currently has 10 suppliers (6 more than in year 2) and the largest proportion of surplus (56%) was donated by another FLAVOUR pilot. The remainder came from producers (31%) and wholesale/ retail companies (14%) Most of the surplus came from the wider Sussex region and the Brighton and Hove local area in all three years The pilot uses both donated and gleaned surplus (21% of surplus was gleaned in year 3) The pilot only collected the surplus that it could process (and did not collect all surplus made available to it)
Workforce	<ul style="list-style-type: none"> The pilot currently has 6 paid jobs (project manager, kitchen lead, kitchen porter, community kitchen assistant and 2 interns) – 1 more than in year 2 5 volunteers are also working with the pilot, four of whom were far from the labour market 4 jobs were created in year 2 (a kitchen lead and 3 interns) and 2 further intern jobs were created in year 3 with support from the UK Government's Kickstart employability programme All 5 interns have been far from the labour market 1 intern left at the end of their contract and 2 interns progressed to kitchen porter or community kitchen assistant roles All 6 jobs created are attributable to FLAVOUR
Training Provided	<ul style="list-style-type: none"> The pilot has provided staff with training in knife skills, catering and kitchen skills, food harvesting and growing, and autism awareness in years 2 and 3
Costs	<ul style="list-style-type: none"> A total of €66,825 costs were reported for year 3 (of which €53,030 was for staff and €3,192 for equipment) This equates to €5.89 per kg of surplus processed (based on all costs) or €5.51 per kg based on operational costs only (new equipment and website costs removed) The year 2 reported costs of €37,214 do not include salary costs for the interns (who were appointed at the end of the year) and are therefore much lower. €25,576 of these costs were for other staff and €8,485 for equipment The year 2 costs equates to €6.90 per kg of surplus processed (based on all costs) or €5.34 per kg based on operational costs only (equipment costs removed)
Income	<ul style="list-style-type: none"> €157,940 from FLAVOUR across the pilot's lifetime (40% match funding from lead organisation, donated surplus and charitable trusts/foundations) Intern salaries were funded by grants and UK government employability scheme (Kickstart) In year 3, €859 was generated through soup sales (August – December 2021)

WP2 Pilot: Collaboration

Location: Bruges, Belgium (Flanders Region)

Summary:

- A new collaboration between the social organisation SOBO and food production company MOWI was set up in year 3 of FLAVOUR
- The collaboration is part of a European Social Fund project 'Circular Works'
- VIVES will support the collaboration with product optimisation, shelf life, labelling, packaging, upscaling processes and developing business models
- The involvement of VIVES has been made possible by FLAVOUR funding
- SOBO will use leftover salmon from MOWI to make salmon croquettes – this is a new processing activity for SOBO
- The salmon croquettes are currently being tested
- The collaboration aims to produce the croquettes on an industrial scale and use the learning from it to prepare a 'roadmap' for other surplus processing initiatives

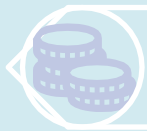
Model Overview:



The collaboration aims to add value to salmon by-products that would otherwise be lost or valorised at a lower level



It is part of a bigger project in Bruges to create a circular hub



Although profit is not the primary goal, it aims to cover labour costs and break even



The salmon croquettes will be sold to wholesale and smaller retailers



VIVES will support cost price analysis and business model development

Technologies Used:

- Blast chiller, freezer
- As a new initiative, a system to record the surplus processed is not yet in place

Barriers to Increased Efficiency:

- Covid-19 delayed the project set-up
- Consumer hesitancy towards surplus meat/fish products rather than surplus fruit/veg products – the 'story' of the croquettes will need to be carefully branded



Pilot Perceptions of Successes and Achievements:

- Identifying an opportunity to develop a roadmap for surplus processing



Pilot Perceptions of Critical Success Factors:

- Adequate production capacity
- Product price point and consumer demand

WP2 Collaboration Pilot Activity	
Activity Start Date	<ul style="list-style-type: none"> The collaboration was started through another European funded project, VIVES became involved in year 3 of FLAVOUR
Activity	<ul style="list-style-type: none"> The project is in the product testing phase - the recipe and production processes are in the final stages of optimisation Salmon snippets left over from the trimming process will be used (head and tail pieces, belly pieces and fillets that have visual defects)
Surplus Products Developed	<ul style="list-style-type: none"> Three varieties of frozen salmon croquettes will be developed
Product Sales	<ul style="list-style-type: none"> The products will be sold in local food stores and wholesale in the first instance The potential to sell the croquettes to larger organisations will be explored in the future
Distribution	<ul style="list-style-type: none"> There are no plans for distribution to people in food insecurity at this stage, however, the croquettes will eventually be sold in SOBO's own social restaurant
Transportation	<ul style="list-style-type: none"> Too early to report, although the organisations are located within 2.2km of each other SOBO will transport the surplus from MOWI
Suppliers	<ul style="list-style-type: none"> MOWI will be the primary supplier Surplus vegetables will also be sourced The project aims to develop local partnerships with farmers to enable surplus to be bought at discounted prices
Workforce	<ul style="list-style-type: none"> As a social organisation, SOBO already works with people far from the labour market. They will be supported to produce the croquettes under the supervision of a coach/chef The project plans to set up an enclave in the future – enclaves are a subsidised employment scheme that provide people far from the labour market with work opportunities in the regular labour market. In this model, social employees would work on the MOWI production site
Training Provided	<ul style="list-style-type: none"> SOBO is a social organisation which already has its own kitchen training programme for people far from the labour market. The employees learn a wide variety of kitchen skills and work under the supervision of a chef/coach
Costs	<ul style="list-style-type: none"> N/A
Income	<ul style="list-style-type: none"> N/A

3.9 The WP3 Pilot

The purpose of WP3 is to develop the employability behaviours, competencies and skills required for the collection, distribution and processing of food surplus. When the FLAVOUR application was developed the intention was to create a training and coaching trajectory to promote food surplus handling and processing in order to support people who are far from the regular labour market to get a job within the industry. However, the deliverables for this pilot changed through the Major Modification process, partly as a result of partners' early experience on the ground but also to reflect challenges of the Covid-19 pandemic. Activities shifted to:

- The provision of support for coaches and mentors working with people far from the labour market as opposed to delivering training directly to the target group;
- Distance learning, delivered through the co-creation of a series of webinars; and,
- Development of an inspirational training guide, hosted through an online platform, to promote cross-border knowledge and experience exchange.

Content for the above was initially informed by a research study and report that was undertaken to streamline the focus of WP3 and more latterly by a series of 13 field visits across all FLAVOUR regions. The purpose of the field visits was to draw on the good practice already occurring across the partnership but also to develop a better understanding of key training requirements needed to set up effective distribution platforms and coach people who are far from the labour market. This fact-finding activity took place against the backdrop of the Covid-19 pandemic which to some extent shaped what was delivered as new actors and initiatives entered the sector in response to the crisis with a need to upskill in key areas.

The work initially resulted in the identification of six core learning blocks or modules as shown in Figure Nineteen. Content was then co-created – and tested with partners – to develop three webinars covering:

- Food safety and hygiene including the impact of Covid-19 on practices (delivered separately in the UK and Belgium);
- Logistics and running a distribution centre, including manual handling as well as the transportation and safe storage of food (delivered separately in the UK and Belgium); and,
- Food, health and well-being (delivered jointly between the UK and Belgium).

Delivered between February and July 2021, all of the sessions delivered technical content to increase participants' knowledge and competencies as well as providing support for them to develop their skills as coaches and mentors. Sessions typically included presentations, subtitled videos and animations alongside Q&A sessions and breakout rooms for participants to share their experiences and learn from one another. They were delivered by a combination of external speakers, including from the private sector, and FLAVOUR partners. FareShare Sussex in particular provided valuable insights into how they run their distribution centre in the second webinar.

Figure Nineteen: Core Building Blocks of the Training Guide



The webinars were attended by 139 participants, which demonstrates the level of interest in the subject matter. Most of the participants were staff (coaches) and volunteers working in food distribution centres, who in turn worked with an estimated 605-690 people who are far from the labour market. Feedback, as captured through slides and post session data capture forms, was very positive, with participants indicating in particular that they had learned something new as a result of their attendance. A selection of participant comments about how the learning will be applied to their roles is as follows:

“Checking that we are safe in our work with food [and] making sure others are safe too. And being able to get support if we need it”

“Thinking about the food hygiene aspect - working with our administrator to update the food safety policy”

“Implementing Covid risk assessment(s)”

“Thinking about how we support new volunteers”

“Thinking more carefully about volunteer feedback and support”

“Switching to more of a coaching than a mentoring style when working with colleagues”

In reflecting on the aspects that worked especially well, project partners highlighted the role and importance of the breakout sessions for networking and sharing practice:

“There’s value in asking how people how they do things in their workplace. Some people don’t have time to talk about this normally”

Engagement with the private sector was also particularly valued in Belgium and helped to illustrate how to move from the social economy to the regular economy.

Given the very different policy environments across the FLAVOUR regions, there were, however, some challenges in developing content that was relevant for all contexts. Partners indicated that:

“The context culturally is very different and whilst we have highlighted common themes, for example, food hygiene, even within those, the technical information, e.g. legal requirements, differ depending on context...there are also different support requirements around coaching, for example, there is a much stronger need for language coaching in Belgium”

“In Belgium and France the focus on people far from labour market has implications for needs that differ from the UK”

“We were very motivated by a visit to Oxford in the UK which focused on cognitive learning but how do you translate that into a Belgian context when support provided to the people who are far from the labour market is delivered through another service. It’s not embedded into the pilot”

In light of this, partners questioned how much cross-border learning was technically possible within WP3 given those constraints.

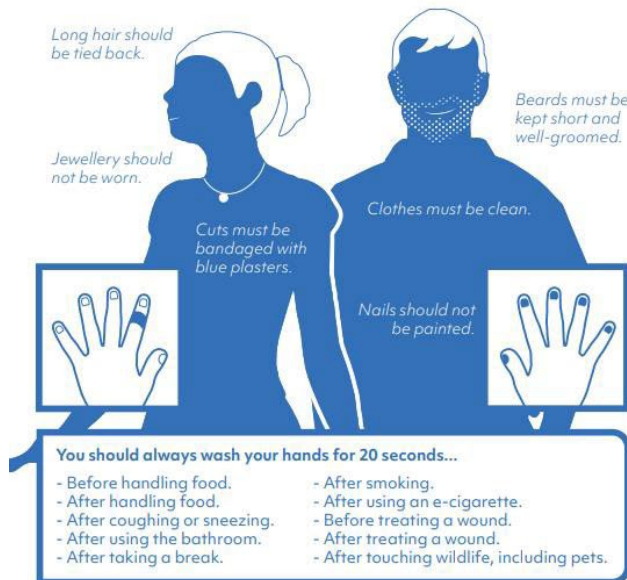
Feedback suggests that on a practical level some challenges were also encountered as a result of the project’s time pressures. Some of this related to getting the messaging right for promoting the sessions and it was also suggested that with more time and resources the webinars may have benefitted from an additional range of contributors. However, partners were pleased overall with what was achieved and, importantly, learning from the webinars has fed into the development of the training guide.

The training guide itself incorporates the content from the webinars alongside a range of other training materials such as posters, well-being cards and case studies as shown below. It includes information as well as templates that can be adapted for use in a range of settings. Partners were invited to suggest materials which they felt would be useful as well as offering materials of their own for inclusion. The team has developed a range of new content as well as adapting some existing content and has around 40 individual items for inclusion. Initially developed in English, the aim is to have materials translated into French and Dutch and they will be primarily hosted on the Marjon University website where they will be publicly accessible. Partners will also be able to host any/all of the materials on their own websites in the future. In Flanders, the contents of the training guide will be also be incorporated within e-learning sessions offered by VONST (a training agency for social economy sector coaches).

PERSONAL HYGIENE

Personal hygiene is important to protect yourself and others from illnesses. Good personal hygiene stops you getting or spreading germs and diseases to the people you work with or that use your services.

This poster teaches you how to maintain a high level of personal hygiene by showing you the do's and don'ts of a professional working attire, and walking you through how and when to wash your hands.



www.trainingguide.marjon.ac.uk

© 2021, Plymouth Marjon University.

Created for Interreg 2 Seas Programme, Flavour Project.

Interreg
2 Seas Mers Zeeën
FLAVOUR

It is expected that people will use the resources in different ways. For example:

“Well-being cards could be integrated directly into practice. Other resources people can take off and adapt and use them in current context. I see it as a pick and mix that people can come back to”

As highlighted above, feedback gathered on an on-going basis has been very positive to date indicating that the content is valuable. However, at the time of writing this report the evaluation of WP3 is yet to take place. Planned for the spring of 2022, the evaluation will involve a series of qualitative interviews to understand how organisations are using the materials and what they most value. The interviews will also explore the extent to which the competences/skills of those working with people far from the labour market in the food surplus sector has been improved as a result which is a key indicator of success for this WP.

3.10 FLAVOUR's Social Return on Investment

To follow – work still being completed

SUMMARY OF KEY FINDINGS: KEY ACHIEVEMENTS - PART TWO

- The WP1 local pilots have increased the surplus available for distribution and created jobs. Although some targets have not been fully achieved, the ability to maintain and increase distribution activity throughout the challenges presented by Covid-19 is a key project achievement;
- All five WP1 local pilots are a member of a collaboration pilot and the UK pilots in particular described how the collaboration had increased their access to surplus donations;
- In Belgium, a collaboration of 11 DPs in Flanders has led to increased alignment in distribution activities but, because DPs are able to source sufficient surplus in their local area to meet demand, there has not yet been a need to share surplus donations across DPs;
- The French collaboration led by PDLM has adopted a different approach to the UK and Belgian collaborations and rather than co-ordinating DPs, it acts as a broker for existing food aid organisations. In doing so, trust has been built and access to surplus increased;
- The different approaches to distribution across the pilots highlight that there is no 'one-size-fits-all' approach. Instead, distribution is shaped by the available funding, which in turn is determined by the local policy context and support for/ awareness of surplus;
- Other factors critical to the success of a DP include: sufficient human and physical resources (e.g. sufficient transportation, storage and staff), access to a network of trusting organisations and support with legislative arrangements;
- The progress of the WP2 pilots has been delayed by Covid-19 and targets have not yet been achieved;
- Two pilots are now distributing and selling new surplus products, another two pilots are at the product development phase and the fifth is not currently active;
- As part of a WP2 collaboration pilot, VIVES are supporting a partnership between a social organisation and food production company. The pilot aims to use the learning from the partnership to develop a road map for large scale surplus processing;
- It is too early to identify a clear business model for processing but the experiences of the pilots so far highlight the importance of funding, an appropriate kitchen space, sufficient supply of surplus to enable year-round processing and advice and guidance on (for example) legislative issues, preservation techniques and business planning; and,
- In WP3, a series of webinars were run to both inform and develop the production of an inspirational training guide. Feedback on the guide has been positive but a more comprehensive evaluation is planned for Spring 2022.

Section Four: Conclusions

4.1 Reflections on the FLAVOUR Project

As highlighted in the introduction, monitoring of the FLAVOUR project has been challenging; the project brings together partners from the UK, Belgium and France who have worked in different ways (in different policy contexts) to create value from food surplus amidst the challenges presented by Covid-19. Whilst the early stages of the evaluation sought to co-produce a standardised approach to assessing results and wider achievements, the resulting framework was implemented with mixed success. Changes in deliverables and results (as approved via the Major Modification in year 2) meant the indicators set out in the evaluation framework were subjected to frequent revisions throughout FLAVOUR. Furthermore, pilots were often unable to provide the requested data because of a lack of capacity to collate it or because it had never been collected in the first place. Despite these challenges, all pilots have remained committed to working with the WP4 team leading the evaluation and monitoring activity to ensure that the project's results and wider impact could be assessed. The findings presented in this report are mixed; some targets have been over achieved and others have not been fully achieved. More specifically:

- FLAVOUR's objective to create co-operation, co-ordination and alignment between services for maximum collection, storage, redistribution and process of food surplus has been achieved: the WP1 pilots set up during FLAVOUR have collected more surplus year-on-year and all pilots have developed their capacity through investments in their human and physical resources and/or by connecting to a wider network of DPs;
- The project has not achieved its objective to enable larger amounts of food surpluses to be processed for human consumption, preparation for preservation and/or transformation into new products: because WP2 pilots chose to prioritise other activities at the height of the pandemic, activity has been delayed and four of the six pilots have yet to become fully operational. As more pilots operationalise, it is expected that additional products will enter the market place or be distributed in 2022; and,
- Good progress has been made against the third objective, to develop skills training transforming the specificities of working with food surpluses into assets for the labour market and for social integration: a new training guide is due to be completed in Spring 2022. The contents of the guide have been informed by a series of well received webinars.

While being mindful of them, its objectives and targets have not been the primary driver for FLAVOUR; partners have instead been driven by the need to support the most vulnerable in society. Food insecurity was significantly increased by the Covid-19 pandemic and therefore created an even greater need for support. For WP2 pilots, planned processing activity was paused as resources were refocused on distributing surplus. WP1 activities were also transformed: the demand and supply of surplus surged at the height of the pandemic forcing pilots to adapt despite staff shortages and social distancing constraints. Furthermore, any plans to develop DPs to incorporate wider food surplus activities were also paused so that the immediate societal needs could be met.

As we move beyond the crisis response phase, FLAVOUR partners are once again considering how their activities can be sustained and developed beyond the project's lifetime. In Belgium, funding has been secured for four years but is dependent on partners adapting their DPs to incorporate other activities.

Mechelen, for example, is therefore exploring a new social grocery and the development of a processing site to enable it to shift towards a food hub model. This resonates with the findings from the external stakeholder survey: food surplus activities were expected to become part of a broader circular food system and shift towards bigger food hubs.

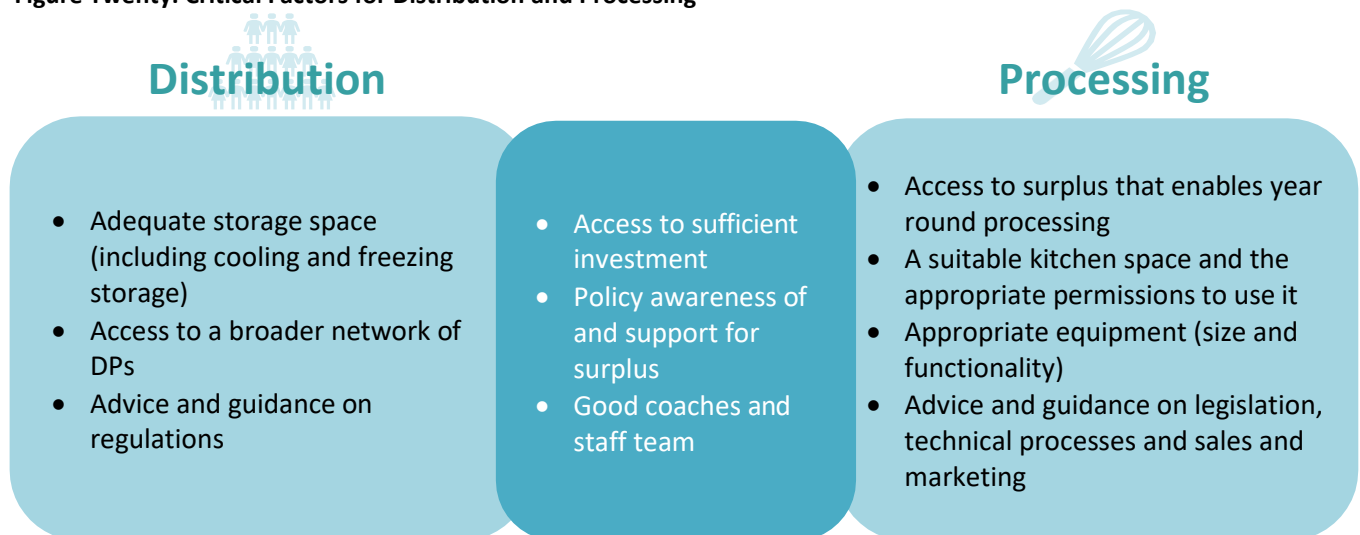
Although no new funding has emerged in France, PDLM is continuing to diversify their activities through existing financial systems. In 2022, PDLM will launch a new social restaurant and increase the production and sale of frozen meals. For UK partners, much has been learned about the engagement of people far from the labour market and they remain committed to an inclusive work place beyond FLAVOUR. The WP3 training guide has yet to be fully evaluated, but its resources have the potential to support how all food surplus organisations engage with those facing barriers to employment. A key challenge, however, will be ensuring the information and guidance presented with the guide remain up to date and relevant to an ever-changing policy context.

FLAVOUR has enabled partners to learn about the business models that underpin food surplus activities and reflecting on these may help to meet future challenges. The remainder of this section focuses on these learning points and summarises the key emerging themes, which the project partners may like to consider as they develop recommendations for future surplus business models.

4.2 Key Learning

How to ease the inherent tension within food surplus activities is a key challenge for the future of the sector. Although each enterprise will need to identify its own solutions to balancing social value creation with running an efficient enterprise, FLAVOUR partners may like to give further consideration as to how the factors identified as critical to the success of distribution and processing models (see Figure Twenty) can be optimised so that they act as enablers rather than barriers.

Figure Twenty: Critical Factors for Distribution and Processing



These factors are considered in more depth in the following discussion of the key learning points:

- **Distribution is driven by social rather than financial aims:**
DPs work with surplus food to create jobs and training opportunities for people far from the labour market while increasing access to fresh and healthy food for those in food insecurity. Partners strive to

create workplaces that are inclusive and support people far from the labour market to move closer to employment. The partners have sought to balance this support with the demands of delivering a logistically efficient enterprise, which inevitably creates a dependency on funding from government sources or other grant giving bodies. Access to this is shaped by local policy contexts and the effectiveness of each partner's fund-raising activities. Although recognition of the importance of food surplus was reported to have increased (in part because of Covid-19), a sense of frustration was evident amongst the pilots:

“People don’t really value it. It’s still associated with volunteers – good hearted people trying to solve a couple of problems. But I see what we do as a professional thing, we have knowledge, skills and we’re doing demanding work – tricky, logistical work.”

- **Pilot activity is shaped by the resources available to it:**

There is no ‘one-size-fits-all’ approach and the number of employees and resources (e.g. transportation, storage space and equipment) varied according to the pilot's budget. For example, Milieu and Werk operated as a take away depot so that fewer social employees/ drivers were required. To increase the scale and efficiency of distribution, there needs to be sufficient investment in human and physical resources. A new IT tool was highlighted as an important mechanism through which greater efficiency could be achieved and FLAVOUR is currently exploring how Belgian pilots can be supported with the costs associated with such an investment. Furthermore, sourcing surplus is time consuming and requires significant human resources. Of the FLAVOUR pilots, FareShare Sussex operates on the largest scale. However, it receives the majority of its surplus via a national network. Accessing surplus via a broader network of DPs may help to reduce the administrative burden associated with supplier negotiations and therefore offer an alternative approach to increasing access to surplus.

- **The WP1 collaborations provided a platform to share learning and increase alignment:**

For Belgium pilots in particular, where many of the DPs were not fully operational before FLAVOUR, the collaboration has accelerated development. The collaborations worked to reduce competition for surplus by aligning collection and distribution activities and, in the UK and France, organisations worked together to absorb the available surplus.

- **WP2 pilots are still being operationalised but lessons can be learned from their experiences so far:**

To bring a new surplus product to market: a solution to seasonal variations in the available surplus must be identified; an appropriate kitchen space and equipment that meets local environmental health legislation secured; technical knowledge of processing and preservation techniques developed; people from the labour market trained how to make the product; and, perhaps most challenging of all, a brand that can compete with cheaper non-surplus products in a commercial market space must be created. The support from the WP2 lead VIVES was valued by the pilots and VIVES are now working with a new collaboration in Bruges to provide a roadmap to guide future processing. Access to adequate support and investment in the required processing infrastructure (people and equipment) will be critical to the development of this activity. Despite these challenges, the available evidence suggests that processing could help to stabilise the employment and training of people far from the labour market. That is, surplus can be frozen to enable processing to continue year-round and reduce the uncertainty arising from fluctuating supplies for distribution.

- **The systems used to engage people far from the labour market in the UK, France and Belgium have their own strengths and weaknesses:**

France and Belgium both have a structured system of social employment to engage with people far from the labour market. Although the absence of an equivalent system in the UK has led to a more ad-hoc approach, it enables enterprises to work more flexibly. For example, they can employ volunteers or trainees and extend the contracts of temporary employees as appropriate to their respective needs. Conversely though, this may mean that only a small number of people far from the labour market can be employed. Social employment in France and Belgium is temporary and the duration of the employment is specified by the scheme that has set up the contract. Feedback Global's policy brief explored these issues in more depth and called for a review of the EU's legislative framework for hiring people far from the labour market. By increasing the length of their employment contracts, greater integration in the work place could be achieved.

Technical Annex: Progress Against Specific Results Indicators

Work Package	Indicators	Progress and Achievements by January 2022
WP1 (01 – local pilots)	30 organisations, municipalities, food companies and/or social enterprises are working together and share ideas/knowledge	As at January 2022 total of 794 organisations were directly involved in the delivery of the pilot projects, working together to share ideas/knowledge. This includes suppliers/donators and recipients of surplus. The target has therefore been significantly exceeded
	An increase in the amount of surplus collected through gleaning and through food companies with 1,000 tonnes	The workbooks showed that 567.3 tonnes had been collected in the baseline period. This has increased year on year with 619.8 tonnes having been collected in year 1; 1,247.5 tonnes in year 2; and, 1,804 tonnes in year 3. Of the 3,671.3 tonnes collected throughout FLAVOUR, over 700.8 tonnes is directly attributable to the project (because of the support provided by FLAVOUR, some surplus will also be indirectly attributable). This is based on the activity of 3 out of 5 of the local pilots, the remaining 2 were either established before FLAVOUR started (FareShare Sussex) or did not receive project funding (ODC Antwerp). However, both these pilots reported benefits arising from the project's support: new suppliers, better ways of working or enabling them to sustain activity despite the challenges associated with staffing during the pandemic. It is not possible to identify the amount of surplus that can be attributed to the FLAVOUR though. Based on the large volume of surplus that has been collected, and the fact that all pilots have reported some increases that are attributable to FLAVOUR, the available data indicates that this target has been achieved
	The network makes it possible to increase the amount of food made available to social organisations working with people in food insecurity meeting their demand	The workbooks showed that 534.6 tonnes had been distributed in the baseline period. Distribution has also increased year on year with 619.3 tonnes having been distributed in year 1; 1,558.1 tonnes in year 2; and, 1,585.4 tonnes in year 3. The majority of organisations receiving the surplus were social organisations or social enterprises working with people in food insecurity (some surplus was also distributed to local authorities). The target has therefore been achieved
	The network increases the availability of fresh healthy food for people in food insecurity by 30%	43.9% of the surplus collected in year 3 and 47.4% of the year 2 surplus was fresh fruit and vegetables. In addition, 41.0% of the year 2 surplus and 47.0% of the year 3 surplus was other types of food (e.g. bread, milk, tinned and frozen food that was not highly processed) and can therefore be categorised as healthy. This target has therefore been achieved
	The network supplies social enterprises processing food surplus	None of the pilots reported distributing surplus to organisations for processing in the baseline period or during year 1. In year 2, 3 of the pilots reported distributing surplus which was received by 17 organisations that processed or resold it. In year 3, 3 pilots reported distributing their surplus to 30 organisations that processed or resold it. This target has therefore been achieved
	The network of the distribution platform makes it possible that all stakeholders related to food surplus take responsibility	The survey data suggest that organisations involved in surplus food activities are operating more efficiently, although there remains a mismatch between supply and demand. Evidence is therefore mixed in relation to this target

Work Package	Indicators	Progress and Achievements by January 2022
	15 more social organisations, like social restaurants, use food surplus distributed by redistribution centres, to support people in food insecurity	The workbooks showed that pilots were distributing to 126 social organisations who supported people in food insecurity in the baseline period. This has increased year on year with 135 organisations being supported to redistribute food in year 1; 301 organisations in year 2; and, 348 organisations in year 3. This target has therefore been significantly exceeded
	30 new job opportunities in first phase*	The WP1 local pilots created 29 new jobs over the lifetime of the project, of which 15 were filled by people who were far from the labour market. 21 of the 29 new jobs were attributable to FLAVOUR, and 14 people who were far from the labour market were employed because of the project. In addition, a part time job was increased from 0.5FTE to 1FTE because of FLAVOUR. Although these are considerable achievements, particularly given the context of the pandemic, this target has not been fully achieved
WP1 (02 – collaboration pilots)	Food surplus distribution centres are working stronger together, share experiences and define ways to professionalise	Co-operation between DPs and alignment in their activities has increased in all three pilots. The evaluation has also evidenced increased professionalism (particularly for Belgian DPs). For example, the four Belgian local WP1 pilots became operational during the course of FLAVOUR and their development has been supported by the advice and guidance provided via the collaboration. More specifically, work has continued to develop a new IT tool to improve the efficiency of the registration process. Two Belgian DPs have begun using this new tool and others are exploring how it may enable them to move beyond Excel. This target has therefore been achieved
	For the region covered by FDC food surplus coming from food producers, retail and food industry has increased by 25% (1,000 tonnes)	The workbooks showed that 2,045 tonnes had been collected in the baseline period. This has increased year on year with 2,237.9 tonnes having been collected in year 1; 2,985.8 tonnes in year 2 and 3,941.1 tonnes in year 3. A total of 9,164.9 tonnes has therefore been collected throughout FLAVOUR, 984.1 of which is directly attributable (based on the activity of the French collaboration, which was set up because of FLAVOUR, and the funded DPs who form part of the Belgium pilot). This is 98.4% of the target. Furthermore, the Belgian and UK collaborations reported that more surplus had been collected because of the project (even where activity was not funded by it or established before FLAVOUR began). Although it is not possible to identify the percentage increase attributable to the project, the large volume of surplus that has been collected indicates that this target has therefore been achieved
	The network makes it possible to deal with large amounts (e.g. 20 pallets and more) of food surplus	This target is about increasing the capacity of DPs to collect surplus. The French collaboration collected everything offered to it; when PDLM (who lead the collaboration) was unable to accept the surplus because of capacity issues, they arranged for another organisation to collect it. The Belgian and UK pilots also described how the collaboration had enabled more surplus to be collected and distributed through increasing the alignment of their members' activities. Despite this, some DPs in Belgium and the UK did not collect all the surplus offered to it because of issues such as insufficient staff numbers, storage, transport and suitability issues (e.g. short dated or difficult to distribute items such as catering sized produce). Therefore, there is scope for the capacity of DPs to be increased further. Nevertheless, the reported increases indicate that this target has been achieved

WP4: FLAVOUR Comprehensive Evaluation Report 2022

Work Package	Indicators	Progress and Achievements by January 2022
	Optimisation of food surplus redistribution amongst social organisations	Although evidence on the match between supply and demand is mixed, all three collaborations reported that their activities had increased access to surplus. Furthermore, the number of organisations receiving surplus has increased in each year of FLAVOUR (from 135 in year 1 to 348 in year 3). Therefore, this target had been achieved
WP2 (03)	20% of surplus meant for processing has its shelf life extended with 2 months or more	The products produced through WP2 have an extended shelf life but this varies according to the surplus processed. Soups made by Feedback Global have an extended shelf life of 8 months and where surplus was used to make meals, shelf life was extended by around 2 days. Surplus frozen by PDLM has an extended shelf life of 12 months. The products currently being developed are also expected to extend shelf life: BHFP's dehydrated vegetable packs will increase shelf life by 6 months; FareShare Sussex's pickled vegetables and ferments by 12 months; and the salmon croquettes produced by the collaboration pilot will have an extended shelf life of at least 3 months. The activity of the PDLM and Feedback Global has extended the shelf life beyond 2 months but as the remaining pilots were still developing their products at the end of year 3, this target has not yet been fully achieved. It is expected that this target will have been met by the project completion date
	New recipe development has led to at least 10 new products on the market	One pilot has brought 2 new products to market and is developing a further 4 products as a result of FLAVOUR. 3 pilots have used surplus to make and distribute/sell meals. Two other pilots are developing products (a range of ferments and pickles and 4 different varieties of fruit/vegetable pouches) that will be distributed to people in food in security. This target has therefore not yet been met. It is expected that the target will be met by the project completion date (if products distributed rather than sold are included in the total number of new products)
	20 new job opportunities in first phase	The WP2 pilots created 9 new jobs over the lifetime of the project, of which 5 were filled by people who were far from the labour market. All 9 jobs are attributable to FLAVOUR. Although these are considerable achievements, particularly given the context of the pandemic, this target has not been fully achieved
	300 tonnes of food surplus is processed in new products	A total of 217.3 tonnes of surplus was processed by the WP2 pilots across the lifetime of the project, only some of which is attributable to FLAVOUR. Therefore, this target has not been met
WP3 (05)	Improved competences/skills of coaches/mentors/co-ordinators to work with people far from the labour market in the food surplus sector	This will be assessed through an evaluation of WP3 which is yet to take place. Therefore, it is not possible to indicate whether the target has therefore been achieved
	The training guide and toolbox is easily accessible through different channels (website, pdf) in 3 languages and contains tools for different types of learning (video, text, pictures)	The training guide is almost complete and will be available in 3 languages. It contains a wide variety of tools for use in different settings and early feedback on the content has been positive. Although the target has not yet been achieved there is confidence that it will be by project closure
	50 coaches/mentors/co-ordinators participate in a variety of training resources to further develop their practice and our training guide	The webinars were attended by 139 participants, the majority of which were coaches, mentors and co-ordinators. This target has therefore been achieved

Work Package	Indicators	Progress and Achievements by January 2022
	At least 250 people far from the labour market benefit indirectly from the training guide & toolbox provided to coaches/mentors/co-ordinators	The coaches, mentors and co-ordinators who engaged in the webinars are collectively working with over 600 people who are far from the labour market. If the training has been embedded into their practice it is likely that this target will have been achieved