

Measuring Success

The Importance of Evaluation

Social Return on Investment

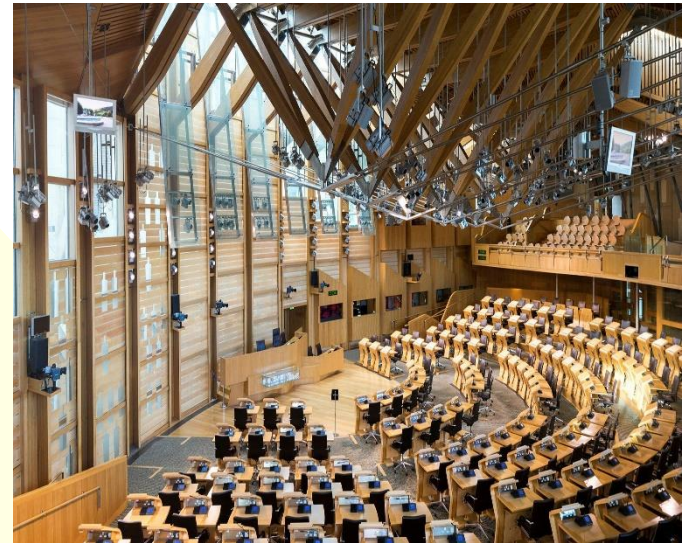
A Case Study on East Ayrshire, Scotland.

June 2024

THE SCOTTISH RESPONSE

SOME SCOTTISH LEGISLATION & POLICIES & GUIDANCE

- **National Food and Drink Policy, 2010 and**
- **A Good Food Nation, 2022** – local food plans, human right to food.
- **Climate Change Act & Emissions Reductions Targets**
- **The Procurement Reform Act 2**
- **The Sustainable Procurement Action Plan**
- **Procurement Reform - Public Duties Statutory Guidance**
- **Catering for Change – buying food sustainably in the Public Sector**
- **Community Empowerment Act,**
- **Organic Action Plan**
- **Land Reform Act**
- **The Obesity Strategy and Scotland's Diet and Healthy Weight Delivery Plan**
- **The Schools (Health Promotion and Nutrition) Act**
- **Guidance - Hungry for Success**
- **Better Eating Better Learning, 2014**
- **The Child Poverty (Scotland) Act 2017.**
- **The Circular Economy Bill 2019-20**
- **Industry Strategy for 2030 including being 'Responsible'**



Scottish
Food
Coalition

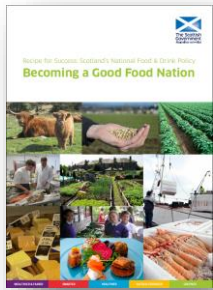
The Good Food Nation (Scotland) Bill
was passed into law on 15 June 2022.

What are the next steps on Scotland's journey
towards being a Good Food Nation?



**Good Food Nation
(Scotland) Bill**

Passed unanimously



THE GOOD FOOD NATION ACT

THE POLICY CREATED IN 2014 – ENSHRINED IN LAW 2022

'The Good Food Nation Act lays the foundation for transforming Scotland's food system for future generations, with benefits for health, climate, nature, communities and businesses.'

- Create **coherence** between policy at the national and local levels;
- Government, local authorities and health boards **all creating good food nation plans**.
- Those **plans will set out clear outcomes, indicators and policies** across a range of areas relating to food including the environment, health and the economy.
- **A Food Commission - to ensure scrutiny and make recommendations** in relation to the Good Food Nation Plans and progress reports; conducting research; and providing advice to Scottish Ministers and relevant authorities carrying out their duties under the Act.
- Recognise in Food Plans the **Human Right to Food**

What I want to discuss is...

**THE IMPORTANCE
OF SROI
and OTHER
EVALUATIONS**

The Importance of Evaluation

Why?

- In the public realm, it is vitally important to adhere to more than good intentions of what might be achieved by an intervention - such as creating a sustainable public food system for schools, hospitals and indeed anywhere that public money is involved.
- The activity needs to be in a position to clearly communicate the potential impact in more than financial terms.

The Importance of Evaluation

Identifying and Quantifying impact

- Social Return on Investment (SROI) methodology accounts for the triple bottom line of social, economic and environmental value that results from the activity.
- It is considered to be the foremost framework to measure value beyond simple financial characteristics and bring to the fore the key components of a healthier and more sustainable public food service system.
- The SROI methodology has the advantage of identifying the potential outcomes and calculates a monetary value attributed to the impact of activity as triple bottom line assessment in social, economic and environmental terms.

Principles of Accounting for Value

- Social Return on Investment is a framework for making judgements about how to account for value.
- It includes a methodology and a set of principles.

SROI answers some simple questions to see if we make a *real* difference

Who changes?

How do they change? (*what happens*)

How do we measure it? (*show me*)

Was it of any value? (*relative to other things*)

What would have happened anyway? (*if we
hadn't been here*)

Forecasting and evaluating SROI

The SROI methodology involves six stages:

1. Establishing scope & identifying stakeholders
2. Mapping outcomes
3. Evidencing outcomes and giving them a value
4. Establishing impact
5. Calculating the SROI
6. Reporting, using and embedding

EAST AYRSHIRE CASE STUDY



- Mix Rural and Urban
- Population 120,000
- Area 1,262 square km
- Not affluent – both urban and rural deprivation
- An ambitious Council
- Enhancing its reputation to address population decline
- Food and Social Justice

Creating a New Service

- Radically new and sustainable menus
- Marketing campaign – internal and external facing
- Staff training and improving professionalism
- Closer links with health services
- An education programme - Involving teachers, parents and pupils in the design of the service
- Information management systems & cost control.

PROCUREMENT STRATEGY

- **Began as a small pilot Project 2004 – 1 school;**
- **Pilot experiment, extended to 40 primary schools, 5 nurseries, 1 secondary school.**
- **Radically new menus**
- **Full EU Procurement process: 2005, 2008, 2012, 2016, 2020 >**
- **Divison of food unto 9 lots in order to facilitate competition by SMEs suppliers;**
- **Evaluation based on 50% price and 50% quality.**
- **Over £400,000 of contracts awarded to local /rural SMEs;**
- **Tender requirements explained to interested businesses**
- **Effective communication with all stakeholders of the aims to be achieved through school food.**

LOCAL CONTRACTS

CONTRACT LOTS BY FOOD PRODUCT CATEGORY- NOT BUNDLED

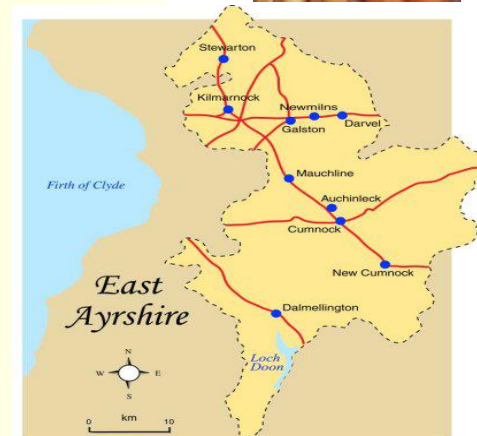
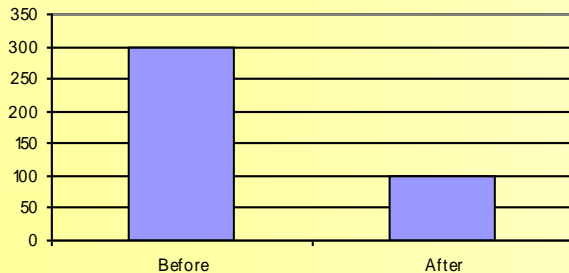
Radius of 40 Miles

- Afton Glen Farm Meats
- Ferguson Baker
- Peroni Fresh Fish
- Clyde Organics
- Corrie Mains Farm
- Dunlop Dairy
- Green City Wholefoods
- Stair Organics

- New Cumnock
- Kilmarnock
- Girvan
- Lanark
- Mauchline
- Dunlop
- Glasgow
- Stair



Food Miles



East Ayrshire Evaluations

- ADAS UK / Scottish Executive



Evaluation of the Pilot Scheme to Encourage Local Suppliers to Respond to Advertised Requirements for the Supply of Local and Local Organic Food to Schools in East Ayrshire

- Cardiff University - The School Food Revolution



- AEA - Food Miles and CO2 reductions



- Footprint Consulting - Social Return on Investment



- Local Multiplier Methodology (LM3)

East Ayrshire School Meals Pilot

- 26 primary schools, 2008
- 50%+ organic: fruit, veg, milk, flour, pulse, rice
- 70% local: bread, cheese, meat, chicken, eggs
- 90% from unprocessed raw ingredients

East Ayrshire SROI study - 2008

- **Identifying stakeholders:**
 - School children, parents, local suppliers, teaching, catering and procurement staff, NHS and the Community Planning Partnership (who stood as a proxy for ‘the environment’)
 - **Identifying what changed for them:**
 - Results from other evaluation studies, parent and child consultations, suppliers and staff surveys, interviews with others; detailed records on uptake of meals

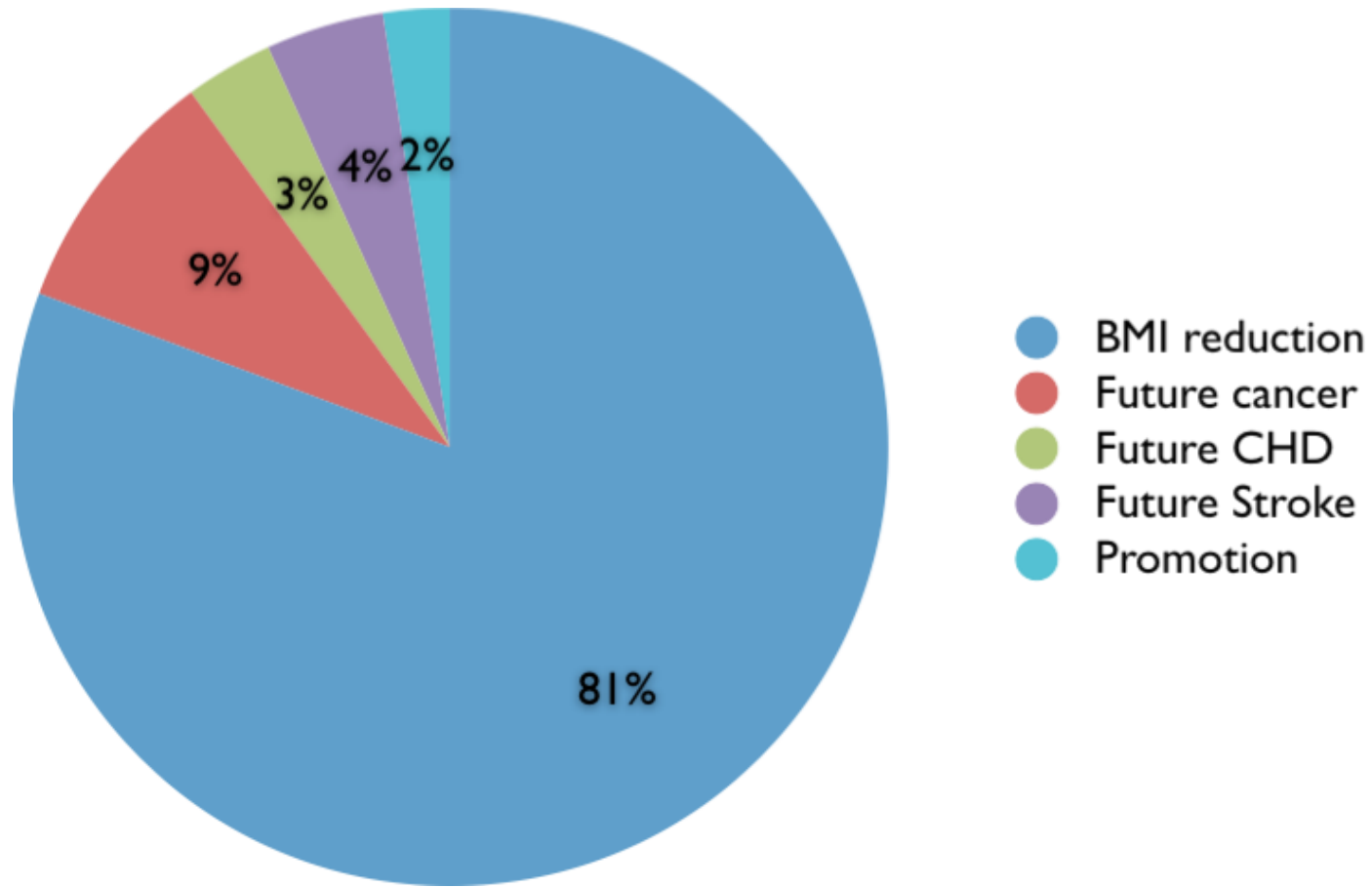
'Social' outcomes

- **School children:** Improved health; Healthy school meals; Better tasting school meals; Greater understanding and appreciation of the local environment . There was also evidence that fewer children were eating junk food but this could not be followed up
- **Parents:** Improved health of children, Improved relationship with school, Perception that Council was making good use of public money; Healthy eating habits established; Greater understanding and appreciation of the local environment

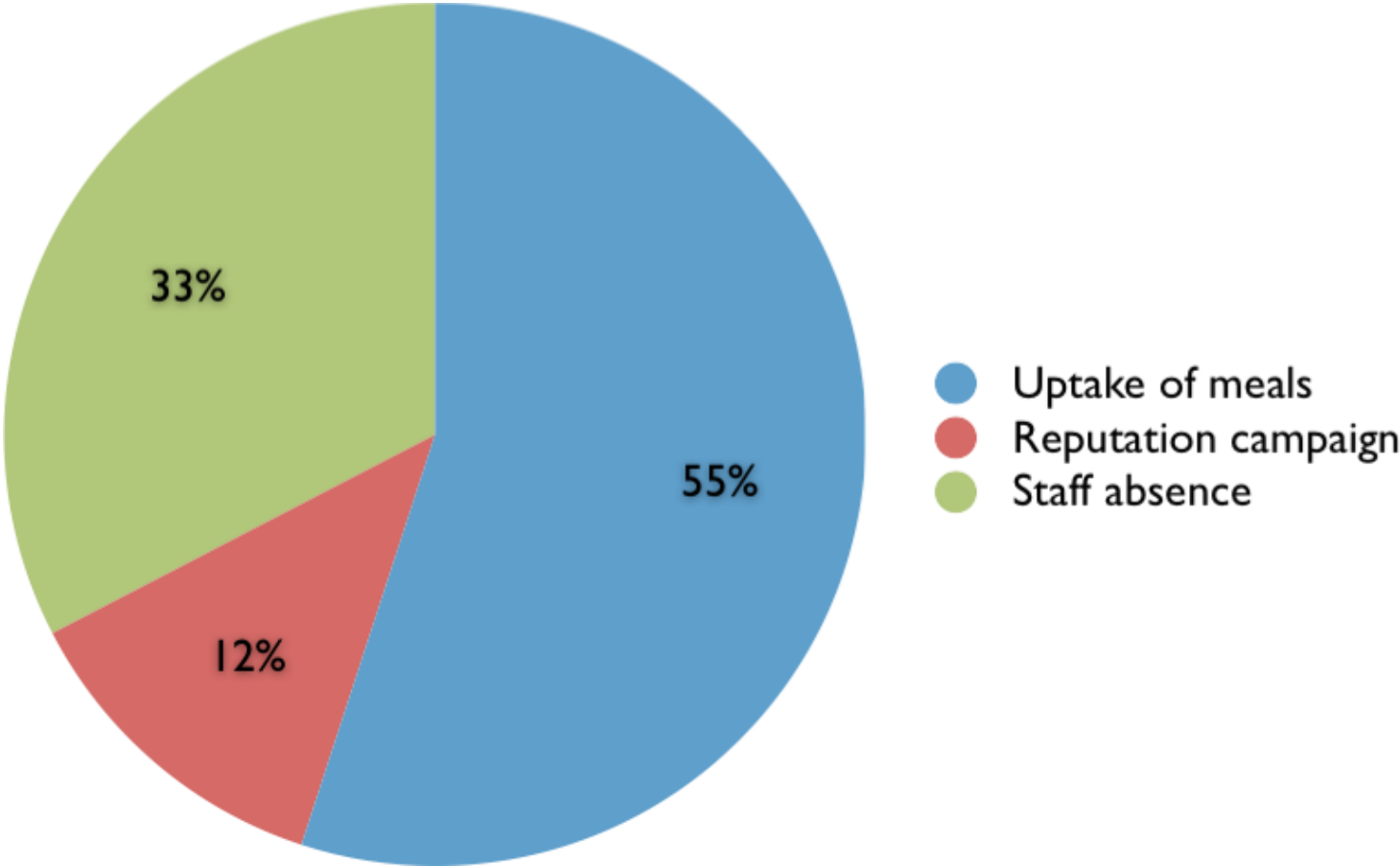
'Social' outcomes

- **NHS/Council/staff:** Improved health of children; Children are more educated about food; Improved perception and reputation of the Council; Improved relationships of staff with the community; Higher quality learning experience in schools

Health: £77,000 (15%)



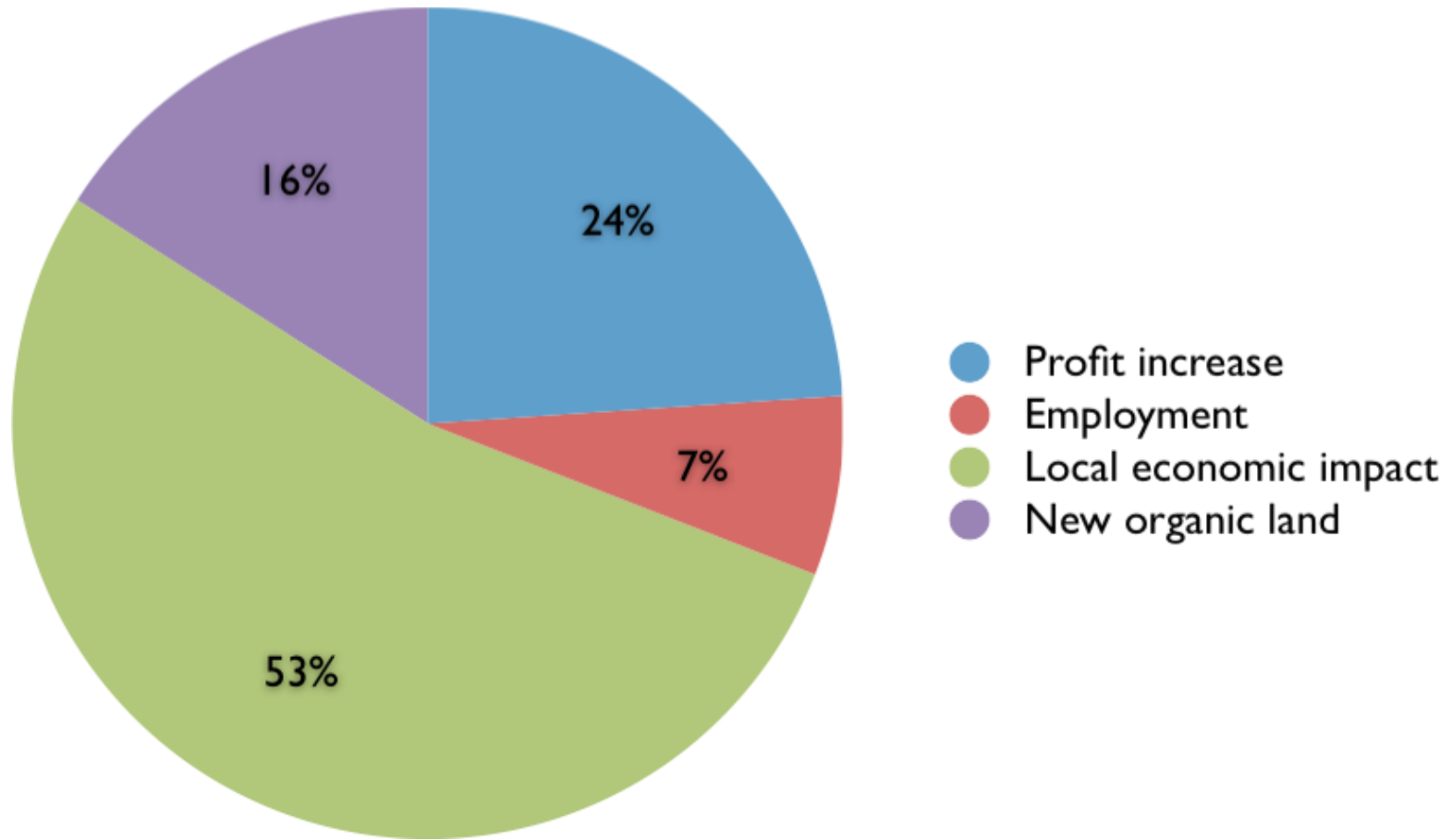
Other outcomes: £77,000 (15%)



Economic outcomes

- **Local suppliers:** More secure businesses; Greater access to other contract opportunities; Increased employment of staff; Increased organic production; Higher profile in the local community

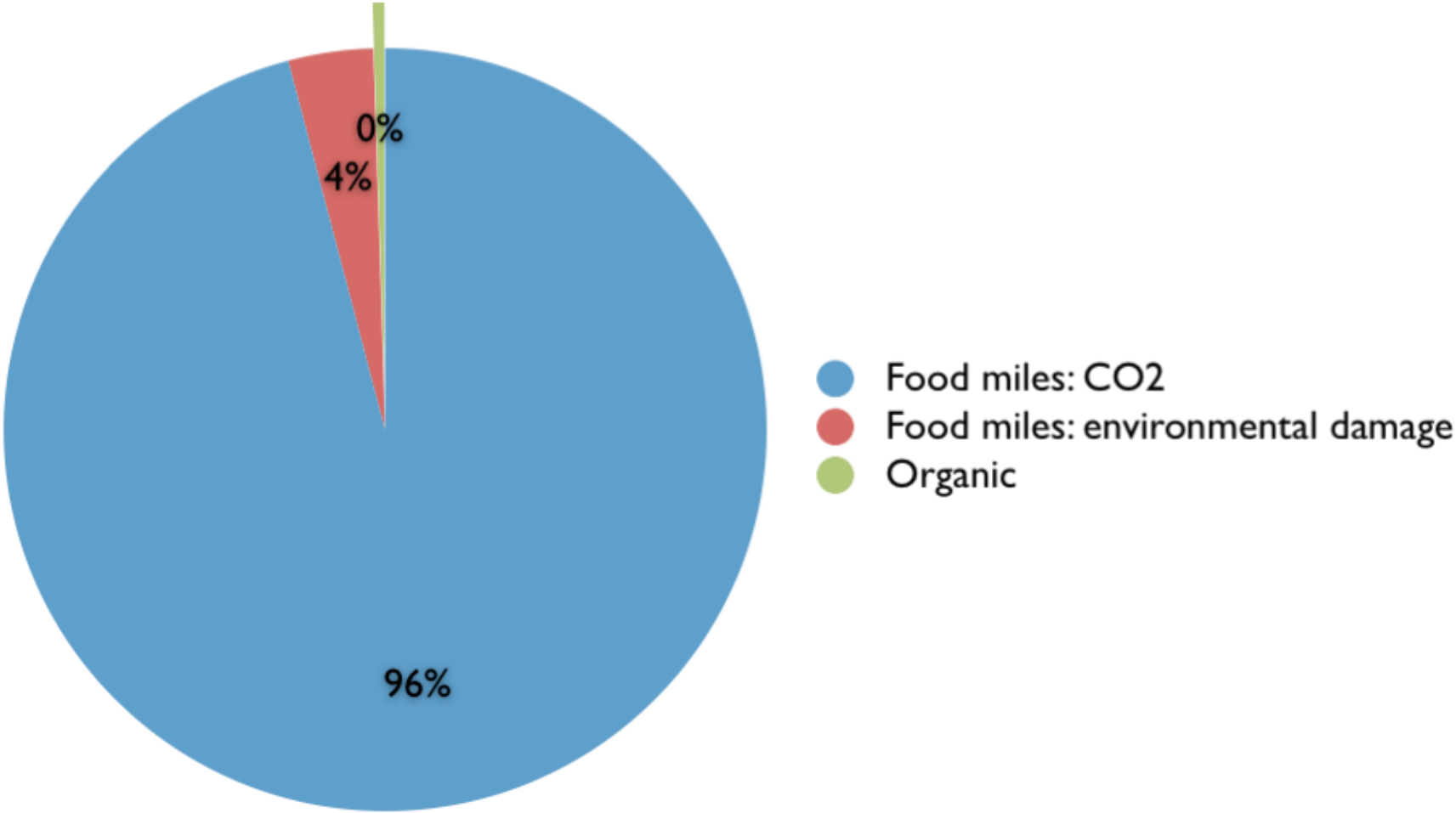
Economic: £258,000 (51%)



Environmental outcomes

- Reduced food miles leading to less CO₂ – this was found to account for 95% of environmental value
- Reduced food miles leading to less environmental damage
- Reduced packaging waste going to landfill
- Improved externalities from organic production – 1% of value, suggesting more food could be organic

Environment: £98,000 (19%)



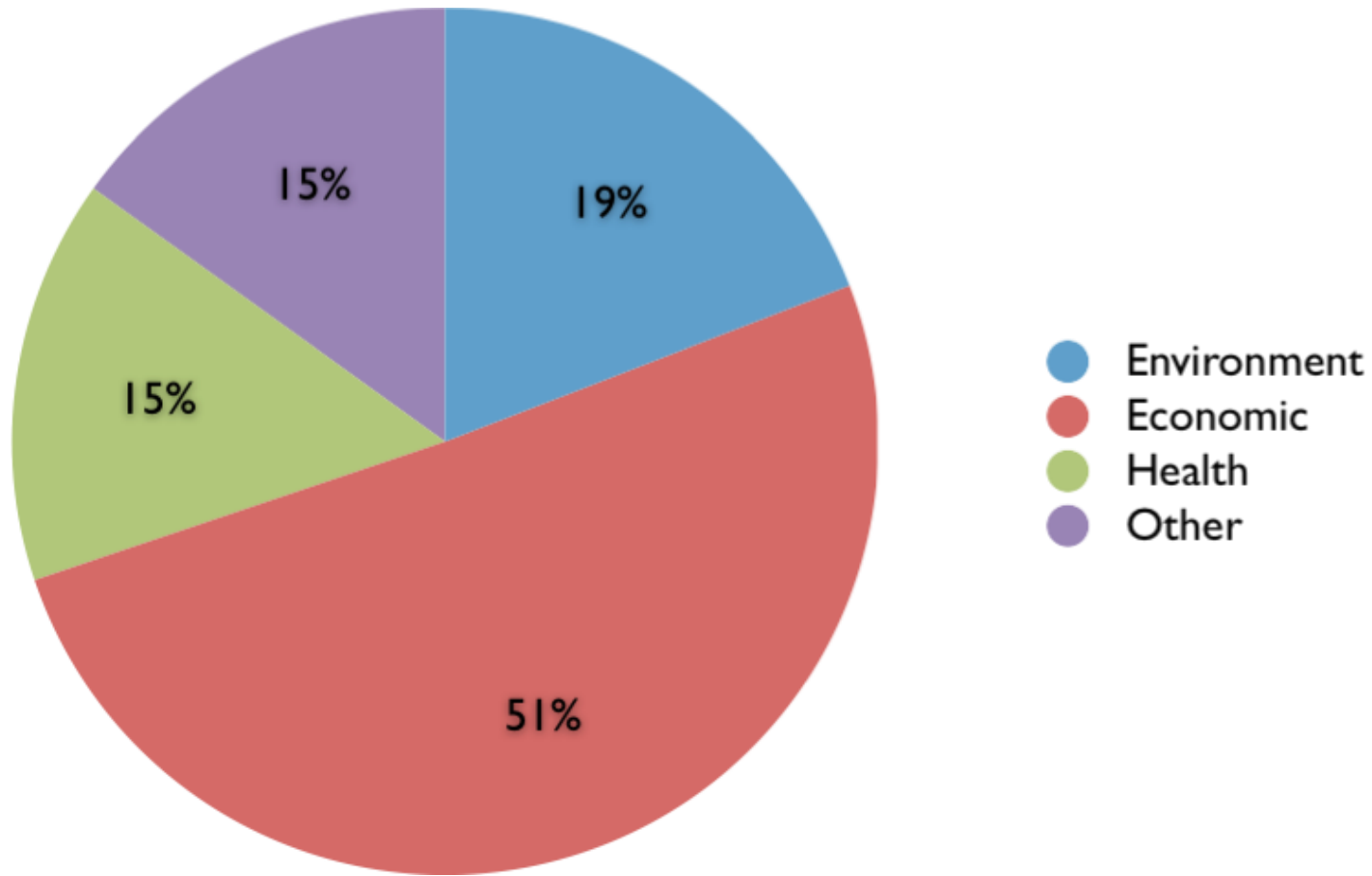
Estimating Food Miles Impacts

- Weight of food purchased
- Estimate distance travelled by mode
- Calculate tonne kilometres by mode
- Climate Change impact
 - apply GHG conversion factors: tCO₂e
 - apply Shadow Price of Carbon: £25/tCO₂e 2007
- Non-climate change impact:
 - apply ‘marginal costs to society’ Sansom et al 1998

The Return on Investment

- 12.9p extra per school meal (£71,000)
- Every additional £1 invested, over £6 of economic, social & environmental value created
- Return unlikely to be below £3

Value Created: £510,000



Outcome type	Indicator	Value in £'s
Environmental outcomes	Reduced food miles leading to less CO2	93,532
	Reduced food miles leading to avoided costs of environmental damage	3,513
	Savings in costs to the environment of externalities of organics	478
	Sub-total of environmental outcomes	97,522
Economic outcomes	Profit increases from FFL contract	61,813
	Value of additional employment	18,018
	Local economic impact of FFL contract	137,169
	Value of new land brought into organic production	41,250
	Sub-total of economic outcomes	258,250
Health outcomes	Reduction in proportion of children with a body mass index outwith a healthy range	62,104
	Reduced future health conditions: cancer	7,127
	Reduced future health conditions: coronary heart disease	2,496
	Reduced future health conditions: stroke	3,352
	Value of FFL as a health promotion campaign	1,887
	Sub-total of health outcomes	76,966
Other outcomes	Increased uptake of FFL school meals compared to non-pilot schools	42,259
	Value of media campaign to achieve similar reputational advantage	9,500
	Reduced staff absence levels in pilot as opposed to non-pilot schools	25,051
	Value of staff training (netted off against investment)	
	Sub-total of other outcomes	76,810
Total		£509,547

Food for Life SROI study – Reflections

- This was an early study, before the SROI Guide was developed, so indicators were not so well defined and the methodology has changed somewhat
- But the main the analysis stands up
- Financial proxies for environmental outcomes were found to underestimate value, particularly for externalities of organic production

How a Public Body Procures Food

is a

**Test of its commitment to
Sustainable Development**



Robin Gourlay OBE

Scotland

E: robin.gourlay@proton.me

t: 07768 846255

East Ayrshire SROI study - 2008

- **Value change**
- Original research into valuing environmental outcomes e.g. a unit cost per food mile avoided
- Research modelling avoided healthcare costs within the NHS due to reduced childhood obesity
- Survey with suppliers looking at the impact on their businesses e.g. new land brought into organic production

