SROI Evaluation of The Junction Multibank

Final report for Amazon UK and The Junction

Social Research

Service Design & Innovation

Strategy & Collaboration

Evaluation Support

Social Impact Measurement

October 2025

Social Value Lab

Contents

1. Introduction

This section describes the aim and objectives of the evaluation, the Multibank concept and our general approach.

Purpose of the evaluation

Amazon UK has commissioned Social Value Lab to undertake an impact evaluation and SROI assessment of The Junction Multibank serving Tees Valley communities. Social Return on Investment (SROI) is a framework for measuring and accounting for the full social, economic and environmental impact of activities. It values the things that matter, capturing benefits that are not typically reflected in conventional financial accounts.

The evaluation seeks to gather practical feedback on implementation, while building a comprehensive understanding of the benefits achieved in Tees Valley. It includes an assessment of the Multibank's contribution to the work of local partners and wider poverty reduction efforts. There are significant levels of interest among partners and external audiences in the Multibank approach, and this report provides an updated picture of progress and describes the impacts of the work so far.

About Multibanks

The Multibank was founded in 2023 in partnership between Amazon and Former Prime Minister Gordon Brown, administered by The National Family Centre (Multibank UK). A Multibank is a clothes bank, bedding bank, baby bank, and hygiene bank all rolled into one. The idea is simple: companies have the surplus goods people need and local charities know the people who need them. The Multibank initiative connects the two to reduce the effects of both poverty and environmental waste.

These are essential goods that many people simply take for granted but are out of reach for households that are struggling. They are an opportunity for families to live in a decent home, for kids to go to school in new clothes, for people to not worry about buying basic toiletries. This particular Multibank is based in Tees Valley and run by The Junction Foundation.

There are six Multibanks in the UK - Fife, Wigan, London, Swansea, Tees Valley and West Midlands.

The Junction

The Junction is an established charity in the Tees Valley that supports children, young people and their families. They offer a range of services designed to help young people face life's challenges with confidence, including mental health, family support, social, educational and environmental projects.

The Junction Multibank is a partnership to distribute surplus items from Amazon and other local enterprises to vulnerable individuals and families. This is achieved via a network of public agencies and third sector partners. This evaluation covers the first 12 months that the Multibank was operational.

Process and methods

Social Value Lab has recently undertaken impact assessments using SROI for Multibanks in Fife, Greater Manchester, London and Swansea[1]. We have followed a consistent approach for the Junction built around the following tasks:

- Desk research: analysis of project data and documentation
- Theory of Change and evaluation workshop with funders, partners and staff
- Interviews with staff, stakeholders, referral partners and some service users
- Online surveys of referral partners and beneficiaries
- SROI analysis and reporting

[1] Work is ongoing in Tees Valley and West Midlands

2. Theory of Change

This section defines the background and rationale for the Junction Multibank, summarising the outputs from Theory of Change workshop in August 2024.

The workshop session was attended by 12 people including representatives from The Junction foundation, Amazon and partners including an elected representative, service providers in education and children's services and organisations working in local communities.

Needs

The Junction Multibank distributes mainly non-food products through community intermediaries to people in need.

The Tees Valley area has high levels of poverty and localised deprivation affecting many families and children. Workshop attendees talked about poverty and its knock-on impacts, for example the ability to buy food, clothing, toys and school supplies and what this means for people's quality of life.

The following table shows that the number and proportion of children in poverty has increased in recent years, with the fastest rates of increase in Middlesbrough.

TABLE 2.1 CHILD POVERTY

Local Authority	Number of children in poverty, 2014/15	% of children in poverty, 2014/15	Number of children in poverty, 2022/23	% of children in poverty, 2022/23
Darlington	6,036	26%	6,805	30%
Hartlepool	5,788	27%	6,861	33%
Middlesbrough	9,380	29%	13,440	39%
Redcar and Cleveland	7,401	26%	8,801	32%
Stockton	11,128	26%	12,921	28%
Tees Valley Total	**39,733**	**27%**	**48,828**	**32%**

The next table shows the proportion of school students eligible and registered for free school meals

TABLE 2.2 FREE SCHOOL MEALS

Local Authority	Number of children eligible for FSM, 2023/24	% of children eligible for FSM, 2023/24
Darlington	4,507	28%
Hartlepool	5,762	38%
Middlesbrough	10,529	41%
Redcar and Cleveland	6,640	32%
Stockton	8,930	28%
Tees Valley Total	36,368	31%

This district-level data masks the scale of the issue in some local communities, the following table shows the Ward with highest rates of child poverty in each Local Authority area.

TABLE 2.3 DEPRIVATION BY WARD

Local Authority	Most Deprived Ward	% of children in poverty, 2021/22
Darlington	Northgate	50%
Hartlepool	Rossmere	37%
Middlesbrough	Newport	67%
Redcar and Cleveland	Grangetown	45%
Stockton	Stockton Town Centre	47%

Stakeholders

The Theory of Change workshop identified a set of stakeholders or beneficiary groups for the Multibank. The primary stakeholders for impact measurement and SROI are as follows:

- Customers / people in need (and their children?)
- Businesses (and donors)
- Volunteers
- Community organisations
- Public sector
- Wider community

The workshop began to develop a longlist of outcomes for each group to test in the research with a view to incorporating them in the final SROI assessment. These are presented below.

Customers / People in need	Businesses (& Donors)	Volunteers	Community Organisations	Public Sector	Wider Community
Reduced Stigma Increased Employment Reduced debt Reduced stress Improved physical & mental health Reduced anxiety Faster Services Feeling of genuine care Reduced hunger Improved family wellbeing Increased school attendance / achievement Increased job opportunities Increase training, volunteering and experience gaining opportunities.	Reduced Waste / CO2 Improved Sustainability Better social responsibility Increased awareness of capability Increased corporate social responsibility opportunities More team building Reduced costs Better understanding of stock management Greater awareness of local issues – easier opportunities to contribute Reduction in crime	Improved work experience Increased employment opportunities Increased understanding Feeling of giving Improved confidence Decreased stress & anxiety Increased wellbeing Increased Training Adding to society without greed/profit Increased self-esteem Improved employability skills More opportunities for local people to positively contribute to society	Improved partnership working across local organisations Reduced Costs Faster / increased support to families Reduced demand for services More opportunities to meet the needs of beneficiaries (local people) Improved relationships with service users (better access to hard to reach) More funds available for other needs Happier children and YP in schools with clothes and equipment Reduced need for foodbanks Building a more collective voice around poverty Improved staff motivation	Reduced Costs Accurate information on 'hidden' need Decreased poverty Increased access to resources Earlier interventions Easier referral to statutory practitioners Reduced children in care Building more trusted relationships	Reduced inequality and social tension Increased awareness of what is available to support people experiencing poverty Less landfill Closer communities More integrated neighbourhoods Greater insight into needs More social interaction/Less isolation Building more trusted relationships

Theory of Change

Need and Inputs	Outputs: Activities	Outputs: Stakeholders	Priority Outcomes -- Impact: Short	Priority Outcomes -- Impact: Medium	Priority Outcomes -- Impact: Long
Need/problem: • (Child) poverty • Social & Emotional issues • Not fulfilling basic needs • Practical barriers • Lack of 'products' (material poverty) • Complex needs • Diversity **Input** Donated products Finance The Junction workforce Volunteer time Support of Amazon, staffing and training	Distribution of non-food essential products through intermediaries by referral Ambient food delivery	Customers / People in need Businesses (& Donors) Volunteers Community Organisations (incl. schools) Public Sector	• Faster access to support • Reduction in hunger • Improved general wellbeing	• Improved family wellbeing • Reduction in debt • Reduced stress • Increased school attendance/achievement • Reduced social isolation • Reduced stigma	
			• Better understanding of stock management • More opportunities to contribute	• Greater awareness of local issues • Improved sense of contributing to general wellbeing of people • Improved CSR • Improved reputation locally • Better motivated staff • Reduced wastage	• Increased employment
			• More opportunity to positively contribute • More work experience	• Improved employment opportunities • Improved self-esteem	• Closer communities & integrated neighbourhoods
			• More opportunities to meet the needs of beneficiaries • Improved relationship with service users • More funds available for other needs	• Happier children and YP in schools with clothes and equipment • Increased access to ambient food • Increased ability to participate in activities • Better motivated practitioners	• Reduced need for foodbanks
			• Increased access to resources • Earlier interventions • Easier referral to statutory practitioners	• More understanding of need • Improved ability to meet non-statutory support needs • Improved relationships with beneficiaries • Better motivated staff	• Reduction of children in care
		Wider Community and funders	• Less Landfill • Increased information of need and delivery	• Decreased CO2 emissions • Increased awareness of need • More ability to meet need that would not qualify for statutory support	

Assumptions

There are a few general assumptions around the work of Amazon Multibanks, for example:

- There will be sufficient numbers of surplus products available.
- Companies will continue to supply surplus products.
- The surplus products available are useful and appropriate for those receiving them.
- Professionals and charities that reach people understand the issues and needs of vulnerable people - the items go to people who will benefit.
- Partners and/or users can store, distribute (and collect) products.
- Sufficient warehouse space will be available.

External factors

There are several external factors that can affect whether Amazon Multibanks are effective, for example:

- Global and national crises, including wars and pandemics.
- Government policies and priorities.
- Supply chain, including Brexit and the availability of drivers.
- Weather and climate change.
- Economic situation.

3. Delivery and reach

This chapter describes how the Multibank works, how partners are supported alongside the numbers of types of people reached.

Referral partners

The Junction have provided a list of individual referral partners and the organisations they work for. At the time of writing there are 1,351 individuals obtaining items for people in the community. The list of 368 organisations includes some duplicate entries, and we have estimated the true figure at approximately 350 unique organisations. The main types of referral organisations are:

- Community or voluntary organisations
- Schools and education services
- Children and family services
- Disability and care
- Local Authority agencies
- Faith groups and churches
- Health and NHS
- Arts and cultural groups
- Food / poverty support groups

The Multibank has engaged referral partners working across domestic abuse, housing and homelessness, advice services, refugee groups and addiction or recovery support.

The survey of community partners was completed by 96 groups, with local authority agencies, community and voluntary organisations and schools or education providers best represented in the responses.

Items distributed

The majority of items distributed to communities are donated by Amazon. The following table provides a breakdown of the items received between January and June 2025, with 78% from Amazon and 22% from other businesses.

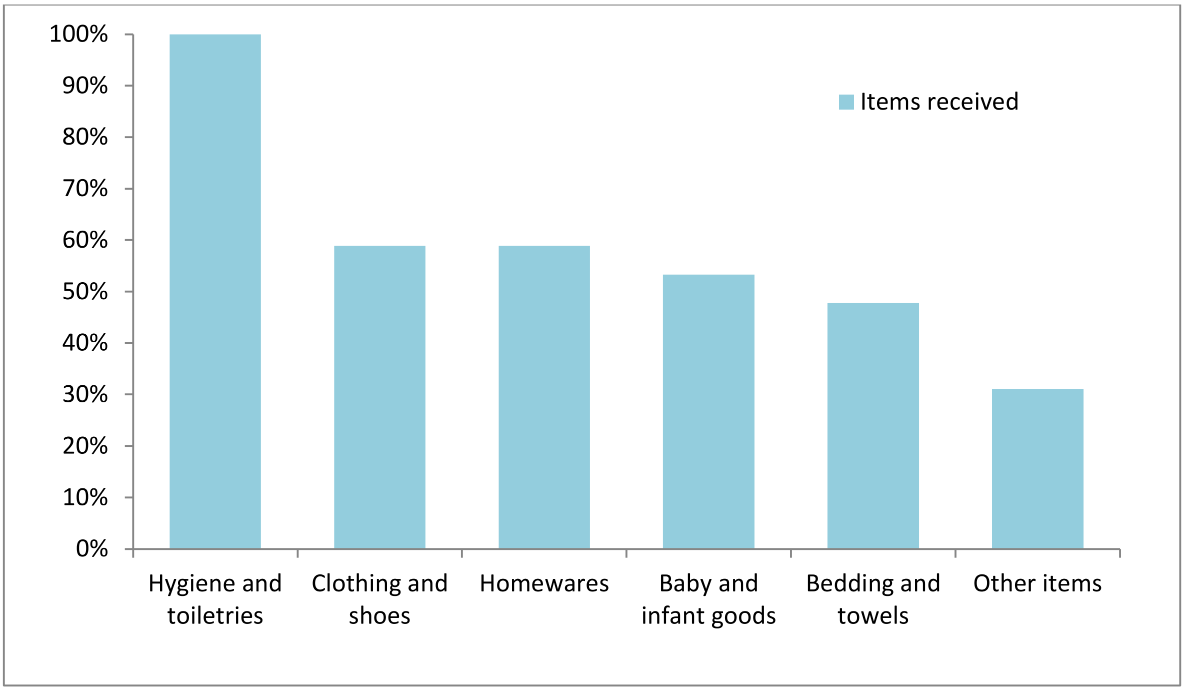
TABLE 3.1 DONOR BUSINESSES

Business	Total units
Amazon	474,152
Palletline	71,233
Glanbia	35,232
Navigator	12,336
Stiller	5,364
Story Corner	4,992
RGS	1,000
Shortridge	419
Hasbro	180

The SROI focuses on items distributed in this period: almost 1.9 million items between October 2024 and October 2025. The following chart breaks down the kinds of items that community organisations report receiving from the multibank.

Data about types of goods supplied or distributed is only available for other donating businesses, as Amazon donations are received in mixed pallets. The main categories are toiletries and hygiene (71,233 between January and June 2025) protein bars (35,232) toilet rolls (17,700) and children's books (4,900).

FIGURE 3.1: ITEMS RECEIVED (COMMUNITY PARTNERS)



BASE: Survey of Community Organisations (90)

The beneficiary survey presents a very similar picture, 90% of service users received hygiene and toiletries, followed by clothing and shoes (46%) and homewares (43%). The most frequently mentioned other items were:

- Toys and play items – including general toys, art and craft materials, and games.
- Baby and child essentials – such as bottles, nappies, toiletries, and clothing for children or babies.
- Food and drink items – including snacks, soft drinks, and non-perishable food.
- Beauty and personal care products – for example toiletries, beauty boxes, and hairdryers.
- Household goods – such as bath mats, storage items, and small electricals.
- Clothing and footwear – mentioned occasionally for adults and specific cases.
- Pet items – a small number of references to goods for pets.

Referral partners give a wide variety of responses when asked about the proportion of items they distributed that come from The Junction Multibank. Their comments highlight that, outside the Multibank, organisations draw on a patchwork of ad hoc sources — from occasional supermarket donations and foodbanks to one-off grants, charity schemes and community fundraising. These channels are diverse but inconsistent, often dependent on short-term opportunities rather than a steady flow of goods.

Partners described a range of key needs addressed by the Multibank. These centred on basic essentials and everyday support, with some additional priorities raised in comments:

- Hygiene products (most frequently cited)
- Essential everyday items that improve quality of life
- Baby and childcare items, such as nappies and related supplies
- Clothing and footwear
- Support for children’s education, helping with school attendance and engagement
- Cleaning products, food items, and pet care products (mentioned less often)
- Seasonal support, for example items to help homeless people through winter

In open comments, organisations also mentioned the value of food staples and products suitable for teenagers and young people.

> *"The biggest support from Multibank for us is things like toiletries. They're a big support because obviously a lot of the food bank clients, they come in for food but they're also in need of some other items as well, for example things for their house like cleaning products."*

Partners were also asked about the usefulness of items received. Almost all reported that they did not have to discard Multibank items, with the vast majority indicating that nothing was wasted. Among the few who did identify waste, this was mainly due to items being unsuitable for their service users, occasionally because of damaged packaging, limited storage space, or receiving excess of a single product. Several emphasised that where items could not be used directly, they were passed on to other charities or groups rather than being thrown away.

Reach

According to information requested during the referral process, in this period the Multibank has supported:

- 265,760 individuals

While partners are asked to estimate the number of new or unique households supported in practice this will include some who have received support on multiple occasions (for example via different referral partners). According to the online survey of beneficiaries, people have received support from the Multibank an average of 13 times. If we apply this figure to the aggregate number of individuals receiving support we arrive at:

- 20,400 unique adult customers[2]
- 13,500 children[3]

The following table shows reach by local authority area, based on items distributed between January and June 2025.

[2] This is higher than most other multibanks and similar to the numbers supported in London

[3] Around two thirds of service users have children (and 40% have children under 5), this is an estimate reflecting the fact households receiving items have greater numbers of children than the average across Tees Valley

TABLE 3.2 DISTIBUTION BY AREA

Local Authority[4]	Items distributed	%
Middlesbrough	441,546	37%
Stockton	335,863	28%
Redcar and Cleveland	265,914	23%
Darlington	85,675	7%
Hartlepool	48,817	4%

Relevance and need

According to the surveys, Multibank items were most often distributed to families with children though community organisations also highlighted support for people on low incomes, those experiencing homelessness, asylum seekers and refugees, and people with drug or alcohol addictions. Smaller numbers reported serving carers, people affected by domestic violence, and people from minority ethnic backgrounds, while only a few mentioned older people, those with disabilities or mental health problems, or survivors of trafficking and exploitation.

The open survey comments show that Multibank items have been important in meeting the needs of groups facing disadvantage. Organisations describe support that has directly improved living conditions, reduced hardship, and enabled participation in everyday life for a range of communities:

- Families with children – access to essentials such as toiletries, baby products, toys, and clothing prevented families from going without and eased financial pressures.
- Learners and young people – items like toiletries and small kitchen equipment helped learners continue studies and supported school attendance and confidence.
- Homeless individuals and families – people arriving with nothing, including children and pets, were provided with basic goods to start again.
- Women and families fleeing domestic abuse – immediate access to essential items supported resettlement and safety.
- Community-wide initiatives – seasonal items such as toys at Christmas enabled organisations to reach large numbers of children and families.

Alongside families and individuals on low-incomes, asylum seekers and refugees were consistently highlighted as being in significant need. Many of these individuals arrive in the Tees Valley area with very little as they transition into new temporary or more permanent accommodation. One organisation identified care leavers as a group in need of support,

[4] A further 1,296 items have been supplied to Stanley Town Council in County Durham

particularly as they move towards independent living, often with limited financial resources and minimal support networks.

> *"Say we get a referral for a new start for household goods, that's because someone has been homeless and just got a tenancy, they've got absolutely nothing so they ask us if we can try and turn around quite quickly."*

These responses illustrate how the Multibank has helped partners to meet both the general needs of low-income families and the distinct circumstances of specific groups. They mentioned asylum seekers and refugees (including those refused asylum and left destitute), disabled people (such as children with special needs or carers of people with dementia), older people and pensioners, and women needing sanitary products and toiletries.

81% of respondents to the partner survey felt that levels of need have increased over the past 12 months. Their comments suggest that demand for Multibank items is rising most sharply among families with children and low-income households. Many also noted increased need from asylum seekers and refugees, and from people experiencing homelessness. Some highlighted growing demand linked to health issues, including addiction and mental ill-health, while smaller numbers pointed to older people and carers.

Stakeholders and community partners echoed the high levels of deprivation in many areas across the Tees Valley. The cost-of-living crisis has exacerbated financial hardship and poverty. There was agreement amongst interviewees that individuals need more than just food, other essentials are also vital for health and wellbeing.

> *"For our clients the initial thing is food, but there's so much more than they need to."*
>
> *"The Multibank is brilliant. It does meet a need."*

The Junction Multibank allows partners greater access to a variety of high-quality items to support their beneficiaries, often helping them meet urgent needs arising within their communities more quickly. Interviewees felt the Multibank filled a gap in the support provision available in the Tees Valley area. The items include both essential and non-essential goods, allowing organisations to meet the needs of their beneficiaries with dignity and help them feel valued.

> *"Before the Multibank we couldn't get these goods from anywhere, so it's not a case of now we can access them quicker, it's the fact we can access them at all."*
>
> *"With the Multibank everything is new, I think a lot of families when they receive support from charities a lot of it is second hand, which families are never bothered about, but it's the unspoken value of getting something brand new and knowing it's just for you."*

The Multibank has been welcomed amongst community organisations, stakeholders and beneficiaries who recognise and appreciate the support available from The Junction Multibank. Community partners were often realistic in their approach, noting that the Multibank will not solve the underlying issues, but does help address the existing need.

> *"It bridges a massive gap'*

The referral system relies on local partners to identify vulnerable people and make requests on their behalf. This means that people who are the most isolated, distrust those in authority, or are new to the area may well be harder for the Multibank to reach. This issue is a problem for many anti-poverty initiatives.

Awareness and support

In conversations with staff, it was clear that awareness of The Junction Multibank across the Tees Valley area had spread quickly and at a much greater level than had been initially anticipated.

> *"We've got about 1000 referral partners signed up and that happened really rapidly. The demand for the service here is evident. We thought we might have to put in effort to get referral partners, we've got far greater numbers, far more quickly than I'd imagined."* *Multibank staff member*

Overall, The Junction Multibank has received a positive reception in Tees Valley. Partners and stakeholders have welcomed the opportunities that the Multibank offers to enable them to better and widen the support they can offer to beneficiaries.

> *"It's working well and we're using it the best we can and it's getting stuff to people that are in need"*

There is continued support for The Junction Multibank and the essential and non-essential items it can offer. Partners stated that it helped them better meet the needs of their beneficiaries, whilst enabling them to direct limited resources towards their core services.

> *"It [the Multibank] helps us be in a place where we feel more confident about the level of support that we can actually offer without any impact or financial burden on us."*
>
> *"We're giving toiletries out every week when we [the organisation] were buying it, it would maybe cost us £6 just to give them toiletries, where now we're not having to pay that, which saves us a lot of money that we can spend on food."*

Beyond the provision of items, interviewees recognised the positive environmental impact of The Junction Multibank, as it helped prevent usable goods from going to waste. However, some raised concerns about the volume of packaging and byproducts and how these were being disposed of, both by the Multibank and partner organisations.

General feedback

Referral partners spoke very positively about The Junction Multibank, including the processes in place and the staff involved. Clearly the Multibank allows them to better support their beneficiaries and expand the support they can offer.

> *"I think the Multibank has been really positive and it's getting essential items to people that are most in need."*
>
> *"That's where the Multibank is really good because we can add to the food bank parcel…it's making it more than food."*

The location of The Junction Multibank was generally within a reasonable distance for most partners, although some discussed challenges in securing suitable transport for collections.

Referral partners found the process of ordering and collecting goods from The Junction Multibank was generally easy and straightforward.

> *"It's so slick."*
>
> *"I think the method works well. You can book your collection slots and then we can plan our day around that."*

Where partners had comments about the ordering process, these focused on administrative issues. For instance, the list of items provided at the beginning of the week not matching up with the items received when the order was collected. Several commented that the move to a fortnightly ordering system required more organisation and planning on their part. Some partners noted that stock was often limited but acknowledged that the nature of the Multibank means that stock can vary.

A couple of partners shared that they tended not to make individual referrals where an immediate need was identified as items might not be available. Alternatively, the two week turn around for orders meant some organisations felt individual referrals were not feasible due to the urgency of the need. One organisation who expressed this noted they had not tried contacting the Multibank on the day to see if an urgent need could be accommodated.

> *"We haven't used it [the Multibank] for individual referrals where we've identified a need and then ordered for that particular individual because the stuff isn't there."*

Additionally, one partner noted that when placing bulk orders, such as hundreds of bars of soap, it can often be difficult to know exactly how many people will benefit. As a result, this information on the referral form often includes estimates rather than precise figures because of how they operate.

Interviewees appreciated the positive attitude and dedication of staff at The Junction Multibank, noting they often went above and beyond. Several partners shared that the team at the Multibank took time to understand the demographics of the groups being supported, which enabled them to provide thoughtful extras, such as shampoos or toys, a treat for beneficiaries. It was also noted that staff at the Multibank are always open to feedback.

“You go to the Multibank and the people are brilliant and they’ll always say if there’s anything extra.”

“They go above and beyond to try and accommodate requests”

“I would say the staff at the Multibank that run the warehouse have been really open, positive and supportive.”

“They are incredibly kind and helpful.”

“It’s never a chore to go and collect the stuff, it’s something I look forward to, it’s a nice end to the day or a nice start of the day.”

“Once we alerted them that there was an issue, it was sorted really quickly and they’re really responsive to sorting out any issues that might pop up.”

4. Stakeholder perspectives

This chapter provides detailed insights on the views of stakeholders: partners, community organisations and service users.

Impacts for beneficiaries

All beneficiaries agreed that Multibank items had made a positive difference to their weekly budgets with 63% reporting a 'strong positive impact'. Most estimates of weekly savings clustered between £10 and £50. The average saving was roughly £25 per week. This suggests that, for most beneficiaries, receiving Multibank items reduced household costs by the equivalent of a modest but meaningful weekly contribution toward essentials.

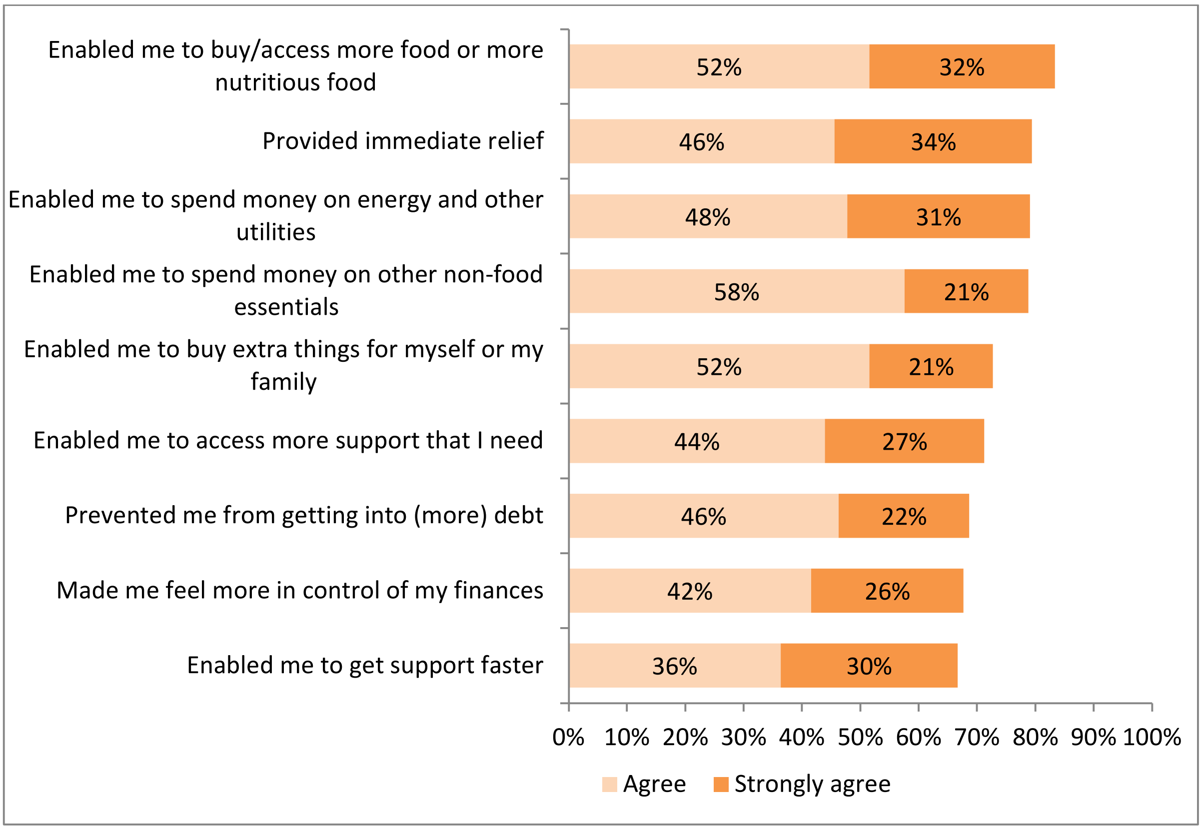
Beneficiaries were asked to indicate the extent to which they agreed with a series of statements about the items they had received from the Multibank. Overall, the balance of opinion was strongly positive, showing that the items were valued, useful, and appropriate to people's needs.

- Essential and useful: Most respondents agreed that the items were essential to their household.
- High quality: Many felt that the items were of higher quality than those they would otherwise have been able to buy.
- Added value: A large proportion said the items were a welcome addition to their household — things they would not normally purchase but which made a difference to comfort or quality of life.
- Affordability and access: Responses to questions about whether items would have been bought otherwise show that while some might have purchased similar goods, many could not have afforded to do so
- Low dissatisfaction: Very few agreed that the items were of lower quality or inappropriate. Disagreement with these negative statements was high, reinforcing the overall positive pattern.

Immediate Impacts

The next chart is about the immediate impact of multibank support.

FIGURE 4.1 RECEIVING THE ITEMS HAS



BASE: Survey of Beneficiaries (69)

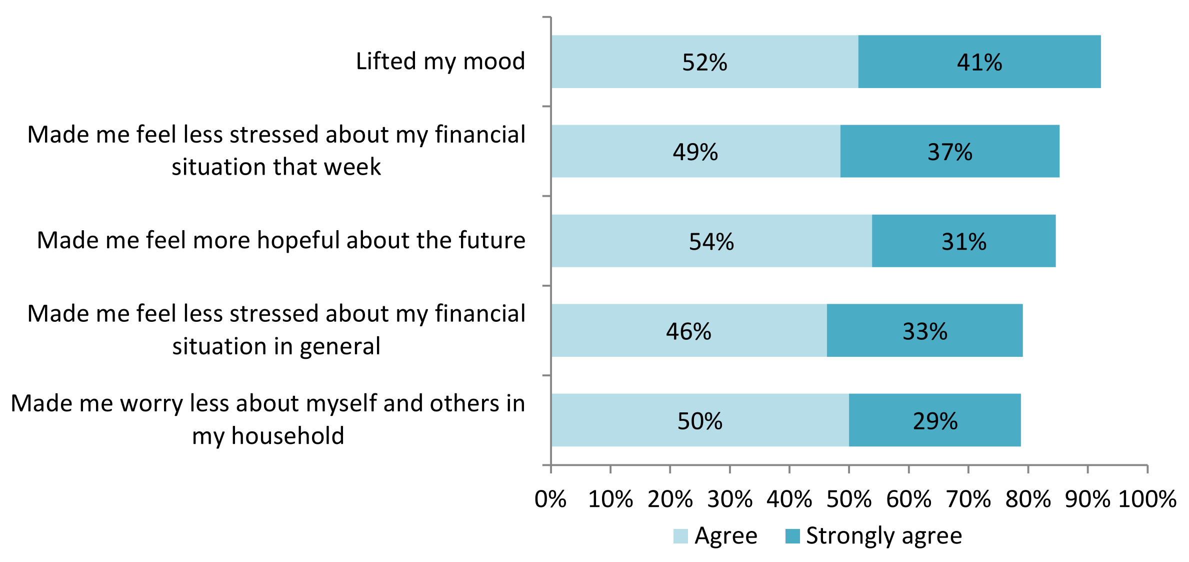
Responses were overwhelmingly positive, with the majority agreeing that items provided immediate relief and enabled them to cope better with everyday pressures. Many said the support had prevented them from getting into debt and freed up money to spend on food, energy, and other essentials. This has helped many to feel more in control of their finances.

Respondents also described wider benefits beyond the immediate financial impact. Many agreed that the Multibank had enabled them to access or buy more essentials and small extras for their household, improving quality of life. Others felt that receiving items had helped them connect with additional support, showing how practical help can act as an entry point to broader assistance from community organisations. The following charts break down the responses of beneficiaries into broad outcome areas.

Mood and mental health

Of all the less immediate outcomes, we see greatest impacts around outlook, mood and mental health.

FIGURE 4.2 MOOD AND MENTAL HEALTH OUTCOMES



BASE: Beneficiary survey (68)

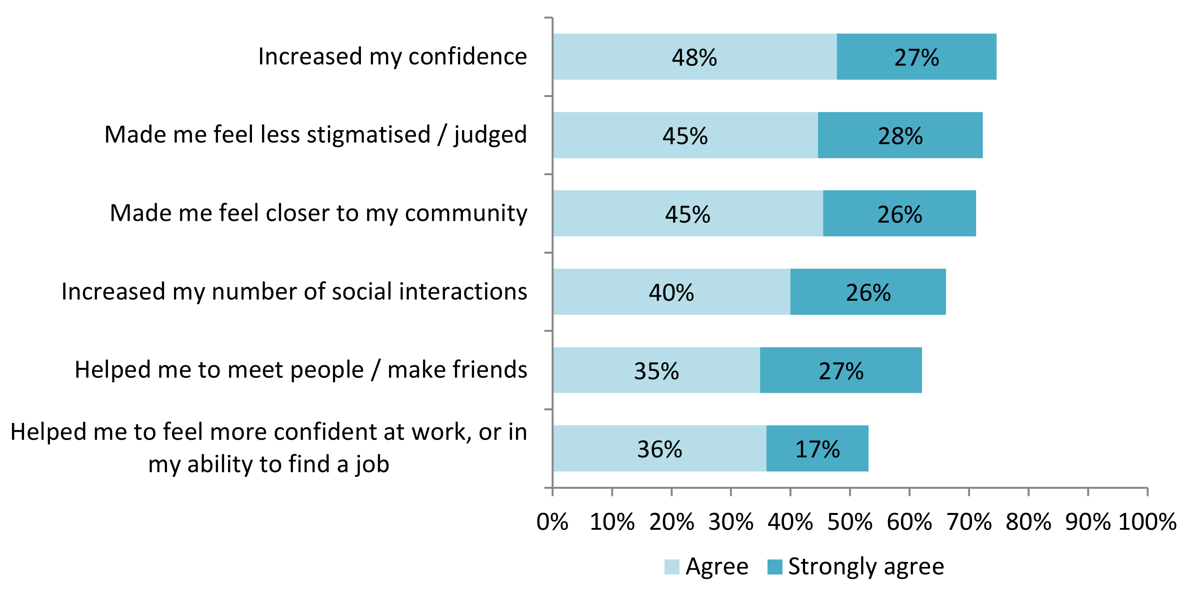
The pattern of responses suggests that receiving Multibank items provided emotional as well as practical reassurance. Most respondents agreed that the experience had lifted their mood, reduced stress, and made them feel less worried about themselves and others in their household. Many also reported feeling less anxious about their finances, both in the week they received support and in general.

In common with the findings from other multibank evaluations, the act of act of receiving tangible support — and the reassurance that help is available when needed — can ease pressure on vulnerable households and help them to feel more positive about their situation.

Confidence and connections

Responses on confidence and social connection were also positive, though slightly more varied than for immediate wellbeing outcomes.

FIGURE 4.3 CONFIDENCE AND CONNECTIONS



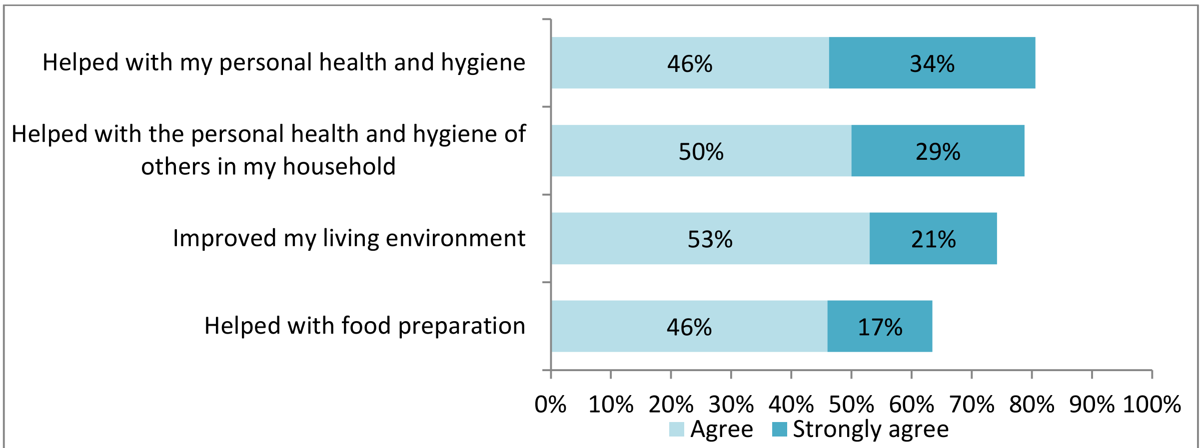
BASE: Beneficiary survey (68)

Most beneficiaries agreed that receiving Multibank items had increased their overall confidence and helped them to feel less stigmatised or judged. Many also reported feeling closer to their community, interacting more frequently and meeting new people. These responses suggest that the sense of inclusion and dignity associated with receiving support may be as important as the material benefits themselves. There was also evidence of broader impacts: over half of respondents felt that the experience had made them more confident in work or job-seeking.

Healthy home life

Responses under this theme were consistently positive, showing that Multibank items contributed to healthier, cleaner, and more comfortable living conditions

FIGURE 4.4 HEALTHY HOME LIFE



BASE: Beneficiary survey (67)

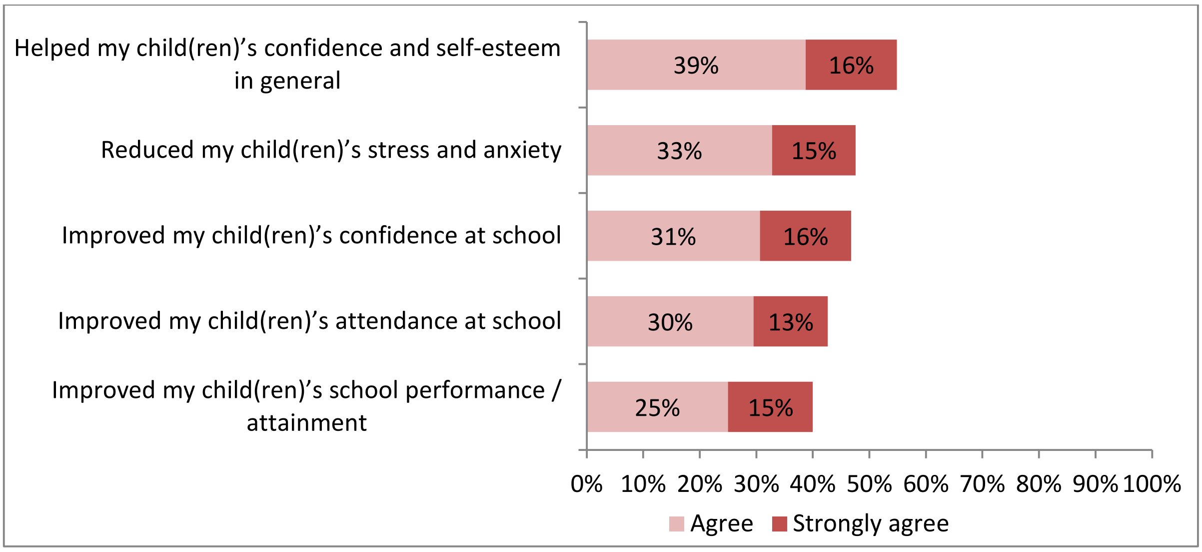
A clear majority agreed that receiving items had improved their living environment and supported food preparation, indicating benefits that extend beyond basic financial savings.

Many also reported improvements in hygiene and personal care, both for themselves and for others in their household. These findings highlight how access to essential items — from cleaning products to toiletries and kitchen equipment — helps to create more stable and healthy home environments, supporting dignity and daily wellbeing alongside practical needs.

Impacts for children

Beneficiaries with children were also asked about benefits for younger members of their household. Findings on children's outcomes were positive overall, though responses were more perhaps less clear-cut or immediately apparent.

FIGURE 4.5 BENEFITS FOR CHILDREN



BASE: Survey of Beneficiaries (46 have children)

Around half of parents or carers agreed that receiving Multibank items had improved their children's confidence, reduced stress, and had supported school attendance. Slightly fewer linked the support directly to academic performance, suggesting that while the impact on learning may be indirect, it contributes to a more stable and settled home environment.

Comments indicate that improvements are likely to stem from reduced household pressure and increased self-esteem among children. Having access to adequate clothing, toiletries, and other essentials may help children to feel more comfortable, confident, and included at school.

Other comments

Analysis of the open comments and contributions made by beneficiaries provides further insight into this general picture. The comments were overwhelmingly appreciative and confirm the positive outcomes reported elsewhere in the survey. Respondents valued the Multibank both for the tangible help it provided and for the sense of being supported and seen.

> *"It's more than just supplies – it's about feeling seen and supported at a very vulnerable time."*

Many described improvements in dignity and self-esteem, relief from financial pressure, and the emotional comfort of knowing that help was available.

> *"The toiletries have improved my self-esteem, I feel more confident when I am clean and smelling nice."*
>
> *"This is the first winter where I have managed to dry my clothes properly and stay warm."*

A smaller number reflected on how the support had helped them achieve some stability in difficult circumstances.

> *"Before I received this support we were really struggling as a family unit. My husband and I are trying to bring up our grandchildren on basic state pension which can be really challenging due to the high cost in utilities."*

Support for partners

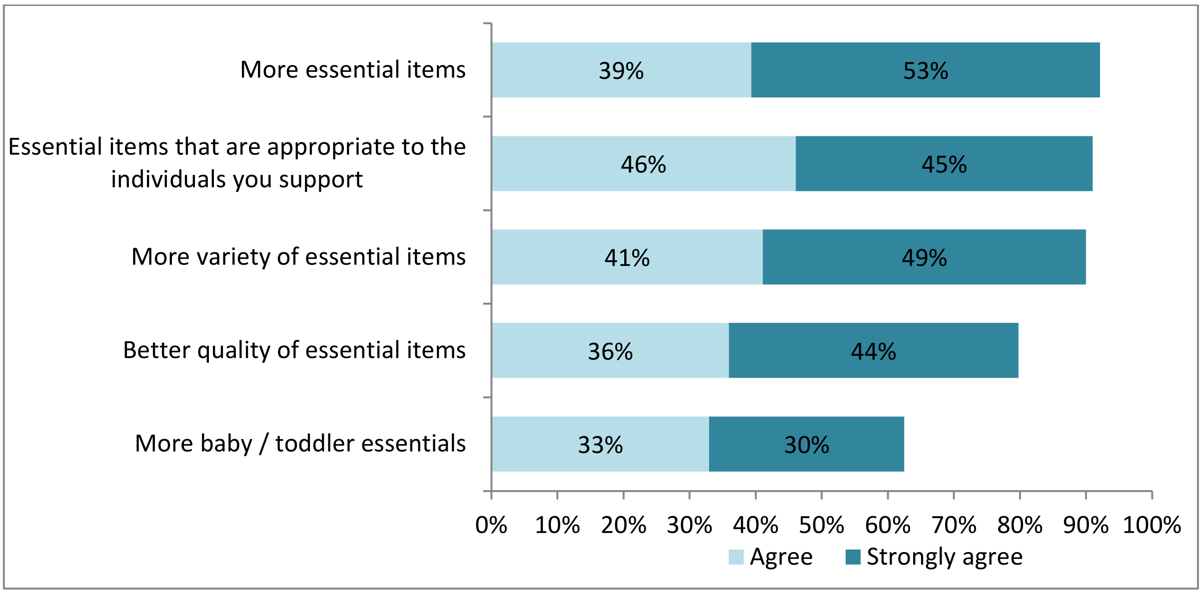
A core part of the rationale for the Multibank is the potential for helping partners' work in the community, reaching and supporting more people and contributing to wider poverty reduction efforts.

Referral partners were asked to estimate the direct financial savings for their organisation as a result of the multibank. While some did provide a small weekly saving, others explained that they did not experience a direct financial saving but valued the Multibank for providing items they would not otherwise be able to source. Others noted that it was too early to quantify an impact, as they had only made one collection, or that their benefit was better expressed in terms of families reached rather than money saved. A small number gave approximate figures or stated that the value was unknown, while some described the support as added value beyond purely financial terms.

Where partners did report a financial saving, this was mainly used to support core running costs, sustain service delivery, and contribute to staff or volunteer resources. Some also directed savings towards community activities or one-off needs.

The following chart shows the extent to which partners agree with individual indicator statements.

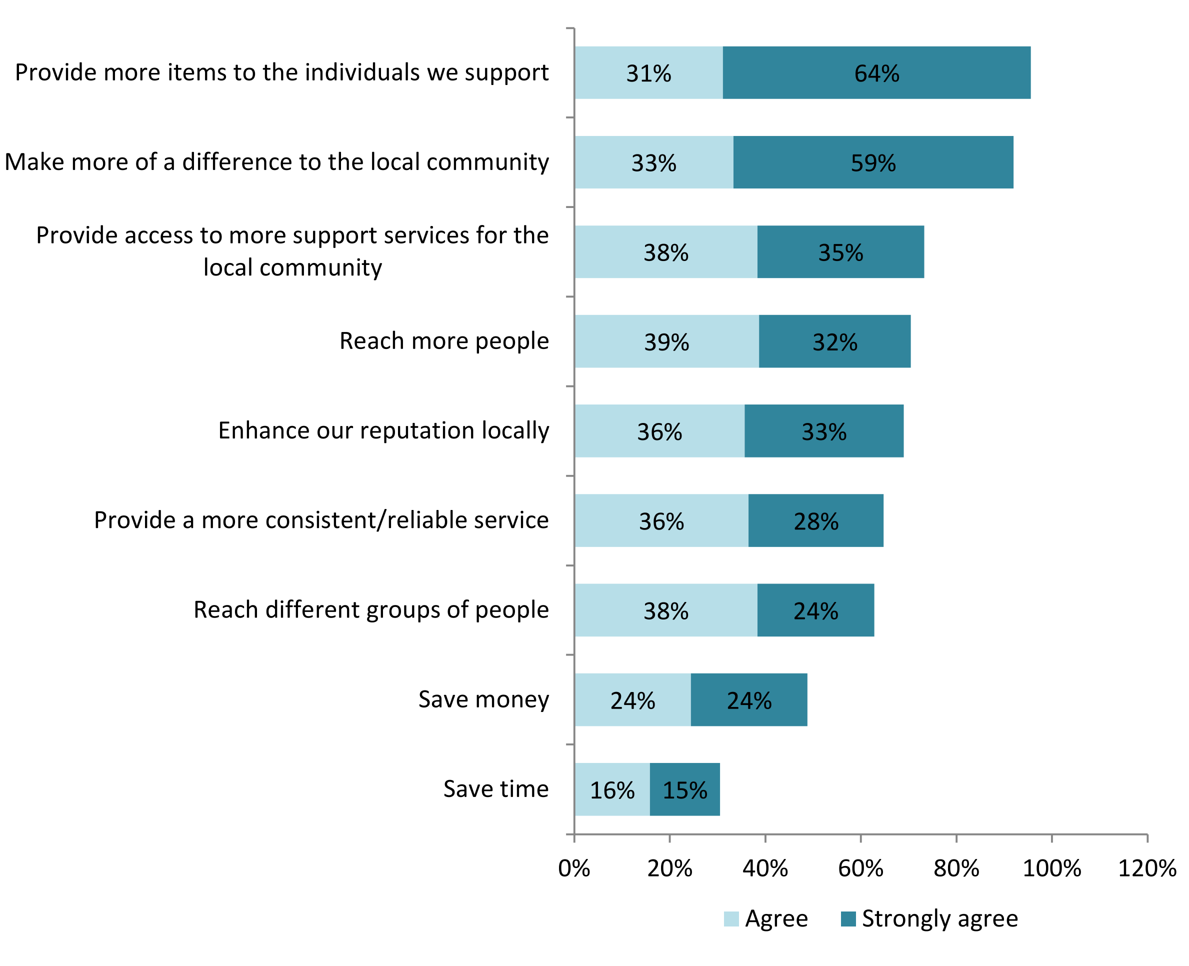
FIGURE 4.6: THE JUNCTION MULTIBANK GIVES OUR ORGANISATION ACCESS TO:



BASE: Survey of Referral Partners (90)

Partners were most positive about having access to more essential items and a greater variety of essential items. Many agreed that the Multibank provided items appropriate to the individuals they support. Slightly lower levels of agreement were recorded for access to better quality items and baby and toddler essentials. Overall, the results suggest that breadth, volume, and appropriateness of items are the most widely recognised benefits.

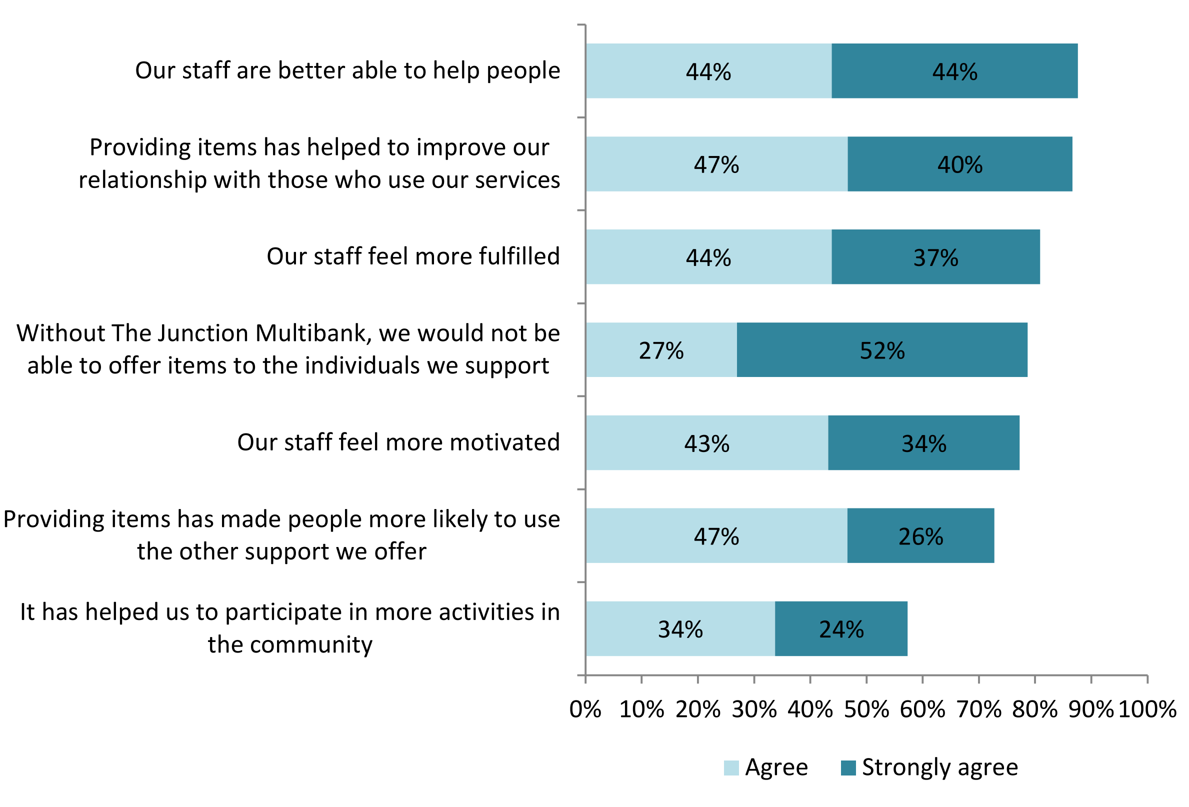
FIGURE 4.7: THE JUNCTION MULTIBANK ENABLES OUR ORGANISATION TO...



BASE: Survey of Referral Partners (90)

Partners were most positive about the Multibank enabling them to provide more items to the individuals they support and to reach more people. Many agreed that it helped them make more of a difference to the local community and to provide a more consistent and reliable service. Slightly lower levels of agreement were recorded for reaching different groups, enhancing local reputation, and saving time or money. Overall, the results suggest that extending reach and increasing the volume of support are seen as the most significant impacts.

FIGURE 4.8: ORGANISATIONAL IMPACTS



BASE: Survey of Referral Partners (90)

Partners were most positive about the Multibank helping to improve their relationship with service users and making staff better able to help people. Many also agreed that providing items made people more likely to use other support and that it improved staff fulfilment and motivation. Fewer, but still a clear majority, agreed that it enabled participation in more community activities.

This question also included a counterfactual statement: “Without the Multibank we would not be able to offer items to the individuals we support.” Although agreement was lower than for the other statements, most organisations did endorse it, highlighting the extent of reliance on the Multibank for some partners.

> *“We would only be able to offer a small number of items to the people we support and would not have consistent items to provide”*

Other comments

Open comments about organisational impacts were highly positive, with respondents frequently stressing how essential the Multibank had become to their operations. The most regular themes were the ability to extend or sustain services, use scarce resources more effectively, and provide a more consistent offer. Some also noted reduced pressure on staff and improved relationships with service users.

> *"The service has been an invaluable support to our organisation."*
>
> *"It has enabled us to continue our project at just the right time."*
>
> *"Appropriate items, clearly picked with care."*

Responses about community impact were expressed in strong, often emotive terms. The most frequent emphasis was on relief and dignity for families under financial pressure, and on the reach of support at Christmas. A smaller number referred to wider wellbeing and cohesion benefits.

> *"It has changed people's lives and given them hope in crisis situations."*
>
> *"Parents are blown away by the quality of the products."*
>
> *"We reached over a thousand children at Christmas who would otherwise have gone without."*

Comments about vulnerable groups were consistent and often vivid. Families in deprived areas, homeless individuals, and women in crisis were most frequently mentioned. Homeless people were described as arriving with nothing, and women fleeing domestic abuse or leaving care as relying on essentials to rebuild their lives. Children were also a common focus, especially in relation to toys and learning resources. Mentions of refugees, asylum seekers, and pet owners appeared occasionally but pointed to the breadth of need being addressed.

> *"Some residents come to us in the clothing they are stood in, and the Multibank gives them dignity."*
>
> *"Support has had a really positive impact on the emotional and physical wellbeing of women leaving abusive relationships."*
>
> *"Children's faces lit up when they got a new toy.*

Partnership working

Some partners highlighted the role of the Multibank in strengthening networks and partnerships. A few described how it connected with wider systems already in place, for example through shared logistics such as food network vans or through referral arrangements linking people to longer-term support. Others stressed the value of collaboration itself, expressing appreciation for the partnership and a commitment to promoting the Multibank within their own networks. There were also reflections on internal processes, where organisations had adapted referral systems to manage distribution, and occasional comments about the sense of community created

> *"[it has] Brought us closer together as a group."*

Contribution to long term goals

This analysis also allows us to look at the likelihood of longer-term impacts, based on the Theory of Change framework. In reviewing the available data, there is little or no direct evidence that the Multibank has yet contributed to **increased employment** or **reduced numbers of children entering care**. While some adult beneficiaries reported greater confidence and reduced stress — conditions that can support employability or family stability — these are enabling rather than demonstrable outcomes. Likewise, while community partners describe better collaboration and stronger relationships, there is no clear measurement of **closer communities or integrated neighbourhoods** beyond anecdotal accounts of goodwill and cooperation. A **reduced need for foodbanks** was not reported by stakeholders; if anything, evidence suggests continued or rising demand for complementary support.

Given this, it would be appropriate to refine the long-term outcome framework to better reflect what the Junction Multibank can realistically influence and evidence within a few years. Based on the findings, the following alternative outcomes would provide a closer fit:

- Reduced material hardship and financial stress for low-income households.
- Improved wellbeing, dignity and stability for families and children.
- Strengthened community and organisational capacity to respond to poverty.
- More sustainable use of surplus goods, reducing waste and supporting environmental responsibility.

These revised outcomes retain the original intent — improving livelihoods, family security, and social cohesion — but express them in more measurable terms. They also align the local Theory of Change with the demonstrable strengths of the current evidence base: immediate poverty relief, improved wellbeing, and stronger community networks.

Counterfactual case

Several comments indicated what the absence of the Multibank would mean for partners and communities. Respondents suggested that without it they would only be able to provide a limited number of items and would struggle to maintain consistency. Others stated that young people, families and children "would have struggled" without the support, or that projects could not have continued at the same scale. A few linked the Multibank directly to the survival of initiatives, noting that external funding would not have stretched as far without it. Taken together, these reflections imply that if the service were withdrawn, many organisations would face significant gaps in provision, and communities would lose a source of support described as essential rather than supplementary.

Some community organisations shared that without the Multibank they would not be able to offer the same level of support to beneficiaries. The number of items they would be able to offer would be reduced, in some instances organisations would not be able to offer similar items at all. Without The Junction Multibank, individuals and families would have to make difficult choices about what necessities to go without.

> *“A lot of the products we access are not cheap and they are things people need and therefore they will buy those things rather than spend on things like food, maybe even gas and electricity or, you know, school trips,”*

Making the difference

Comments suggest that the way the Multibank is organised is central to its impact. Respondents emphasised the reliability and consistency of supply compared with ad hoc donations, and the ability to access goods in sufficient volume to meet widespread need. The appropriateness and quality of items were also highlighted, with families “blown away by the quality of the products.” Together, these features give the service a structured and dependable character that organisations can build into their planning.

For partners, access to Multibank items meant scarce budgets and external funding could stretch further, allowing resources to be redirected to other forms of support. Several described it as essential to sustaining projects or enabling them to reach more families. At community level, this translated into reduced hardship, improved dignity, and stronger relationships, with some organisations noting that the items helped to build trust and engagement with families who were initially reluctant to seek help. In crisis situations, such as homelessness or domestic abuse, having items available immediately was described as life-changing.

> *“We keep a stock of Multibank stock in our warehouse, so say we get a baby bank referral for baby equipment, we can put in a few things for mum. You know that won’t be on the referral but we’ve got some toiletries or whatever we can respond in that way.”*

The emphasis on collaborative working between partners and The Junction to distribute items to those in need, was highlighted both by The Junction staff and stakeholders as an effective model of working.

The provision of brand new, essential and non-essential items helps support beneficiaries in a dignified way that fosters a sense of value. Non-essential items such as hair masks, toys for children or crafts such as jewellery-making or cross-stitch kits, help to foster a sense of wellbeing as well as offering often isolated individuals’ activities to do.

Improvements or changes

While the vast majority of comments were appreciative, a smaller number offered constructive suggestions for development. The most frequent requests were for a wider range of items, particularly non-perishable food, winter clothing, bedding, and toys for older children. A few raised issues of logistics and access, such as the challenge of relying on one volunteer for collections or the need for suitable transport. Sustainability was also mentioned, with one respondent highlighting packaging waste. Overall, these points were raised far less often than positive feedback but suggest areas where the model could be strengthened.

"Dried food or canned food, anything not perishable."

"More winter coats, hats, and gloves would be very helpful."

"We only rely on one volunteer who can collect goods. So distance and suitable vehicles if we do increase the number of people we serve would be a problem."

"To support sustainability, could items be packed in less boxes to reduce cardboard?"

Referral partners were generally positive about their overall experience with The Junction Multibank and the goods being provided. Some felt that further provision of items such as washing powder, soap pods, nappies and period products would help them to better meet the needs of their clients. These are items that organisations noted as essential for their beneficiaries, but costly for them as an organisation to continually purchase. Small portable appliances such as kettles and toasters were also suggested as ideal for supporting those moving into new accommodation. A few partners also felt that if the Multibank were able to provide food this would be useful.

There were no suggestions of major changes to the distribution process, and generally partners found the process worked well. Individual comments made included refinements to the referral form such as the ability to have multiple points of contact and order numbers being generated at the time of the order being placed.

Future development

Some respondents noted potential issues and challenges for the future. A small number highlighted reliance on limited staff or volunteers for collections, which could restrict their ability to meet growing demand. Others reflected on dependency more generally, with Multibank support described as essential to sustaining projects and making external funding stretch further. Amongst community organisations there was a shared sentiment that they hoped The Junction Multibank would continue.

> *"It's essential. It is needed. It is really important initiative, I would love to see it continue."*
>
> *"It's definitely something that we would want to see continue and would definitely support"*

Staff at the Multibank were appreciative of the provision of expertise and staff provided by Amazon, they were realistic in knowing that this support is finite. There were a few concerns about the potential of a reduction in capacity, but staff shared they are already preparing for that handover through ensuring there are processes and training in place to minimise this.

Additionally in conversations with staff at the Multibank it was clear that processes are continually developed to best suit the needs of the current situation. This was also reflected in interviews with partners who shared that they felt staff at the Multibank were receptive to feedback.

Partners said they expect the needs currently being met by The Junction Multibank to continue for the foreseeable future. They also shared they plan to keep utilising the Multibank as long as it remains available.

> *"To ensure the continuing success of The Junction Multibank, interviews highlighted the need of securing sufficient funding and that strong partnerships continue to be built and maintained with donating organisations.*

5. SROI Assessment

This chapter presents an assessment of the social values generated by The Junction Multibank, in line with SROI guidelines and principles

About SROI

SROI is a framework for developing a more complete picture of the social, economic and environmental impact of activities, projects, programmes and policies.

Every day our actions and activities create and destroy value; they change the world around us. Although the value we create goes far beyond what can be captured in financial terms, this is, for the most part, the only type of value that is measured and accounted for.

SROI uses the techniques developed in economic cost-benefit analysis to calculate a ratio of return for intangible benefits.

The key principle of SROI is that it measures the changes that are most relevant to the people experiencing them. The main difference with other methods of social impact measurement is SROI puts a monetary value on these impacts and calculates a ratio of return for those organisations contributing to create change.

Social Value Lab are trained SROI practitioners and members of the Institute for Social Value (formerly Social Value UK)[5]. We use accredited software from Social Value Engine to conduct SROI assessments.

We have produced an SROI calculation based on data for a full financial year, 2024-25.

Stakeholders

The main groups of stakeholders for SROI were defined at the outset, beginning with Theory of Change workshop. These have been refined through the research and analysis process, with the main stakeholders for SROI assessment as follows:

- Adult customers (recipients of Multibank support)
- Their children
- Stakeholders and referral partners
- Businesses
- Environment / wider society

[5] https://socialvalueuk.org/standards-and-guidance/

SROI requires accurate figures for the numbers of stakeholders, as this is a key determinant of the scale of impacts and the value generated for society. This analysis is based on the following estimates:

TABLE 5.1 STAKEHOLDER ESTIMATES

Type:	Total
Individual beneficiaries	20,400
Children	13,500
Partner organisations	350
Partner staff members	1,351
Donating businesses	9

Outcomes and financial proxies

We then linked the outcomes emerging from survey and interviews with a set of proxy measures. This allows us to estimate the total numbers of people (or organisations) experiencing each individual outcome. For example:

- 43% of beneficiaries agreed that multibank support had helped “Improve my child(ren)’s attendance at school”
- 82% of referral partners agreed that the products from The Junction Multibank enable our organisation to either “Reach more people” or “Reach different groups of people”

The following tables illustrate the outcomes and proxy measures used to calculate values for each stakeholder group.

TABLE 5.2. –ADULT CUSTOMERS

Outcome	Proxy Measure	Quantity
Able to spend more money on other things (food, energy, essentials etc)	Financial stability	17,952
Less stressed about family / financial situation	Surrey Reduced levels of anxiety and stress (Wellby)	16,932
Lifted mood / more hopeful outlook	Motivation	19,176
Increased social and community interactions	Value of being a member of a social group	15,708
More confident or able to access work	Ability to access work	15,912
Improved personal health and hygiene for self/household	Average weekly spending on personal care	£
Improved living and cooking facilities	Average weekly spending on kitchen equipment (homeware, utensils, goods and hardware)	£
More in control of finances, less likely to get into debt	Financial wellbeing	14,484
Estimated household savings	Estimated savings per household	£
Faster access to community support	Cost of link worker support (per person)	17,136

TABLE 5.3 – CHILDREN IN FAMILIES

Outcome	Proxy Measure	Quantity
Improved children's attendance at school	School attendance	5,753
Improved children's confidence and performance at school	Family learning course that helped children with school (2024)	5,857
Reduced children's stress and anxiety	Reduced stress and anxiety (children)	6,418
Helped children's confidence and self esteem in general	Improved self confidence and aptitude (child participant)	7,403

TABLE 5.4. – COMMUNITY PARTNERS

Outcome	Proxy Measure	Quantity
Cost savings for community organisations	Average cost saving per organisation (Survey)	£
Reach more and different groups of people	Extended reach	287
Increased community participation and reputation	Improved reputation of organisation/charity (2016)	315
Improved staff motivation	Job satisfaction	1,135
Better or faster access to resources	Access to resources	319
Improved services and relationships	Relationships	301

Ideally, the SROI would include more outcomes for donating businesses but we have no evidence of their views on the impact of their participation. We are however able to estimate some savings in waste disposal fees with fewer items going to landfill.

TABLE 5.5 – DONATING BUSINESSES

Outcome	Proxy Measure	Quantity
Tonnes diverted from landfill	Reduction in waste (standard rate landfill tax rate) (2019)	450

In order to arrive at a realistic estimate of tonnes diverted from landfill and amount of CO_2 saved as a result we have followed the approach developed with Felix's Multibank in London. They estimate that approximately 80% of Multibank items are genuine surplus items that may otherwise have gone to waste, while only 10% of items received by their Multibank ultimately go to waste. We have scaled their estimate of the weight of items diverted from waste to the amount of distribution activity in Tees Valley[6].

TABLE 5.6 – ENVIRONMENT

Outcome	Proxy Measure	Quantity
Tonnes CO_2 saved	Cost per tonne of CO_2	450

[6] This assumes that 1kg of items diverted = 1kg of CO_2 saved as we have no alternative method for estimating this more accurately. .This also does not account for changes in transportation or storage patterns, or differences in the 'carbon footprints' between donating businesses and Multibanks.

We planned to include volunteers as a distinct stakeholder group but we do not currently have data on numbers of participants or evidence of the benefits they have experienced.

It is also possible to consider the potential for wider preventative impacts, or savings for the public purse but this would require additional evidence from partners or the service users themselves.

Sensitivity and attribution

The SROI process involves some subjective decisions, which are guided by knowledge of the project, how it works in practice and the evidence we have been able to collect. Among the key principles of SROI are the need to test our assumptions and avoid overclaiming, as an overly positive assessment of the type, quantity or duration of impacts can easily be challenged.

Among the most important is deciding how long we think benefits will last. As highlighted above, interviewees stress the immediate impacts of receiving items from the Multibank. We have therefore limited SROI calculations to a 12-month period, in line with the approach taken with other Multibanks. It is important to remember that this support will have longer-term impacts for families (by providing items at critical times), and these are highlighted in the report wherever apparent.

The factors we have to consider are referred to as ‘deflators’ in SROI guidance, and are used to bring values down to reflect different unintended or unplanned impacts:

- **Leakage –** how much of an outcome might have delivered impacts outside the area intended?
- **Deadweight -** how much of the outcome might have been achieved without intervention?
- **Attribution** - what proportion of the outcome might be attributed to others because their activity contributed to it?
- **Displacement –** how much of the outcome has displaced other activities?
- **Drop Off** – how much over the outcome will diminish over time?

In addition to drop-off (duration), the key decisions for these programmes are deadweight and attribution. These decisions are guided by evidence gathered from surveys, and lessons from other similar evaluations (principally for other Multibanks). In addition, several of the proxy measures selected have recommended information on deflators based on previous research. The following table shows the deflators that have been utilised in this case.

TABLE 5.7 – SROI DEFLATORS

Stakeholder	Attribution	Deadweight
Adult beneficiaries	13%	37%
Children in families	13%	37%
Community partners	20%	23%
Donating businesses	0%	0%
Environment	0%	0%

An attribution figure of 13% means that 87% of any improvement is allocated to the Junction Multibank. These figures are particularly important for changes in individual circumstances where many different factors will play a role. We have used zero rates for direct financial savings and the direct impacts on waste and CO_2.

Social Value Summary

Following the process described above generates the following social value figures, with the vast majority created by the impacts for adult beneficiaries: A full impact map is provided as an annex.

TABLE 5.8 - SOCIAL VALUE BY GROUP

Stakeholder	Social Value	%
Adult customers	£83,053,815	80.3%
Children in families	£14,270,351	13.8%
Community partners	£5,919,789	5.7%
Businesses	£40,950	0.0%
Environment	£117,000	0.1%
Total Social Value	£103,401,905	

Inputs

SROI compares programme inputs with the social values generated for stakeholders. It often includes a range of other contributions such as equipment, advice and expertise or voluntary contributions.

For Amazon Multibanks, the input costs are composed of total operating costs (separate from the local partner’s other activities and services) plus an estimation of the value of distributed items[7].

[7] Based on information provided by The Junction this has been estimated at £8.39 per item.

TABLE 5.9 INPUTS

Type:	First 12 Months
Operating costs	£216,570[8]
Value of distributed items	£15,782,513
Donated equipment	£53,552
Total input value	**£16,052,365**

SROI Ratios

This produces the following SROI ratio:

£16.1m investment in The Junction Multibank produces £103.4m Total Social Value in this period. In line with good practice a discount of 3.5%[9] is applied to reflect the potential future earning capacity of this figure. The Total Present Value is therefore £99.9m.

Based on this assessment every £1 invested in The Junction Multibank creates £6.22 in Social Value.

[8] The detailed costs for January to June 2025 have been scaled to a 12 month period.
[9] This is based on the UK Government Green Book recommended discount rate for public funds.

6. Conclusions and recommendations

This chapter summaries the overall findings of both impact evaluation and SROI assessment.

Relevance and need

The Junction Multibank has established itself as a timely and necessary response to persistent poverty and material deprivation across the Tees Valley. Local data highlight high levels of child poverty and increasing numbers of families unable to afford basic goods. Evidence from partners and beneficiaries confirms that the Multibank meets a clear and pressing need by providing access to essential items—particularly toiletries, clothing, homewares and baby supplies—that many people would otherwise go without.

Referral partners described the service as “brilliant” and “essential”, emphasising its role in supporting those experiencing hardship, including families with children, asylum seekers and refugees, and individuals rebuilding their lives after homelessness or domestic abuse. The Multibank fills a significant gap in local support systems, offering dignity and relief for people living in difficult circumstances and complementing wider anti-poverty efforts.

Reach and delivery

In its first 12 months of operation, The Junction Multibank distributed almost 1.9 million items — a higher level than all other Multibanks except Felix in London. Donations were received primarily from Amazon, supported by nine other donating businesses, with hygiene and toiletries representing the largest product category.

The service reached an estimated 265,760 individuals across the five Tees Valley local authorities. Applying frequency-of-use data, this equates to around 20,400 unique adult customers and 13,500 children. The Multibank worked with approximately 350 community and statutory partners, with 90 organisations participating in the evaluation survey. Partners span local government, health, education, voluntary and faith-based sectors, showing broad reach.

Operational systems were widely regarded as efficient and well managed, supported by staff described as responsive, kind, and committed. Ordering and collection processes were seen as straightforward, though a small number of partners raised issues around stock availability, item consistency, and logistical constraints.

Positive impacts for communities

Beneficiary evidence demonstrates clear and consistent positive outcomes. All respondents reported that Multibank items had improved their household finances and circumstances. Many described avoiding debt, managing essential costs more easily, and feeling more in control.

The financial impact was closely linked to improved wellbeing. People spoke of reduced stress and anxiety, better mood, and an increased sense of dignity and stability. Parents highlighted benefits for children's confidence and comfort at school. These effects reflect both material and emotional relief, helping households cope with pressures of everyday life.

Referral partners also reported significant organisational benefits. Access to Multibank goods allowed them to reach more people, sustain projects, and strengthen relationships with beneficiaries. Many said the support was now central to their operations, describing it as "invaluable" and "life-changing". The service has promoted collaboration among local organisations and built a stronger, more connected network of community support.

Social Return on Investment

The SROI assessment estimates that The Junction Multibank generated £99.9 million of total (present) social value in its first 12 months of operation, from an input value of £16.1 million (including operating costs and distributed goods). After discounting this equates to £6.22 in social value for every £1 invested, in the upper range of ratios achieved by other Multibanks in the UK.

Most of the value was created through direct benefits to adult customers, followed by significant gains for children and for community organisations. Business and environmental outcomes accounted for a smaller but measurable share, with approximately 450 tonnes of goods diverted from landfill, delivering both financial and carbon savings.

The Junction Multibank has delivered clear and significant social value within a short operational period. It has contributed to reducing hardship, improving wellbeing, and strengthening the capacity of community partners across Tees Valley.

Challenges and areas for improvement

While the overall findings are strongly positive, several areas for improvement can be identified. Some of these limitations reflect features of the Multibank model rather than The Junction's local implementation.

- Some partners highlighted inconsistencies between listed and received items, and occasional shortages of specific goods. Improved stock tracking and communication would strengthen reliability.
- A small number reported logistical challenges in arranging collections due to limited transport or volunteer capacity. Addressing these issues will become more important as demand grows.
- Some respondents raised concerns about excess packaging and disposal, indicating scope to align environmental practice more closely with sustainability objectives.
- Data on volunteers, longer-term employability, and public-sector savings were limited, suggesting areas for further evidence development.

- The evaluation also notes continued dependence on Amazon's logistical and staffing support; future resilience will rely on diversifying partnerships and embedding local operational capacity.

Sustainability and next steps

The evidence collected during this evaluation suggests the following priorities:

- Sustain operational quality while managing growth, ensuring efficiency and accessibility remain high.
- Broaden the donor base and funding sources to reduce dependency on a single corporate partner.
- Develop systems to capture outcomes evidence and demonstrate continuing value for money.
- Enhance environmental reporting and minimise waste from packaging.
- Plan for long-term sustainability, securing resources, staff, and warehouse capacity to meet growing demand.

Annex A - Impact Map

Outcome	Proxy	Quantity	Stakeholder	Years	Unit	Value	Attribution (%)	Deadweight (%)	Yr1	Source
Increased social and community interactions	Value of being a member of a social group	15,708	Adult customers	1	Number of people	£2,122	13	37	£18,269,475	https://www.tnlcommunityfund.org.uk/media/insights/documents/The-Economics-of-CATs-Power-to-Change.pdf?mtime=20200306143844&focal=none
Able to spend more money on other things (food, energy, essentials etc)	Financial stability	17,952	Adult customers	1	annual	£365	13	37	£3,591,414	https://www.moneyhelper.org.uk/en
Lifted mood / more hopeful outlook	Motivation	19,176	Adult customers	1	£ per annum	£349	13	37	£3,668,118	
More in control of finances, less likely to get into debt	Financial wellbeing	14,484	Adult customers	1	£ per annum	£1,110	13	37	£8,811,935	
Improved personal health and hygiene for self/household	Average weekly spending on personal care	228,072	Adult customers	1	Per week	£12	0	0	£2,782,478	https://www.ons.gov.uk/peoplepopulationandcommunity/personalandhouseholdfinances/expenditure/datasets/familyspendingworkbook1detailedexpenditureandtrends
More confident or able to access work	Ability to access work	15,912	Adult customers	1	annual	£1,850	13	37	£16,134,529	https://hact.org.uk/
Improved living and cooking facilities	Spending on kitchen equipment (homeware, utensils, goods and hardware)	206,856	Adult customers	1	Spend £ per week	£4	0	0	£848,110	https://www.ons.gov.uk/peoplepopulationandcommunity/personalandhouseholdfinances/expenditure/datasets/familyspendingworkbook1detailedexpenditureandtrends
Less stressed about family / financial situation	Surrey Reduced levels of anxiety and stress (Wellby)	16,932	Adult customers	1	Per person	£2,000	13	37	£18,560,858	https://images.squarespace-cdn.com/content/v1/5c59d56ef8135a6dfe12c134/dd8de47e-ede6-4072-8e55-e1626688a37c/Where%27s+WELLBY+-+the+big+picture?format=2500w
Estimated household savings	Estimated savings per household	20,400	Adult customers	1	per annum	£325	0	0	£6,630,000	
Faster access to community support	Cost of link worker support (per person)	17,136	Adult customers	1	Low range estimate of support cost per client	£400	13	37	£3,756,897	
Improved children's attendance at school	School attendance	5,754	Children in families	1	annual	£1,528	13	37	£4,818,957	
Helped children's confidence and self esteem in general	Improved self confidence and aptitude (child participant)	7,403	Children in families	1	Per person	£796	13	37	£3,229,837	https://www.family-action.org.uk/content/uploads/2014/07/ESCAPE-SROI-Assured-Report.pdf
Reduced children's stress and anxiety	Reduced stress and anxiety (children)	6,417	Children in families	1	annual	£1,644	13	37	£5,782,207	https://hact.org.uk/
Improved children's confidence and performance at school	Family learning course that helped children with school (2024)	5,858	Children in families	1	Per person per hour	£75	0	0	£439,350	https://www.ptp.co.uk/training-courses/personal-development-training/cv-writing-2-hour-virtual-training-masterclass/
Reach more and different groups of people	Extended reach	287	Community Partners	1	annual	£11,428	20	23	£2,020,379	
Cost savings for community partners	Average cost saving per organisation (survey)	350	Community Partners	1	Weekly savings scaled to one year	£3,068	0	0	£1,073,800	
Increased community participation and reputation	Improved reputation of organisation/charity (2016)	345	Community Partners	1	Number of organisations per year	£6,146	20	23	£1,306,148	https://www.yumpu.com/en/document/read/56332541/stage-2-predictive-sroi-study-report-by-kingston-smith-for-ella-forums
Improved services and relationships	Relationships	301	Community Partners	1	annual	£516	20	23	£95,675	https://www.ptp.co.uk/training-courses/customer-care-training/advanced-customer-service-for-the-public-sector/
Improved staff motivation	Job satisfaction	1,135	Community Partners	1	annual	£1,200	20	23	£838,992	
Better or faster access to resources	Access to resources	319	Community Partners	1	annual	£2,976	20	23	£584,796	
Reduced waste	Reduction in waste (standard rate landfill tax rate) (2019)	450	Donating Businesses	1	Number of tonnes	£91	0	0	£40,950	https://www.gov.uk/government/publications/rates-and-allowances-landfill-tax/landfill-tax-rates-from-1-april-2013
Reduction in carbon emissions	Cost per tonne of CO2	450	The environment	1	Number of tonnes of CO2	£260	0	0	£117,000	https://www.gov.uk/government/publications/valuing-greenhouse-gas-emissions-in-policy-appraisal/valuation-of-greenhouse-gas-emissions-for-policy-appraisal-and-evaluation

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