Evaluation of Felix's Multibank

A SROI Report for Multibank UK

Social Research

Service Design & Innovation

Strategy & Collaboration

Evaluation Support

Social Impact Measurement

The Multibank

April 2025

Social Value Lab

Contents

1. Introduction and background

This section describes the aim and objectives of the evaluation, the concept of a Multibank project and our method to evaluate the project in its first year of operation using the Social Return on Investment (SROI) methodology.

Aim and objectives of the evaluation

Amazon UK commissioned Social Value Lab to undertake an SROI evaluation of the first year of operation of Felix's Multibank in London.

The Felix Project is keen that findings help with their sustainability, improve effectiveness and help them communicate their impact better. They believe having a SROI value range will be beneficial.

The Multibank

The Multibank was founded in 2023 in partnership between Amazon and former Prime Minister Gordon Brown. It is administered by The National Family Centre (Multibank UK) The Multibank . 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.

The Multibanks distribute essential goods many people simply take for granted but are out of reach for households that are struggling. They provide 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, run by The Felix Project, is based in Greenford, West London.

There are six Multibank in the UK including Felix's Multibank – Fife, Wigan, Swansea, Tees Valley and West Midlands.

The Felix Project

The Felix Project is London's largest food redistribution charity. Started in 2016, **its vision is a London where good food is never wasted, and no one goes hungry.** It works with hundreds of suppliers from across the food industry, including supermarkets, wholesalers, farms and restaurants to rescue high quality surplus food, that cannot be sold and would otherwise go to waste. The food is sorted at one of four depots in North, South, East and West London or sent to Felix's Kitchen, which uses surplus food to cook up to 5,000 nutritious meals every day.

The Felix Project provides food to organisations, such as food banks, homeless shelters and primary schools, reaching over 1,200 organisations every year. These incredible places work on the frontline to feed people who are experiencing hunger and cannot afford to regularly buy the food they need.

In 2024, The Felix Project opened Felix's Multibank in West London. Part of the Multibank network, it builds on the organisation's existing distribution network to provide non-food items such as toiletries, cleaning products, clothes, toys and household items to those who need it most. This first year has been a pilot year, in which operations began on a part time, more localised basis and increased in frequency and volume to become a full-time project reaching across The Felix Project's broad London networks.

Our Research Method

Social Value Lab has recently undertaken an impact assessment using the Social Return on Investment (SROI) methodology on the first year of operation of the Big Hoose multibank in Fife and Wigan Multibank. We will follow a similar approach for Felix's Multibank.

For this study we delivered a workshop at The Felix Project's Poplar site with key stakeholders to develop a Theory of Change from which we developed an evaluation framework and an Engagement Plan to facilitate collaboration with The Felix Project evaluation team.

We have applied a mixed method containing the following elements:

- Desk research: analysis of project data supplied by The Felix Project
- Semi-structured interviews with five suppliers.
- Semi-structured interviews with 11 Community Organisations
- Semi-structured interviews with five individual recipients.
- Five Semi-structured interviews with key stakeholders, including representatives from The Felix Project, Amazon, and other organisations
- Two surveys of individual recipients (18 responses) and Community Organisations (47 responses).
- An SROI analysis.

2. Scope and Theory of Change

This section defines the scope and boundaries of the study, outlines the project Theory of Change and describes the main stakeholders of Felix's Multibank.

Scope of the Analysis

The principal aim of this study is to get a better understanding of the wider social, economic and environmental impact of Felix's Multibank on vulnerable people, professionals and other stakeholders, and the value created.

The Felix Project will use the assessment to:

- demonstrate the social value created by the project to internal and external stakeholders; and
- inform the strategic development of the scheme.

This SROI evaluation covers the activities of Felix's Multibank during its first year of operation (2024).

Need for the project (poverty)

Wealth, products, and services are distributed unequally across the UK. This leads to poverty for parts of society. According to the UK Government, around 14.4 million people were living in poverty in the UK in 2021/22, equating to around 1/5 people[1].

People living in poverty have limited means to buy necessary products or replace broken ones. Some of the effects of poverty on the people of London include:

- Being unable to afford the basics of food, warmth and shelter, and personal hygiene.
- Being unable to adequately care for dependents.
- Being constantly or persistently worried about money.
- Feelings of hopelessness that there is no way to improve your life or to progress.
- Poor mental and physical health.
- Poor quality and unsuitable (cold and damp) homes.
- Increased debts.
- Social isolation.
- Feeling unsafe and being forced to stay in unsafe or unhealthy situations.

[1] Households below average income (HBAI) statistics - GOV.UK (www.gov.uk)

- Low confidence and self-esteem.
- Low motivation and a negative outlook on their future.
- Poor attendance and attainment at school.
- Difficulty to gain and sustain employment or access education.
- Increased chance of children ending up in the care system.
- Living with a stigma and feeling powerless.

Stakeholders

Stakeholders are the people and organisations that experience changes because of their involvement with Felix's Multibank. These can be positive or negative, and intended or unintended. The first step of the SROI process during the Theory of Change workshop was to identify all material stakeholders: These include:

- People in or at risk of poverty (clients of community organisations)
- Community Organisations
- Volunteers
- Suppliers
- Environment
- Society

People in or at risk of poverty

Data from The Felix Project indicated that an estimated **95,691** individuals were supported by Felix's Multibank in its pilot year, 2024.

The Felix Project aims to help address poverty in the London area. This ties in with their vision of a London where good food is never wasted, and no one goes hungry. Therefore, the main group of people to benefit from the project are those living in poverty or at risk of poverty.

The latest UK Poverty data show that across the UK 17% of adults live in absolute poverty and 13% in relative poverty[2]. Determining the exact percentage of London's population living in poverty is complex due to varying definitions and measures of poverty. Based on available data, 13.3% of London's households are classified as living in poverty[3]. To estimate the total number of individuals affected, we use the following key figures:

[2] Households Below Average Income, 2021/22, department for Work and Pensions, 23 March 2023.
[3] Income, spending and wealth: how do you compare? - Office for National Statistics

- Total number of households in London: 3,423,800 (London Councils)
- Average household size in London: 2.57 people per household (Statista)

The Number of households in poverty[4] (3,423,800 × 13.3% = Approximately 455,365 households). The estimated number of individuals in poverty would be (455,365 × 2.57 = 1,170,289 people). This analysis suggests that around 1.17 million people in London are living in poverty.

Felix's Multibank in 2024 reached around 8% of those living in poverty in London. (95,691 of the 1.17 million people, or 37,234 of the 455,365 households). For the SROI calculation, we want to focus on individuals who have received regular support; we cannot claim to have had an impact on those who only received products once or twice.

We have assumed this 'regular' support to be 72 items per person per year (3 deliveries per month, with 2 items per delivery). With a total of 1,455,576 items distributed by Felix's Multibank in 2024, this is assumed to be **20,216** people.

Children

The Felix Project support provides specific benefits to children that live with people at risk of poverty. London has the highest rate of child poverty in England, with approximately 33% of children affected, equating to around 700,000 children[5].

To estimate the number of children supported by the Multibank, we must first calculate the number of households reached, using the total number of individuals supported, 95,691 and the average household size in the London which is 2.57 people[6]. This gives us 37,234 households.

Determining the exact average number of children per family in London is challenging due to limited specific data. However, we can infer estimates based on available statistics. In 2023, London's Total Fertility Rate was 1.35 children per woman, the lowest in the country[7]. If we assume that every household has a woman, this will give a total figure of 50,266 children.

As with the number of individuals, we are interested in the number of children receiving regular support when considering our SROI calculation. We can calculate this by taking the number of individuals receiving regular support (20,216), divided by the average household size (2.57), and multiplied by the number of children per household (1.35). This gives a total figure of **10,619** children receiving regular support from Felix's Multibank.

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[4] Population and census | London Councils

[5] Child Poverty in London | The Childhood Trust

[6] Statista

[7] . Financial Times

Community Organisations

Felix's Multibank supports Community Organisations (COs), including:

- Homeless Shelters
- Faith-Based Organisations
- Community Centres
- Schools and Education Programs
- Specialised Charities

Volunteers

Volunteers are essential to the operations of The Felix Project, with over 13,000 supporting the organisation in 2024.The large majority of these volunteers have been involved with The Felix Project's warehouses, kitchens and special projects with operations at Multibank increasing over the course of 2024, regular volunteering at the Greenford site was introduced gradually, with the need for volunteer support reduced by the valuable input of Amazon staff.

While volunteering at this site continues to grow, numbers were not significant enough during 2024 to determine significant outcomes from this stakeholder group. The Felix Project continues to build understanding of the impact of volunteering on volunteers across the organisation and could expect this impact would also be felt by those supporting the Multibank operations, but at this stage there is not a significant group of volunteers from which to draw these outcomes.

Suppliers

There are around 30 suppliers during 2024 who provide products to The Felix Project and Amazon UK is the largest of these by a significant margin.

Environment

The Felix Project also has a positive effect on the environment by rescuing food and non-food items that would otherwise go to waste. The Felix Project has made significant recent improvements in how it measures this effect, as well as its own carbon footprint.

Society

A multibank that supports disadvantaged people can generate social, economic, and environmental benefits for society. These can include reduced burden on public services, health benefits (lowering NHS costs) social and educational benefits.

Materiality

SROI, following the principles of financial accounting, only considers stakeholders and outcomes that are material to the stakeholder and to the scope of the project. Therefore, we have only included those impacts that are relevant to Felix's Multibank and significant in size to give a true and fair picture of the impact of the programme.

Input

The total cost for the project in 2024 was £428,820 which is the total input for this SROI evaluation. £13,100,184 is the value of the products supplied[8]. The total Input cost is **£13,529,004.**

[8] Based on estimates of £9 per item from Amazon March 2025

Theory of Change for Felix's Multibank

Figure 1Theory of Change

Inputs	Outputs: Activities	Outputs: Stakeholders	Short term outcomes	Medium	Long
Funding (The Felix Project, individuals, business, Amazon) Goods supplied The Felix Project staff time and resources Warehouse/ Logistics donations	Giving products to those in need Referrals and signposting Communications and PR Links to other networks, charities and partners	People at risk of poverty	• Faster access to immediate relief (access to goods and non-essential items) • **Reduced stress and anxiety** • **Improved physical health** • More relief from financial pressures (increased financial wellbeing) • **Improved confidence and self-esteem (incl. clothes, personal hygiene)** • Improved motivation and outlook • Reduced social isolation (incr. social interaction) • **Improved family relationships (support to young people)** • Improved ability to access and perform at work	• **Improved mental health and wellbeing** • Improved relationships in the community • Improved standards of living and quality of life	**Improved quality of life** **Reduced poverty across London** **Greater social cohesion** **Improved environment**
		Children of people at risk	• Reduced stress and anxiety • **Improved confidence and self esteem** • Improved performance at schools	• Improved mental health • **Improved quality of life** • **Improved attainment** • Increased avoidance of crisis	
		Community Organisations	• **Increased access to resources** • Reduced strain on resources • Increased collaboration • Improved relationships with clients • Extended reach • More resources to support people	• Increased job satisfaction • Improved relationships with support providers • Improved service satisfaction	
		Volunteers	• Increased skills and knowledge • More job opportunities and experience • Increased confidence • Increased social interaction • Improved motivation	• More involvement in community life (connections and relationships) • Improved awareness of social issues (corporate)	
		Suppliers	• Extended reach • Greater impact of charitable efforts • Improved staff pride		
		Environment	• Increased channels for redistribution of surplus goods that may otherwise be wasted	• **Reduced needlessly emitted greenhouse gas**	
		Society	• **Reduced health costs** • **Reduced care costs**	• Reduced child poverty • Improved awareness of poverty (reduced stigma)	

Assumptions

There are a few underlying assumptions that underpin the Theory of Change:

- There will always be enough 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 are going to the right people.
- Partners and/or users can collect, store and distribute products.
- Sufficient warehouse space will be available.

External factors

There are several external factors that influence the Theory of Change:

- 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. Project Delivery

This section briefly describes the internal process and how the project operates, where the community organisations who distribute products are based and the volume and reach of product delivery.

Felix's Multibank supported by Amazon, rescue surplus items (such as bedding, toiletries and hygiene products). Felix's Multibank distributes household goods to Community organisations who then redistribute to individuals in their communities. They have been operating this Multibank service since January 2024. The delivery process mirrors food distribution but is adapted to suit the nature of non-food products.

1. Collection and Inventory Management

- **Sourcing Non-food items:** Amazon deliver significant quantities of product regularly and items are collected or delivered from other suppliers
- **Quality Assurance:** Items are inspected for usability and safety. Damaged or unsuitable items are removed.
- **Inventory Categorisation:** Items are sorted by type (e.g., toiletries, clothing, household items) and stored in an organised warehouse, ensuring easy access during redistribution. Available products are then highlighted to organisations.

2. Multibank Request and Allocation

- **Needs Assessment:** community organisations access the inventory list and place requests based on available stock. The maximum allocation per organisation is guided by the number of people they serve and other considerations.
- **Allocation:** Requests are matched to available stock,
- **Stock Balancing:** Felix's Multibank ensures a fair distribution of high-demand items.
- To manage resources effectively, a “three strikes” policy is in place for organisations that fail to collect their orders. After three missed collections without prior communication from the community organisation, they may lose access to the service

3. Packing and Preparation

- **Order Compilation:** Requested items are packed, ensuring they meet the needs outlined by recipient organisations.
- **Labelling and Documentation:** Each order is clearly labelled with recipient organisation’s details and accompanied by a packing list for transparency and tracking.

4. Transportation and Delivery

- Community organisations primarily collect items directly from Felix's Multibank depot.
- While delivery is not currently a standard practice, there have been discussions about introducing *additional* delivery vans to distribute goods to organisations that are not able to collect. This would increase the reach and effectiveness of the programme but would require additional funding and logistical support

5. Distribution by Community Organisations

- **Local Redistribution:** Partner organisations distribute items directly to individuals and families through their established channels.
- **Feedback Collection:** Recipients are encouraged to share feedback on item utility and satisfaction, which is relayed back to Felix's Multibank.

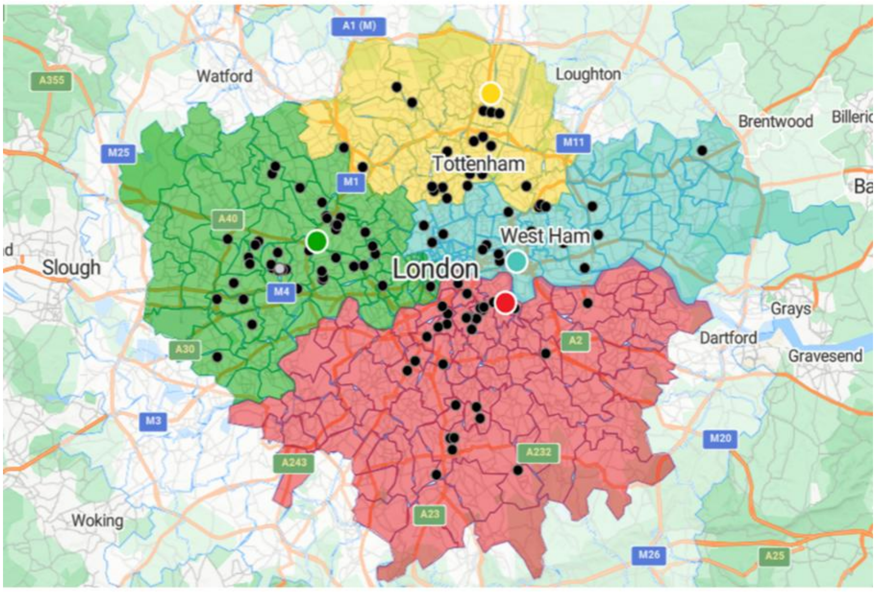
6. Monitoring and Reporting

- **Tracking and Accountability:** Data on the quantity, type, and destination of distributed non-food items is logged in the warehouse management system.
- **Feedback Integration:** Feedback from recipient organisations and individuals informs sourcing strategies.

Felix's Multibank varies in specific ways from other Multibanks, such as Wigan and Fife. Felix's Multibank bring significant volumes of goods together and supply Community Organisations in bulk. These organisations provide the items to the individuals they support through their existing service delivery channels.

Distribution network

Figure 2 Map shows the Community Organisations by location.



These products are distributed across London, however there is a clustering of Community Organisations around the Multibank depot in West London, and around the Felix depots. So, there are fewer recipients currently to the South and East of the city. Figure 3 indicates the areas of highest deprivation. A full table of London boroughs and their IMD score is in the appendix. We have identified The Felix Project depots.

Figure 3 IMD areas

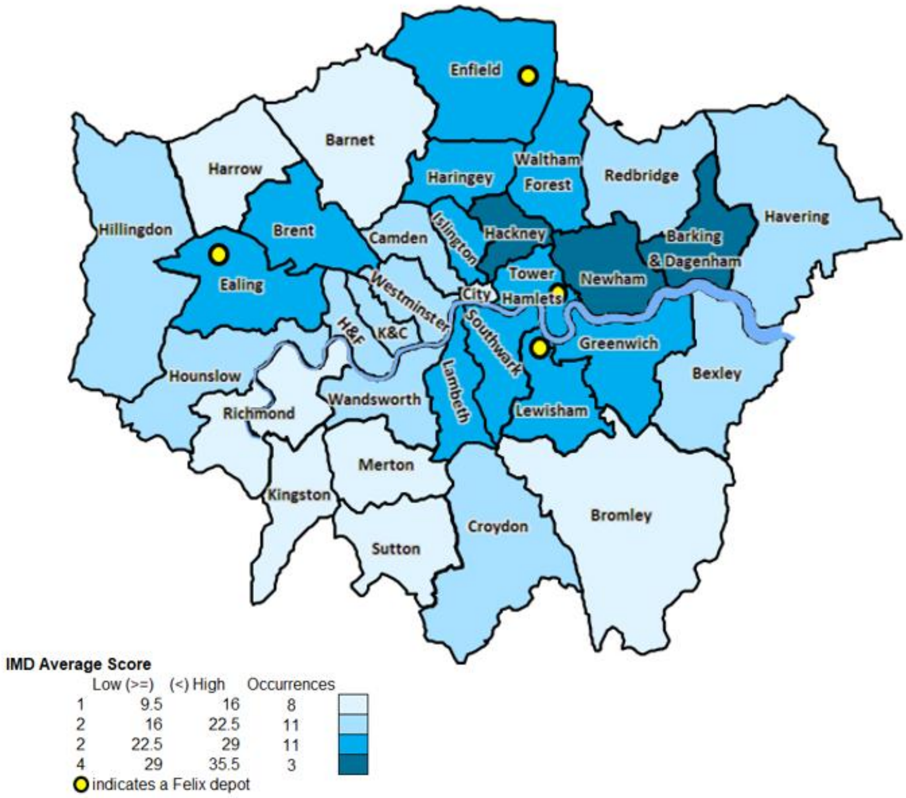


Figure 4 Deliveries to IMD areas

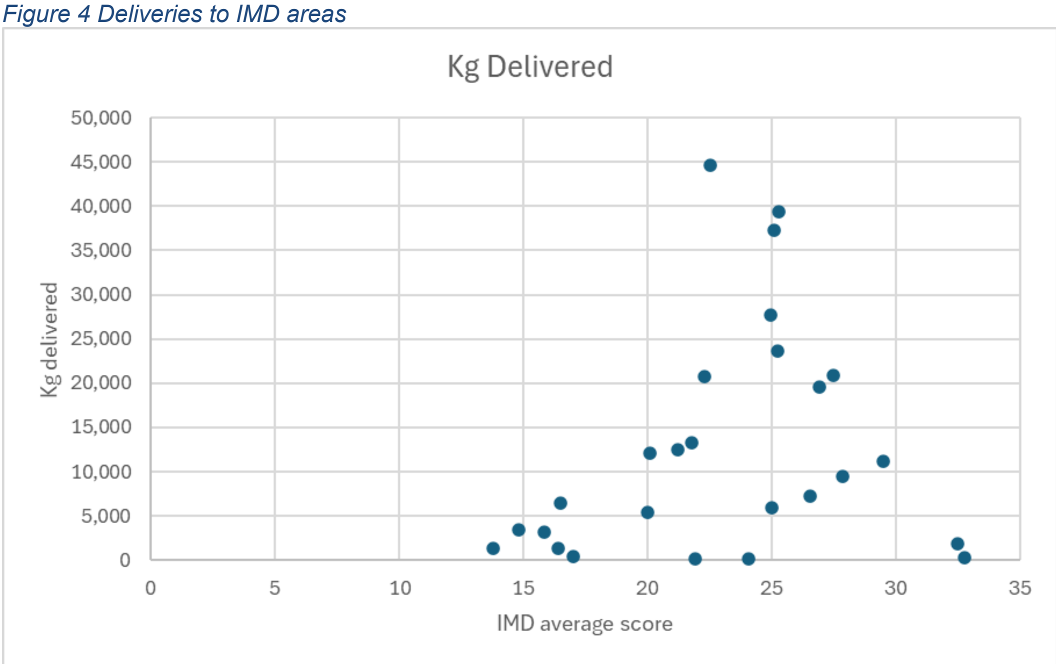


Figure 5 Products supplied by borough

Volume (kg)

	Low (>=)	(<) High	Occurrences
1	120kg	4999kg	9
2	5000kg	9999kg	5
2	10,000kg	19,999kg	5
4	20,000kg	39,999kg	4
5	40,000kg	44,612kg	3
No data			7

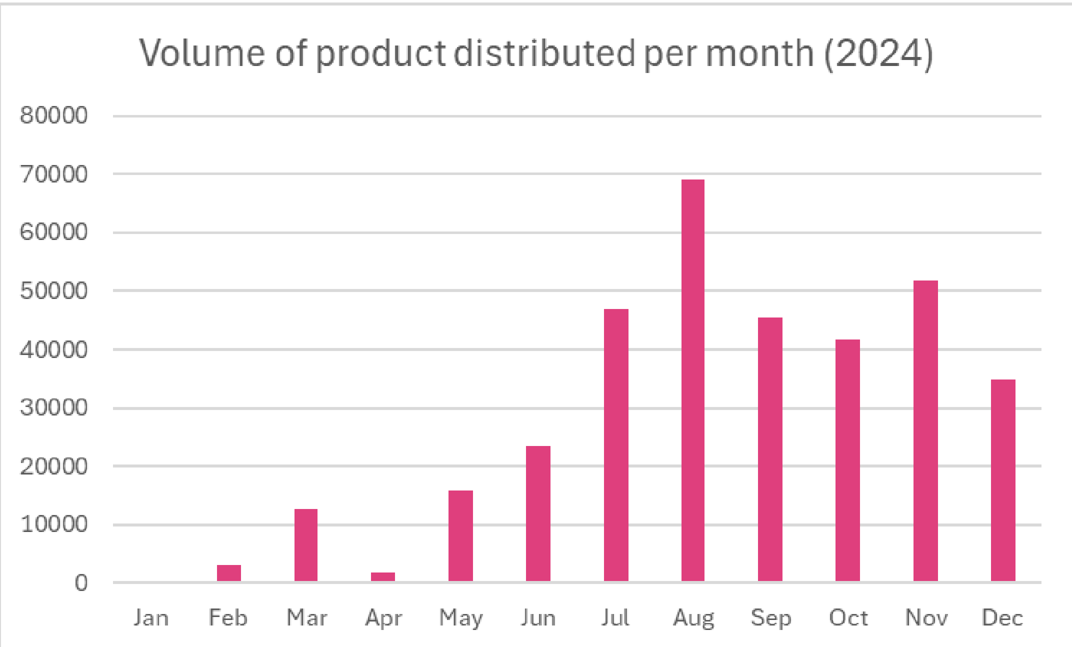
○ indicates a Felix depot

In total in 2024 The Felix Project has moved products through 117 Community Organisations across 146 locations.

Figure 6 Volume of product delivered by borough

The highest volume of product were delivered to Brent (IMD Decile 3), Ealing (IMD Decile 4), Enfield (IMD Decile 3) and Southwark (IMD Decile 2). Areas in Decile 1 is the most deprived while decile 3 is among the 20-30% most deprived areas in England.

Figure 7 Overview of volumes distributed, and Community Organisations reached each month

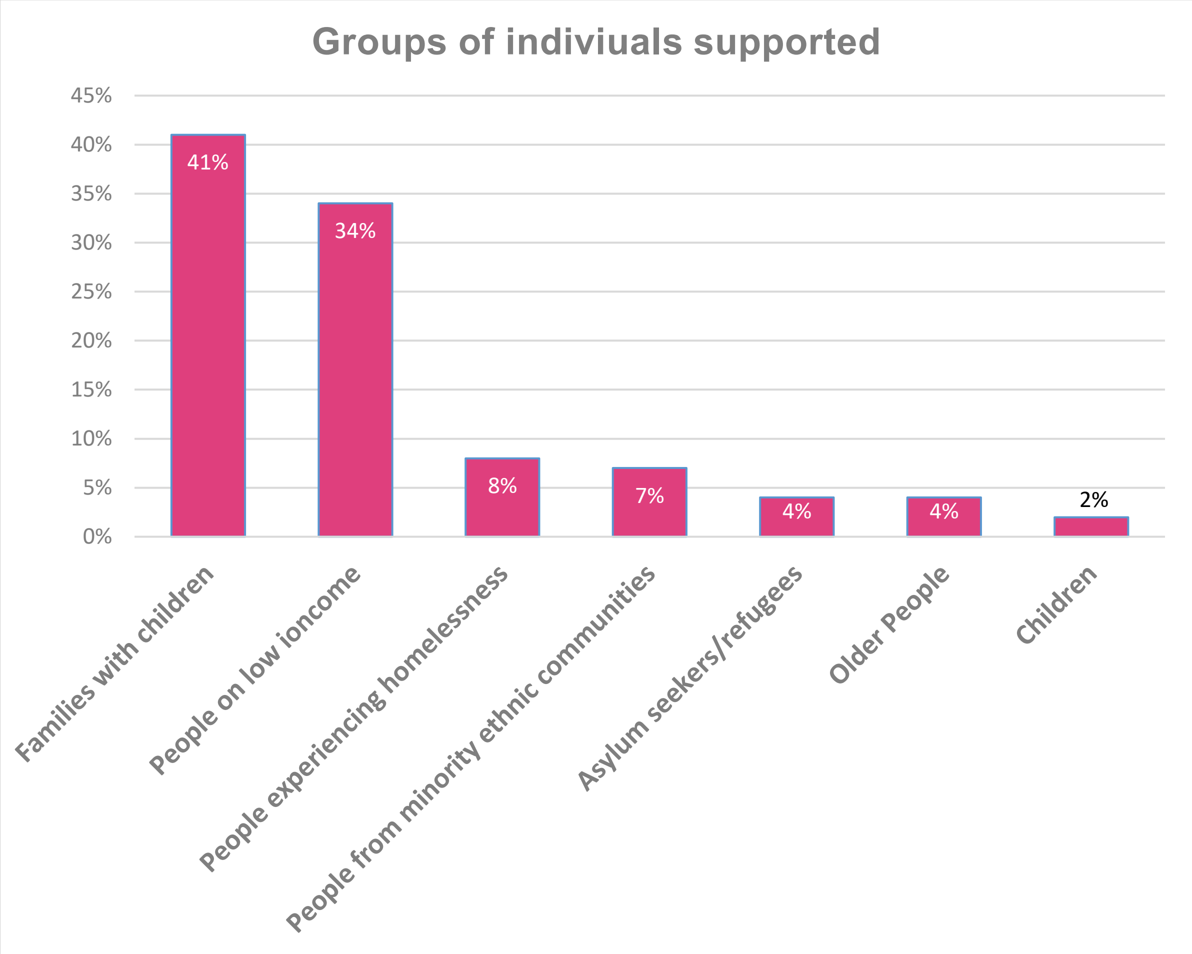


These products are distributed through Community Organisations and the number of organisations reached each month increased from almost none in January 2024 to a peak of 86 in August 2024. This reflects the growth of the project over 2024, from operating two days per week early in the year to establishing full time service by mid-year. There was an average of 2,373 kg of product delivered to each Community Organisation.

Figure 8 Organisations reached each month

Some community organisations have collected once while most have collected products multiple times. In 2024 there were 117 community organisations who distributed goods from Felix's Multibank. Data from Felix's Multibank indicated there were up to an estimated 95,691 individual recipients per week, meaning every community organisation on average has reached 818 individuals.

Figure 9 Target group for Community Organisations from survey



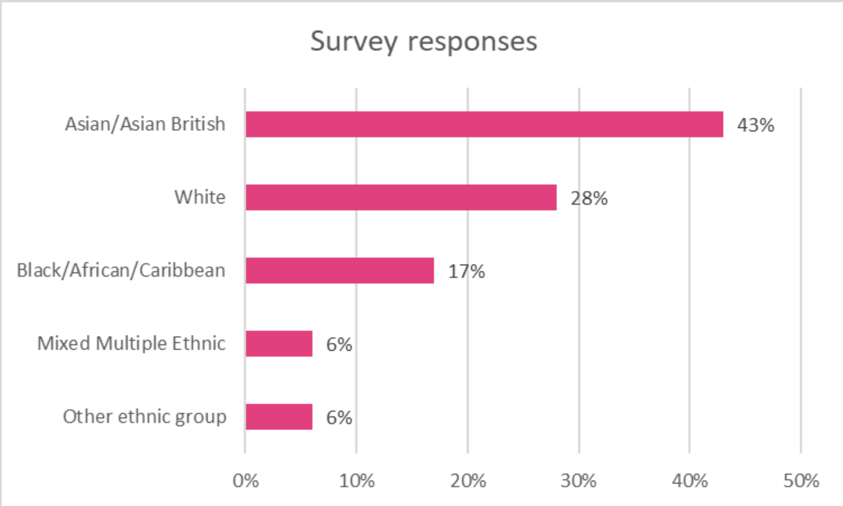
Of the community organisations supplied by Felix's Multibank the main groups supported are as listed in Figure 9. This indicates families with children and people on low incomes are the predominant groups supported by the community organisations.

Other groups are also supported and these are shown in Figure 9.

When The Felix Project asked community organisations to distribute a survey link to the people, they supported the responses we received (18) broke down as indicated in Figure 10. This indicated the largest group responding to the survey (43%) were from the Asian/British demographic group, followed by White (28%), Black/African/Caribbean (17%), with Mixed multiple Ethnic and Other Ethnic Group at 6% each.

As the response rate for this survey was so low, it is not possible to use this to explore how the Multibank has affected different groups.

Figure 10 Responses to individuals survey



Goods supplied

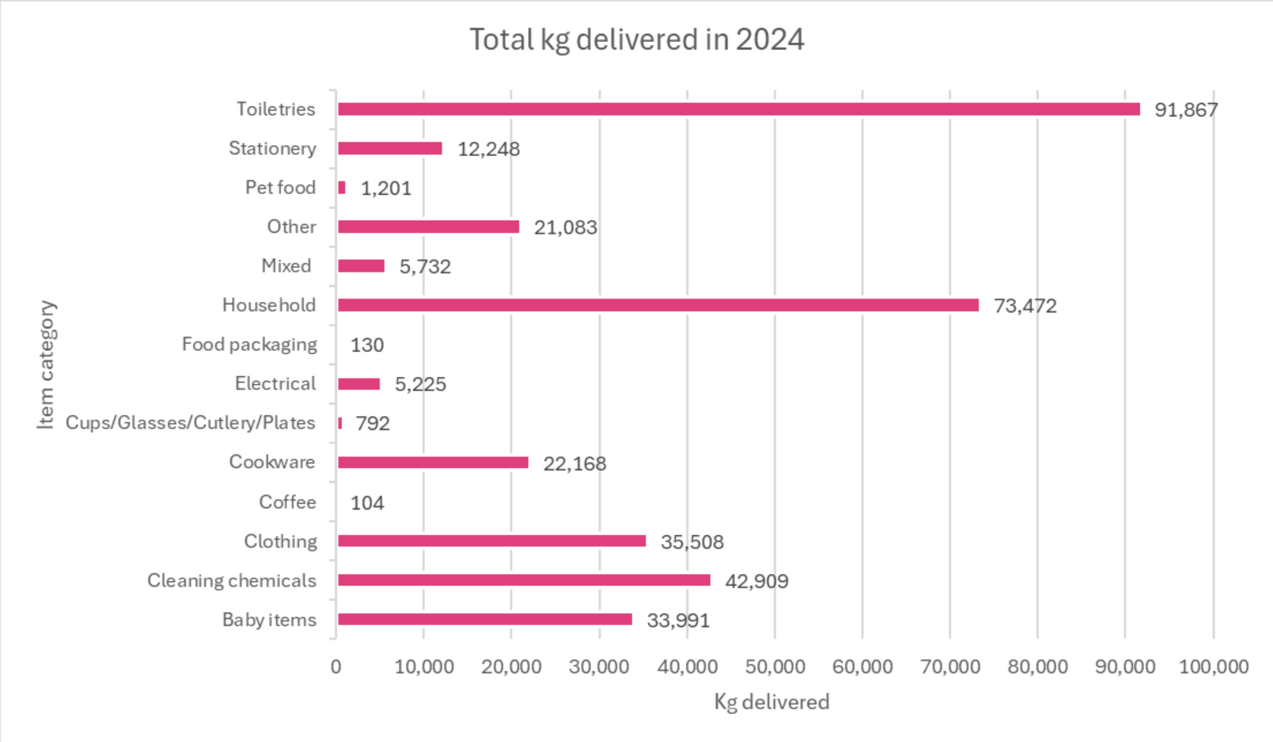
In 2024 a total of 30 suppliers have enabled Felix's Multibank to dispatch 497,758 kg[9] of items.

Suppliers may deliver as little as 18-20 Kg of product with only eight supplying more than 1000 Kg. One supplier delivered 14,766 Kg. Amazon deliver the most significant quantity of goods allowing The Felix Multibank to dispatch 440,209 Kg of Amazon supplied items. There is then a risk of over-dependence on a single supplier.

From the data supplied from Felix's Multibank we note in Figure 11 the volume of different products delivered in 2024.

[9] It should be noted that the number of products vary greatly in size and value. For example, ACCROL consists of 213,408 toilet rolls, while others gave for example items of furniture or crates of food products.

Figure 11 kg delivered in 2024



The key items delivered by volume are:

- Toiletries
- Household products
- Cleaning Chemicals
- Clothing
- Baby items

The relevant numbers for Felix Multibank are outlined in Figure 12

Figure 12 Project in numbers for 2024

- 30 Suppliers
- 497758 Kg supplied
- 1,455,576 units
- 117 Community Organisations
- 95,691 people supported (20,216 regularly)
- 35,505 Households
- 50,266 Children supported (10,619 regularly)
- Input £428,820 (operational)+ £13,100,184 (value of goods) = £13,529,004

4. Views on Felix's Multibank Process

In this section community organisations provided varied insights on the distribution process and effectiveness of Felix's Multibank.

Positive Aspects of the Distribution Process

Felix's Multibank distribution process has been widely praised by community organisations for its efficiency, responsiveness, and flexibility. The system of scheduled pickups carefully sorted items, and pre-packed goods significantly reduces congestion and saves time for those collecting goods.

Many organisations highlighted the use of inventory management software, *Gladys*, which allows staff to monitor stock levels and manage allocations effectively. Smooth ordering procedures and clear communication with The Felix Project staff were also frequently commended.

Felix staff were noted for their approachable and responsive nature, often addressing queries and feedback promptly. This level of support has enhanced trust and cooperation between the Felix's Multibank and its partner organisations.

Furthermore, the flexibility of the process was valued, with organisations appreciating the ability to rearrange pickup slots or redistribute unused items to others in need.

Processing items from suppliers

Despite its strengths, some challenges were identified in the Felix's Multibank operations. One highlighted issue was order accuracy, with several organisations noting discrepancies between the items ordered and those received.

There are large volumes of varied products being received and this requires a huge amount of work to categorise. This occasionally created logistical difficulties. In addition, descriptions of available items in the ordering system were often vague, with terms such as “toiletries” lacking specific details, making it hard for organisations to assess their usefulness. This is a natural consequence of managing surplus items on such a large scale and will not be something Felix’s multibank can resolve; this may instead be a case of ensuring clear and continued messaging around expectations of the service. Organisations are told their requests for items should not be considered ‘orders’ as in a commercial space and this messaging needs to be consistent.

This messaging and expectation-setting is also relevant to the challenge of inconsistencies in stock availability and issues with labelling and packaging.

Access to the Felix's Multibank depot was another challenge, particularly for smaller organisations. Distance and transportation limitations, such as reliance on small vehicles, were cited as barriers.

Thoughts on the Long-Term Sustainability

Community organisations expressed optimism about the long-term sustainability of Felix's Multibank, viewing it as a critical resource for addressing local needs. There is no information available on whether the Multibank helps the community organisations to sustain themselves, although in survey responses these community organisations expressed anxiety about the future. These organisations still rely on others’ support for long term viability. It is likely organisations would continue to operate but at a reduced capacity.

A key factor underpinning this optimism is the consistent availability of surplus goods. As one respondent explained,

> *There will always be surplus, therefore the Multibank should be sustainable as those items are no longer going to waste.*
>
> *Community Organisation representative*

The reliance of many individuals on the products supplied by the Multibank further underscores its importance.

> *People have become reliant on receiving the items – having these things is increasing individuals' quality of life, upping the baseline. If they were taken away, it could fall again.*
>
> *Community Organisation representative*

This highlights the role of Felix’s Multibank in maintaining stability for vulnerable populations and ensuring that basic needs are consistently addressed if not fully met. But this support could engender a potential dependency on short term support rather than breaking free from systemic poverty issues. This is mitigated by many of Felix's Multibank community organisations offering additional services that seek to address the underlying causes of poverty thereby helping to improve the circumstances of the individuals they support.

By addressing operational challenges and continuing to adapt to community requirements, Felix's Multibank is well-positioned to remain a valuable and sustainable resource for years to come.

5. Outcomes and Evidence

This Section describes the outcomes achieved by Felix's Multibank stakeholders and discusses the indicators that evidence achieving these outcomes, the quantity and duration of the outcomes.

Outcomes for People at Risk of Poverty

In terms of immediate relief and quality of life there are examples from interviews with individual recipients. A single parent with two young children, reported significant immediate relief from receiving non-food items such as toiletries, cleaning products, and kitchen supplies provided by Felix's Multibank. These items helped her alleviate financial pressures, enabling her to redirect resources toward other essentials for her family, such as food and bills. This relief allowed her to spend more quality time with her children rather than worrying about rising living costs. The emotional impact was substantial, reducing her anxiety about providing for her children and creating a more harmonious household. This is an example that underscores how immediate access to basic items can significantly improve recipients' financial stability, emotional health, and overall quality of life.

Based on the interview responses, the products people value most include:

1. **Household and Cleaning Products**:.
2. **Hygiene and Personal Care Items**:
3. **Baby and Child Products**:
4. **Clothing and Related Items**:

These items are valued as they alleviate financial pressures, improve hygiene and living conditions. There was also an alignment of supplied goods with those items individual recipients, in the survey, indicated they valued most.

Many individual recipients emphasised the emotional relief and dignity restored through the consistent provision of high-quality, necessary items.

> *It makes you feel happy that someone is actually thinking about us. Often, things are centred around children, so it is nice to have something that thinks about older people.*
>
> *Older person supported*

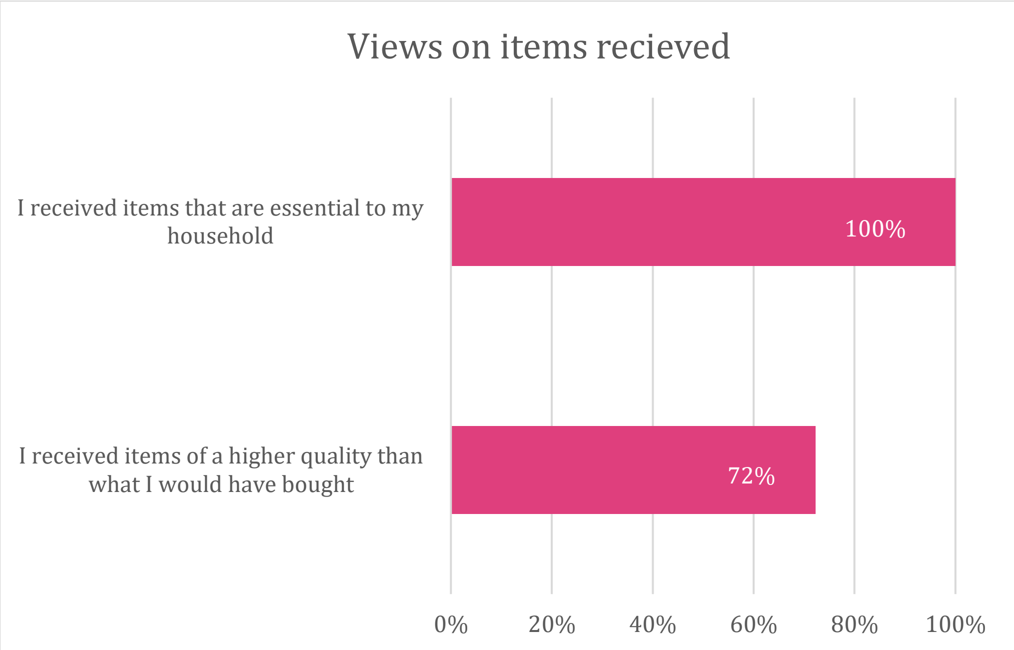
This reflects that the Felix Multibank is meeting diverse needs not just of families but for older people too. We recognise people of different backgrounds may be affected differently. An attempt was made to collect the necessary data to better understand this, but we did not have enough responses to draw conclusions against all demographic groups.

Access to immediate relief (access to goods and non-essential items)

Survey responses from individuals supported by community organisations revealed several significant outcomes that were achieved. 100% of those who responded to the survey stated that they received items essential for their household. 94% of people stated in the survey responses they *agreed or strongly agreed* the support provided immediate relief. Several beneficiaries emphasised the immediate relief they felt upon receiving non-food items, particularly in terms of reducing financial pressure, stress, and improving well-being.

In survey responses 56% of the respondents said they receive other support from the organisation that provides them with non-food items.

Figure 13 Views on items received



A church representative shared how they addressed urgent needs:

> *A regular came to get food, and he barely had socks on with sliders, and we were able to go inside and give him four pairs of new socks which we had collected from the Multibank.*
>
> *Church member*

Not only were these items essential but people reported (72%) that the items were of higher quality than they otherwise would have bought.

A school adjacent to a refugee hotel used Multibank products to support newly arrived families.

> *There is a refugee hotel next to the school and a lot of the families are there, often getting moved at the last minute and they turn up with nothing, so they can come by and collect items, even if it is just a bag of toiletries or a bag of essentials.*

Representative of a supported School

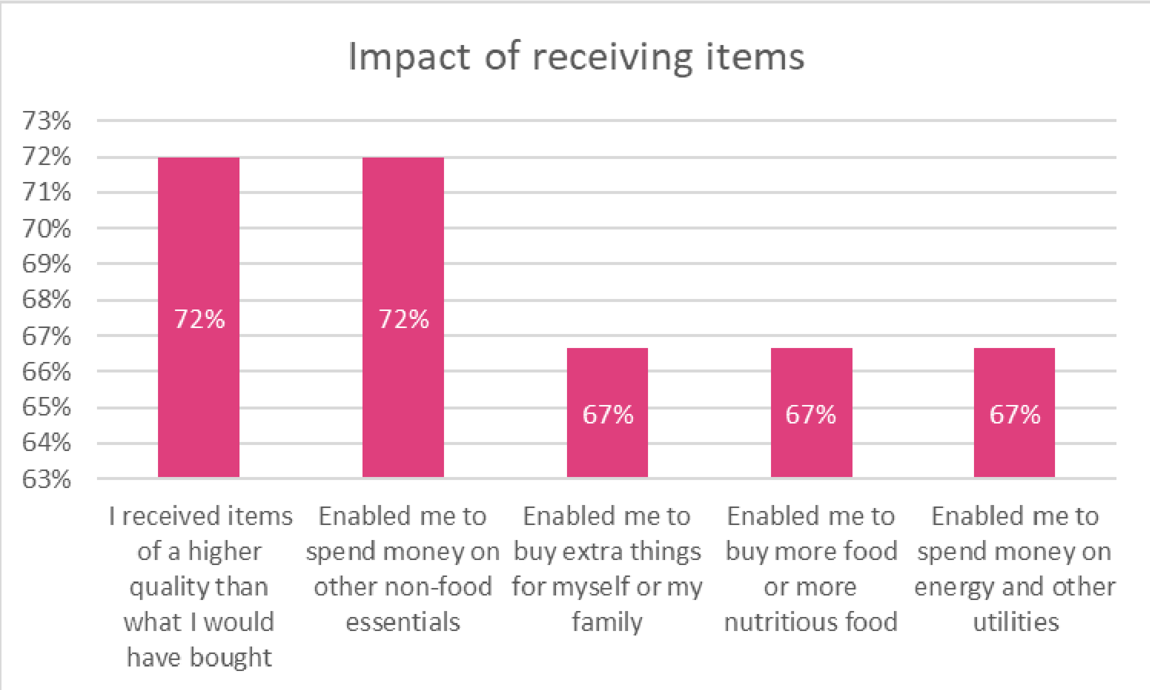
When asked what items might further improve their life, people wanted more of what was already provided. The only items that are not already being supplied included shoes or sleeping bags (for people who are homeless or in temporary accommodation).

Almost 100% of community organisations reported in their survey responses that items were well received by all ethnicities.

More relief from financial pressures

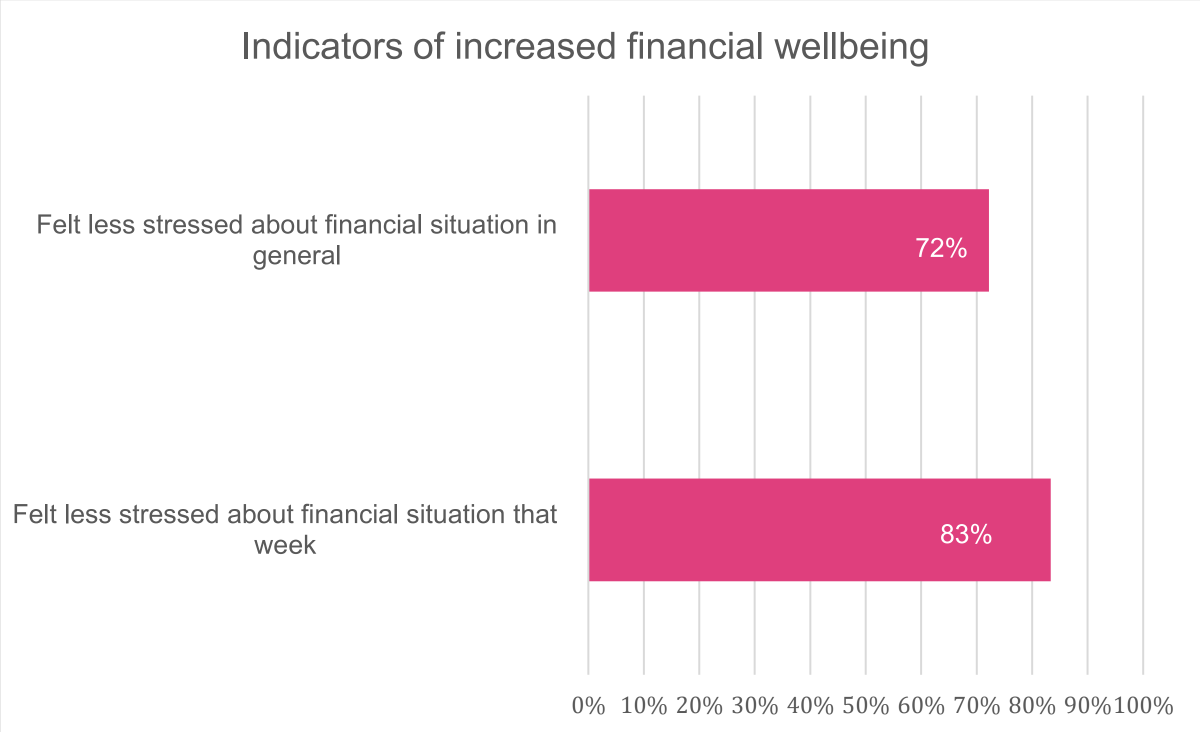
As people are provided with items they can meet utility costs, buy additional food, spend some money on extras and buy goods of higher quality than they otherwise may have. This gives people more ability to make choices.

Figure 14 Impact of receiving items



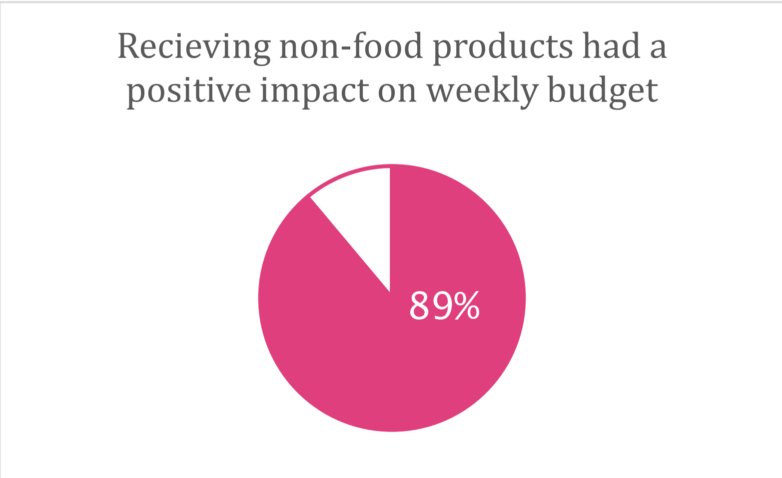
On average, beneficiaries reported in the survey they saved £22 per week from the donations they received. There was an insufficient number of responses from different demographic characteristics to state whether responses to these questions varied to any significant extent.

Figure 15 Increased financial wellbeing



Because of the ability to make choices and having essential products supplied people (72%) felt less stressed about their financial situation in general and especially in the short term (83%).

Figure 16 Positive impact on weekly budget



The receipt of products led to a positive impact on the weekly budget for 89% of respondents

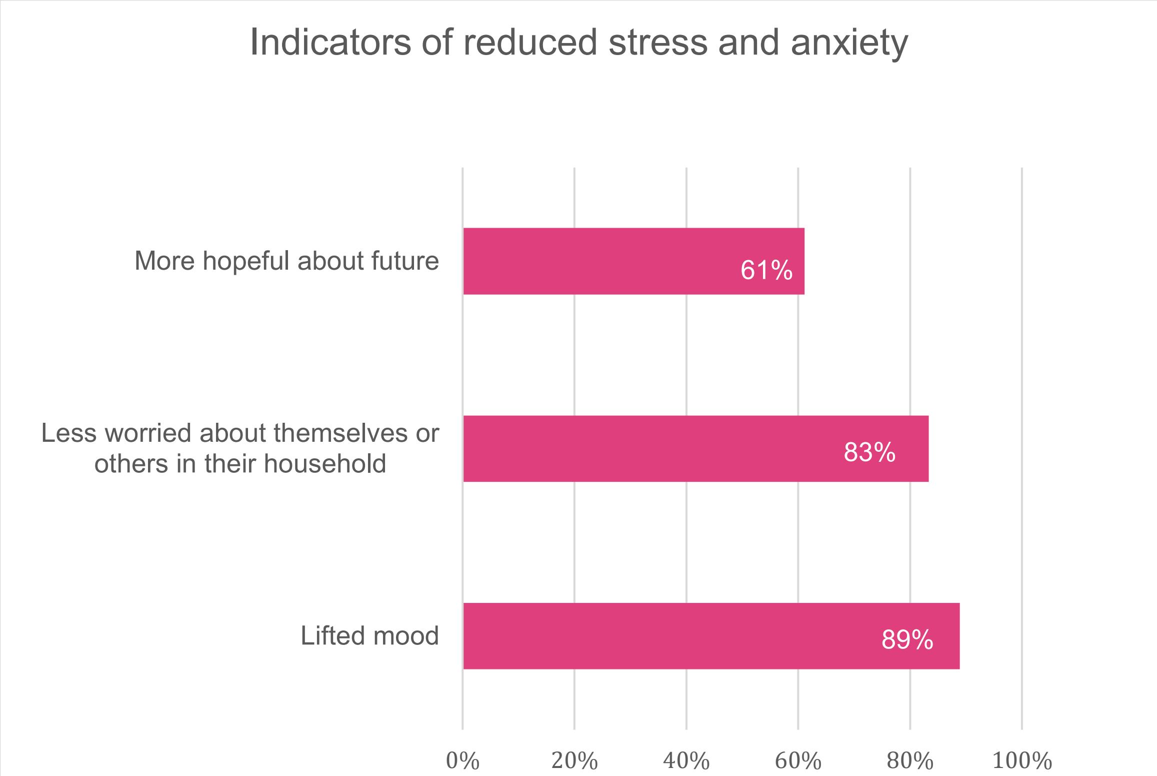
The items provided through Felix's Multibank have significantly reduced financial pressures for many individuals who often expressed gratitude for how the items allowed them to save money and redirect resources toward other essential needs.

> *The essential items we receive are expensive in shops. Getting them from the Multibank allows me to use the money for other things, like my children and family needs.*
>
> *Z, father of three children*

These responses demonstrate the tangible financial relief beneficiaries experience through accessing these non-food essentials.

Reduced stress and anxiety

Figure 17 Reduced stress and anxiety



Many individuals emphasised the emotional relief and dignity restored through the consistent provision of high-quality, necessary items. 89% stated that this lifted their mood. The items provided by Felix's Multibank have positively impacted individuals stress levels, reducing anxiety related to financial strain and daily necessities.

> *It reduces stress in terms of not having to think about buying those items or going out shopping for them. I can save money, and it gives me peace of mind.*
>
> *Z, Friends of Woodberry Down*

This example highlights how access to essential items alleviates stress and improves the emotional well-being of individuals, contributing to a more stable and positive household environment.

Another stated:

> *Receiving the items eases pressure and lessens anxiety. It brings happiness, and when I show them to my wife, it feels good. Being stressed can make my health conditions worse, so these items really help.*

S, Father of 3

Community Organisation respondents mention how access to essential items alleviates financial pressure, removes difficult choices between necessities, and creates a sense of relief. Tooting Community Kitchen said individuals reported feeling less stressed, with many expressing relief they could now afford other essentials for their families.

The support helps them feel financially more secure, reducing anxiety about providing for their children. Hornsey Lane Estate Community Association said people no longer have to make tough choices between buying food or essentials like toiletries. The financial relief reduces insecurity and stress, allowing them to focus on other aspects of life.

The availability of quality items at low cost has provided relief to many. People no longer have to worry about affording basic necessities, helping them maintain dignity and emotional stability.

Takes away worry and anxiety of these choices.

Pentecostal City Mission Church:

Overall, Felix's Multibank support directly alleviates stress and anxiety by reducing financial strain, preserving dignity, and offering a reliable source of assistance, which positively impacts individuals, families, and broader community resilience.

Improved emotional wellbeing

One respondent noticed an impact on emotional well-being, as opposed to stress and anxiety.

I used to worry about how I was going to feed or clothe my kids. Now, that worry is less, and it makes me happier, which positively affects my children too.

Person in receipt of items

These testimonials highlight how practical support enhances emotional resilience among recipients.

Increased confidence and self-esteem

Figure 18 Improved increase in confidence

No one reported the service had any negative impact on their confidence. 49% had no change while 61% of respondents reported a positive change. One stakeholder said that providing essential goods like toiletries and clothing helps individuals regain dignity, especially for those seeking employment. He explained how such support allows people to prepare for job interviews and present themselves appropriately, thus boosting their confidence.

Improved relationships

The Multibank's support has helped beneficiaries spend more quality time with their families, all of which contribute to stronger family relationships.

> *Chatting with my kids. So, I get more time and energy for them instead of worrying about money and rising cost of living.*
>
> *Recipient of goods*

Community organisations report the initiative has helped people feel less alone in their struggles. At John Perryn School, parents collecting items have found comfort in knowing that others share similar challenges, sparking conversations and encouraging engagement.

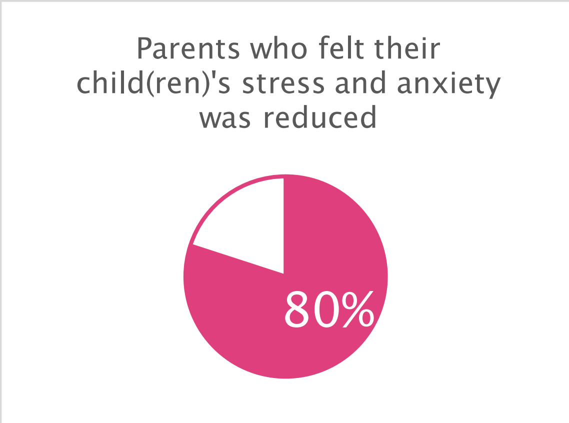
> *Parents come in and see that they are not alone in the issues they are facing. It sparks up conversation with them,*
>
> *K, John Perryn School*

Outcomes for Children

We asked the individuals who have received products supplied by Felix's Multibank about what the support has meant for their children. The responses from parents on how the support has impacted on their children have been taken as the leading data for the calculation of the SROI value.

Reduced stress and anxiety in children

Figure 19 Reduced stress

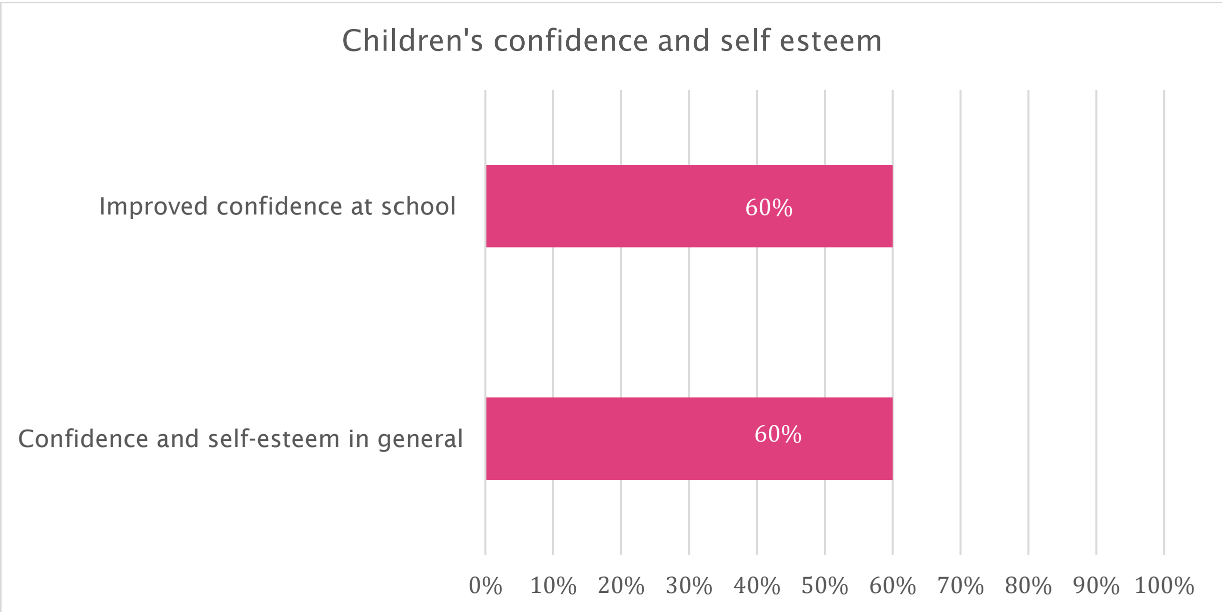


80% of parents agreed their children's stress and anxiety has reduced due to the Multibank support.

There are multiple references across the interviews highlighting how Felix's Multibank support has reduced stress and anxiety for children

Increased confidence and self-esteem

Figure 20 Children's improved confidence



Children feel better when they can arrive in school with new goods and equipment and have been able to use hygiene products.

Several interviews highlight how support from Felix's Multibank has positively impacted children's confidence and self-esteem. By ensuring families can provide essentials such as hygiene products, clothing, and school supplies, the programme helps children feel included, respected, and able to participate fully in social and educational activities.

Improved relationships

Responses from Community Organisation stakeholders during interviews highlight how Felix's Multibank contributes to stronger family bonds, improved peer relationships for children, and enhanced connections within the wider community, ultimately fostering social cohesion and resilience.

Many individuals experience reduced financial stress, allowing them to focus on family and relationships. One organisation shared how a mother could use the money she saved on essentials to buy her son his first pair of trainers, strengthening their bond.

> *She was so happy—he had never had an actual pair of trainers before*
>
> *Stella from RMUK.*

This sense of relief helps families create positive experiences beyond survival needs.

Improved performance at school

While Felix's Multibank primarily focuses on addressing basic needs, there is indirect evidence suggesting improved performance among children in schools. The impact is mostly attributed to alleviating financial stress on families and ensuring children have access to necessary items that support their well-being and engagement in education.

Families receiving support from the Multibank often gain access to school-related items such as stationery, uniforms, and backpacks, further reducing barriers to participation and confidence in school settings. Parents reported the provision of non-food essentials allowed them to allocate resources toward other priorities, such as school meals or extracurricular activities.

> *If we can help parents worry less about toiletries and clothes, they can focus on their kids’ school needs.*
>
> *The Felix Project Staff member*

Community Organisation staff observed families with better access to essentials reported children feeling more included and confident in their learning environment. When children’s basic needs are met, they are more likely to focus on their studies rather than being distracted by issues such as hunger, lack of hygiene, or inadequate clothing.

This assumption of improved academic performance, concentration or attendance is difficult to evidence over the one-year pilot of this programme, and even more difficult to attribute to a single intervention.

Equally, changes in academic performance would be a long-term metric that would not be possible to see in a pilot year. Therefore, specific academic performance metrics were not provided.

Reduced chance of being taken into care

A study by the National Children's Bureau[10] found increases in child poverty may be associated with higher rates of children entering care. Felix's Multibank may play a role in reducing risks associated with child welfare interventions. While more data would strengthen this conclusion, the initiative’s potential impact on creating stable home environments suggests it may indirectly reduce the chances of children being taken into care. Financial and material support can reduce tensions within households, improving family relationships and creating a more secure environment for children.

[10] Evidence Paper - Investing in Prevention - FINAL.pdf

Outcomes for Community Organisations

Organisations are clear the help they get from Felix's Multibank is essential.

The Multibank has had a significant impact on meeting the immediate needs of communities. Items like winter jackets, school supplies, and hygiene products have been vital for addressing urgent needs, particularly during seasonal crises. One organisation shared,

> *Helps us to support our community more holistically*
>
> *Community Organisation survey respondent*

The structured distribution process has enhanced efficiency in redistribution, enabling organisations to respond quickly to community requests while maintaining a stockpile for emergencies.

Felix's Multibank has played a crucial role in fostering stronger community connections by creating spaces for social interaction, encouraging partnerships, and inspiring a culture of mutual support. Through the distribution of essential items, people have been brought together, reducing isolation and strengthening relationships.

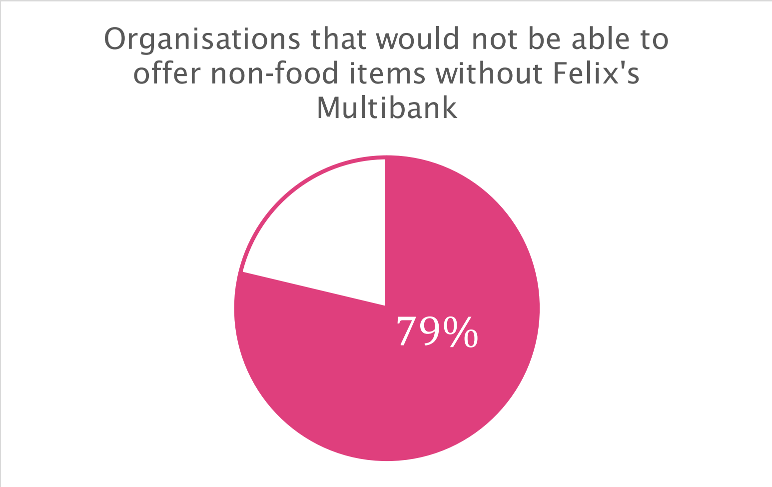
Felix’s Multibank has also strengthened partnerships between organisations. Hornsey Lane Estate Community Association has expanded its network by working with local churches and other community centres, ensuring wider access to essential goods.

> *We picked up stuff from the Multibank and gave this to a local church, forging a new connection and reaching more people in need,*
>
> *D, Hornsey Lane Estate Community Association*

Additionally, the initiative has inspired volunteering and community action. Little Village noted that people who received support were often motivated to give back by volunteering, further reinforcing a sense of community.

By alleviating financial stress, reducing social isolation, and strengthening community networks, Felix’s Multibank has not only provided essential goods but also created meaningful connections that continue to grow.

Figure 21 Organisations unable to afford non-food items



Community organisations that received products from Felix's Multibank to distribute to communities, saw benefits for their own practice and organisation as well. This support enables them to extend their reach into communities and deliver more support that otherwise they could not.

Increased and quicker access to resources

Community organisations overwhelmingly praised Felix's Multibank for enabling quicker access to essential resources, significantly improving their ability to support vulnerable individuals. The rapid distribution system allows them to respond swiftly to urgent needs, by providing household essentials to families affected by crisis.

The efficiency of the system was highlighted as a key advantage, with orders fulfilled within days. As one school noted, having stock on hand means they can assist people immediately, particularly displaced refugees. Environmental benefits were also acknowledged, with resources being repurposed instead of wasted.

> *Without the Multibank, all those resources would be there but would not be used.*
>
> *Esther Community Enterprise*

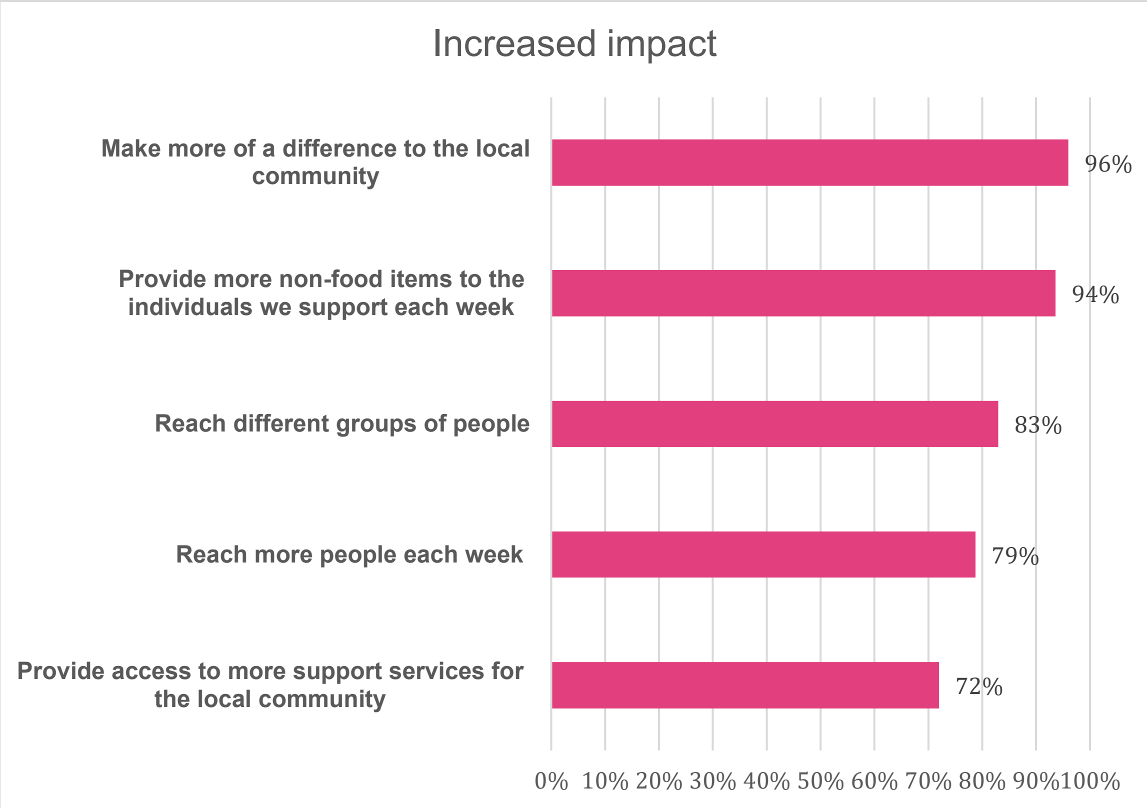
For many community organisations, products supplied by the Felix Multibank provide a substantial portion of the non-food items they can offer service users, enhancing the service they offer. 70% of the community organisations who responded to the survey had over 50% of their non-food products supplied by the Felix Multibank. 21% had 100% of their non-food products supplied by the Multibank

Community organisation staff benefit from reduced workload, greater efficiency, and stronger relationships with their communities. Felix's Multibank streamlines distribution, saving time and resources. Staff experience less stress, more structured operations, and increased motivation. As one church representative noted, the system enhanced their overall support,

> *It strengthens what we can offer.*

As outlined in Figure 22 72% of community organisations felt this project allowed them to offer more access to support services for the local community. And 96% agreed or strongly agreed the project allowed them to make more of a difference to the local community.

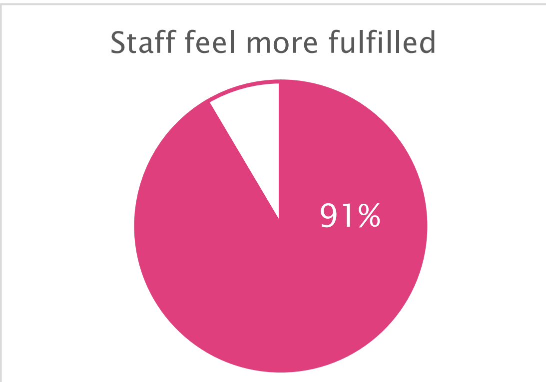
Figure 22 Increased impact



Increased ability to do their job and job satisfaction

Community Organisation staff widely reported increased job satisfaction due to the tangible impact of their work.

Figure 23 Staff satisfaction



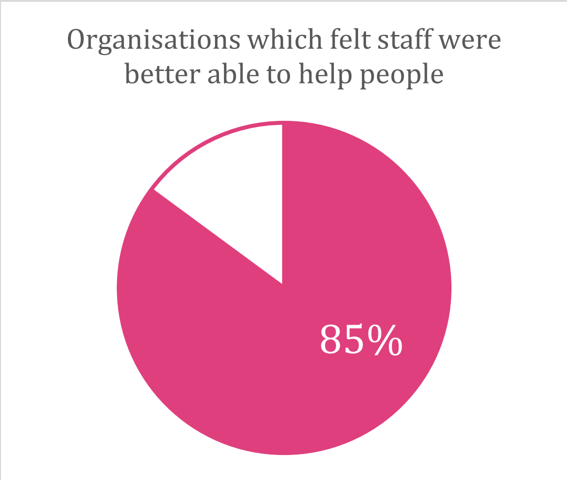
Being able to support people meant that Community Organisations' people were less stressed and more satisfied with their jobs. Interviewees reported this as a positive benefit. Another highlighted the emotional fulfilment derived from the initiative.

> *Knowing that you are doing it for a good cause changes everything. It is amazing to see the love and gratitude from charities and beneficiaries.*
>
> *Community Organisation representative*

The visible impact of their efforts, such as positive feedback from people supported by essentials, encouraged staff to remain dedicated.

Staff acknowledged the pressure of ensuring all tasks are completed to meet urgent needs. However, this pressure also instilled a deeper commitment to their roles.

Figure 24 Ability to help people



Improved relationship with communities

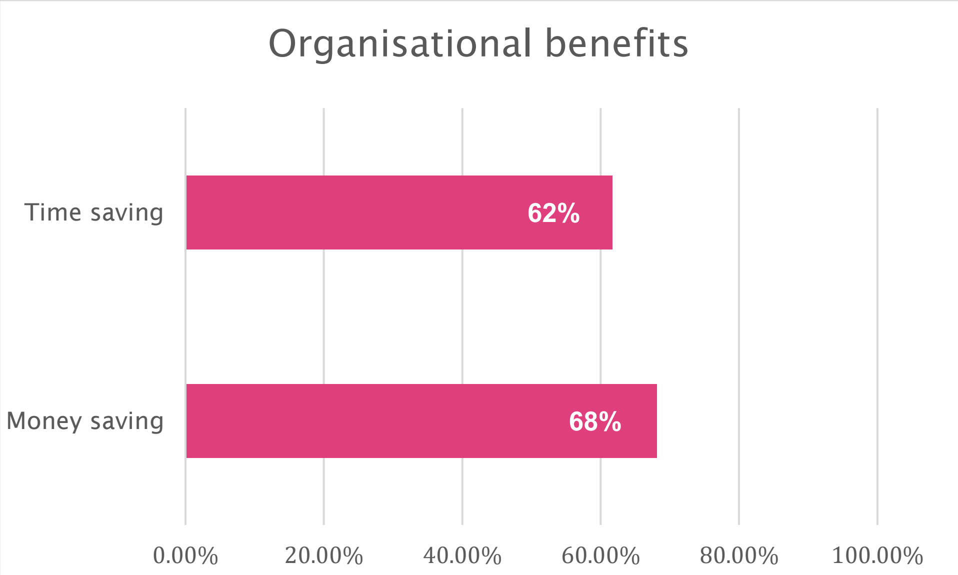
Community organisations that partner with Felix's Multibank report improved relationships with the individuals they support. This is primarily due to their enhanced ability to meet individuals' needs more comprehensively and consistently, fostering trust and strengthening bonds. Daniel, a Felix staff member, noted the ability to distribute essentials boosts individuals' confidence in the organisations, making them more likely to seek additional help or participate in community activities.

A member of Felix staff mentioned families receiving support view the organisations as "lifelines," leading to an increased sense of loyalty and trust.

Respondents almost unanimously agreed they could reach not only more people but different groups of people.

Savings made by Community Organisations

Figure 25 Organisation benefits



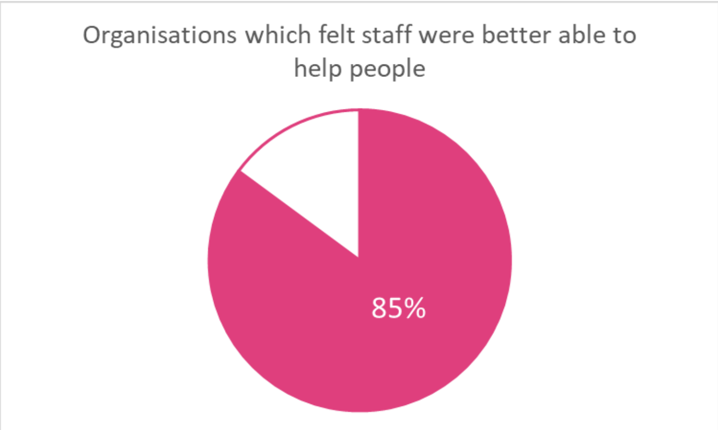
Community Organisation staff were asked whether they agreed that non-food products from Felix's Multibank enabled their organisation to save money or save time. The responses showed that 68% agreed or strongly agreed that it helped them save money. At the same time 62% agreed, from strongly agree to agree, that non-food products enabled their project to save time.

When asked approximately how much money their organisation saved as a result of receiving non-food items from Felix's Multibank it was reported from those who gave a value organisations saved from £60 to £2000 per week.

While the Felix's Multibank is positively supporting community organisations, 65% of organisations are either quite worried or very worried about their future sustainability.

Increased ability to direct individuals to other support on offer

Figure 26 Ability to offer support

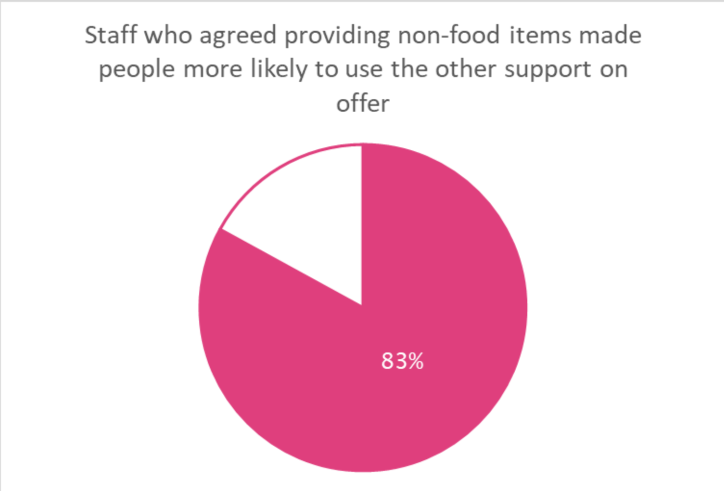


Community organisations reported staff were better able to help people with the products supplied to them by the Multibank.

Staff of community organisations also felt providing non-food products to people helped encourage people use other support services they have on offer.

As a result of the additional support community organisations can offer people it means that local people are then more likely to approach these organisations to take advantage of the other support services they can provide.

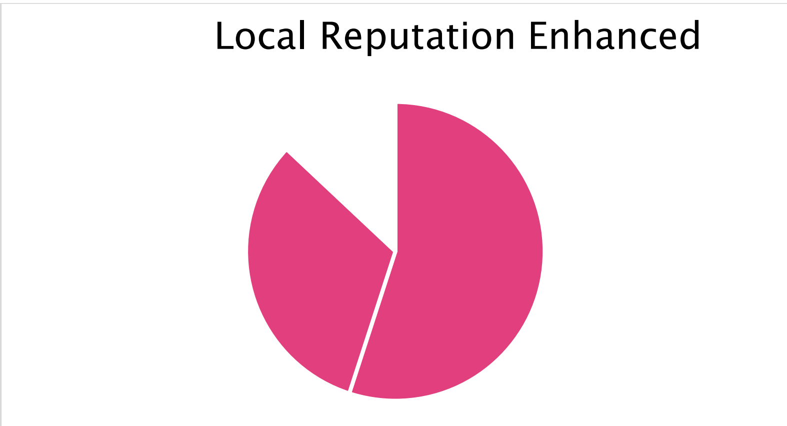
Figure 27 Use of other support



Enhanced local reputation

Community Organisation staff felt being able to access products from the Felix Multibank helped improve their reputation locally. 87% of community organisations asked, agreed it enhanced their local reputation, with 55% strongly agreeing.

Figure 28 Enhanced reputation



Outcomes for Suppliers

Suppliers provided products (as outlined in Section 3). People within suppliers interviewed were positive about the benefits their organisations received.

> *We have seen much better value in donating*
>
> *CR, Supplier*

Another supplier that reflects the benefit of working with the Multibank.

> *With this relationship with Multibank, this just has not been necessary (sending items to waste). It has literally solved our problem for us in a way that we just could not ever have imagined.*

Liberty Venn from the Children’s Book Project noted the partnership helped them address "book poverty" by distributing books to hard-to-reach communities, enhancing their social impact.

This highlights how the Multibank helped suppliers streamline operations and manage surplus effectively, saving time, reducing waste, and easing internal resource pressures for community partners and suppliers.

Enhanced Job Satisfaction

Involvement with Felix's Multibank initiative has influenced job satisfaction among suppliers’ employees. Suppliers also benefit and highlighted the value of reducing waste through purposeful redistribution.

Employees reported an increase in job satisfaction due to improved processes and clarity in surplus management.

This streamlined process reduced stress and improved morale within the supplier’s warehouse team. The ability to efficiently manage surplus and see tangible outcome, such as families benefiting directly from redistributed goods, boosted the emotional reward associated with their roles.

Employees found greater purpose in their work by aligning with The Felix Project’s sustainability and social impact goals.

Efficiency Gains

The collaboration (in some cases unexpectedly) simplified logistics and reduced the workload for employees managing surplus. For example, employees previously spent considerable time vetting partner organisations or finding recipients for surplus items. The Multibank partnership resolved this challenge efficiently, freeing up resources.

Positive collaborative partnerships

Many suppliers expressed deep appreciation for Felix's Multibank collaborative approach and the mutual benefits it provides. And all of the suppliers interviewed wished the project partnership to continue.

Outcomes for The Felix Project

Enhanced Job Satisfaction

As one Felix staff member mentioned,

> *Doing this charity work makes me feel like if I do not finish my tasks, someone might not eat tomorrow. That motivates me to work harder.*

Staff involved in setting up and running the Multibank developed stronger skills in logistics and warehouse management. One noted,

> *I had to work out the processes myself, improving my ability to streamline operations and ensure efficiency.*

Team leaders and managers reported growth in their ability to manage larger teams and coordinate complex tasks.

> *Collaborating closely with Amazon's team has taught me new organisational techniques and improved my approach to managing the warehouse.*

Staff learned to navigate the challenges of inconsistent supply and developed skills in rationing and equitable distribution. This involved balancing allocations based on organisational needs and the stock available. Moreover, the Multibank project has provided their staff with additional opportunities for professional growth, particularly in logistics, team management, and collaborative innovation.

Improvements in operational processes also contributed to satisfaction.

> *Simplified workflows reduced stress, making tasks easier to manage and increasing overall job satisfaction.*
>
> *Felix Multibank staff member*

Increased Sense of Purpose:

Felix staff felt a strong connection to their work, knowing they were directly addressing essential needs such as hygiene and clothing.

> *It is about giving people dignity back. If they do not have to spend money on essentials, they can focus on food or rent, and that's life changing.*
>
> *Felix staff member*

The impact of the Multibank on families and individuals provided a sense of accomplishment. For example, the knowledge that surplus items like baby clothes and toiletries were being used to support struggling families added to the already meaningful dimension of their roles.

One member of staff highlighted how the Multibank allowed him to work on non-food distribution for the first time, stating,

> *Knowing that we are helping people with items they truly need makes a huge difference.*
>
> *Depot manager*

He noted the gratitude received from community organisations often made the work feel emotionally rewarding. However, some staff mentioned occasional stress due to supply shortages or operational challenges, though this was outweighed by the positive outcomes of their efforts

The collaboration between The Felix Project and Multibank has also led to unexpected improvements in logistics and reduced workload for employees managing surplus. Staff report that warehouse processes have become more structured, with a cleaner, well-organised system streamlining stock movement. One key improvement has been optimised sorting, where incoming goods are categorised into broader product groups rather than individual items, making it easier for community organisations to request supplies and reducing staff workload. Additionally, Amazon's staff support has lightened the burden on employees by assisting with sorting and stock management.

These changes have also reduced physical strain, as staff no longer perform as much manual labour. Overall, the collaboration has led to greater efficiency, better inventory tracking, and improved staff well-being.

> *As a team leader, I loaded up all of the vans. I do not have to load vans anymore, so my back hurts less. I have fewer tension headaches, so that is probably good.*
>
> *Depot worker*

Retention and Engagement:

Research indicates that enhancing employees' sense of purpose and providing personal growth opportunities can lead to higher retention rates. A study by Benevity[11] found companies engaging employees in purpose-driven programmes experienced a 52% lower turnover among newer employees. Similarly, McKinsey's research highlights employees who feel their purpose aligns with their organisations are more engaged and loyal.

This outcome would be seen over a longer time period than the Felix's Multibank pilot, so is difficult to evidence at this stage.

[11] Talent Retention Study: Connecting Purpose and Employee Retention

Outcomes for Society

The reported outcomes achieved by vulnerable people will positively impact the public purse and therefore on society.

It should be noted the identified cost savings for the public purse are not always ‘cashable savings’ but, because of displacement effects, should be seen as an opportunity for resource reallocation.

Reduced health cost

The reported improvement in physical and mental health by people living in poverty and their children will result in less pressure on health services of people that have received products. This enables the NHS to allocate these resources to other services or patients. These savings due to the limited evidence of physical health improvements are not included in our SROI calculations.

Strengthening Relationships and Fostering a Sense of Community

The distribution of Felix's Multibank products has significantly contributed to strengthening community relationships by creating opportunities for interaction, reducing social isolation, and building trust. Community organisations highlighted several key ways this was achieved:

1. **Creating Shared Spaces for Interaction**:

- Many organisations mentioned that the distribution process brought people together in shared spaces, encouraging interaction among individuals who might not otherwise meet.
- As one organisation noted, *“When they come in, they might have to wait while things are prepared for them, and this gives them a chance to mingle and interact with people they otherwise wouldn’t.”*

2. **Building Trust and Collaboration**:

- The consistent support provided by the Multibank has strengthened the trust between organisations and the individuals they support. People feel valued and supported, which encourages them to engage more with their community.

3. **Encouraging Volunteering and Participation**:

- Individuals who have been supported by Felix's Multibank products are increasingly inspired to volunteer and help others, creating a cycle of giving back. One organisation shared, *“Some people have even become volunteers themselves.”*.

4. **Reducing Isolation**:

- For individuals struggling with financial or personal challenges, the Multibank provides not just material support but also a sense of belonging. *"It stopped or reduced isolation, creating opportunities for people to interact and form connections."*

These elements therefore lead to enhanced social cohesion. However, this is an outcome we have not valued in our SROI calculation.

Outcomes for the Environment

Community organisations widely felt the Felix's Multibank's played a strong role in promoting environmental sustainability. The Multibank repurposes surplus goods, ensuring some items that might otherwise end up in landfills are instead redistributed to those in need.

Products that are distributed through Felix's Multibank are not exclusively surplus products and so would not all go to waste were it not for Multibank. This is an issue across the Multibank network in terms of this calculation; if we were to assume all products would go to waste this would exaggerate and overstate environmental impact, but identifying products as donation or surplus is a challenge.

By distributing surplus goods, the Multibank may contribute to reducing demand for new production, thus conserving raw materials and energy. Organisations noted individuals are increasingly aware of the value of repurposing and reusing items, fostering a culture of sustainability within communities. Through activities and the visible impact of the Multibank, communities are becoming more conscious of sustainability efforts and the importance of reducing waste.

> *Products are not being wasted, they are going to be used, preventing people from going out and buying more stuff.*
>
> *Multibank supplier*

The positive environmental impact of the Multibank will be through the avoided and embedded emissions of these items. Avoided emissions are those that would happen if the products went to waste (which people can avoid by not throwing them away). Embedded emissions are those that were already used to create the products (which are 'embedded' in the product, and which were not produced in vain).

These positive environmental impacts are only relevant for products that are genuine surplus; there is no environmental benefit to the % of goods distributed via Multibank that are donations that would *not* have gone to waste. For the environment we have taken the volume of products in 2024. We need to remove the % of products that are donations from the total (assume 20% to be removed, 497,758 x 0.8= 398,206kg). We will also remove the % that is wasted at the end, because we have not successfully rescued this end-to-end. From responses from Community Organisations on how much product they are not able to use, we assume that 10% of 398,206 Kg of household essentials (39,821 kg) go to waste. Therefore, 358,385kg of product is considered to be end-to-end rescued from waste. An assumption has been made that this is the equivalent weight of CO_2e due to lack of capacity to conduct a more accurate estimation of this. This is a complicated technical issue that this research did not delve into.

In addition, Felix's Multibank operations have a 'carbon footprint,' with a negative impact on the environment, particularly around transport. The Felix Project is proactively working on reducing organisational footprint as much as possible

In SROI, "drop-off" refers to the decline in benefits over time after the initial impact. If the carbon footprint reduction due to a household essential goods distribution project is a one-off event (e.g., a single intervention reducing waste), the drop-off rate would be 100% since the reduction occurs only once (e.g., a bulk distribution avoiding waste for a specific period), its ongoing impact does not continue year after year.

By focusing on these factors above as it grows, Felix’s Multibank will continue to align and integrate with the overall vision of The Felix Project and its mission, of a London where good food is never wasted, and no one goes hungry.

6. Impact

This section examines the impact of Felix's Multibank with reference to the other factors that influence it.

Outcome Indicators

An outcome indicator is a measure to enable impact and change to be measured and validated. In other words, an outcome indicator shows how we would know if an outcome has been achieved.

For each outcome we have identified appropriate outcome indicators. The Impact Map (Appendix A) shows the outcome indicators for the identified outcomes.

Quantity

The items in the volumes delivered was used as a starting point. 497,758 Kg of goods (1,455,576items) were provided to 95,691 people. This includes 50,266 children.

We have estimated that **20,216** individuals, of which **10,619** are children, received regular support.

For the suppliers we have taken the actual number of suppliers **(30**) that participated in Felix's Multibank in 2024 and the items were distributed through **117** community organisations.

The outcomes for the public purse (Society) are directly derived from the outcomes achieved by the individual recipients of the products.

We have estimated that 80% of Multibank items are genuine surplus that may have gone to waste otherwise and assumed that 10% of items did ultimately go to waste (based on community organisation survey responses on this). This forms our calculation of environmental impact.

The quantities are shown in the Impact Map (Appendix A - Impact Map - The Felix Project).

Duration

Some outcomes for some projects have the potential to last a long time, potentially for the rest of stakeholder's life, while others will only last for the duration of the intervention. In Social Return on Investment (SROI), the duration of outcomes refers to the length of time the social, economic, or environmental benefits of an intervention last. It considers how long stakeholders continue to experience positive changes after the intervention ends. This is crucial in calculating the total impact and ensuring benefits are not overestimated. The duration is determined through stakeholder feedback, historical data, and contextual factors to provide as accurate and credible assessment of long-term impact as possible. All outcomes identified in this evaluation, we have conservatively assumed, last for the year during which the items were supplied.

Financial Proxies

SROI analysis requires us to make certain and assumptions to arrive at a reasonable estimate of the Social Return on Investment. SROI uses financial proxies to establish a monetary value of intangible outcomes. A financial proxy approximates the value that can be attached to the outcome. When applicable, price is used as a measure of value when there is an associated market. For intangible outcomes there are no markets, and we have used financial proxies to determine the value.

There are several techniques, developed in economic Cost-Benefit Analysis, to determine financial proxies for intangible outcomes. For this evaluation we have used values existing SROI research reports and from Social Value Engine[12] derived from:

- **Revealed preference** - a price-based technique that looks at people's behaviour in related markets and takes the value from the price of related market-traded products.
- **Wellbeing Valuation** - a technique that looks at determinants of people's wellbeing (for example life satisfaction or quality of life), whereby income is one of the determinants.
- **Cost saving** - a direct cost-saving for the stakeholder. For public spending this is in most cases not a 'cashable saving' and should be considered a resource re-allocation.

To establish the impact of Felix's Multibank to ensure credibility and to avoid over-claiming the impact of the project is determined by considering attribution, deadweight and drop off as described below.

Attribution

Attribution in the Social Value Engine calculations is how much of the outcome was caused by the contribution of other organisations or people. It shows the part of deadweight for which you have better information and where you can attribute a portion of the outcome to other people or organisations.[13]

Over half of the respondents reported they had also had help from other organisations. Several other organisations support people in ways that complement the Felix Multibank, either by providing food, essential goods, or additional services to improve financial stability, well-being, and social inclusion. From the interviews we know community organisations distribute Felix Multibank items. However, they also provide additional support, such as food parcels and support to people in supported accommodation, particularly those dealing with financial instability, housing insecurity, or health issues. Other organisations offer support to families and the elderly, with financial advice, and community engagement initiatives. There are also organisations offering support to people. All of these interventions will make some

[12] Frequently Asked Questions - Social Value Engine

[13] The Guide to Social Return on Investment, Social Value UK, January 2012

contribution to the identified outcomes. Where Felix’s Multibank is directly providing the items that impact on a specific outcome the attribution of others will be significantly less.

In the consultations, individuals and professionals were asked to identify who else had helped them with the changes they had described. The attribution is calculated based on the answers of respondents to the relevant questions in the surveys. Where people were significantly supported by others then the attribution % is higher. Felix’s Multibank support for children (e.g., hygiene, school-related essentials) contributes significantly to improved well-being, but other factors like parental care, education systems, and support from others influence outcomes.

It should be noted that the response rate of the community organisation survey was 40%.

Community organisations receive essential supplies from Felix’s Multibank allowing them to extend their reach and resources. 75% of the community organisations who responded reported they used all of the products supplied to them while 15% could not use 10% of products and the remainder (10%) could not use more than 10% of products. So, in this case **10%** attribution has been used for both individuals and community organisations here.

The outcomes for suppliers are, to a certain extent, reliant on Felix’s Multibank, as these businesses often lack alternative means for redistributing their surplus goods effectively. **30%** attribution has been used here.

Societal outcomes (e.g. improved community cohesion) are influenced by multiple players, with Felix’s Multibank playing a smaller role, and in this SROI we have not sought to value this as there was limited evidence of these wider, longer-term changes.

The environmental impact (e.g., waste diversion, reduced carbon emissions) is directly attributable to Felix’s Multibank activities, giving an attribution of **0%.**

Deadweight

Deadweight is a measure to assess what part of the outcomes would have happened, even if the activity or intervention had not taken place. This will vary by outcome, and we estimate the percentage depending on what stakeholders report to us. For each stakeholder we have estimated from interview and survey responses what might have occurred if support was not available from Felix’s Multibank.

We estimated a deadweight of **36%** for people and children experiencing outcomes, suggesting that around 1/3 of people would experience some of these improvements anyway. We have used a figure of **25%** to reflect that without Felix’s Multibank community organisations may have found other sources of these items for their communities.

From the interviews and documents, businesses and organisations donating to Felix’s Multibank highlight several alternative outcomes for surplus stock if they had not donated: One organisation stated that without the Multibank, their surplus stock of tissue products (toilet rolls, kitchen towels, facial wipes) would have gone to recycling, where it would be repurposed into new products but not directly benefitting people in need.

It would go for recycling, basically. So, we would get a nominal fee for it to be used as waste paper, but we have seen much better value in donating.

One supplier mentioned that before working with the Multibank, they held on to surplus items until they could find smaller partners to distribute to. This process was slow, inefficient, and required significant effort. Children's Book Project noted that without the Multibank, they would have struggled to distribute large quantities of baby books, as reaching small groups was logistically challenging for them. A deadweight of 20% has been applied to reflect suppliers' ability to find alternative recipients.

Calculations of deadweight for environmental interventions typically range between 10-40%, depending on the availability of alternative solutions. Thus, considering the responses in interviews and evidence from the surveys, a deadweight rate of **20%** has been applied[14]. This suggests that 20% of the positive environmental impacts of rescuing these products would have happened without Felix's Multibank.

Figure 29 shows the range of attribution and deadweight percentage estimates used for stakeholders.

Figure 29 Attribution and deadweight

Stakeholder (Number)	Attribution	Deadweight
People living in poverty	0 - 10%	36%
Children	10%	36%
Community Organisations	10%	25%
Suppliers	30%	20%
Environment	0%	20%

Drop Off

For some outcomes, the effect of the outcome will decline over time. The outcome will be influenced by other factors, and it will be less attributable to the activity. This is calculated by deducting a straight percentage from the outcome each year. For Felix's multibank we believe the duration of each outcome is one year.

For most applicable outcomes we have assumed a drop off of **33**% as benefits will tail off quickly as the supplied items are used and no longer delivered. Many SROI models assume a gradual reduction in benefits, and 33% per year means that after three years, approximately 70-75% of the initial impact has diminished. This aligns with economic and social research, where interventions often show diminishing returns after a few years. The SROI Network Guide recommends using reasonable assumptions. School attendance we felt was an exception and 50% was used as a default drop off as the benefits decrease faster.

[14] Guide to SROI, UK Cabinet Office

Input

Both previous Multibank projects heavily relied on the value of goods as a primary input. Like these projects the = Value of Products was considered. To estimate the monetary value of 497,758 kg of non-food household essentials (e.g., cleaning products, toiletries, etc.), we asked Amazon to value these products. The total retail cost for **497,758 kg** of household essentials estimated at 1,455,576 items is **£13,100,184**.[15]

Inputs also included operational costs, such as warehouse space, logistics, and staff time of **£428,820**. This figure accounts for gifts-in-kind and rent discounts to Felix's Multibank. It should be noted, however, that the multibank was supported with vans and staff time by The Felix Project's nearby West London depot and that this has not been included in the input calculation due to difficulties in separating this from depot operations. The figure, as with all figures in this evaluation, covers activity in 2024 only.

The value of work done by community organisations and their time commitment to distributing products was another implicit input, though not monetised. The same is true of volunteer time and staff time gifted by Amazon.

The total input cost is **£13,529,004.**

Materiality of Impact

In our analysis of attribution and deadweight we have found no outcomes where attribution and deadweight or a combination of these two has led to an impact that is not relevant or significant and therefore not material.

The impact of Felix's Multibank is calculated by the quantity of the outcomes multiplied by the value of the financial proxy, minus attribution and deadweight (see Impact map).

Discounting is applied to those values that have been projected for longer than 1 year, though here is none in his case. The interest rate used to discount the value of future benefits in this case is 3.5%[16]. We used the [Social Value Engine]() to calculate the Social Return on Investment (SROI). As stated earlier the total value created by a project is established by identifying and valuing the outcomes that matter most to stakeholders. This involved a structured process that went beyond simply measuring outputs, but capturing the meaningful change experienced by Stakeholders were consulted to ensure that the outcomes identified are material and relevant. Each outcome is then matched with a **financial proxy—**a monetary value that represents the worth of the change to the stakeholder. These proxies are based on market values, cost savings, or stated preferences.

In the Social Value Engine, SROI applies four key adjustments to ensure robust valuation:

1. **Deadweight** – what would have happened anyway.

[15] Estimate average (/item from Amazon, March 2025

[16] This is based on the UK Government Green Book recommended discount rate for public funds.

2. **Attribution** – how much of the outcome was due to the project versus other factors.

3. **Displacement** – whether the outcome has simply moved a problem elsewhere.

4. **Drop-off** – how long the benefit lasts and whether it diminishes over time.

By applying these adjustments, the final value in the Social Value Engine avoids overclaiming and focuses on the **net impact** of the project. Each net impact is then multiplied by the number of stakeholders affected to calculate the **total value created** per outcome.

Finally, the total value of all outcomes is summed and compared to the investment made, resulting in the **SROI ratio**. This ratio, along with qualitative findings, offers a powerful way to communicate a project's social, economic, and environmental value in terms familiar to funders and decision-makers.

In our calculations[17] of the impacts, we have established the total of all impacts of the programme at £ 95,129,115. This represents the total value created by Felix's Multibank

In SROI, Total Present Value (TPV) is the sum of all future benefits (social, economic, environmental) adjusted to today's value using a discount rate. It reflects the current worth of projected outcomes over time, enabling comparison with the investment cost to calculate the SROI ratio. The Total Present Value for Felix's Multibank, at a discount rate of 3.5%, is £ 91,912,188. This represents the total value created whereby the earning capacity of the amounts in the future is discounted.

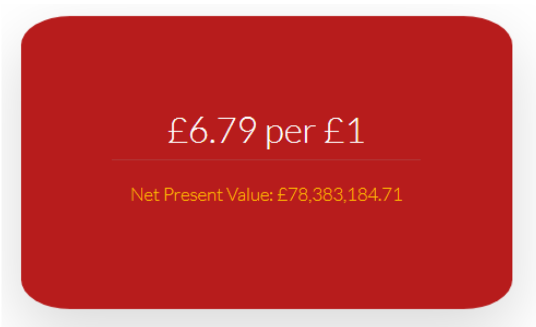
The calculations for this figure can be seen in the Impact Maps in Appendix A.

The Social Return on Investment value is expressed as a ratio of return and is the resultant of the value of the impact divided by the value of the investment. However, the value of the impact is corrected to the Present Value (PV) to reflect the present-day value of benefits projected into the future.

$$\text{SROI} = \frac{\text{Total Present Value}}{\text{Total Input}} \qquad \text{SROI} = \frac{\pounds 91{,}912{,}188}{\pounds 13{,}100{,}184.^{1} + \pounds 428{,}820}$$

The Net Present Value, the Total Present Value minus the total of all investments is £78,383,184. This amount represents the total extra value created by Felix's Multibank. Based on assumptions and estimates we calculate:

The base case (most balanced estimate) **SROI value is £6.79**



[17] All amounts are rounded to Pound Sterling.

Sensitivity Analysis

We have undertaken a sensitivity analysis to test these assumptions and variables given that there are areas of the base case that could be derived from imperfect evidence. We increased attribution across all outcomes by 10% and this produced a SROI value of £7.47

If the Total Present Value were reduced by 10% assuming the project delivered less value than the base case then the SROI value would be £6.11.

The mean SROI is £6.79 per £1 invested, within a range of £6.11 to £7.47. Best practice in SROI reporting is to present the full range to reflect uncertainty and variability in the analysis.

8. Conclusions and recommendations

This section presents an analysis of the project and the social value created by Felix's Multibank and our conclusions from the study

Social Value Created

The Social Value Engine calculates from the data we insert the Felix Multibank. This indicates the mean SROI is **£6.79** per £1 invested, within a range of **£6.11 to £7.47.**

Conclusions

Supporting families

Felix's Multibank is a transformative initiative that collaborates with a diverse range of community organisations to address both food insecurity and essential non-food needs. By redistributing surplus goods such as toiletries, cleaning products, clothing, and other essentials, it has significantly improved the lives of vulnerable communities. The Multibank's operational model ensures its resources are effectively utilised, benefiting individuals, and community organisations alike. Individuals reported using the savings from receiving essential items to cover other critical expenses such as food, rent, and utilities, avoiding crisis situations like eviction.

Benefiting children

With an estimated 55% of individuals being families with children, the project has positively impacted children's well-being by reducing financial strain on families and improving their living conditions.

Boosting community organisations

The support provided by Felix's Multibank improved the efficiency of 117 community organisations, enabling them to extend their reach and increase their impact on vulnerable populations. The processes for managing and distributing goods are robust, focusing on efficiency and responsiveness. Goods are categorised into clear groups, making them easier to allocate based on specific needs. The system uses data-driven methods, such as assessing the number of individuals served by each community organisation, to ensure fair and equitable distribution. Community organisations can request items they need, creating a responsive and collaborative approach. This streamlined model has enabled Felix's Multibank to scale rapidly, becoming the UK's largest non-food redistribution initiative in a short time.

Enhancing job satisfaction

The initiative has also positively impacted staff of Felix's Multibank and of the suppliers and community organisations, enhancing job satisfaction and fostering a strong sense of purpose. Employees take pride in knowing their work contributes directly to improving lives.

Felix's Multibank staff have benefited from professional development opportunities, gaining experience in logistics, project management, and operational efficiency. Despite occasional challenges such as supply shortages and workload pressures, the supportive workplace culture has maintained high motivation and engagement among employees.

Suppliers

Felix's Multibank has also strengthened its partnerships with suppliers, who value the initiative's alignment with sustainability and social responsibility goals. Suppliers contributing surplus goods benefit from operational efficiencies, improved staff job satisfaction and peoples' sense of purpose. These collaborations have deepened over time, reinforcing the Multibank's long-term sustainability and impact.

Environmental impact

In terms of environmental impact, the Multibank contributes by repurposing surplus goods that might otherwise end up in landfills. This benefit would increase by increasing the percentage of goods received that are genuine surplus, rather than donations; and by recording this distinction accurately across Felix's Multibank. Other opportunities to improve sustainability efforts continue across The Felix Project's efforts to reduce carbon footprint

Logistical distribution

Challenges include seasonal fluctuations in supply. There can, on rare occasions, be additional effort required by the Multibank staff when community organisations fail to collect goods, and they have to re-assign the goods to others.

Overall, Felix's Multibank is a highly impactful initiative that addresses pressing community needs, supports staff development, and fosters sustainability while paving the way for continued growth and success.

Recommendations

Due to the large volume of product going through Felix's Multibank some of these recommendations may be too time consuming or expensive to be implemented but can be considered.

Delivery Support:

- Introduce delivery options, particularly for smaller organisations or those far from the hubs.

Feedback Mechanisms:

- Identify and implement processes to ensure community organisations collect their goods on time, reducing waste and improving overall efficiency.
- Develop better systems for gathering feedback, such as apps or accessible forms, to refine the process further.

Strong Supplier Relationships:

- Maintaining partnerships with suppliers who provide surplus items is essential. Regular feedback about the positive impact of redistributing surplus goods and building trust will help retain these relationships.
- A significant proportion of items is supplied by Amazon in comparison to all others indicating a need to diversify suppliers to reduce reliance on a single supplier and establish partnerships with additional organisations to ensure consistent stock levels in the future.

Reliable and Consistent Stock

- Felix's Multibank already has a steady supply of in-demand items such as hygiene products, toiletries, and warm clothing. This is crucial as organisations stressed the importance of meeting the expectations of the individuals they support by ensuring availability aligns with needs.

Clear Communication and Feedback Mechanisms:

- Suggestions from individuals or community organisations around issues with ordering and availability may suggest a need to increase or improve communications or expectation-setting, or a need to better support organisations to do this. Felix's Multibank receives surplus product and is not therefore able to meet any 'orders,' it can only distribute the items available.
- Regular Consultations: Engaging organisations and individuals in regular consultations to identify evolving needs and priorities would help ensure the Multibank's offerings remain relevant and impactful.

Individual recipient impact

- Continue to seek input from individuals where possible to understand how Felix's Multibank has impacted them over a longer period.
- People of different backgrounds may be affected differently, and further effort should be made to collect the necessary data to better understand this.

Financial Support and Resource Investment:

- Ongoing funding to support infrastructure, staffing, and operational improvements is essential to sustain and expand Felix's Multibank's impact over time.
- Volunteers have not been part of our impact calculations because numbers were low. However, recruitment and retention of volunteers will be essential for the sustainable running of Felix's Multibank, particularly if staff support from Amazon diminishes over time. These future volunteers will be a key resource.

By focusing on these factors as it grows, Felix's Multibank will continue to align and integrate with the overall vision of The Felix Project and its mission, of a London where good food is never wasted, and no one goes hungry.

Appendix A - Impact Map - The Felix Project Multibank

The Social Value Engine provides our impact map Table 1, however *this is not easy to read* when downloaded so we have replicated this in a table in Table 2

Table 1 Social Value Engine

OUTCOME		PROXY	QUANTITY	DURATION	VALUE	LEAKAGE	ATTRIB'TN	DDW'GHT	DISPL'MNT	DRP-OFF	IMPACT	SOURCE
Improved Relationships with clients	Improved CO relationships with clients	Relationships	117 Community Organisatons	1 years	£516.00	0%	20%	25%	0%	33%	£36,223.20	Cost of advanced customer service for the pub...
Improved job opportunities and experience	Improved Confidence and Well-being	Ability to access work	20216 People at risk of Poverty	1 years	£1,850.00	0%	20%	30%	0%	33%	£20,943,776.00	HACT Social Value Bank – Well-being Valuation...
Faster access to immediate relief	Faster access to immediate relief from critical issues	Access to relief	20216 People at risk of Poverty	1 years	£2,390.00	0%	10%	30%	0%	33%	£30,439,231.20	HACT mental health social value calculator, V1.0 for a person 25-49
Increased Job Satisfaction of Community Organisation staff	Improved service satisfaction	Job satisfaction	117 Community Organisatons	1 years	£1,200.00	0%	20%	25%	0%	33%	£84,240.00	HACT Social Value Bank – Well-being Valuation for "Feeling Valued in a Job" (HACT)
Extended reach by donors	Extended reach and greaterimpact of charitable efforts	Extended reach	30 Community Organisatons	1 years	£11,428.00	0%	30%	20%	0%	33%	£191,990.40	The annual cost of UK marketing agencies in 2021, Daniel Strouther, Adzooma
Increased financial wellbeing	Increased financial wellbeing	Financial wellbeing	20216 People at risk of Poverty	1 years	£1,110.00	0%	20%	36%	0%	33%	£11,489,157.12	HACT Social Value Bank v4.2, unknown 25-49 years (wellbeing valuation)
Improved access to resources to support people	Improved access to resources	Access to resources	117 Community Organisatons	1 years	£2,976.00	0%	20%	25%	0%	33%	£208,915.20	Cabinet Office unit cost database alue 2023
Extended reach by Community Organisations	Greater access to goods	Extended reach of Community Organisations	117 People at risk of Poverty	1 years	£1,500.00	0%	30%	30%	0%	40%	£85,995.00	Local authority discretionary welfare schemes data
Reduced stress in	7b. Improved mental th	Surrey Reduced levels of anxiety and stress (Wellby)	10619 Children in families	1 years	£2,000.00	0%	20%	36%	0%	33%	£10,873,856.00	Wellby, Fresh Air...
	mproved mental th	Surrey Reduced levels of anxiety and stress (Wellby)	20216 People at risk of Poverty	1 years	£2,000.00	0%	20%	36%	0%	33%	£20,701,184.00	Wellby, Fresh Air...
	educed carbon print	Cost per tonne of CO2	358.4 The environment	1 years	£260.00	0%	0%	20%	0%	100%	£74,547.20	UK Government, Valuation of greenhouse gas em...
											£95,129,115.32	
											Present Value (PV)	
											Total Present Value (PV)	£91,912,188.71
											Net Present Value (NPV)	£78,383,184.71
											Social Return £ per £	£6.79 :£1
											Net Social Return on Investment	£5.79 :£1

£6.79 per £1

Net Present Value: £78,383,184.71

Table 2 Impact map for Felix's Multibank

The Felix Project Multibank																
evaluation	Discount Rate:	3.5%														
Objectives	The Felix Multibank is a transformative initiative that collaborates with community organisations. By redistributing surplus goods such as household essentials, it has improved the lives of vulnerable communities.															
Activity	The system uses data-driven methods, such as assessing the number of families served by each charity, to ensure fair and equitable distribution.															
Outcome		Proxy	Quantity	Stakeholder	Years	Unit	Value	Leakage (%)	Attribution (%)	Deadweight (%)	Displacement (%	Drop-Off (%)	Impact	Yr1	Source	During Activity Value
Improved Relationships with clients	Improved CO relationships with clients	Relationships	117	Community Organisatons	1	annual	516	0	20	25	0	33	36223.20	36223	https://www.ptp.co.u	36223.2
Reduced stress in children	7b. Improved mental health	Surrey Reduced levels of anxiety and stress (Wellby)	10619	Children in families	1	Per person	2000	0	20	36	0	33	10873856.00	10873856	https://images.squar	10873856
Improved job opportunities and experience	Improved Confidence and Well-being	Ability to access work	20216	People at risk of Poverty	1	annual	1850	0	20	30	0	33	20943776.00	20943776	https://hact.org.uk/	20943776
Carbon Reduction	4f. Reduced carbon footprint	Cost per tonne of CO2	358.4	The environment	1	Number of tonnes of CO2	260	0	0	20	0	100	74547.20	74547	https://www.gov.uk/	74547.2
Faster access to immediate relief	Faster access to immediate relief from critical issues	Access to relief	20216	People at risk of Poverty	1	1	2390	0	10	30	0	33	30439231.20	30439231		30439231.2
Increased Job Satisfaction of Community Organisation staff	Improved service satisfaction	Job satisfaction	117	Community Organisatons	1	annual	1200	0	20	25	0	33	84240.00	84240		84240
Extended reach by donors	Extended reach and greaterimpact of charitable efforts	Extended reach	30	Community Organisatons	1	annual	11428	0	30	20	0	33	191990.40	191990		191990.4
Reduced Stress and anxiety	7b. Improved mental health	Surrey Reduced levels of anxiety and stress (Wellby)	20216	People at risk of Poverty	1	Per person	2000	0	20	36	0	33	20701184.00	20701184	https://images.squar	20701184
Increased financial wellbeing	Increased financial wellbeing	Financial wellbeing	20216	People at risk of Poverty	1	£ per annum	1110	0	20	36	0	33	11489157.12	11489157		11489157.12
Improved access to resources to support people	Improved access to resources	Access to resources	117	Community Organisatons	1	annual	2976	0	20	25	0	33	208915.20	208915		208915.2
Extended reach by Community Organisations	Greater access to goods	Extended reach of Community Organisations	117	People at risk of Poverty	1	annual	1500	0	30	30	0	40	85995.00	85995		85995

Appendix B – London Borough IMD scores

London	IMD Average Score
London Borough of Ealing	22.5173913
London Borough of Southwark	25.2826087
London Borough of Brent	25.09047619
London Borough of Enfield	24.97142857
London Borough of Lambeth	25.26190476
London Borough of Islington	27.5
Royal Borough of Kensington and Chelsea	22.27777778
London Borough of Haringey	26.95263158
Croydon	21.78928571
London Borough of Hounslow	21.245
City of Westminster	20.09
London Borough of Newham	29.5
London Borough of Tower Hamlets	27.85
London Borough of Lewisham	26.53888889
London Borough of Wandsworth	16.5
London Borough of Waltham Forest	25
London Borough of Camden	20
London Borough of Harrow	14.82380952
London Borough of Barnet	15.82857143
London Borough of Hackney	32.51428571
London Borough of Sutton	13.77777778
London Borough of Havering	16.38888889
London Borough of Redbridge	17
London Borough of Barking and Dagenham	32.77058824
London Borough of Hammersmith and Fulham	21.925
Royal Borough of Greenwich	24.09411765
London Borough of Bexley	16.47647059
London Borough of Bromley	14.04090909
City of London	14.7
London Borough of Hillingdon	17.45909091
Royal Borough of Kingston upon Thames	11.475
London Borough of Merton	14.155
London Borough of Richmond upon Thames	9.483333333

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