## 6.3 Community hubs, food hubs and clubs

**Definition: community hubs**

Using the definition supplied by Locality, a community hub is a multipurpose centre, such as a community centre, medical centre or school, that provides a range of high quality and cost effective services to the local community, with the potential to develop new services in response to changing community needs. Community hubs can provide a means for alternative approaches to service delivery – underpinned by the principles of community involvement and partnership. Community hubs are:

**Community-led**

* Local people are involved in decision making about how services are run, how buildings are managed
* Also support the delivery through volunteering
* Typically managed by a community-led organisation, but alternatively they can be owned or managed by a public agency such as a housing association or local authority with substantial input from the community.

**Multi-purpose**

* Community hubs are multi-purpose, providing and hosting a range of activities and services that are used by lots of different people
* The range of services reflect local need and may be delivered by local people, other organisations or public agencies – for example:
* Parent and toddler groups
* Health and wellbeing activities – exercise classes
* Employment support
* Childcare
* Library services
* Advice and information.

**Making use of local assets**

* Community hubs utilise local buildings and land to provide a base for these activities
* These can be assets acquired through [Community Asset Transfer](http://mycommunity.org.uk/take-action/land-and-building-assets/community-asset-transfer/) (for example: an old school, sporting ground or town hall)
* Other hubs are created as a result of new development through [community-led building projects](http://mycommunity.org.uk/take-action/community-led-buildings/).

**Enterprising and resilient:** Community hubs need an income to be sustainable. A range of income sources are usually required to cover the costs of running the building, maintenance, such as: grants; donations; hiring out space; delivering contracts. Effective community hubs make use of good ideas and resources within the community and can adapt to changing circumstances. More can be explored here: [www.mycommunity.org.uk/the-community-hub-handbook](http://www.mycommunity.org.uk/the-community-hub-handbook)

**The main benefits of community hubs**

Community hubs can benefit the community in many more ways that only providing services. They can:

* Help build more cohesive and resilient communities
* Build better and more integrated services
* Transform existing, unused buildings
* Provide a focus for community-led regeneration

In the context of Covid-19 responses in localities across the UK there was an emergence of hybrid community response / emergency hubs that differed in their operating model, resourcing, ‘ownership’, distribution capability and workforce (typically a mix of public and voluntary sector staff) but typically included an element of emergency free food response. The Welsh Government emphasised supporting community hubs to tackle food insecurity during the pandemic with their £2 million grant allocated to local authorities, third sector organisations and not-for-profit organisations. This emphasis was to bring together support services such as advice services with food provision. One of the other solutions they put forward and in response to concerns about a lack of access to FareShare support in the north of Wales, the Welsh Government provided funding to support the development of a FareShare operation in the north and west of Wales supporting the supply of food to each of the hubs[[1]](#endnote-1).

Prior to the pandemic, community hub models with a food aspect more generally shared the common characteristic that that they offer ‘*more than a meal approaches[[2]](#endnote-2),* and often offered a range of services and initiatives aiming to tackle food poverty and its underlying causes[[3]](#endnote-3).’ A hub is ‘the effective centre of an activity, region, or network.’ Sometimes delivered in partnership, hubs can be directly linked to statutory services, while others VCSE-led hubs may operate independently. Community hub income models vary with some providing a mix of free and chargeable services to residents, but there is typically no membership criteria. Having a paid for service is thought to increase a sense of dignity and reduces the feeling of relying on charity.

Where food is used as a key lever for people to get involved, unlike food banks or traditional meals on wheels services, community food hubs are spaces that connect to “food’s unique role in communities and human socialisation, and deep anthropological roots in bringing groups of people together[[4]](#endnote-4).” Preparing food and eating together connects people from different backgrounds. While food provision is included, community hub models build out to include a range of other types of support to reflect the complex lives of those receiving support.

**Definition: Community food hubs**

The language of ‘community food hub’ also has a specific meaning in some literature as distinct from a community hub that has a food element. The Food Research Collaboration explains that: ‘Broadly speaking, food hubs are entities that sit between people who produce food and people who eat it, gathering food from growers and distributing it either to commercial customers or directly to consumers. They can fill gaps in local food infrastructure, help consumers find locally sourced produce, support new forms of food retail, incubate food enterprises, or create a space for community education and action. Sustainable food hubs endeavour to apply standards or values supportive of sustainability principles to their sourcing and how they operate. They thus provide an appropriate route to market for agroecological and ethical growers and makers. The reports have been written for people who want to understand the role of food hubs in the UK, or to determine whether a food hub is appropriate for their locality and purposes. It goes on in its discussion policy paper[[5]](#endnote-5) to say that ‘food hubs are different from – and in many cases are deliberately set up as alternatives to – entities that perform similar functions in the mainstream, industrial food system. A key characteristic of food hubs is that they involve food aggregation and distribution – in other words, they gather food from growers and other suppliers, and distribute it, by some means, to customers. But this, in a manner of speaking, is what Tesco does, and it is certainly what wholesale markets do. So, what makes a food hub different? Perhaps the key thing here is their underpinning ethos or ‘mission.’ Many food hubs explicitly adhere to specified ethical principles in the way in which they obtain and distribute food.

The main purpose of the food hub is to enable small and medium-scale producers to reach large and stable markets, thus ensuring the producers’ financial security. Alternatively (or additionally), the hubs may wish to collect and distribute food for charitable purposes (for example via food banks); or they may add services such as food packing or training to their basic function. In practice, we have found food hubs, both here and in the US, to be very varied in composition and purpose. Some are focused solely on building an alternative local and/or more sustainable food supply chain, while others also aim to deliver wider social, economic and environmental benefits. Activities can include: • Social supermarkets • Business training, business development support and facilities for new independent food entrepreneurs • Child and adult food education and skills development, such as cooking and growing • Food aid collection and distribution services

• Spaces and opportunities for community food engagement, from food growing to community cafés and shared meals. There may be other forms that we haven’t encountered yet. It’s also notable that a particularity of self-identified UK food hubs, in comparison to US ones, is that the ones that function as social supermarkets or run food aid collection and distribution services call themselves food hubs. This is not found in the US.’

**Evidence**

**Knowsley Food Hubs[[6]](#endnote-6)**

Partners undertook co-creation of community food hubs in 12 wards asking, 'what do you want as a food landscape?' The intended result of these conversations was a pilot in one of the wards. Evaluation findings indicate that engagement had an impact on food poverty, as a result of identifying unmet needs and coordinating a response. Refining the system needs to be ongoing i.e., introduction of cultural food hubs.

**Herefordshire mapping local responses – Talk Community hub evolution**

The Council was actively encouraging community groups and individuals to become Talk Community Hubs over the pandemic. Promotion information on the Council’s WISH website stated: “A Talk Community Hub can be developed alongside existing community settings, such as village halls, community pubs, organisations, shops or centres, which are already at the heart of the local community, or they can be something completely new. Herefordshire Council can provide support to nurture and further develop these settings, to help meet the needs of the local community and enable residents to better look after their own health and wellbeing. It might be that you already offer a variety of daily activities, a weekly coffee morning or monthly lunch club within your community, in which case being a Talk Community Hub could enhance this further, by incorporating more elements to help the people you support.” The “no size fits all” model of the Talk Community hubs was emphasised, with each hub being described as “developed to meet the individual needs of different communities, therefore unique to each community.” The listed benefits of becoming a Talk Community Hub included potential funding from the Council, training for volunteers or staff, promotion via the Council’s WISH directory, and growth and sustainability.

The Talk Community Hubs programme was developed within the Adults Directorate and had a focus on communities and communities supporting themselves. They are voluntary, because they are run by the community typically in lower-super output areas guided where food insecurity may be higher. It was noted that as well as the VCSE sector, there was opportunity to link and connect more with faith groups had a role to play. Connecting disparate hubs was a ‘Church and Society Link Officer.’ This role was created as it was recognised that though there were links to churches, they were not coordinated or networked with one another. One example is Ross Food Hub, a community food sharing project started in Autumn 2020 which sourced food from a community garden and from four supermarket. The Ross Food Hub started offering fresh food for anyone to collect four mornings of the week from their “Zero Waste” stall. It was reported that in their first week in the autumn of 2020, they served 40 people.

**Releasing social value from surplus food[[7]](#endnote-7)**

While there is limited research on the role of food-based community support for addressing both loneliness and isolation, research on social eating, eating with others on a regular basis, demonstrates it can be an effective mechanism through which to forge social bonds (Cattell, 2001; Dunbar, 2017). Moreover, research also indicates that, by creating places with a strong sense of belonging to a community, what some scholars refer to as **communities that are socially organised**, can help prevent the causes of isolation and loneliness (Blake, 2019a). Socially organised communities reduce isolation because they are able to regulate themselves in order to attain goals that are agreed by the residents of those communities (Bursik, 1988)

**Outcomes**

This review is based on 16 of the most relevant studies along with practical examples kindly supplied by City of York Council, one of the partners supporting this research project. Key sources where the outcomes (below) were evidenced for this section of the report are:-

1. Food Hubs in the UK: Where are we and what next? (2019)
2. What are community hubs? And The Community Handbook, My Community, Locality
3. [Mapping and monitoring responses to the risk of rising food insecurity during the COVID-19 crisis across the UK - Autumn 2020 to Summer 2021](https://www.sheffield.ac.uk/media/36213/download?attachment) (2022).
4. Food Power, Final Evaluation Report (2021)
5. Food Cycle Social Impact report (2021)
6. Herefordshire Case Study, Mapping local responses: March to August 2020', (2021)
7. Interim Evaluation Report: Community Food Hub in Foleshill, Coventry
8. Lewisham Homes’ Community Food Stores Impact Evaluation (2022)
9. More than Just Food: Food Insecurity and Resilient Place Making through Community Self-Organising (2019)
10. Releasing social value from surplus food. Impact of British Red Cross funding on FareShare to tackle Loneliness and Isolation (2020)
11. The Bread and Butter Thing, impact evaluation (2022)
12. 'West Berkshire Case Study, Mapping local responses: March to August 2020. (2021)
13. Seeking Justice: How to understand and end food poverty in York (2019)
14. Evaluating food hubs: Reporting on a participatory action project (2020)
15. Evaluation of Food Poverty Alliances (2019)
16. Holiday Hunger Project (2019)

Community hubs can serve many purposes, often, relating to the alleviation of social isolation – and potentially malnutrition or poverty - experienced by many by more vulnerable populations such as older adults and disabled adults. Outcomes from food elements delivered as part of (highly variable) community hub, food hub and club models include:-

* Change attitudes
* Improved relationship with food
* Inspire change
* Improved food security
* Improved access to quality food and improved diet
* A sense of control
* Able to take part in community life\*
* Nourished and supported
* Involved in decision-making

Valued and able to contribute

* Reduced isolation
* Social value / social capital
* Pride
* Self-organising capability
* Employment
* Placed based feelings of safety
* Build community resources (finance and infrastructure, diet diversity, mental health, social networks and community cohesion)
* Community resilience (self-organised resilience)
* (Contributing to) a reduction in levels of food poverty and malnutrition
* Connectedness
* Community cohesion
* Financial savings and social profit (impacts on the community organisations).

Taken together, there are also benefits for the communities.

*“Good social connections and eating a nutritious diet are hugely important to the health of individuals and society as a whole. People try new foods, eating more fruit and vegetables whilst making friends and getting to know people from different backgrounds, reducing loneliness and [feeling] part of their community[[8]](#endnote-8).”*

**Examples**

**York’s community hubs approach 2017-2022**

The development of community hubs as a vehicle for supporting and engaging with York’s communities has been a priority for the Council for the past 5 years. An approach was tested for 30 months from 2017 (under the auspices of area-based financial inclusion known as 4CGY which was designed to promote financial inclusion through the development of community hubs in specified locations across the city. It steered relevant services into these hubs. The delivery of each hub relied on a range of partners working together – community groups managing the community venues, LACs, LAT community and partnership officers, CA York, CYC Benefits Advice, Peasholme Charity – Budgeting Project, Community health champions, Action for Elders, NY Police, York BID, OCAY, Community First Credit Union, CYC Housing Management Officers and Community Involvement Officers. C4YG delivered success in various forms:

* 2017 to 2019 – Over 9,000 meals were served and shared, 5,460 kg of food from supermarkets redistributed and seasonally up to 6 crates of apples and pears a week made available through Abundance York’
* By aligning the Citizens Advice York budgeting café initiative with the community hub offer CAY were able to support more than 200 clients with over 380 issues resulting in excess of £210,000 income gain
* Training was provided to support volunteering, healthy eating, budgeting and employment readiness
* Residents attending the community hubs expressed what a difference having locally based services and activities has made to their lives

**Positive outcomes were recorded:**

* Personal finance (benefits and budgeting advice)
* Increased feelings of connectedness, confidence, wellbeing and giving people something to look forward to each week
* Development of friendships
* Peer support
* Community networks
* Greater resilience for individuals

The community hubs also provided a benefit for professionals, practitioners and service providers for their outreach work. The case was made for further community hub development, creating improved community facilities and opportunities to York’s residents. Whilst each model would be different emerging as a result of an approach which is community led and needs based there were some common ingredients:

* Place – in an area where there is a need for support services and a lack of a focal point for community activity. Community-managed. Accessible, safe space.
* People - Partnership of resident volunteers and front line service providers in a community setting offers opportunity to build trust and relationship to facilitate effective engagement reflecting local need. Hubs attract different population segments depending on their orientation – older people, families with young children, ‘all ages’
* Purpose - Focal point for community activity – common motivation of connecting people to financial inclusion support and services – clear initial purpose helps to galvanise activity and motivate people to volunteer and engage
* Connectivity - Connecting multiple forms of resource – relationships, time, skills, gifts, people= growth in social connections and relationships. Moving away from a deficit model with a narrow focus on finances to creating one of abundance.

A common theme of ALL the community hubs developed to date has been a basic food offer on a free or pay-as-you-feel basis. This has been in the form of cooked meals eaten in the community venues and ‘food shops’ using food donations from supermarkets. Three benefits have occurred: Food helps form part of the welcome offer; they help household finances go further; they are creating a social setting where people can relax, feel supported by peer and the wider community.

*‘Food has been a very important element of the current community hubs and having a food offer requires good basic kitchen facilities and trained volunteers’*

The model has continued to evolve, with proposals for a universal and targeted approach, but always community led. The pandemic meant the community hubs taking on a different role for their communities supporting emergency response, but the ambitions prior to COVID are now being revisited where a Good Place Network could nurture peer support amongst hubs across the city, where accreditation (‘Visible Communities’) could be explored for the hubs and where any development programme would include a focus on the potential for hubs to address food poverty and other agreed social issues and challenges.

The ideal is for hubs to stop the cycle of crisis and response with less focus on an approach to stabilise crisis, moving the focus to supporting applicants to identify ways to prevent crisis re-occurring and build resilient support networks.

Evolution means community hubs working with ward teams to establish a network of trusted community groups that will provide support to residents alongside the investment in benefits and financial advice capacity and the commissioning of Citizens Advice to provide outreach services in the hubs to strengthen approaches to support those in need. Hub Managers facilitate regular meetings and local area working across a variety of Local Area Teams (LATs) and Local Area Coordinators (LACs) and partners from different services. Hubs continue to support City of York’s recovery plan and vision for community recovery leading to strong and resilient communities for all. Other types of hub have evolved too such as the York Migrant Hub with outreach service and Community Covenant Project which provides hubs for the armed forces community. Monitoring and scrutiny continues to help shape the mission for York’s community hubs and the employment of dedicated ‘Food’ officers in 2022 provides further opportunity to co-ordination and strengths-based approaches across the network of assets they present.

**Enfield community hubs with integrated food pantry[[9]](#endnote-9)**

Enfield community hubs is a face-to-face service for Enfield residents available in libraries that connects with support across 4 pillars:

Help with money, including:

* welfare and debt advice
* Council Tax and benefit enquiries
* concessionary travel

Help with jobs and skills, including:

* skills training employment pillar (STEP) programme
* support with work experience, training, or to find a job

Help with health and wellbeing, including:

* food pantry - offering heavily discounted food
* connecting people to their communities to avoid social isolation

Help with housing stability, including:

* support to access the Housing Advisory Service

The community hubs are designed to allow private conversations, so people feel comfortable to talk about their lives. There are also areas where children can entertain themselves. As part of the council’s, [Early help for all strategy](https://www.enfield.gov.uk/__data/assets/pdf_file/0011/5411/enfield-early-help-for-all-strategy-2021-2025-your-council.pdf), the hubs also help as an access point to then support vulnerable residents with complex needs to find solutions to their problems before they escalate.

The direct services work alongside one another including food pantry and employment and skills support, and referrals to other support as needed, such as welfare and debt advice.

This is an example of a **community hub that has an integrated food pantry model** which helps residents with accessing healthier foods, such as fresh fruit and vegetables, by offering members heavily discounted shopping. Membership costs £4.50 a week, which allows £15 to £20 worth of food and products every week. The food pantry (at time of writing in November 2022) is open at Edmonton Green Community Hub on Tuesdays and Wednesdays, by appointment only (with 8 to 10 appointments daily). Enfield Town food pantry is due to open soon. The pantry also offers support with access to welfare, debt management, and employment and skills training. The aim is to address food poverty and healthy eating issues at a basic level and prevent escalation into more complex needs. Partners include, Asda, Edmonton Green Shopping Centre Management Team, the Felix Project and North Enfield Foodbank, Baptist Church, Enfield Shelter and St Edmunds Church. Local market stalls also make regular donations. The pantry operates via referrals from the Welfare Advice and Debt Support Team. If residents feel they may be eligible for membership, they are encouraged to visit the community hubs where they can receive support to access the pantry.

The examples selected below have been chosen as they demonstrate, approaches that are already being delivered at scale, where learning and progression are ‘baked in’ and with potential to connect national and local agendas.

**The Bread-and-Butter Thing (TBBT) – a community-led food club and hub network**

TBBT is determined to reduce food waste in the UK, while at the same time ensuring that surplus food goes to the people who need it the most. They work closely with suppliers to encourage and help them to donate their surplus food safely and effectively, which they then redistribute to its network of members, via TBBT food hubs and partners. Each hub serves its local community, and the model works by TBBT partnering with existing community projects in areas of need and supporting their work to improve community resilience and help and support to people only just getting by. There are no membership criteria.

TBBT’s community-led food club model partners with community projects and provides access to affordable, nutritious food. Hubs look like: - Community Centres - Schools - Foodbanks - Church Halls - Adventure playgrounds. TBBT claims to be the largest business to community network of food clubs in the UK. Members come from the local communities in and around hubs. Currently TBBT uses roughly 500 volunteers per week from the communities served. Typically, there are 3-4 family members back at home and to date TBBT have 30,000 registered members in 62 hubs redistributing roughly 250,000 meals a week.

The TBBT Impact Report cites an example working in partnership with Durham County Council, where a further four hubs were opened across the county from rural Crook to the centre of Durham itself. The report says: ‘the scheme has been so successful that the council have now invested in a second van with five further hubs opening across 2022.’ It also explains that: ‘Hartlepool was quick to embrace the benefits of TBBT’s affordable food with five hubs in operation within as many months and firm connections made with the local Food Council and others, to maximise TBBT’s work across the town. Warrington’s first hub also got off to a flying start, supporting more than 100 families a week, with more locations opening locally in 2022.Four new hubs opened as part of a partnership with Tameside Borough Council which will see a fifth founded in 2022.The fifth hub opened as part of TBBT’s partnership with First Choice Homes Oldham . TBBT has continued to expand in Darlington as the town’s Borough Council invested in a further van with two new hubs opening so far. Other locations are referenced.

From a community facing perspective the model provides a food access programme for people struggling to afford everyday retail. TBBT looks for communities in areas of need by working with local organisations and local authorities to find the most suitable areas to **target.** Independent evaluation evidence points to outcomes beyond supporting those in crisis. TBBT aims to make life more affordable to people. Evaluation estimates are that users have collectively saved nearly £3m from using the service.[[10]](#endnote-10) As a result of using this national model, in 2021 the food industry was able to redistribute 7.5 million meals through 54 hubs (at time of the impact report). They work in collaboration with local partners and national networks to create bespoke packages of support for local communities - offering advice and practical solutions for dealing with debt, managing utilities, and accessing mental health support and available grants and funding. TBBT recognises that it isn’t only food that is expensive, so users can also access everyday essentials such as washing powder or feminine hygiene products. Where previously, 86% struggled to access fruit and vegetables locally before programme - 76% are now eating more fruit and vegetables The charity’s impact report includes the following outcomes for TBBT’s users:

* 77% are cooking more healthily at home and are eating more fruit & veg 83% of members who consider themselves good cooks said that TBBT enabled them to afford more than the basics.
* 22% of members have stopped or reduced using food banks[[11]](#endnote-11)
* Two thirds feel less lonely and 76% feel more engaged with the community.

**Lewisham Food Hub**

Lewisham Homes (LH) operates 4 community food stores in Lewisham, which enable low-income families to buy food for a voluntary membership fee of £3.50 per week. Each community food store is also its own local community hub that offers a range of services and initiatives aiming to tackle food poverty and its underlying causes. These include community gardens, debt advice, employment support, digital training, financial education and counselling during COVID-19. One of the elements of LH’s community food stores that distinguish them from food banks is the community aspect of the store - to ‘build a community within a community.’ Having a paid for service increases sense of dignity and reduces feeling of relying on charity. The stores provide an entry point for LH to identify needs and vulnerable individuals. Volunteers are trained in Mental Health First Aid and actively reach out to those people that seem in need of additional support. On a community level, LH see a strong sense of inclusion and a growing “*community within a community that provides a social safety net for its members.”* There are challenges to the sustainability of this type of community hub. Evaluation evidence highlights a lack of funds and the time spent on fundraising, and a lack of volunteers and that the high turnover of volunteers is a challenge.[[12]](#endnote-12)

**The Community Food Hub in Foleshill (Coventry)**

This example was selected because of its overt focus on sustainability. It provides:

“access to good quality affordable food to people in the local community who meet vulnerability criteria in a retail like environment. This is backed up by a 'wraparound' support offer that includes, for example, debt and welfare advice, employment support, training and reskilling, and broader support for health and wellbeing.

Interestingly, this project aims to self-sustaining in the longer term.

“At the end of the project period, the plan includes the community taking 'ownership' of the project that is, run by the community for the community.”

Feeding Coventry acquired Foleshill Community Centre through a community asset transfer. The broader aim was to develop and rejuvenate the centre to benefit the local community.

In the second year and beyond, the plan included income generation from the community café. The café is open to non-members and intended as a shared community space for social interaction - for members and non-members to come together, meet, eat and connect. The community hub is also at the heart of generating income, such as through the commercial letting of additional spaces in the building to local community groups and organisations for activities, events, and programmes benefiting the local community.

**Merits and drawbacks**

Offering a menu of service options around food increases the potential appeal, reduces stigma as it draws in a wider group of people. Drawbacks identified are that projects / services delivered as part of community hub model can be reliant on grant funding, and while offering a range of support is arguably more valuable than focussing on any single one, one commentator notes that there is often insufficient thought about ‘where next?’ in national strategies (for example on loneliness), and the pathways to build on these positive initial steps enabled through food. A challenge for multi-faceted approaches is managing growth; achieving a balance between expanding a project's reach and sufficient engagement (for example to overcome language barriers). Offering cultural food hubs was often a work in progress. Projects not linked to complimentary services were seen as less effective (judged by the number of referrals).

**Success factors**

The evidence identified a number of enabling or success factors. ‘Food plus’ approaches, with food at the centre

* Multi support provision through local partnerships, different drivers evolving over time linked to local community need, deriving different effects and benefits
* Contextualised – drawing on local ingenuity and creativity
* Mix of approaches to meet different needs. Staff able to triage and refer on.
* A paid for service, with different levels of support available.
* Delivered with dignity at the core, in all the details
* Opportunities for reciprocity - people become givers and receivers
* Best evidenced through ‘collective impact’ using consistent approaches and measures.

**Questions arising**

* How is it possible to develop a food offer integral to a community hub model that is relevant to, and ideally owned by / managed by the communities themselves?
* How can the co-design of any food hub or club model be co-designed or co-produced within communities?
* How can mixed income models be developed so that the sustainability for community food / hubs is less likely to be dependent on public sector grant / voluntary sector goodwill / donations in future?
* How can the opportunity to maximise surplus food be realised as part of any community hub model?
* What are the ideal conditions for developing / evolving community hubs?
1. [Mapping and monitoring responses to the risk of rising food insecurity during the COVID-19 crisis across the UK - Autumn 2020 to Summer 2021](https://www.sheffield.ac.uk/media/36213/download?attachment) (published August 2022). [↑](#endnote-ref-1)
2. Meals on wheels for the 21st century [↑](#endnote-ref-2)
3. Lewisham Homes' Community Food Stores Impact Evaluation - January 2022 [↑](#endnote-ref-3)
4. Dr Megan Blake, University of Sheffield [↑](#endnote-ref-4)
5. Food Hubs in the UK: Where are we and what next? Paola Guzman and Christian Reynolds August 2019 [↑](#endnote-ref-5)
6. Food Power, Final Evaluation Report, 2021. [↑](#endnote-ref-6)
7. Source: Evaluation Final Report FareShare-British Red Cross. Impact of British Red Cross funding on FareShare to tackle Loneliness and Isolation. February 2020 [↑](#endnote-ref-7)
8. Food Cycle Social Impact Report [↑](#endnote-ref-8)
9. [Community hubs and food pantry | Enfield Council](https://www.enfield.gov.uk/services/your-council/community-hubs-and-food-pantry#community-hubs) and [Community hubs and food pantry | Enfield Council](https://www.enfield.gov.uk/services/your-council/community-hubs-and-food-pantry#community-food-pantry) [↑](#endnote-ref-9)
10. Based on sampled feedback from 2,500 users. Source https://static1.squarespace.com/static/5f452e5078bf4f32c97a8045/t/6241963f9ec2b51a579a08b5/1648465485739/TBBT+Impact+Report+2021+FINAL.pdf [↑](#endnote-ref-10)
11. This contrasts to international evidence which found A review of the evidence on food banks and other community food programmes in high-income countries found that the services' ability to meet the needs of people experiencing food insecurity was limited. There was little evidence of these services effectively reducing food insecurity. Cash transfers and food subsidies were far more effective. Source: Food Cycle Social Impact report. 2021 [↑](#endnote-ref-11)
12. Further challenges mentioned by key informants included the management of (poor) quality food donations, getting good impact stories for advocacy and fundraising purposes, and dealing with conflict and racism outside of the store while people are queuing. [↑](#endnote-ref-12)