



# The impact and sustainability of Peckham Pantry

Key findings from an independent evaluation 2020-2024

Impact on **Urban Health**

**Pecan**  
Kindness | Belief | Hope

**Peckham PANTRY**

**character**  
Analysis  
Research  
Consulting

Sophie Reid  
Social Research

**THE LOOM**



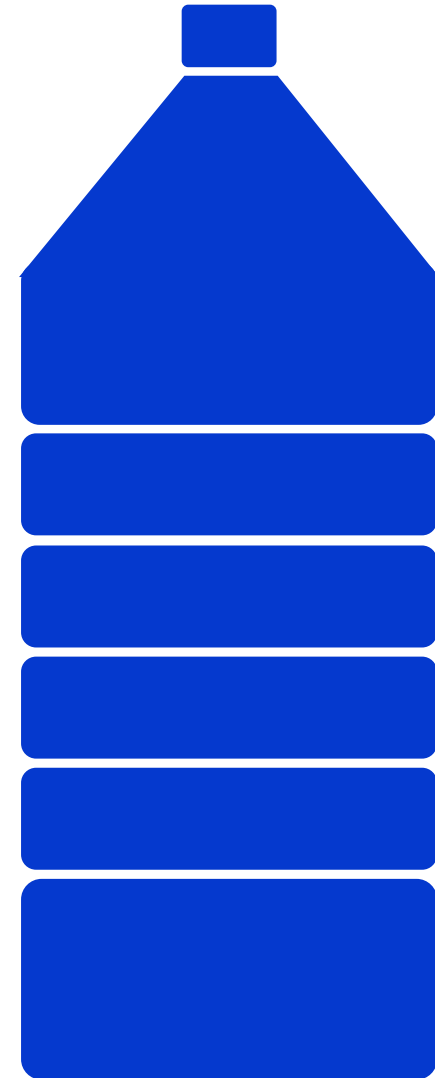
# About this report

This report brings together findings from an evaluation of [Peckham Pantry](#) which took place between March 2020 and January 2024. Peckham Pantry is part of the [Your Local Pantry](#) network and has received funding from [Impact on Urban Health](#) since 2020.

Independent researchers [Sophie Reid](#), Linda Jackson ([The Loom](#)) and [Emma Carter](#) (Character) have been working with Peckham Pantry to understand the impact it has for its Members and the financial sustainability of the model.

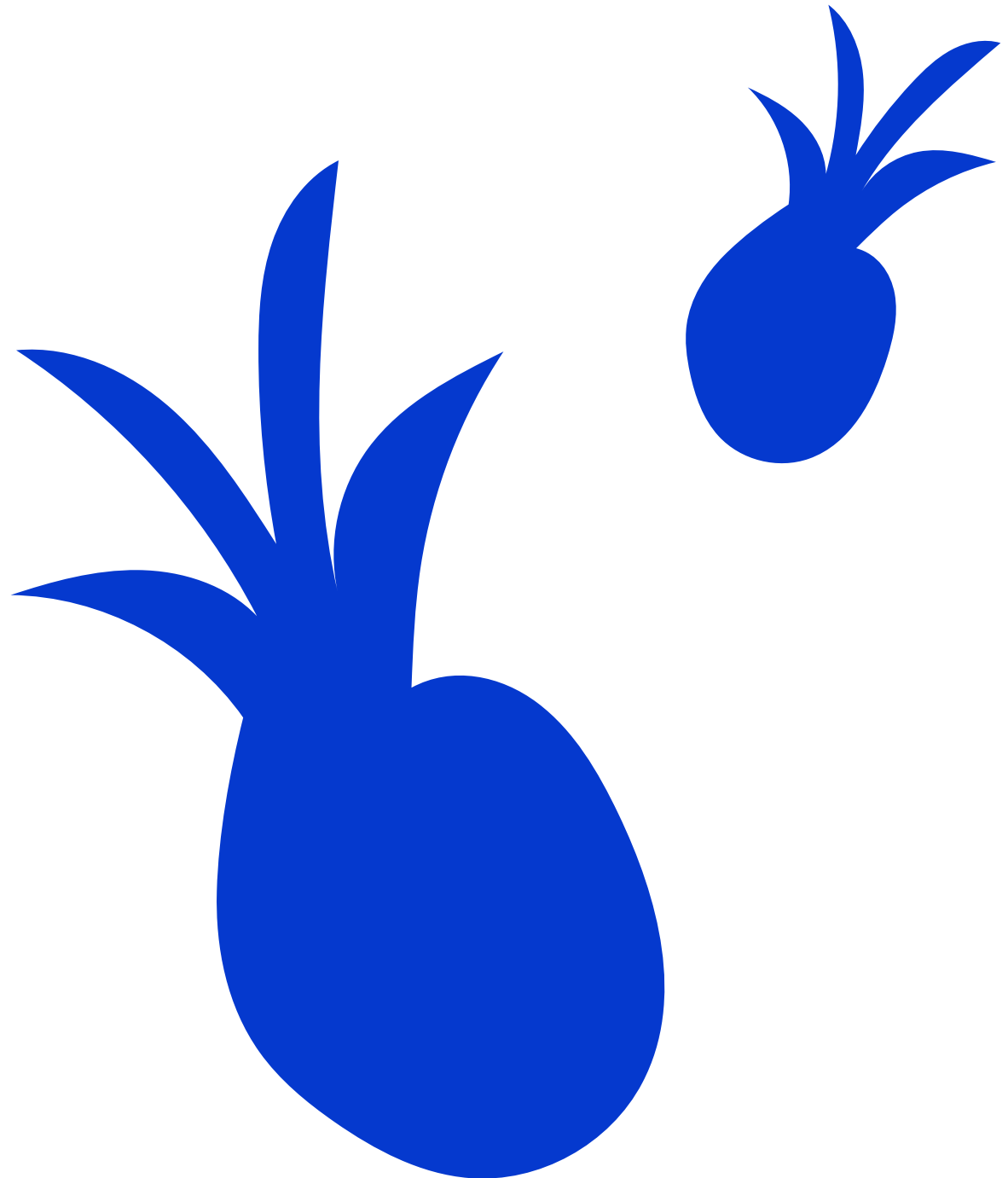
**This report is intended to support Pecan and partners to make strategic decisions about future delivery once Impact on Urban Health funding finishes in 2025.**

Learning around the process of delivering a Pantry, including lessons from Peckham Pantry, can be found in the good practice guide, *Running a Pantry; things to think about* which can be found [here](#).



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# PECKHAM

49



HUNTER  
01689 870951



# PANTRY

Peckham  
**PANTRY**

PECKHAM PARK ROAD

### OPENING HOURS

Monday	9AM - 4PM
Tuesday	11AM - 4PM
Wednesday	9AM - 4PM
Thursday	10AM - 7PM
Friday	9AM - 4PM
Saturday	9AM - 3PM
Sunday	CLOSED

£4.50



Photo: Ranald Mackechnie

# Executive summary

## Background to Peckham Pantry



In 2019, [Pecan](#) set up a Pantry at St Luke's Church in Peckham, based on the [Your Local Pantry](#). St Luke's Pantry opens for three hours each week and, for a payment of £4.50 per shop, Members can buy food, including fresh fruit and vegetables and store cupboard favourites, to an average value of £15-20. In this way, the Pantry model has dignity and choice embedded at its heart, where Members pay a subsidised fee to select the food they want and need.

In early 2020 [Impact on Urban Health](#) provided funding for Pecan to open up a second Pantry in Peckham Park Road. Peckham Pantry was also based on the Your Local Pantry model with a fixed Member shopping fee of £4.50, but it was to be unique from other pantries in that it would open six days per week and replicate a retail shopping environment. The aim was to target low-income young families but be open to all local people.

### **The strategic vision of a six-day per week Pantry**

For Pecan, the extended hours of Peckham Pantry was part of their strategic vision to end dependency on food banks. The objective was to use food as a mechanism to bring people into Peckham Pantry and then offer wider wrap-around support or referrals to tackle Member needs in a holistic way, as opposed to the 'sticking plaster' of accessing free food from a food bank. Pecan also wanted to test whether a six-day per week Pantry model could be financially sustainable, covering the cost of delivery through the income generated by Member shops alone.

### **Reacting to the Covid crisis**

Pecan identified permanent premises for Peckham Pantry and the original plan was to open in April 2020. In March 2020, the UK went into lockdown as a result of the Covid pandemic. Pecan worked overnight to remodel their offer across all services to respond to the crisis. This included closing the St Luke's Pantry site and sending food boxes to Members and food bank clients as they stayed at home. Building work to open Peckham Pantry was significantly delayed and, when it eventually resumed, incurred additional, unexpected costs to set up. Peckham Pantry finally opened in October 2020.

### **Operating a retail model**

As things stabilised in the post-pandemic world, Peckham Pantry grappled with challenges of operating a retail offer across 6 days per week. The team devoted significant time, capacity and resources to develop adequate processes and policies to operate safely and effectively, from changing the layout of the shop to receive and handle food, identifying processes around stock rotation and proper labelling of products. They also had the ongoing work to manage the four permanent staff Members and 36 volunteers on the rota. These challenges of delivering a retail model absorbed staff and volunteer capacity, taking emphasis away from the original plans of providing wider wrap-around support.

### **Dependency on free food supply**

Peckham Pantry's success of delivering a retail offer also raised Member expectations of what they could expect at Peckham Pantry, particularly in terms of the food they could expect to buy during each shop. Members wanted to know what was available to buy before spending their fee, to know that they could pick up the basics at Peckham Pantry or build a meal around the available ingredients. Whilst raised expectations were welcomed, this created greater operational challenges to delivery, largely due to Peckham Pantry's dependency upon sources of free food supply.

One of the key learnings from delivering Peckham Pantry was that free food supply does not allow for a consistent core food range; filling the gaps in supply was time consuming and costly. More than anything, food supply affected the Member experience and undermined the financial sustainability of the Pantry model. Peckham Pantry struggled to retain Members and inconsistency in the food offer underpinned this turnover.

### **The impact of Peckham Pantry**

Despite these challenges, the impact of Peckham Pantry on its 1,500 active Members was significant. Members benefited financially, saving money on every shop. They experienced reduced anxiety, particularly in terms of having access to healthy, affordable food and agreed that their diets were more varied and healthy as a result of being a Member. Members felt more connected to their community through their interaction with staff and volunteers and enjoyed the personalised shopping experience compared to a mainstream retailer.

Furthermore, the evaluation demonstrated a link between engagement and impact; the more a Member shopped, the bigger the benefits they experienced across all key outcomes. When looking at the social return on investment (SROI), every £1 in cost returned £7.36 in social value, of which £1.84 went directly to public service savings.

### **The sustainability of Peckham Pantry**

The Peckham Pantry model — opening six days per week — was not financially sustainable in that the income generated through Member shops alone did not cover the costs of delivery. The evaluation showed that by opening for these extended hours, Peckham Pantry had costs that couldn't be 'hidden' in ways that smaller pantry costs could be covered by in-kind support. Peckham Pantry had a rental lease, energy bills, paid staff and food top-up costs — which all increased as a result of the cost of living crisis — while the Member shopper cost remained fixed at £4.50, precisely to support Members during this vulnerable period.

The overall cost of delivering Peckham Pantry in 2022-23 was £175,300 while the income generated through the 16,500 shops was just over £67,150. This meant that for a like-for-like year of delivery (with caveats around continued inflation and the fixed Member shop price), the financial gap to sustainability was an estimated £108,150 per year.

However, to meet the needs of 1,500 regular shoppers through the traditional Pantry model would require the equivalent of 13 St Luke's Pantries across the borough. This would both incur costs and increase the operational burden, not to mention potentially reduce access for Members who enjoyed the flexibility of Peckham Pantry.

### **Conclusions**

The evaluation revealed a story of two halves. Peckham Pantry was not and nowhere near financially sustainable based on income from Member shops alone, particularly given the Member shopping fee remained fixed at £4.50 despite inflation elsewhere. And yet Peckham Pantry met the strategic vision of supporting Members to improve their financial resilience, physical and mental health and community connections through engaging in a dignified shopping experience, which helped to realise the strategic aim to support people from survive to thrive. Furthermore, the six day per week Peckham Pantry model, while a huge learning curve for all involved, also delivered these outcomes at scale, with over 1,500 active Members that have benefitted, and increased their benefits the more they shopped.



# Introduction: Peckham Pantry and the evaluation

Pecan is a community development charity based in Peckham. Pecan set-up a Pantry at St Luke's Church in Peckham based on the Your Local Pantry model in May 2019. St Luke's Pantry opened every Wednesday between 11-2pm and, for a payment of £4.50 per shop, Members can buy food, including fresh fruit and vegetables and store cupboard favourites, to an average value of £15-20. Between 20-30 Members shop at St Luke's each week.

With the fixed shopping cost, Members pay a subsidised fee to select the food they want and need. In this way, the Pantry model has dignity and choice embedded at its heart.

In early 2020, Impact on Urban Health provided funding for Pecan to open up a second Pantry in Peckham Park Road. This Pantry — referred in this report as Peckham Pantry — would be distinct from the St Luke's Pantry and others in the Your Local Pantry network as it opened six days — as opposed to a few hours — per week. By opening so frequently, Peckham Pantry intended to replicate a shop environment to underpin the dignified shopping experience. It was to target low-income young families but be open to all local people.





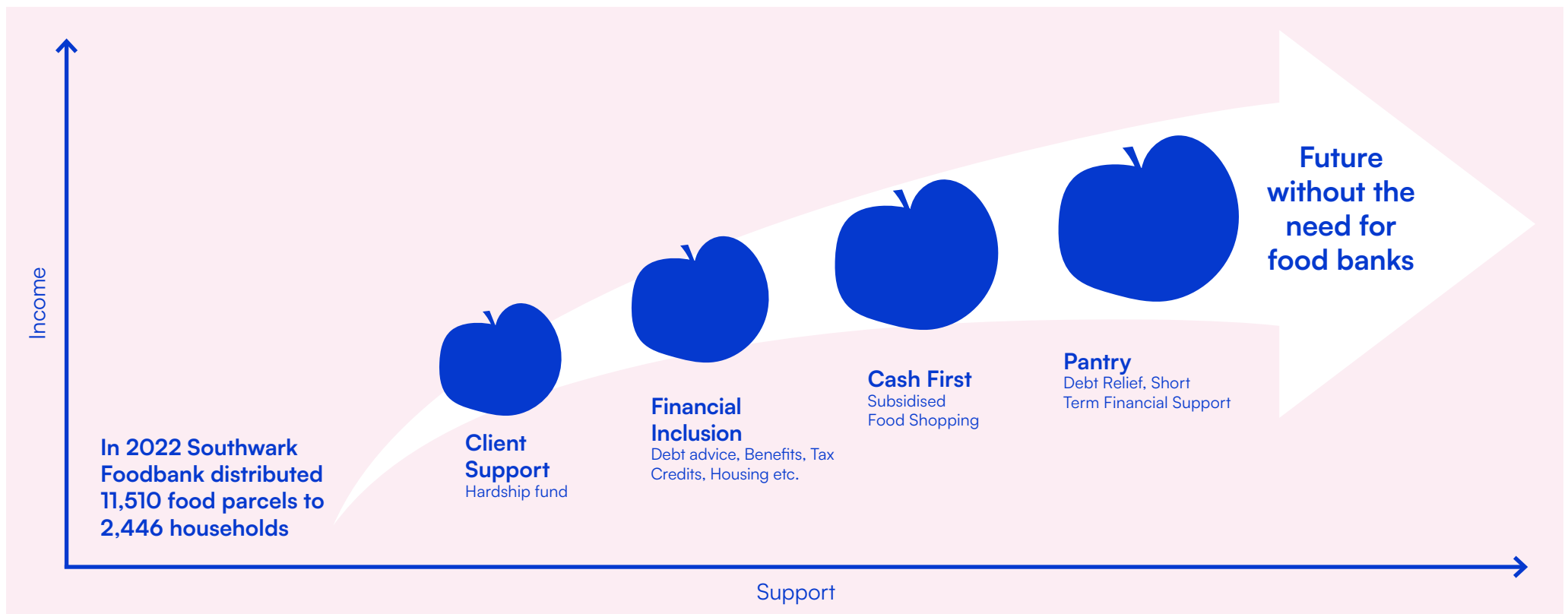
## The strategic vision of a six-day per week Pantry

For Pecan, the extended hours of Peckham Pantry was part of their strategic vision to end dependency on food banks. The evidence showed that food banks were not addressing the issues faced by people experiencing food insecurity and that demand was going up exponentially; between April and September 2023, nearly 1.5 million food parcels were distributed by the Trussell Trust to people in crisis and unable to afford food<sup>12</sup>.

This diagram illustrates the role of Peckham Pantry as part of a suite of activities designed to deliver this strategic vision.

1. Food banks are running out of resources — there's no time to lose | The BMJ
2. Latest Stats — The Trussell Trust

Figure 1: Pecan's approach to eradication of poverty



Pecan's original aim was to use food as a mechanism to bring people into Peckham Pantry and then offer wider wrap-around support or referrals to tackle Member need in a holistic way, as opposed to the 'sticking plaster' of accessing free food from a food bank. Pecan also wanted to test whether a six-day per week Pantry model could be financially sustainable using the income from Member visits alone.

### Reacting to the Covid crisis

Pecan identified permanent premises for Peckham Pantry and plans were to open in April 2020. And then, in March 2020, the UK went into lockdown as a result of the Covid pandemic. Pecan had to work overnight to remodel their offer across all services to respond to the crisis. This included closing the St Luke's Pantry site and sending food boxes to Members and food bank clients as they isolated at home. Building work to open Peckham Pantry was significantly delayed and, when it finally resumed, incurred additional, unexpected costs to set up.

When Peckham Pantry finally opened in October 2020, Covid restrictions had further implications for delivery. Social distancing limited the number of people who could be in the shop at the same time which undermined plans to bring Members together for social activities or bring in representatives from other services. The pandemic saw increased demand for Peckham Pantry but also forced Pecan to work reactively to support Members throughout the Covid and beyond, through furlough and into the current cost of living crisis.

This situation shifted Peckham Pantry's focus away from the wrap around support offer to tackle the immediate and pressing crisis of food insecurity.

### The evaluation

The evaluation had three key objectives;

01. To understand the impact of Peckham Pantry upon Members
02. To understand what worked well and less well in achieving outcomes
03. To review the longer-term financial sustainability of delivering the extended opening hours of the Peckham Pantry model

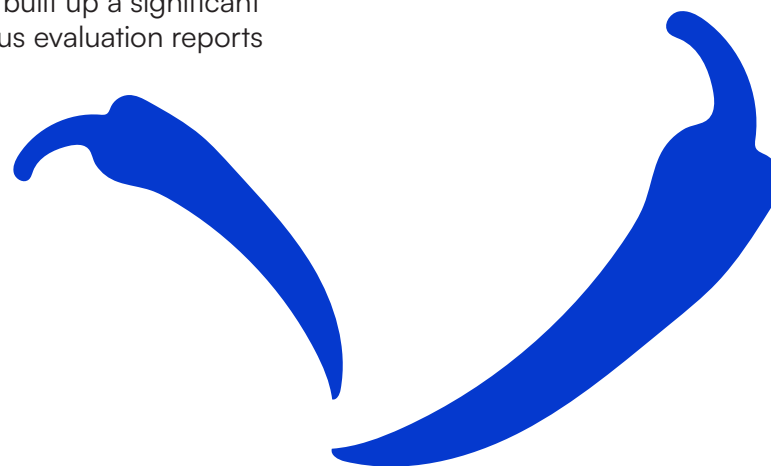
These objectives were consistent across the evaluation period but, given the Covid crisis, and the rapid pace in which government guidelines changed the nature of Peckham Pantry operations (and fieldwork methods) over 2020-21, the evaluation took a learning cycle approach. This approach identified and explored specific questions within distinct six-month timeframes and the appropriate methodology to answer these questions. This process has built up a significant body of material and previous evaluation reports can be found here.

### Reading this report

This report is intended to support Pecan and partners to make strategic decisions about future delivery once Impact on Urban Health funding finishes in 2025. It:

- starts with an overview of the Peckham Pantry model;
- outlines the breakdown of the Membership;
- summarises the key impacts of Peckham Pantry upon Members;
- reviews operational considerations of running Peckham Pantry;
- reviews the social return of investment of Peckham Pantry; and
- closes with conclusions.

The evaluation also documented process learning related to delivering a six day per week Peckham Pantry model. Key findings from this work have been captured in the operational considerations section of this report, but a wider view of this learning is presented in more detail in a complementary evaluation report, 'Things to Think about,' found [here](#).





**Peckham  
Pantry theory  
of change**

## Peckham Pantry theory of change narrative

**The vision:** Pecan is part of the [Trussel Trust Pathfinder programme](#) to build a UK without the need for food banks. In this way, Peckham Pantry is part of the wider strategic push to end dependency on food banks, providing people on low incomes with access to affordable healthy food and to tackle food poverty in a way that empowers its Members.

**The foundations:** Peckham Pantry was underpinned by a number of key components:

- [Pecan](#), a well networked and respected community-based organisation which delivered a range of other services including [Southwark's Food Bank](#) and [Southwark Food Action Alliance](#)
- [Impact on Urban Health](#) which provided two waves of funding to secure the delivery of Peckham Pantry until the middle of 2025
- The local Peckham community which volunteered at Peckham Pantry, shopped as Members and/or joined the Member steering group
- Free food supply provided mainly through [The Felix Project](#) but also through a range of other sources including [City Harvest](#) and the [Neighbourly platform](#).

**The model:** Like other Your Local Pantries, Peckham Pantry offered Members a fixed price shop set at £4.50, alongside an incentive scheme for Members to buy eight shops and get the ninth shop for free. Where Peckham Pantry was unique and distinct from other Your Local Pantries was that it operated out of permanent premises and was open six days per week. This meant that it had fixed overheads including four paid staff Members, rent and bills, and managed a large volunteer base. In these ways, Peckham Pantry operated as a 'more than a pantry' in that it replicated a regular retail environment with all the food handling policies and stock rotation processes required to safely operate in such a model.

The total cost of delivering Peckham Pantry was £175,300 per year.

**The mechanism:** In delivering 'more than a Pantry' but retaining the fixed Membership fee, Peckham Pantry provided Members with access to affordable, healthy food as part of a dignified shopping experience and within a community-led retail environment. In this way, the Pantry was 'more than a shop' in that it offered a more personalised shopping experience compared to a typical supermarket.

**Outputs and outcomes:** Peckham Pantry had a total of 3,584 Members signed up to the pantry. Of these, 2,400 Members shopped around 16,500 times in 2022-23. Taking into consideration the discount scheme (which reduced the basket income from £4.50 to £4.08) this generated a total shopper income of £67,150 per year. Within this, the 1,450 most active Members (defined as shopping at least every third month or above) accounted for 15,050 shops, which generated £61,400 shopper income per year.

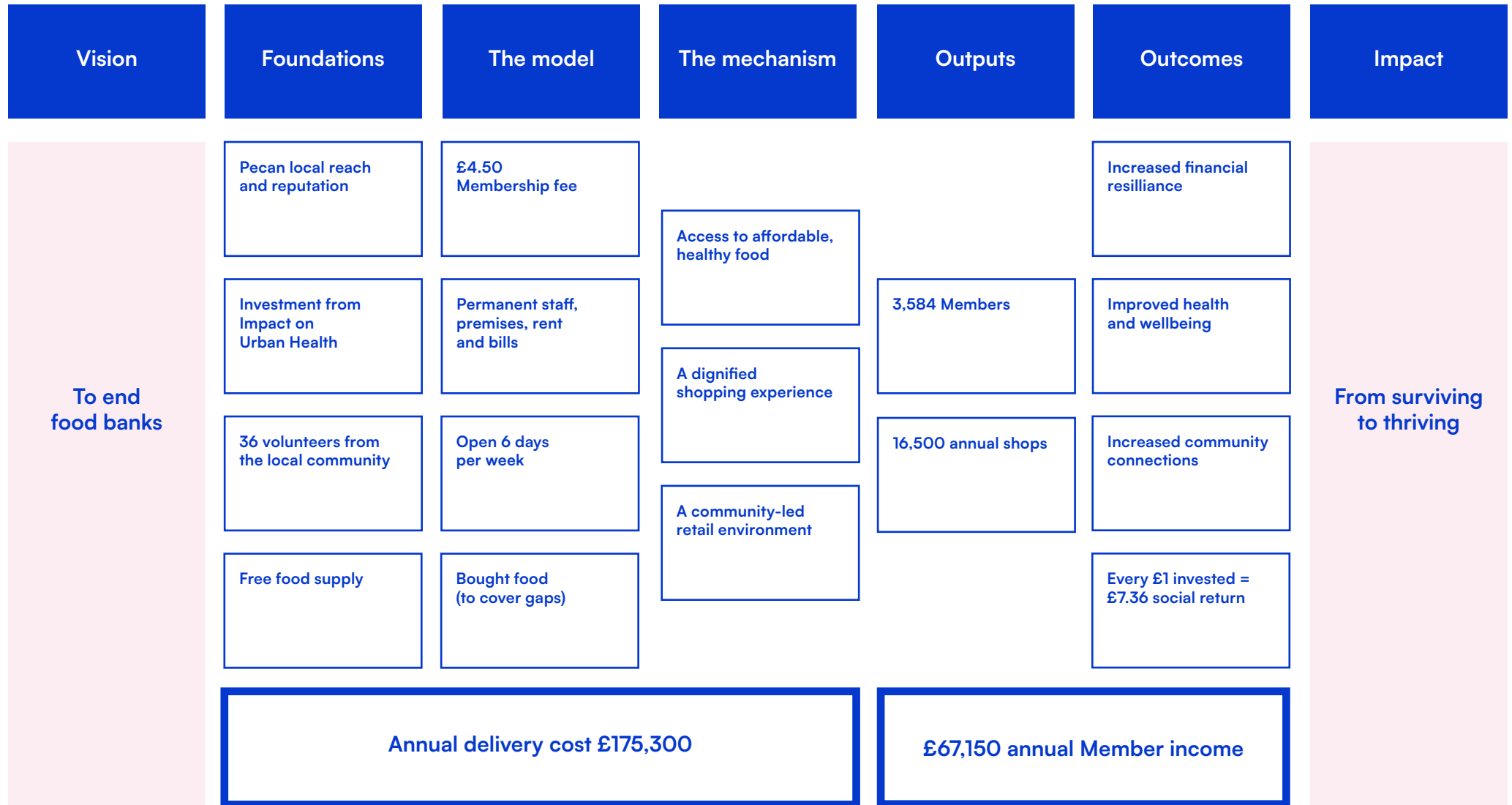
When looking at outcomes, the evaluation established a link between being a Pantry Member and increased financial resilience, improved mental and physical health and increased community connectedness. The analysis of social return on investment (SROI) of Peckham Pantry, showed that every £1 in cost returned £7.36 in social value, of which £1.84 went directly to public service savings. These outcomes are explored in greater detail in the body of this report.

**Longer term impact:** Peckham Pantry was working to move Members out from the Covid and Cost of Living crisis shadow of survival to thriving for the future.

The is presented in a logic model on the following page.

The theory of change is presented in a visual logic model, below.

Figure 2. Peckham Pantry logic model



**“I was using food banks to feed my family but there is only so much you can get and nothing fresh. Peckham Pantry has allowed my children to have fresh fruit and veg and not just tinned. You were really there when I needed help. And everyone is so lovely.”**

**— Member survey respondent**



# Peckham Pantry Membership base

The number of Peckham Pantry Members, and the frequency with which Members shopped, were key components of Peckham Pantry's financial sustainability. They were also indicators of success, both in terms of attracting new people to sign-up and in providing an offer that encouraged Members to shop again and again over time.





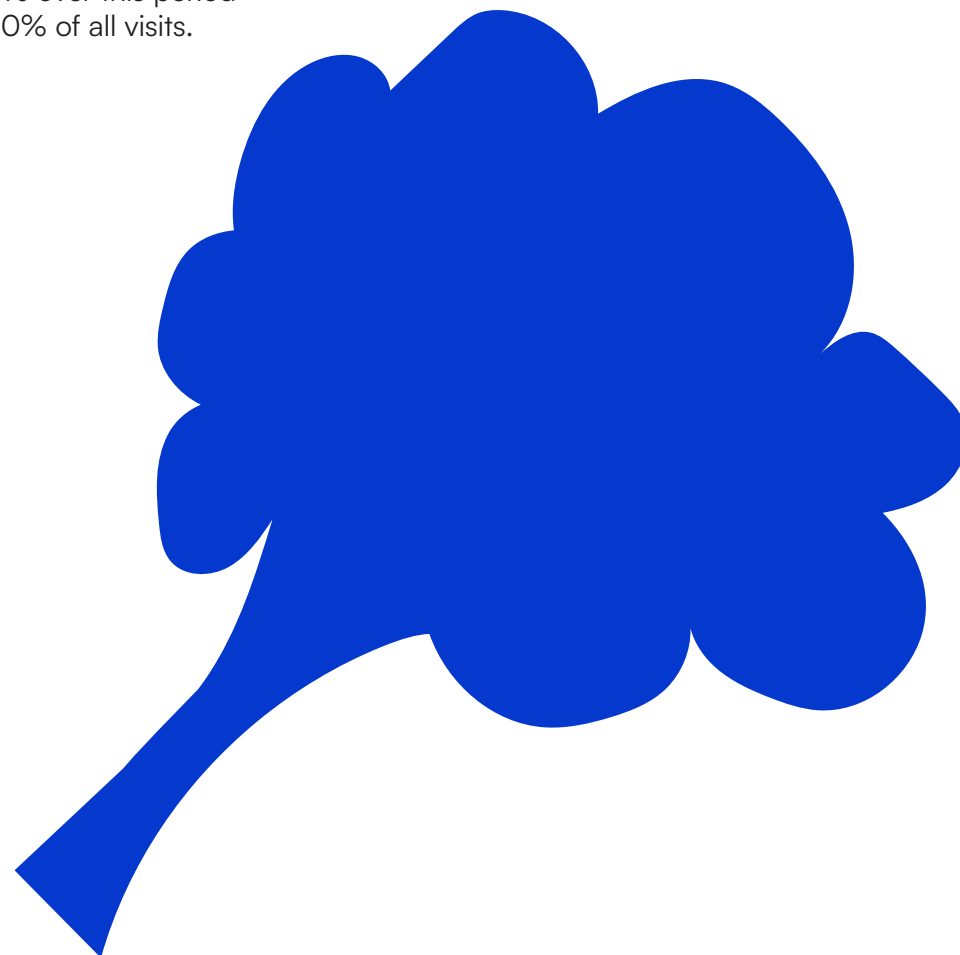
Since 2020, a total of 3,584 Members had signed up to Peckham Pantry, but not all of these were active shoppers. The evaluation segmented the Membership based on their frequency of visit in the 2022/23 financial year using the following criteria:

- **New shopper:** their first shop took place in the last three months of the financial period
- **Very occasional shopper:** they shopped less than every other month but at least every third month
- **Occasional shopper:** they shopped less than once a month but more than every other month
- **Regular shopper:** they shopped one to two times per month
- **Very regular shopper:** they shopped more than two times per month

This analysis showed an active Membership base (shopping at least every third month) of approaching 1,450 Members. A third of these were newer Members who joined in the last three months of analysis (January to March 2023) which was over 50% higher than the new Members when the analysis was done the previous year.

The analysis also revealed the value of the 27% most active Members (Members who shopped at least once per month) who generated 76% of shops in 2022/23. The number of very regular shoppers (Members who shopped more than two times per month) increased by 4% over this period and their shops accounted for 60% of all visits.

Overall, the size of the Membership increased by 9% and the frequency of Member visits increased by 10% between 2022/23. This suggested that Peckham Pantry had retained and increased its core of engaged Members who made a significant contribution to the financial sustainability of the model.



The full analysis of the 2022/23 Membership<sup>3</sup> is illustrated in the following diagram.

**Figure 3: Member segmentation**

		Percentage of shops in the last year	Average visits per Member per year	Number
<b>New shopper (32%)</b>	First shop in the last three months.	7% of shops	18 (in up to three months) <sup>4</sup>	473 Members
<b>Very occasional (24%)</b>	Shopping less than every other month but more than every third month.	6% of shops	2	254 Members
<b>Occasional shopper (17%)</b>	Shopping less than once a month but more than every other month.	10% of shops	6	246 Members
<b>Regular shopper (13%)</b>	Shopping 1 to 2 times per month.	16% of shops	13	186 Members
<b>Very regular shopper (14%)</b>	Shopping more than 2 times per month.	60% of shops	44	207 Members

3. Note, this diagram segments 1,466 most active Members who shopped on average at least every third month in 2022/23. The full Membership base of Members who have ever shopped is 3,584.

### How Members shop

When looking at the shopping habits of active Members, there was a broad divide between those who shopped on a regular day each week (43%) and those that shopped throughout the week (57%). The most popular regular shopping day were Saturdays and Wednesdays and the most popular 'shop throughout the week' days were Wednesday to Friday. Overall, the most popular day to shop was Wednesday, with 22% of visits made each week and the most popular time to shop (47%) was over the lunchtime period between 11am 1pm. This analysis suggests that Members valued the flexibility of the six day per week model, taking advantage of building a shop into their routine and/or shopping whenever it was convenient.

More details on how Members shop can be seen in Appendix 1.

### Profile of Members

When looking at demographics, half of the Members (52%) had children in their household and half (51%) had three or more household Members. There was a high proportion (42%) of households with one adult and they tended to be renting (74%), and more often through social landlords than private rental. Members reflected the ethnically diverse local community with 79% of respondents to the recent Member survey with Black, Asian and Minority Ethnic Members in their households. Additionally, the 2022 Member survey found that the most recently joined Members were more likely to be finding it financially difficult compared to longer standing Members. This suggested that Peckham Pantry was attracting people who most needed support to access affordable food.

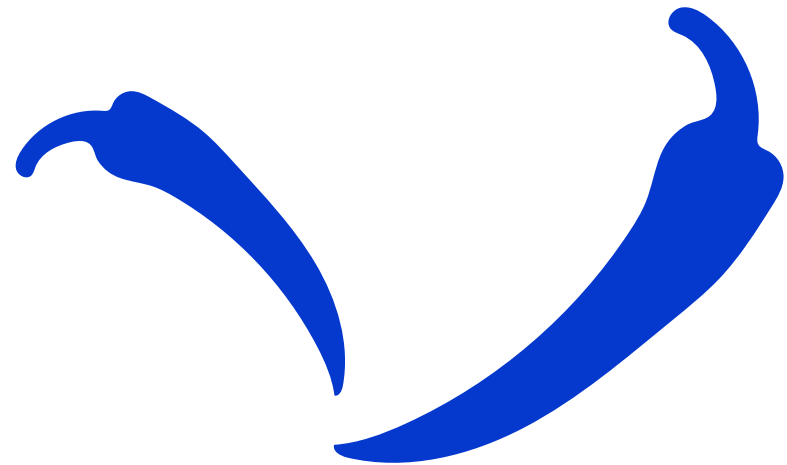




Photo: Julia Hawkins



**The impact  
of Peckham  
Pantry**

# Financial benefits

## Basket of goods analysis

Having access to affordable food was a key component of the Your Local Pantry model. Peckham Pantry Members paid £4.50 per shop — which was the fixed price since St Luke’s opened in 2019 — and there was access to a loyalty scheme where Members shopped eight times and got the ninth shop for free.

Peckham Pantry advertised that Members paid £4.50 to get a basket of goods worth between £15-20 — but the evaluation analysis suggested that the actual value was even higher. In 2022, analysis of 16 Member baskets showed that for a payment of £4.08<sup>4</sup>, on average, Members choose a basket of goods which would cost on average £24.46 if they were to buy the equivalent products in Asda, or £15.53 if they were to buy the cheapest equivalent products in Asda. The primary finding from this analysis was that a shop at Peckham Pantry offered Members great value for money at anywhere up to £20.38 per visit.

## Improving financial situation

Throughout the evaluation, the financial benefits of shopping at Peckham Pantry emerged as both a motivating factor for Members to sign-up to the Pantry and a significant benefit of being a Member. For example, across all Member surveys, ‘saving money on my weekly shop’ was consistently selected as the top reason why people valued the Pantry, with 82% agreeing with this statement in 2022.

The evidence showed that Peckham Pantry Members were feeling a positive impact on their finances as a result of shopping at the Pantry; in the 2022 survey, 94% of respondents agreed that being a Member had made things financially better for them. The survey also found that those respondents who had been a Member for longer were more likely to state that Peckham Pantry had made things financially better for them — and particularly so for those who shopped at least weekly.

**Table 1: Has being a Member made a difference to your finances**

Being a Member made a difference to finances...	Regular Members	Other Members	Total
Yes it has made things a lot better	51%	35%	45%
Yes it has made things a little better	45%	56%	49%
No	4%	9%	6%
<b>Grand Total</b>	100%	100%	100%

4. The cost of a basket is £4.50 but on average 1 in 11 shops are provided free of charge; free shops are offered through the incentive scheme and to people that volunteered in Peckham Pantry.

In the 2022 survey, Members were asked what they had been able to do with the money saved from shopping at Peckham Pantry. The top response was to afford the basics such as covering food, household bills and transport costs and other top five responses described being able to buy healthier food and a greater variety of food as well as more generally better manage their finances.

As with the analysis across other survey questions, more regular shoppers rated indicators more highly, suggesting they experienced greater financial benefits as a result of being a Member, compared to less regular shoppers.

### Supporting Members through the cost of living crisis

The evaluation showed the extent to which the cost of living crisis affected Peckham Pantry Members; in the 2022 survey, a greater proportion of respondents said they were finding managing their finances very difficult (22%) compared to 2021 (10%). Similarly, the proportion of Members responding with any level of financial difficulty (from those ‘just about getting by’ to those ‘finding it very difficult’) increased from 83% to 88%.

This showed the ongoing — and increasing — value of Peckham Pantry to Members during these times of wider financial difficulties, as reflected by the increased sign ups and shopping data. This was also described by Members during fieldwork:

“I would not be able to afford to eat [without the Pantry]. Maybe I could eat porridge. My outgoings outpace my incomings financially, but hope is a good n’ active strategy! The Pantry is a blessing in my life.” — Member

**Table 2: How have you spent money saved at Peckham Pantry?**

Top 5	Regular Members	Other Members	Total
Afford the basics	43%	35%	40%
Buy healthier food	26%	20%	23%
Buy a greater variety of food	27%	16%	23%
Pay off or reduce debt	17%	13%	16%
Save some money for the future	12%	13%	12%

“[Being a Pantry Member is] very good for my financial wellbeing. I also help out financially my three daughters. If I did not have the option of shopping at the Pantry my whole family and me would be back to square one and worse off financially.” — Member



**“The Pantry has been so great during  
the last year. It means I can afford to  
eat fresh food like veggies and fruits.  
And save money for transport and bills.”  
— Member survey respondent**

# Mental and physical benefits

## Access to affordable healthy food

According to the Food Foundation’s annual [Broken Plate report \(2023\)](#), the poorest 20% of households would have to spend 50% of their disposable income on food to meet Government dietary guidelines, compared to 11% for the richest 20% of households. Per 1000 kcal, more healthy foods are over twice as expensive as less healthy food and the gap is widening.

The evaluation showed how Peckham Pantry helped Members to eat more healthily. In the 2022 survey, respondents reported eating more things they had not tried before (60%), eating more fresh fruit and vegetables (43%) and eating less ready meals or processed food (56%) as a result of being a Peckham Pantry Member.

Additionally, survey analysis showed that these dietary benefits increased the more regularly a Member shops at Peckham Pantry, with more regular Members scoring higher across most indicators compared to less regular shoppers.

**Table 3: How has your diet changed since being a Peckham Pantry Member?**

Changes in diet	Regular Members	Other Members	Total
<b>Eat more</b>			
We eat things we’ve not tried before	70%	43%	60%
We eat fresh fruit and vegetables	51%	31%	43%
We eat whole grains	38%	23%	32%
We eat nuts and seeds	25%	17%	22%
We eat fish, meat and eggs	22%	12%	19%
<b>Eat less</b>			
We eat ready meals or processed foods	50%	66%	56%

## Mental and physical benefits

Respondents to the 2022 survey tended to agree or strongly agree that being a Pantry Member was good for their physical health (66%) and mental health (72%). When these responses were analysed according to shopping frequency, more regular Members tended to agree more strongly compared to less regular Members that being a Member of the Peckham Pantry was good for their physical health (73%) and mental health (75%).

Qualitative fieldwork with Members echoed the survey findings around the health benefits of being a Peckham Pantry Member. Members praised Peckham Pantry for the impact that it has had on the health of their diet, especially in terms of being able to afford to buy and eat more fresh fruit and vegetables and to try new foods.

“I would not have eaten the fruit n’ veg I eat if it was not for the Pantry. [...] I eat so much more fruit n’ vegetables and know I have a good chance at getting food.” — Member

“Peckham Pantry has allowed me to try a great deal of healthy options that I wouldn’t normally even consider.” — Member

“Simply put, Peckham Pantry allows me to get more fresh produce.” — Member

“My child is very fussy, he don’t eat any veg but since coming here he now eats runner beans and carrots.” — Member

Members also described how they had reduced anxiety over knowing that Peckham Pantry was available for them if they needed it. Members reported how they found it reassuring to have food in the cupboards, and (those with children) felt satisfied that their children would not go without. Members also valued being able to get a decent amount of food at one time as this inspired greater confidence that they would have food available in the future.

“It does make you feel as though you can get through the week, you’ve got plenty of food and you’re full. I’m not worrying now with the Pantry being there, not thinking ‘have I got enough food after I’ve paid the bills, to feed us?’ It just gives you that little bit of security.” — Member

Table 4: Has being a Peckham Pantry Member been good for your physical and/or mental health?

Agree that being a Member has been good for my:	Regular Members	Other Members	Total
Physical health	73%	54%	66%
Mental health	75%	65%	72%

# Community Connections

Fieldwork from across the evaluation, whether that was phone calls with lapsed Members or depth fieldwork with most regular Members, revealed the high regard that Members had for Peckham Pantry staff and volunteers. Members described a deep attachment to the Pantry as a community resource, recognising the value and contributions of staff and volunteers to create a warm, welcoming, non-judgemental atmosphere. For example, in the 2022 Member survey, 96% of respondents agreed that staff and volunteers were helpful and supportive during their shop, with many Members commenting on the friendly atmosphere of the Pantry.

**“What do I value most? The substantial food cost reductions to my weekly shopping bill. And just as importantly the friendly manner of all the people involved in the operation of the Pantry.” — Member**

Members also noted the value of spending their money with a community project run by local people to support other local people as opposed to generating profits for an anonymous retail company. In the 2022 Member survey, 65% of respondents said that it was important or very important that Peckham Pantry belonged to the local community.

**“Shopping at the Pantry is of benefit to me and my family. It is run by local people for local people, though I believe anyone in need would not be turned away or disappointed. I like to think that any money raised is reinvested in the project and that is important to me, that my money is not going to a supermarket’s account and profits then going to anonymous shareholders’ dividends, who are not local people.” — Member**

Talking to staff and volunteers was a big part of what made the Pantry feel different for the most engaged Members who took part in depth fieldwork. They described how they had built up relationships with staff and volunteers over time, so that they were recognised when they shopped. This gave the Pantry the feel of a ‘friendly local corner shop’ but in a space where they could sit and chat for as long as they liked. One Member who had been bereaved, found the support provided by the staff and volunteers at Peckham Pantry an incredibly helpful resource during a difficult time.

“There were times when the only people I spoke to were those at Peckham Pantry. It is not just about cheaper food and healthier options but the other non-tangible things about the Pantry... The right song comes on the radio and you’ve got women aged 50+ all dancing in the store.” — Member

Members noted how Peckham Pantry was supportive during the hard times, but was also a fun, positive space to shop at the same time.

The 2022 Member survey echoed these findings with 62% respondents agreeing that they felt more connected to the local community as a result of their Membership.

Members described how they might exchange pleasantries with other Members, and some felt they had met more people locally, but the opportunity to make friends with or interact with other Members was less common; 37% of respondents in the 2022 Member survey agreed that they had made new friends as a result of their Membership. This suggested an opportunity to bring more Members together in future, and the value of recent work to set up a Member Steering Group, to lead on greater community engagement.

“I really love coming to the Pantry, the staff are always welcoming, polite, patient, kind and a pleasure to talk with. Being a carer for my autistic son [means] I don’t really get out much so my visits to the Pantry are more than just my weekly shop.” — Member

**Table 5: To what extent do you feel more connected to your local community?**

I feel more connected to my local community	Regular Members	Other Members	Total
Agree	69%	51%	62%
Neither	22%	37%	28%
Disagree	9%	13%	11%
<b>Grand Total</b>	100%	100%	100%

# Social return on investment

The cost of delivering Peckham Pantry in 2022/23 was £175,300 and the amount generated through Members shopper income was £67,150. This meant that each Member visit cost Peckham Pantry £10.64, which was more than double the £4.50 price per basket.

The evaluation established a link between the frequency a Member shopped at Peckham Pantry and the scale of benefits they experienced. In a similar way, the more a Member shopped, the more they cost Peckham Pantry. For example, each regular Member<sup>5</sup>, based on their average number of annual visits, cost Peckham Pantry £193 per year.

This unit cost can be considered alongside the value of the benefits received by Members using a Social Return on Investment (SROI) approach, where a SROI provides a framework for measuring the value of a service. By exploring the outcomes presented in the impact section of this report, there was a range of quantifiable benefits to balance against the cost of running the service.

## Overarching SROI value

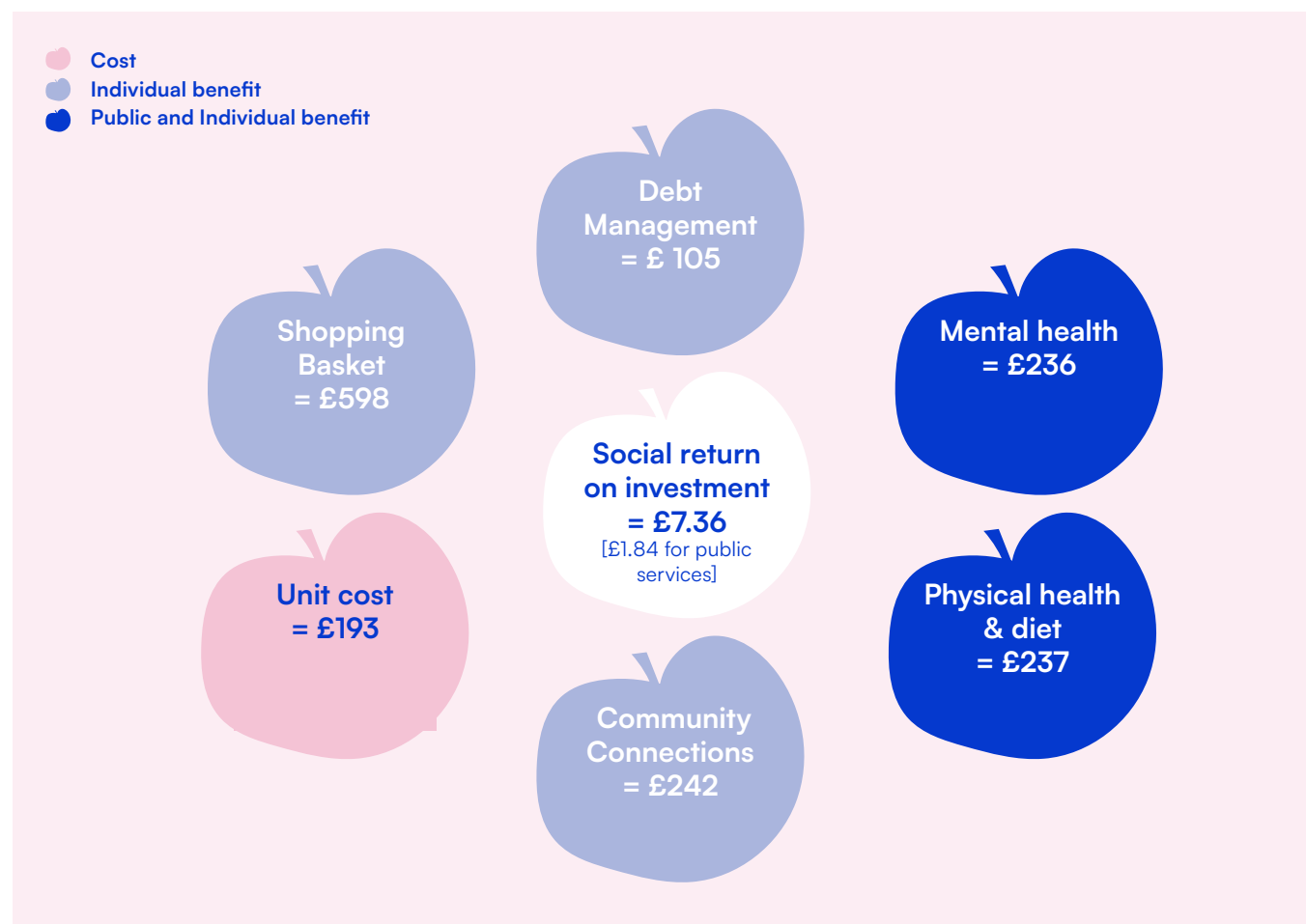
The analysis showed that the cost of £193 per year per regular Member resulted in an estimated economic and social value to Members of £1,418.

This represented a positive return on investment, where £1 in costs returned **£7.36** in social value, of which **£1.84** went directly to savings for public services.

Figure 4 breaks down the specific areas of benefit considered for this SROI.

More details of the SROI and the underlying assumptions can be found in Appendix 2.

Figure 4: overview of social return on investment



5. This is those Members shopping at least once a month, the regular shoppers and very regular shoppers shown in Figure 2.



**The operational  
commitment  
of delivering  
Peckham Pantry**



# Dependency on free food supply



Food range was an important component of Peckham's Pantry objective to provide Members with a dignified shopping experience, as familiar brands and good quality food increased perceptions around the value of the offer.

The two Peckham Pantry sites handled an average of 2,100kg of free food per week, supplied through three deliveries from the Felix project and two deliveries from City Harvest. Pecan supplemented this by paying for other staples including products supplied by Tropical Sun, surplus food sourced through Neighbourly and donations from Glengall Wharf Gardens (a local community garden).

The Pantry's dependency upon surplus food distribution led to inconsistency in supply and range. In the 2022 Member survey, while over half (56%) of survey respondents agreed that Peckham Pantry had food they wanted to buy in stock, this was one of the lower rated indicators. Fieldwork with Members consistently highlighted the inconsistent stock offer as a barrier to them shopping more frequently.

**“I would shop more regularly if more of the basics were covered in a guaranteed way and if there were more guaranteed supply of the staples and perhaps cleaning products, that sort of thing.”**  
— Member

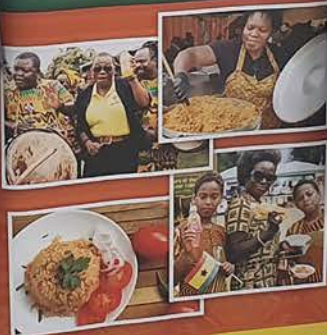
The cost of buying additional food per basket of shopping rose by 22% across the evaluation period, from 62p in 2021/22 to 76p in 2022/23, putting further pressure on budgets. In this way, filling gaps in food supply cost Peckham Pantry staff time and money to resource and remained an ongoing challenge.

Managing food supply also presented wellbeing challenges for staff who devoted significant time, capacity and resource to develop adequate — but manual — processes and policies to operate safely and effectively, from changing the layout of the shop to receive and handle food, identifying processes around stock rotation and proper labelling of products. Due to the small retail space, staff and volunteers were constantly restocking shelves and the fridge and the freezer. Deliveries needed to be met and sorted the moment they arrived, every food had to be checked for allergies and according to the best by dates. Items with no labels were put aside and not sold on the shop floor and certain products, such as oil or rice were decanted from large catering packs and labelled into smaller, sellable quantities. All of this was time consuming and physically demanding and required leadership from staff with relevant food safety qualifications to oversee the process.



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## Fixed and transparent overheads

The evaluation interviewed five other Your Local Pantry sites based in urban and rural parts of England and Scotland to explore the similarity and difference between Peckham Pantry and other Pantries and draw out process learning about delivering a Pantry model.

There were some common themes from the interviews. All Pantries struggled with sourcing regular and reliable food supply and managing Member expectations around what would be available during each visit. They all spent money and time to fill gaps in supply and meet the needs of their Membership. All Pantries used volunteers from the local community to support operations and set the tone of the Pantry environment. None of the Pantries that took part in the interviews were financially sustainable based on Member shopper income alone.

However, there was a significant difference between Peckham Pantry and the five Pantries that took part in interviews; by opening six days per week Peckham Pantry had a wider set of operational considerations and costs to delivery which was not shared by other Pantries.

For example, handling and sorting the volume of food required to serve Peckham Pantry Members over the week was significantly more resource intensive compared to smaller Pantries. This meant that Peckham Pantry needed permanent staff to oversee these processes and manage the large staff rota whereas other Pantries could incorporate Pantry staff time as part of a wider role and/or use volunteers to lead key aspects of delivery.

Similarly, Peckham Pantry operated in a permanent premises compared to other Pantries housed within the local church or in community hubs. This meant that Peckham Pantry had rent, service and fuel costs unlike other Pantries which often had these costs covered by the hosting organisation.

Taken together, this meant that Peckham Pantry had explicit and fixed costs associated with delivery that couldn't be 'waived' or hidden within other budget lines. This also meant that the unit cost of delivering Peckham Pantry — so the cost associated with serving each Member — could be calculated to assess the size of the gap to financial sustainability.

In 2022/23, the, cost of running Peckham Pantry included:

**Fixed costs: £43,450 (25%)**

- Premises (9%)
- Management and other central costs (16%)

**Semi-variable costs: £119,250 (68%)**

- Staff (66%)
- Other operating costs (2%)

**Variable costs: £12,600 (7%)**

- Food top-ups (7%)

This meant that the total annual cost of delivering Peckham Pantry was £175,300 in 2022/23.

# Financial gap

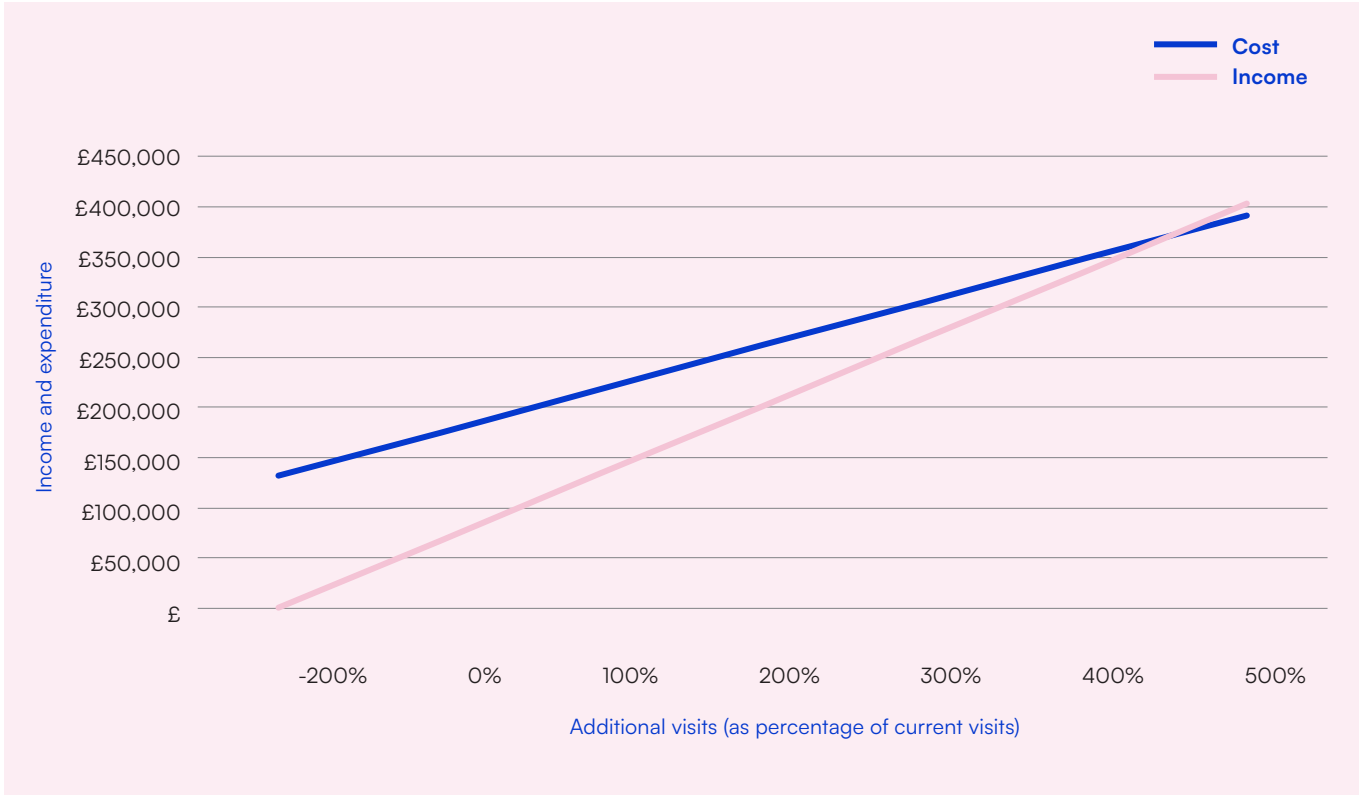
Each Member visit generated an average income of £4.08. This was lower than the £4.50 shopper fee due to the free shops offered through the incentive scheme and to people that volunteered in Peckham Pantry. However, once the marginal costs were taken into consideration (based on the existing, variable and semi-variable costs outlined in the previous section<sup>6</sup>), the marginal gain per visit was £1.45.

Given it cost £175,300 in 2022/23 to run Peckham Pantry, alongside a shopping income of £67,150, the current financial gap to sustainability was calculated at £108,150.

To eliminate the financial gap through Membership income alone would require over 450% more visits. This break-even point is depicted in the graph below.

Growth at this scale was not feasible within the setup of Peckham Pantry for various reasons and not least the sheer volume of free food required to meet such a demand, plus the space and resources required to manage and handle these volumes.

**Figure 5: Break-even point**



6. As the only variable cost, food top-ups were modelled as 100% variable. The other semi variable costs, staff costs and other operating costs were modelled as 25% and 50% variable respectively.

# Considerations for future sustainability

The evaluation modelled a number of ways in which Peckham Pantry could consider maximising their income — or reducing their costs — in future. There were caveats against each of these options as these were based on a series of assumptions about the operating costs (particularly around stabilised inflation costs of energy, fuel and food prices) and based on Member shopping behaviour<sup>7</sup>. Nonetheless, three potential options are presented here to aid discussions about Peckham Pantry's future delivery model.

01. **Increasing the number of shopper visits by 10%:** If visits increased by 10% this would generate an additional income of £7,000 for 1,700 extra Member visits.
02. **Increasing the price of a Member shop by 10%:** If the cost of a Member shop was increased to £4.95, this would also increase an additional income of £6,700 per year (assuming the number of Member shops was not affected by the rise in price).
03. **Reducing the weekly opening hours:** If the Pantry closed for one day or seven hours per week, the reduction in costs could save approximately £6,600 per year (with the assumption that Members were able to find an alternative day or time to shop).

7. If the cost of food top ups increased by another 22% - such as that experienced by Peckham Pantry between 2021/22 and 2022/23 - then this would negate any of the three options presented here by immediately incurring an additional cost of £6,450 against the current level of visits.

8. This calculation is based on the fact that St Luke's facilitated, on average, 25 shops per week.

9. Your Local Pantry So Much More! Social impact report 2023 estimated that each Pantry had on average 20 volunteers each. There were 100 Pantries at the time of this report and over 2,000 volunteers.

However, whilst increasing Member shops, an increase in basket price, and reducing operating hours are potential options for reducing the financial gap they only offer an estimated 6% of the £108,150 gap. It is therefore clear that for Peckham Pantry and the unique six day per week opening model that being self-sufficient on Member income alone is not a viable option and other income is required to bridge the gap.

Alternatively, Peckham Pantry could move away from delivering a six day per week model in permanent premises and open up a larger number of more traditional Your Local Pantry sites. This would equate to the equivalent of 13 St Luke's-style Pantries to cover the existing demands of the 1,500 most regular Members<sup>8</sup>. This shift to a Pantry network approach might reduce some costs, such as rent or energy bills when space is provided in kind. However, managing a larger number of smaller sites, plus work to source and distribute food amongst them, would present different issues and also potentially additional costs including resources to recruit and manage a higher number of volunteers<sup>9</sup>.

Additionally, a move to a Pantry network approach might reduce Members' access to healthy food, particularly if the new Pantries were difficult to access and/or opened on a different day to that preferred by the Member. While the survey responses from Members who used St Luke's Pantry, or a combination of both St Luke's and Peckham Pantry, suggested that they experienced similar outcomes to Peckham Pantry Members, re-modelling away from the current Peckham Pantry model would potentially undermine the flexibility enjoyed by 57% of Members that fluctuated their shopping over the week. It would also break up the established Member base and undermine much of the work in place to position Peckham Pantry as community resource.



**Conclusions**

In early 2020, Pecan had successfully delivered St Luke's Pantry for over a year. The evidence suggested that the Pantry was working well, attracting between 20-30 Members each week. The question posed by Pecan was, could the Pantry model be extended further, to generate a bigger and more financially sustainable impact? Pecan was particularly keen to explore ways to deliver a more dignified Member shopping experience by:

- a. [Moving away from delivering a Pantry in a church or community hub setting which could feel institutionalised, and into a permanent retail-led space](#)
- b. [Maximising Member visit income as a means to become financially sustainable and eliminate dependency on external funding to operate](#)

In these ways, the extended hours of Peckham Pantry was borne out of a radical and ambitious objective; to test whether an extended delivery Pantry model could provide people in financially vulnerable circumstances with a genuinely sustainable and community-led alternative to a foodbank.

The evaluation has documented the significant learning generated through delivering Peckham Pantry, from filling gaps in food supply, sorting and handling food to managing staff and a large volunteer rota. It has also outlined the operational implications of delivering Peckham Pantry compared with other Pantries and how this has led to a series of fixed costs which, over time, cannot be covered by Member shopping income alone.

In this way, Peckham Pantry does not deliver against its original vision of financial sustainability.

And yet, Peckham Pantry has built a core of active and engaged Members — and is attracting new Members — who are finding things difficult in the current cost of living crisis. Members have reported significant financial benefits as a result of their Membership and money 'saved' during a shop has helped them to better manage their finances. Members have increased their access to healthy food and feel less anxious about sourcing food knowing they are a Member of Peckham Pantry. Additionally, Members feel more connected to their communities through their Membership and see it as a place where they feel welcomed and valued as they shop. These benefits increased the more a Member shopped.

Shopping regularly at Peckham Pantry has helped Members build up financial resilience, mental and physical wellbeing and the community connections they need to thrive in future.

The unique Peckham Pantry operating model meant that Peckham Pantry was distinct from other Pantries by replicating a retail environment. In opening six days per week, Peckham Pantry positioned itself to be 'more than a Pantry.' Yet as this report shows, Peckham Pantry's community roots meant that Members viewed and valued it as 'more than a shop.' In these ways, the community-based delivery model was both a core mechanism to engaging Members and in driving their increased sense of community connectedness.

The evaluation explored how tweaks to the delivery model — from increasing the number of Member weekly shops, increasing the cost of each shop and in reducing opening hours could generate more money and/or reduce costs. However, these gains could easily be lost amid fluctuating costs and inflation. Given this picture, Peckham Pantry will require external funding if it is to operate beyond 2025 when funding ends from Impact on Urban Health, but funders ought to be encouraged by the qualitative impact of Peckham Pantry upon its Members, the scale of impact through the large Membership plus the very strong SROI that shows how each £1 invested generates a return for both Members and public services.



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“I would suggest that the Pantry organises community events where everyone brings a dish created from Pantry products. [It could also set up] a Work Fair, or an Each One Teach One event where you show someone a skill you have that will help them with work or school, or community tutoring and cooking classes.” — Member



# Appendix 1: Members shops

## Number of visits to Peckham Pantry

There were 16,467 Member visits to Peckham Pantry during 2022/23 which was an increase of 10% on 2021/22. Figure 6 shows the increase of the number of Member visits each week.

Figure 6: Number of Member visits



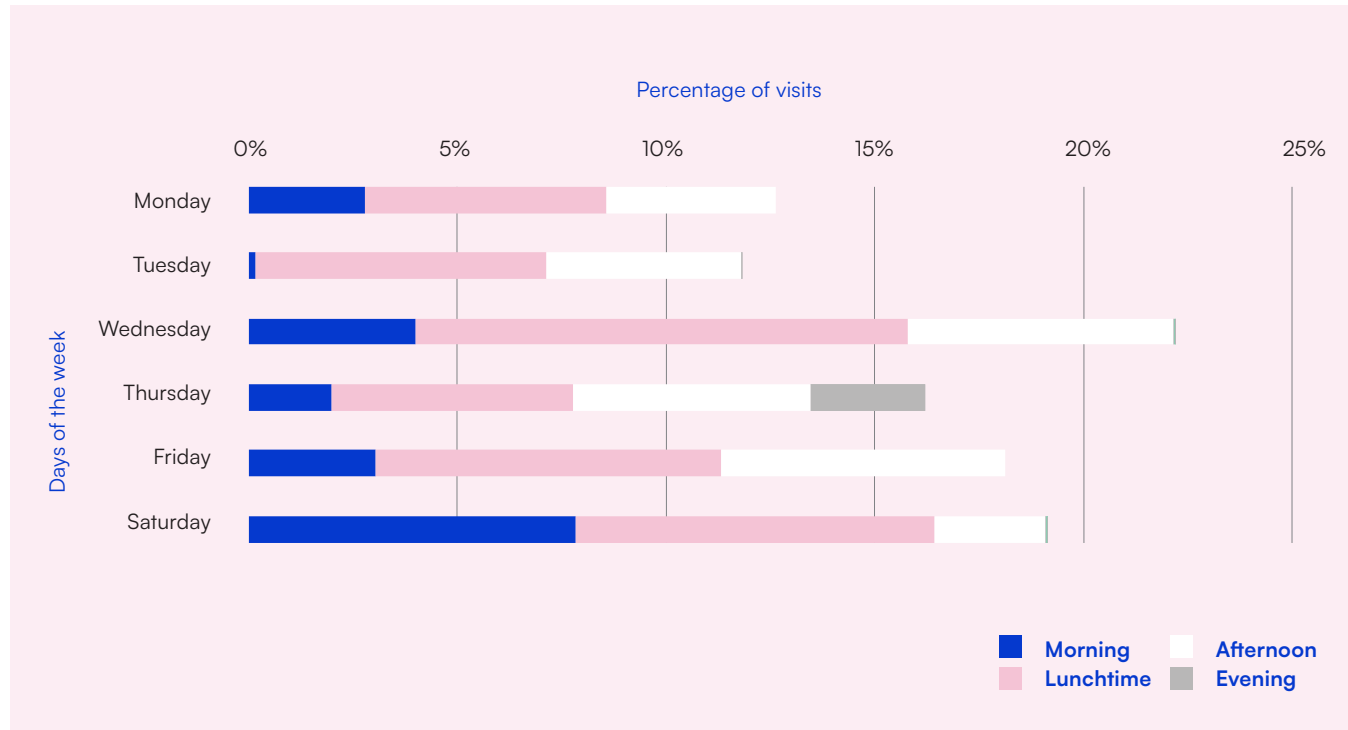


Photo: Julia Hawkins

### When do Members visit

Peckham Pantry opened for differing hours each day. A typical day was 9am until 4pm but Tuesdays had a later opening time of 11am, Thursdays had an extended opening into the evening until 7pm and Saturday was open until 3pm. These varied opening times along with differences in demand led to different proportions of Member visits on different weekdays and at different periods. Overall Wednesdays saw the most visits and the lunch period, between 11am and 1pm was the most popular time for shoppers.

Figure 7: Member visits by day of the week and session time



### How do Members visit

Peckham Pantry’s opening hours allowed Members to choose when they shopped each week over six days, Monday to Saturday. Analysis of the 389 Members who shopped at least ten times in the 2022/23 period showed there were differing patterns in how Peckham Pantry Members chose to shop.

Based on a day of the week analysis there were two types of shoppers; those who had a regular day to shop<sup>10</sup> and those who shopped throughout the week. Those who:

- **had a regular shopping day** did, on average, almost a quarter of their shops on that day and typically did the other 1 in 4 shops on one other day. The regular day was often a Saturday (33%) or a Wednesday (26%).
- **shopped throughout the week**, typically visited over four different days, which most often included Wednesday, Thursday and Friday. The day least likely to be in one of their regular days was Saturday, with only 52% typically visiting on a Saturday.

Similar analysis looking at the session time of day, morning, lunchtime, afternoon, evening, and Saturday, found 70% of shoppers had a dominant session and this was more often at lunchtime, for almost half, 48%, of these shoppers or a Saturday, 22%.

10. These are defined as shoppers who make at least 50% of their shops on a particular day.

11. To be a typical shopping day this day the proportion of a Member’s visits on that day needs to be at least 10% of the total Member’s visits.

**Table 6: Member shopping habits by day of the week**

	Have regular day to shop	Shop throughout the week
<b>Percentage of Members</b>	43%	57%
<b>Average percentage of shops on most popular shop day</b>	74%	34%
<b>Number of days typically shop<sup>11</sup></b>	2.1%	4.1%

**Table 7: Regular shopping day by popularity and days visited for those who shop throughout the week**

	Have regular day to shop: Day	Shop throughout the week: Days visit
<b>Monday</b>	10%	63%
<b>Tuesday</b>	7%	59%
<b>Wednesday</b>	26%	74%
<b>Thursday</b>	10%	73%
<b>Friday</b>	14%	74%
<b>Saturday</b>	33%	52%

# Appendix 2: Full SROI

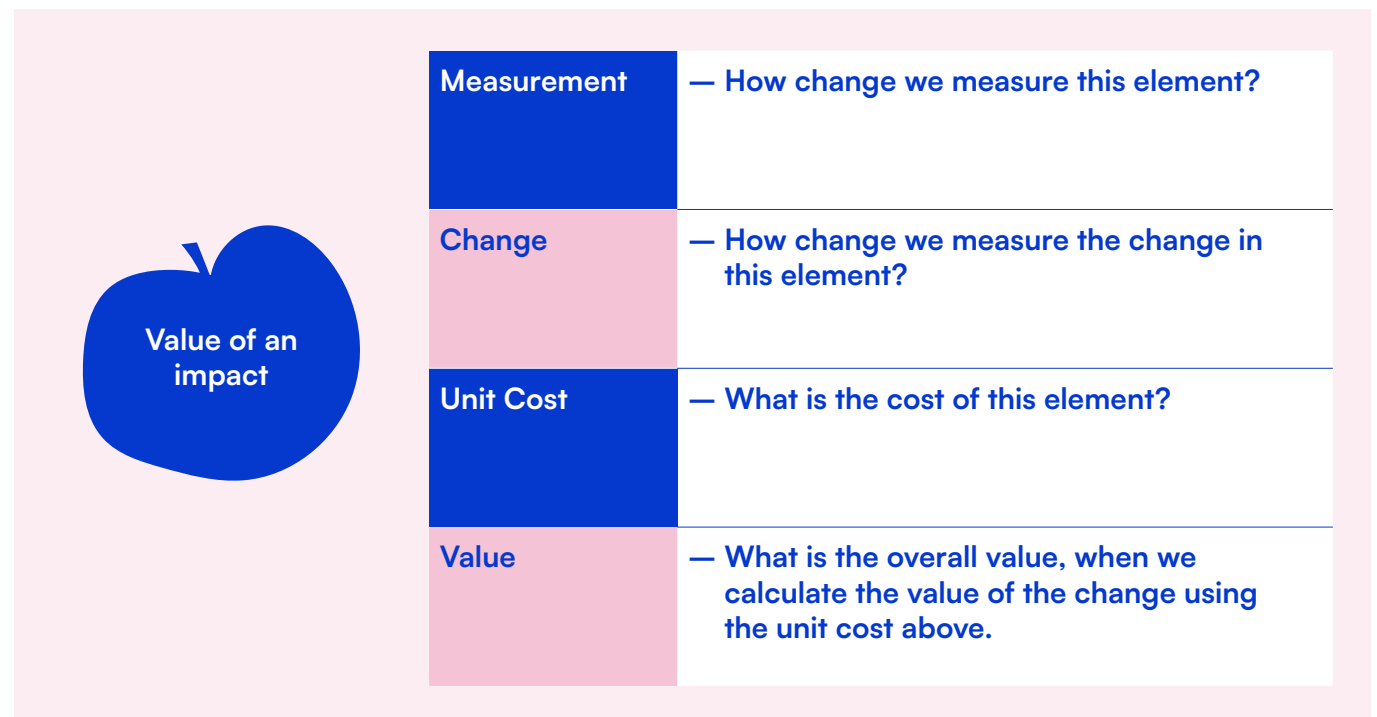
The unit cost per Peckham Pantry Member can be considered alongside the benefits these Members receive using a Social Return on Investment (SROI) approach, where a SROI provides a framework for measuring the value of a service.

It is a process to estimate the economic and social value of an intervention and through this demonstrate the value of Peckham Pantry. It requires an understanding of the cost of providing the service, the Members using the service and how the Members are impacted. The analysis took data and evidence from the Pantry along with other supporting evidence to estimate the financial impact.

For example, Peckham Pantry data and evidence used included; activity data, cost data, revenue data, basket analysis and survey responses. All these sources have been cited and used throughout this report.

If we focus on the benefits to regular Members as laid out in the impact section of this report, there is a range of benefits to balance against the cost of running the service, where any other supporting evidence used in the SROI will be introduced in this appendix. Figure 8 below shows the elements we consider to assess the value of each impact; measurement, change, unit cost and value.

**Figure 8: SROI Impact approach**



This section will go through each of the measures shown in Figure 4 in turn.

In many of these impact areas for the change we have used survey responses using a Likert scale and weighted them depending on the responses. For example, we have weighted the rate of change in financial health for those who have stated a lot at 100% and those who stated a little at 50% to represent differing levels of impact and assumed no impact for the other respondents.

### Shopping basket

The value of a basket of goods from the basket analysis conducted is estimated at £20.38 per visit, after accounting for the £4.08 average Member spend. Based on the number of times regular Members visited Peckham Pantry over the financial year this is at a value of £598.

### Debt management

Peckham Pantry Members were feeling a positive impact on their finances as a result of shopping at the Pantry and, when asked in the survey about what they did with the money saved from shopping at Peckham Pantry, 'paying off debt' and 'saving money for the future' were in the top 5.

To estimate the potential value of debt management we have estimated the annual interest on one month's rent in an overdraft and used the rate of improvement in survey respondents' financial health. We have weighted financial health for those who have stated a lot (51% at 100% = 51%) and those who stated a little (45% at 50%=22.5%) to represent differing levels of impact. The annual value to a household of debt management is estimated at £105.

**Table 8: Shopping basket impact**

<b>Measure</b>	<b>Value from shop</b>	The Members pay £4.08 on average per shop but they get more value in return with a higher cost if they went elsewhere.
<b>Change</b>	<b>Number of visits</b>	The 393 regular Members visited over 11,550 times in the year with an average visits per Member of 29 visits.
<b>Unit cost</b>	<b>£20</b>	Basket of good analysis found the equivalent shop at Asda would have a value of £24.46. With a spend of £4.08 this is an additional value of £20.38 per visit.
<b>Value</b>	<b>£598</b>	£20.38 x 29 visits

**Table 9: Debt management impact**

<b>Measure</b>	<b>Household debt</b>	Most Members agree being a Member of the Pantry has made a difference on their household finances (94%).
<b>Change</b>	<b>In financial health</b>	Rate of improvement in finances = 73% (weighted score of those who state a lot [100%] and a little [50%]) [Survey]
<b>Unit cost</b>	<b>£143</b>	Estimated annual interest on one month's rent in overdraft. Based on weekly rent of £112 [Regulator of Social Housing's Local Authority Data Return and Statistical Data Return <sup>12</sup> and overdraft rate of 30%. [Money helper <sup>13</sup>
<b>Value</b>	<b>£105</b>	73% x £143 x 1 (per household)

12. Regulator of Social Housing's Local Authority Data Return and Statistical Data Return [Accessed August 2023] <https://www.gov.uk/government/statistics/registered-provider-social-housing-stock-and-rents-in-england-2021-to-2022>

13. Money Helper [Accessed August 2023] <https://www.moneyhelper.org.uk/en/everyday-money/types-of-credit/overdrafts-explained>

## Mental health

The survey showed that Peckham Pantry Members tended to agree that being a Pantry Member was good for their mental health. Using the estimated rates in depression for those with and without financial difficulties, there is an 21.5% baseline rate of depression, through self-reporting on changes in mental health this reduces over 50% with an estimated value for adults of £236.

**Table 10: Mental health impact**

<b>Measure</b>	<b>Depression</b>	Rates of depression are estimated at 24% for those in financial difficulties and 9% otherwise [ONS <sup>14</sup> ]. Using the survey results there is a baseline rate of 21.5% (calculated from 83% who are finding it financially difficult and 17% otherwise).
<b>Change</b>	<b>Rate of improvement in mental health</b>	The observed Rate of improvement in mental health = 53% (a weighted score of those who strongly agree [100%] and agree [50%]). This results in an estimated change in level of depression = 11.3% [Baseline x Change]
<b>Unit cost</b>	<b>£1125</b>	The average cost of service provision for adults suffering from depression and/or anxiety disorders, per person per year £1,125 (adult) [Greater Manchester Unit Cost database v2.3.1 <sup>15</sup> ]
<b>Value</b>	<b>£236</b>	11.3% x £1,125 x 1.9 (adults per household)

14. <https://www.ons.gov.uk/peoplepopulationandcommunity/healthandsocialcare/mentalhealth/articles/costoflivinganddepressioninadultsgreatbritain/29septemberto23october2022> [Accessed November 2023]

15. Greater Manchester Unit Cost database v2.3.1: <https://www.greatermanchester-ca.gov.uk/what-we-do/research/research-cost-benefit-analysis/> [Accessed November 2023]



## Physical health and diet

The survey showed that Peckham Pantry Members also tended to agree that being a Pantry Member was good for their physical health and that Peckham Pantry had helped them eat more healthily. To estimate the impact of changes in physical health through diet we have used responses to changes in eating habits by food type, see Table 3, and evidence from a study into the economic implications of not meeting dietary recommendations.

The whole household has been considered in this estimation with an estimated household of 1.9 adults and 0.9 children split equally between male and female. Their changes in diet along with values shown in Table 12 are the basis of our calculations. Overall, this results in a value of £89 in direct savings, i.e., savings to public services, and £148 in indirect savings, i.e. savings to Members.

**Table 11: Physical health impact**

<b>Measure</b>	<b>Diet related impact</b>	Lieffers et al (2018) <sup>16</sup> , is a study of the cost implications of not meeting food recommendations in Canada. They looked at the economic burden of chronic diseases attributable to unhealthy eating. A household of 1.9 adults and 0.9 children [Survey].
<b>Change</b>	<b>Eating more healthy food</b>	Eating more Fruit & veg (32%), nuts & seeds (15%), whole grain (24%) and less processed meat (35%) (weighted score of those who a lot more/less [100%] and more/less [50%]) [Survey]
<b>Unit cost</b>	<b>Per person and food type</b>	Tables of the direct cost per person of eating more fruit & veg, nuts & seeds, whole grain and less processed meat and related indirect savings.
<b>Value</b>	<b>£237</b>	£89 direct savings and £148 indirect savings.

**Table 12: Physical health: evidence on direct and indirect cost savings through changes in diet**

Food group	Potential effect on direct costs per person		Ratio for indirect savings	
	Female	Male	Female	Male
Food group	31.8	47	180%	180%
Nuts & seeds	27.2	40.7	154%	159%
Whole grains	27.2	44.3	150%	155%
Processed meat	6.8	27.7	161%	166%

16. Lieffers, R., Ekwaru, J., Ohinmaa, A., Veugelers, P. (2018) The economic burden of not meeting food recommendations in Canada: The cost of doing nothing, PLoS One 2018; 13(4): e0196333

## Community connections

Members had a high regard for Peckham Pantry staff and volunteers and reported that they felt more connected to the local community as a result of their Membership.

Londoners are more likely than others in the UK to be affected by severe forms of loneliness and Neighbourly Lab, Campaign to End Loneliness and What Works Centre for Wellbeing (2022) reported 8% of Londoners experience severe loneliness, which disproportionately impacts some groups.

The change in community connectedness is modelled to directly impact loneliness, so the observed change in connectedness (43%) has an impact of reducing loneliness to 5% from 8%. The financial value of feeling belonging to the neighbour is used to estimate the value of community connections at £242.

## Unit Cost

As reported in the main report, each Member visit generated an average income of £4.08 per shop, and there is a marginal cost associated with changes in visitor numbers. The cost per visit to Peckham Pantry is £10.64, which is more than double the £4.50 price per basket. The spend per regular Member per year is £193 and spend per other Member is £16, based on the number of visits from Members over the year.

**Table 13: Community connections impact**

<b>Measure</b>	<b>Loneliness</b>	Rate of severe loneliness for Londoners 8% [Neighbourly Lab, Campaign to End Loneliness and What Works Centre for Wellbeing (2022) <sup>17</sup> ]
<b>Change</b>	<b>Change in connectedness to community</b>	Agree they feel more connected to their community = 43% (weighted score of those who strongly agree [100%] and agree [50%]) [Survey] Change in loneliness = 3.5% (43% x 8%)
<b>Unit cost</b>	<b>£3753</b>	Financial value of "Feel belonging to neighbourhood" [Social Value Bank <sup>18</sup> ]
<b>Value</b>	<b>£242</b>	3.5% x £3,753 x 1.9 (adults per household)

17. Neighbourly Lab, Campaign to End Loneliness and What Works Centre for Wellbeing (2022) Reconceptualising Loneliness in London. <https://www.campaigntoendloneliness.org/document/reconceptualising-loneliness-in-london/>

18. HACT, feel belonging to neighbourhood [Accessed 1st August 2023]: <https://www.ceci.org.uk/wp-content/uploads/2019/03/MeasuringSocialImpactHACT2014.pdf>

### Social return on investment

The cost per regular Member per year of £193 results in an estimated economic and social value to Members of £1,418. This is through the combined impact of improvements in personal finances, health and community connections, shown in Table 12.

This represents a positive return on investment, where £1 in costs returns £7.36 in social value, of which £1.84 goes directly to savings for public services.

### Other Members

The SROI has focused on the regular Members as this represents 70% of the Member shops and are the Members who have benefited the most. There is also the other 30% of costs — £52,500 — which relate to just under 5,000 visits from over 2,000 other Members. These Members have a lower unit cost (£16) and a lower benefit from the value of the shopping baskets they purchased (£50) due to their less frequent visits (2.4 shops a year compared to 29 for regular Members).

We have not conducted a SROI for this group but the personal savings made in their shopping baskets is three times larger than the cost of providing the service to these Members. Whilst the survey provides some evidence of the impacts for these Members, it is likely skewed towards those who have shopped more recently and more often and so, is indicative but not representative of the larger Membership base.

Table 14: Overview of Social return on investment

	Total		Benefit to	
	Benefit	Cost	Individual	Public
Net unit cost		£180		
Personal finances — Shopping Basket	£586		£586	
Personal finances — Debt Management	£105		£105	
Health — Mental health	£201			£201
Health — Physical health & diet	£237		£118	£119
Community Connections Impact	£242		£242	
<b>Overall benefits</b>	£1,371		£1,051	£320
SROI	£7.6			
Return to public sector				£1.77

# Appendix 3: Summary methodology

## Timelines

The evaluation was commissioned in February 2020. Phase 1 of the evaluation was delivered by Linda Jackson, Sophie Reid and Neil Reader and concluded in January 2022. Phase 2 of the evaluation was delivered by Linda Jackson, Sophie Reid and Emma Carter and was extended to conclude in January 2024.

## Key evaluation questions

The evaluation had three key objectives which were consistent across the evaluation period;

01. To understand the impact of Peckham Pantry upon Members
02. To understand what worked well and less well in achieving outcomes
03. To review the longer-term financial sustainability of delivering the extended opening hours of the Peckham Pantry model

## Learning cycle approach

Given the longer time frame for the evaluation and the uncertainties of the global pandemic, the evaluation took a learning cycle approach, identifying key areas of focus, methodology and reporting within a six-month time frame.

## Qualitative fieldwork

Over the three years of evaluation a number of qualitative methods were adopted to gather data from Peckham Pantry Members, staff and volunteers and from other Your Local Pantry sites. These methods included:

- Nine scoping interviews with Pecan staff and key stakeholders (2020)
- Two phone interviews with Members during lockdown (2020)
- Workshops with four ambassadors (2020)
- 10 Member shopalongs and follow-up interviews (2021)
- Counterfactual calls with five lapsed Members (2021)
- Five ambassador WhatsApp diaries and after action review (2021)
- Steering group event and attendance at meetings (2021 and 2023)
- Case study interview with five Your Local Pantry sites
- Counterfactual calls with 80 lapsed Members (2022-23)
- Member WhatsApp diaries with eight most regular shoppers (2023)

## Quantitative methodologies

Various data sources were analysed including:

- Member sign up/needs data
- Stock management and rotation data

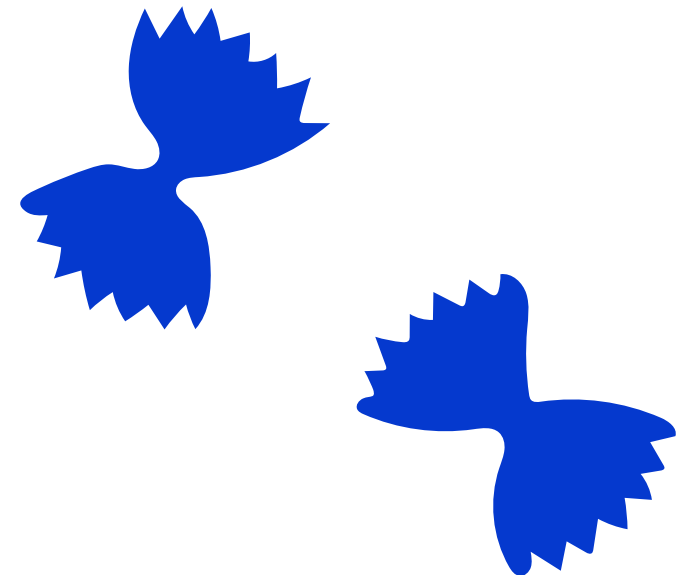
The evaluation designed an online survey which was completed by Members in:

- November 2020 completed by 99 respondents
- November 2021 completed by 286 respondents
- November 2022 completed by 346 respondents

The first year of the survey was launched as Peckham Pantry opened up and so included reflections from a very new Membership plus this was a period of unprecedented change between lockdowns.

## Financial sustainability analysis

- Basket of goods analysis (2021 and 2022)
- Member segmentation analysis
- SROI analysis (2021 and 2023)



## Learning reports

The evaluation has generated a wide body of information and learning reports over the four years of delivery. These can be found on the Pecan website, [here](#).

For more information about the evaluation, contact Linda Jackson, [here](#).

Photography: Julia Hawkins

Design: [Sadie May Studio](#)





