THE TRUSSELL TRUST

England & Wales · Charity number 1110522

Details

Other names	THE FOOD BANK
Status	Registered
Legal form	Charitable company
Company number	05434524
Registered	2005-07-21
Register	View on the Charity Commission register

Contact

Address	7 Ashfield Road Trading Estate Salisbury SP2 7HL
Phone	01722580180
Email	enquiries@trussell.org.uk
Website	www.trussell.org.uk

Activities

Objects: TO RELIEVE PERSONS IN THE UNITED KINGDOM AND ELSEWHERE IN THE WORLD WHO ARE IN CONDITIONS OF NEED, HARDSHIP OR DISTRESS (BENEFICIARIES) IN SUCH WAYS AS THE TRUSTEES FROM TIME TO TIME THINK FIT

Activities: The Trussell Trust supports a nationwide network of food banks and together we provide emergency food and support to people locked in poverty, and campaign for change to end the need for food banks in the UK. www.trusselltrust.org

Classification

- **How:** Makes Grants To Organisations, Provides Human Resources, Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research, Acts As An Umbrella Or Resource Body, Other Charitable Activities
- **What:** General Charitable Purposes, Education/training, The Prevention Or Relief Of Poverty, Economic/community Development/employment
- **Who:** Other Charities Or Voluntary Bodies, The General Public/mankind

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Geography

- **Area of benefit:** UNITED KINGDOM AND ELSEWHERE IN THE WORLD
- Northern Ireland
- Scotland
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-09-30	£62,813,000	£75,185,000	£15,236,000	335
2024-03-31	£54,052,000	£61,962,000	£27,608,000	331
2023-03-31	£58,038,000	£55,225,000	£35,518,000	285
2022-03-31	£34,189,000	£50,567,000	£32,705,000	238
2021-03-31	£57,782,000	£18,723,000	£49,083,000	170
2020-03-31	£21,330,000	£13,985,000	£10,009,000	121

Trustees

Name	Role	Appointed
Natalie Denise Campbell	Chair	2024-06-25
Andrew Mark Reaney		2025-09-23
DUNCAN SHRUBSOLE		2023-05-30
Edward John Matthews		2025-09-23
Emma Kate Galloway		2025-09-23
Rev Beverley Ann Thomas		2019-10-19
Ross James Maloney		2025-09-23
Sarah Elizabeth Vibert		2023-05-30
Sashareen Gaynor Priscilla Morgan		2023-05-30
Suresh Prabha Ariaratnam		2023-05-30
Thomas Joseph Gibbs		2023-05-30
Valerie Anne McKie		2025-09-23

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THE TRUSSELL TRUST

England & Wales - Charity number 1110522

Accounts

Trussell
Ending hunger together

Together for change

A new journey

Annual report and accounts
2024–2025





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Our vision

Our vision is for a UK without the need for food banks.

Our mission

We exist so everyone in the UK can be free from hunger. We work together to ensure no one needs a food bank to survive. Until that happens, we provide emergency food and practical support for people left without enough money to live on.

"The food bank was more than a place for food. It provided community, guidance, and hope – when I needed it most."

Lauren, who needed support from her local food bank

Our values



Compassion

We stand in solidarity with people that need the help of food banks. We put the wellbeing of people served by food banks above everything else.



Justice

We are motivated by a desire to see a more just society. It's not right that anyone is facing hunger and poverty. Everyone should have enough income to afford the essentials.



Community

We believe we share the responsibility to support one another in our communities. To create change, we must work together for the kind of society we want to live in.



Dignity

We recognise the innate value of each individual person and seek to prioritise the other person's needs and concerns in the spirit of mutuality and friendship – regardless of background.

Who we are

We are an anti-poverty charity and community of food banks.

We work together to ensure no one in the UK needs a food bank to survive, while providing emergency food and practical support for people left without enough money to live on.

We are in 1,400 food bank locations, supported by 40,000 volunteers, 12,000 churches, hundreds of thousands of community groups and schools, and millions of people around the UK.

Together, we are Trussell.



What we do

We need urgent action on hunger in the UK.

People are being pushed to the brink because they don't have enough money to live on. This can't go on.

We refuse to stand by while so many of us can't afford to eat, keep warm and pay the bills. Not so long ago, food banks were not needed to the extent they are today. That's why we work locally and across the UK for a more just and compassionate society where no one needs a food bank to survive. We're determined to make this a reality.

Until that happens, we provide emergency food and practical support to people in their hardest moments; and work with our partners and local communities to ensure everyone gets the right help long before they need to use a food bank.

We know food banks are not a long-term solution, because hunger is not a food problem. It's a money problem. We bring together experiences, evidence and solutions from food banks – and from people who've needed them – to build a compelling case for change.

We will not stop until everybody has enough money for the essentials, and the distribution of emergency food can end for good.



About this report

This report relates to the work of Trussell as a UK-wide charity, rather than food banks within the Trussell community, which are independent organisations. On 30 September 2025, there were 415 food bank charities in the Trussell community, operating in 1,397 locations across the UK.

To coincide with the launch of our five-year strategy, we extended our financial year to cover an 18-month period – ensuring full alignment with our new strategic cycle.

Our annual report and accounts for 2024-2025 therefore covers an 18-month period, from 1 April 2024 to 30 September 2025 inclusive.

References to '2024-2025' within the document are intended to cover this 18-month timeframe. Where data presented in the report relates to a timeframe other than our 18-month accounting period, this is clearly noted.

For an overview of the 12-month period from 1 April 2024 to 31 March 2025, please see our **Impact report**.





Foreword from our Chair

On behalf of the Trussell Board of Trustees, I'm delighted to welcome you to our annual report and accounts for 2024-2025 – covering an 18-month period that was equally marked by deep challenges and remarkable impact.

For food banks and the people who need them alike, the context remained highly challenging: from the ongoing reality of a tough financial climate, as the cost of living crisis showed no signs of receding, to a shift in public priorities – with food banks needing to buy in an increasing amount of stock as food donations continued to decline.

On a broader level, we also saw a shifting social and political landscape ahead of the General Election and beyond – with Trussell partners, supporters, and campaigners pushing for the much-needed policy changes that could help end the need for food banks for good.

Times may be tough, but our remarkable Trussell community continued to step up to the challenge, maintaining hope in the face of adversity. Throughout the year, we remained in awe of the resilience and compassion shown by food banks, and the incredible work that they do, day in and day out. As always, we are hugely thankful for their ongoing dedication to supporting local people across the UK.

I'd also like to acknowledge the invaluable contribution made by people with lived experience of hunger and hardship. Whether making their voices heard as Lived Experience Partners, by participating in workshops and focus groups, or providing ongoing feedback directly to food banks, lived experience experts help to guide our work at every level – including through the Board of Trustees. Sharing their stories in the media has also ensured that real-life experiences of hunger and hardship have stayed in the spotlight.

This report not only highlights our achievements over an 18-month period from April 2024 to September 2025, but also looks back at the past five years, during which we tapped into unprecedented levels of financial reserves – providing grants to build food banks' longer-term resilience. Our report shows how we successfully achieved our plan to invest these resources to achieve long-term change, and are using this as a platform to transition to our bold new strategy for 2025-2030. Our work will be informed by everything that we have learned over the past five years, and focused on a core vision of ending hunger today, tomorrow, and forever.

I'm grateful for the way that we and our partners have been able to stand alongside each other during 2024-2025, with vital support continuing to be provided by food banks, volunteers, local agencies and community groups, key funders, and an extensive network of businesses, policy partners, churches and faith groups across the UK.

Finally, I'd like to extend my personal thanks to the Board of Trustees, and am delighted that we are able to strengthen our capacity as an organisation by moving to a Co-CEO model – bringing shared expertise at senior leadership level, along with proven abilities to work across a wide and complex landscape.

Above all, I am excited to move into our new strategy period, as we see tangible signs of progressing towards our collective vision with a reinvigorated sense of purpose. I hope you're excited too.



Natalie Campbell MBE
Chair of the Board of Trustees



Welcome from our Co-CEOs

Welcome to our annual report and accounts for 2024–2025 – an 18-month period in which the Trussell community of food banks provided a staggering 4.16 million emergency food parcels to people facing hardship across the UK. For the third year in a row, food banks distributed over one million parcels to children. Shockingly the total number of parcels distributed since the start of the COVID-19 pandemic exceeds 15 million .

Despite our deep conviction that these statistics represent significant systemic and societal failings, they also represent a profound commitment on the part of volunteers and paid staff at food banks in every part of the UK. Food bank teams continue to respond to huge levels of need, and we continue to support them in multiple ways – with practical help and guidance, funding through grants, advocacy and campaigning, amplifying evidence and stories, sharing learnings, and building our sense of togetherness and strategic intent which underpins everything that the Trussell community does.

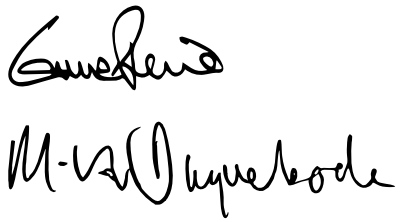
We took major strides in expanding access to advice on money matters for people facing hunger and hardship (with nine in 10 food bank charities in the Trussell community now providing these services), reducing the likelihood that people will need to return to a food bank. Our Pathfinder programme, meanwhile, led the way in funding food banks to test new approaches and develop new partnerships – going beyond providing emergency food to actively seeking to reduce the need for food banks.

In terms of influencing decision-makers, the Guarantee our Essentials campaign went from strength to strength, with a surge in public support for changes to Universal Credit, multiple campaigning events being held across the UK, and our first ever lobby day in Westminster taking our message to the very seat of power. Our policy work also showed what we can be achieved when we stand together as a community for change, with our campaign around the two-child limit yielding an amazingly positive result, and commitment to ending the mass dependence on emergency food being written into multiple party manifestos ahead of the 2024 General Election.

This year also marked a moment of transition, as we came to the end of our organisational strategy for 2020-2025. Building on the successes of the past five years, in September 2025 we launched a new five-year strategy, created together with food banks, people with lived experience, sector partners, and many others – all of whom were able to bring their unique experience and knowledge to the table. We are incredibly excited to be taking this new strategy forward over the next few years, and hugely proud of our expert staff team who will help to deliver it alongside our partners.

As ever, we'd like to thank our Board of Trustees for their continued support and guidance, while we evolve our plans and implement our vision. We're also hugely grateful to everyone who has supported us in whichever way they were able – by donating funds or food, supporting their local food bank by volunteering, or adding their voice to our UK-wide campaign for change.

As we look back over not only the past 18 months, but also the past five years, the amazing progress we have made so far renews our confidence and resolve that – despite the challenges we face – together we can, and we will, end the need for food banks in the UK.



Emma Revie and
Matthew van Duyvenbode

Co-Chief Executive Officers

Key moments from 2024-2025

Between April 2024 and September 2025, we took many major strides towards our vision of a UK without the need for food banks – including notable successes in our research initiatives, anti-poverty campaigns, and our policy and influencing work.

April to June 2024

Our **End-of-Year Statistics** reveal that, over the previous 12 months, the Trussell community of food banks distributed more than 3.1 million emergency food parcels to people facing hunger and hardship – an astonishing figure, and the highest ever number for a single year.



Our **food bank roadshows** visit the Trussell community of charities across the UK – sharing information and strategies on how to meet increasing need, improve services while centring dignity, successfully engage with policymakers, and work towards ending hunger and hardship.

The General Synod of the Church of England passes a motion supporting the **Guarantee our Essentials campaign** – calling for an Essentials Guarantee within Universal Credit, ensuring that the basic rate of payment always covers the cost of life's essentials.

July to September 2024

Pre-General Election campaigning by Trussell supporters, partners, and food banks ensures the new government comes into office with manifesto commitments to tackle poverty, and to end the need for emergency food – which it describes as "a moral scar on our society."



Throughout the summer, we set up stall at major **Christian festivals** across the UK, including Wildfires, New Wine, and Greenbelt – platforming the voices of people with lived experience of hunger and hardship, while distributing resources enabling churches to engage with our vision.



Trussell launches its **refreshed brand**. Co-designed alongside food banks and people with lived experience of hardship, our new look, feel, and messaging increases accessibility, helps remove barriers to people accessing food bank support, and boosts public awareness.
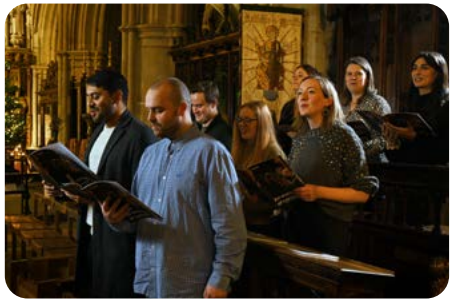


October to December 2024

The Trussell community meets in Parliament Square to launch ***The Hardship Times***. This one-off newspaper – spotlighting stories of hardship – is given to all MPs in Parliament, and distributed UK-wide by food banks. Tailored versions are also created for Scotland, Wales, and Northern Ireland.



Our **winter fundraising appeal** – focusing on the message that behind the door of every food bank lies hope – ensures vital financial support from the public during what can be a particularly tough time for people facing hunger and hardship, as well as for food banks in the Trussell community.



Trussell's **Christmas carol concerts** – held at Southwark Cathedral in London and St Giles' Cathedral in Edinburgh – help raise funds and boost awareness of hardship, with readings and performances from guests including Hugh Bonneville, Joely Richardson, and Sanjeev Kohli.



January to March 2025

Our supporters call for a rethink on government proposals to cut **disability support** payments, with over 38,000 emails sent to local MPs. Celebrities including Stephen Fry, Rosie Jones, and Stanley Tucci join our campaign, and Trussell data is quoted in Parliamentary debates.



We mark the end of our five-year **Pathfinder programme** – which supported food banks to test new approaches, develop new partnerships, and actively seek to reduce the need for food banks – with a special event where participants share their learnings, successes, and longer-term plans.



Recently-announced Trussell Ambassador AJ Odudu fronts our latest **fundraising appeal**. The *Big Brother* host and former *Strictly Come Dancing* semi-finalist also meets with volunteers at a food bank in her home town of Blackburn.



April to June 2025

Key findings from our *Cost of Hunger and Hardship* report inform our submission to the Child Poverty Taskforce, and feature in media coverage of the government's work on the **Child Poverty Strategy**. In June, Free School Meals eligibility is extended in line with our recommendations.



Our first ever **Westminster lobby day** takes Trussell's call for an Essentials Guarantee to the seat of government. Over 540 representatives of food banks, local partners, and charities – along with Trussell supporters, campaigners, and key allies – lobby and meet with more than 250 MPs.



Our **Football vs Hunger** initiative builds understanding of, and empathy towards, people facing hardship among football clubs and their fans – with nationwide activities around key fixtures and a multi-media campaign kicking off conversations about food bank need in UK communities.



July to September 2025

We publish the latest findings from our **Hunger in the UK** project – the most ambitious, in-depth research yet undertaken by Trussell. The reports show that, in 2024, 14.1 million people, including 3.8 million children, faced hunger due to lack of money – equivalent to one in six UK households.



Trussell calls on policymakers to end the **two-child limit** on support from the social security system, which pushes families to food banks. Alongside children's charities, we lobby government ministers leading on the Child Poverty Strategy, while campaigning to build public support.



In September, nine out of 10 food banks in the Trussell community report that they are now able to provide people facing hardship with access to free, high-quality **advice on money-related matters** – reducing the likelihood that they may need support from a food bank in future.

A relentless challenge for food banks

During 2024-2025, food banks in the UK-wide Trussell community continued to face extremely high levels of need for emergency food and, in the 12 months prior to April 2025, almost 2.9 million parcels were given to people facing hunger and hardship.

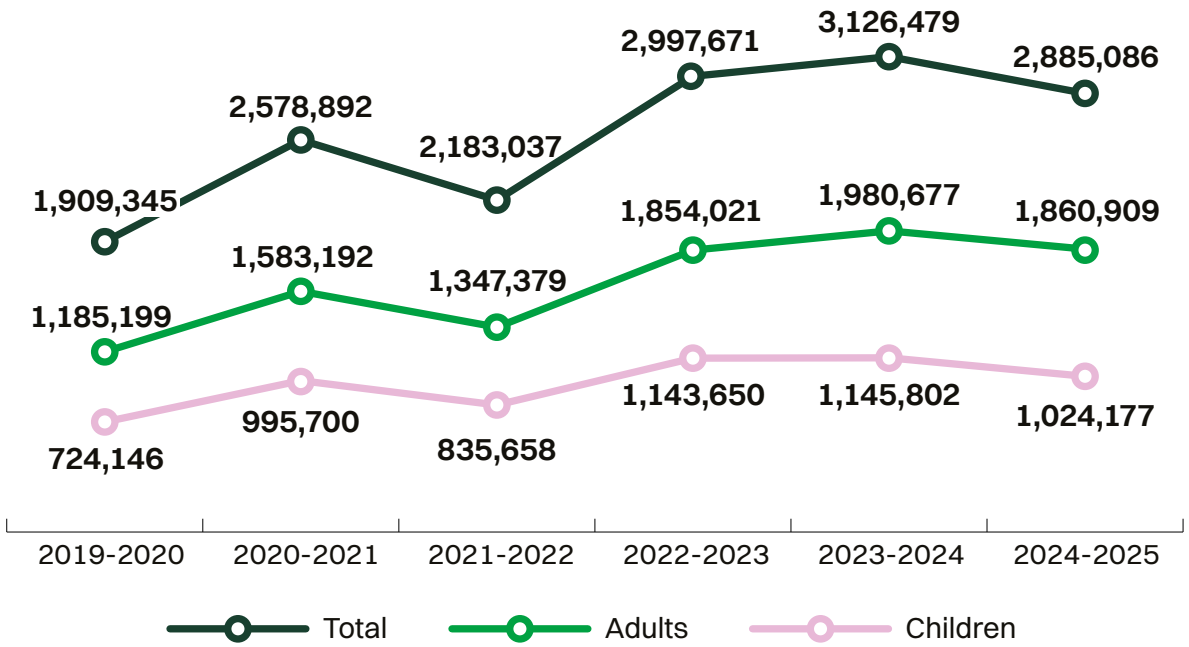
The scale of need for emergency food

Food banks in the Trussell community distributed almost 2.9 million emergency food parcels between 1 April 2024 and 31 March 2025. For the third year in a row, food banks distributed over one million parcels to children.

During the 18-month period covered by this annual report, 4.16 million emergency food parcels were given out.

There is a real risk that, without any significant shift, we are facing a 'new normal' of extraordinarily high levels of severe financial hardship in our communities.

Number of emergency food parcels distributed by food banks in the Trussell community



> **There's no signs here of it getting quieter or people needing to use the food bank less. Some of the trends we're seeing are lots of people needing to repeatedly use the food bank, so it's not such short-term need any more.**
>
> **Eli Holland**
> Project Manager, Birmingham Central Foodbank

Over the past five years, to April 2025, we have seen:

51%

increase in the number of parcels distributed compared with the same period five years ago (2019-2020)

41%

increase in the number of parcels distributed to children

32%

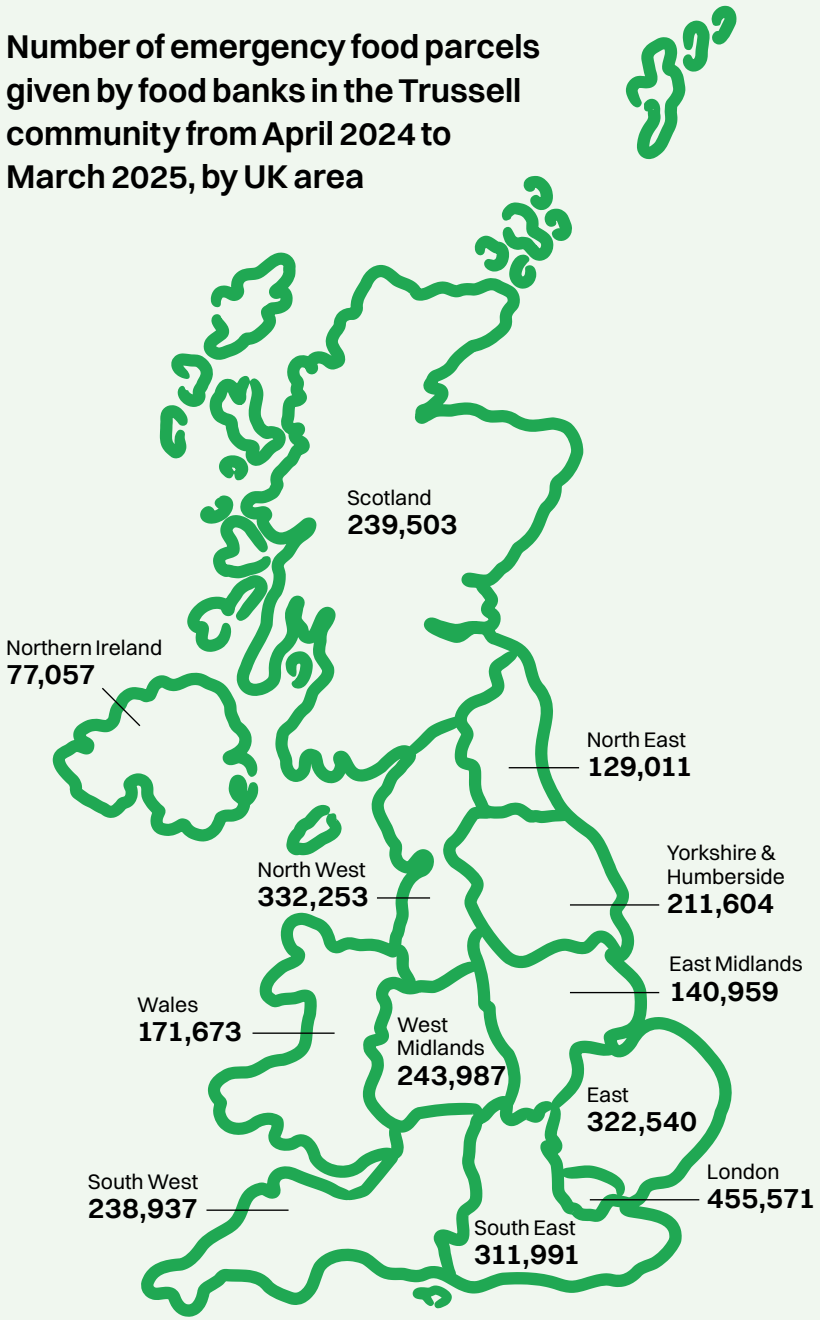
rise in parcels to support children under the age of five

567,000

people were forced to turn to a food bank for the first time in the year to March 2025

Continued high levels of local need were mirrored in calls fielded centrally by Trussell. Our enquiries team offers guidance and support to members of the public, on all aspects of our work. During 2024-2025, the team continued to see a high volume of calls (8,229 in total) from people seeking food or other support, such as financial or fuel-related. These calls also became **increasingly challenging**, with people often very distressed or facing more difficult circumstances than in previous years.

Number of emergency food parcels given by food banks in the Trussell community from April 2024 to March 2025, by UK area



The drivers of food bank need

Emergency food parcel provision has remained high – first and foremost due to a weakened social security system that is unable to protect people from the most severe forms of hardship, forcing more people to the doors of food banks. The soaring cost of living, along with the Covid-19 pandemic, drew more people into hardship, but it is the longer-term failings of our social security system that continue to push people into hunger and hardship.

The ongoing impact on food banks

Every year we have reported the extraordinary ways in which **food banks across the Trussell community have responded to these high and entrenched levels of need**. We continue to be in awe of the ways in which they step in to support their local communities with compassion, resilience and innovation, but we also recognise the deep impact that this has on food banks, as small, volunteer-led organisations trying to hold back a tide of hardship. Food banks outside of the Trussell community have also seen large rises in need, and we have worked hard to support the people who need their support.

Food banks have told us that they are now supporting people who are experiencing a deepening and more prolonged level of hunger and hardship. They are seeing people who are **stuck in a cycle of financial difficulty** while living in increasingly challenging situations, often putting immense pressure on people's mental health. This reflects wider trends, which show a long-term increase in people living in very deep poverty, with incomes far below the standard poverty line.

> **"People assume food banks are just for emergencies – but for many, this is their new normal. The cost of living crisis hasn't gone away, and we're seeing working families, carers, and pensioners walking through our doors, not just once, but regularly. Our key message to the public: We cannot keep doing more with less. Donations are down. Costs are up."**
>
> **Nikki Ranson and Armin Lange**
> Co-Directors, Colchester Foodbank

During the period April to March 2024-2025, food banks saw a continued decline in food donations, as people who would normally donate continued to face their own pressures. As a result, the proportion of stock needing to be purchased rose to 27% (up from 23% in 2023-2024), placing additional financial pressure on local food banks. Food banks have responded incredibly to this additional challenge – expanding their food and fundraising efforts, and developing robust plans to sustain their core services – while Trussell has supported this shift by offering fundraising training, sharing expertise, and leveraging national relationships to help food banks access the resources they need.

Staff and volunteers in food banks have continued to negotiate and adapt to the challenges of recent years with resilience, strength, and compassion. Yet it remains clear that it is impossible for food banks alone to have the capacity and resources to meet the ongoing need for emergency food, and that as a society we are placing an unrealistic and increasingly overwhelming burden on volunteer-led community provision. And we know that food banks are not a long-term solution, because **hunger is not a food problem – it's a money problem.**

Following the general election in July 2024, we welcomed the incoming UK government's stated commitment to ending mass dependency on emergency food. To make this a reality, and to achieve the vision of an end to the need for food banks, we need to see all of those with a role to play stepping up.

Our referral partners

Just as food banks in the Trussell community continued to experience enormous pressure over the past year, so too did the referral partners who play a key role in supporting people facing hunger and hardship. Food banks partner with a range of local services and support (such as doctors, teachers, health visitors, local voluntary organisations, and social workers), so that people can access a food bank's support when needed. There are more than 25,000 referral partners across the UK. **Food banks work with these local services to support people long before they might need a food bank**; mapping the journeys of people at risk of facing hardship, ensuring that the right support is available in the community long before a referral may be needed, and reviewing existing referral criteria – so that everyone who needs emergency food is able to access it. Many food banks also invite local services to provide onsite advice and support to people in need of emergency food – reducing the likelihood of them needing a food bank in the future. We are hugely grateful for the way in which these referral partners work with food banks and make sure that people in need get the right support at the right time.

Support from churches

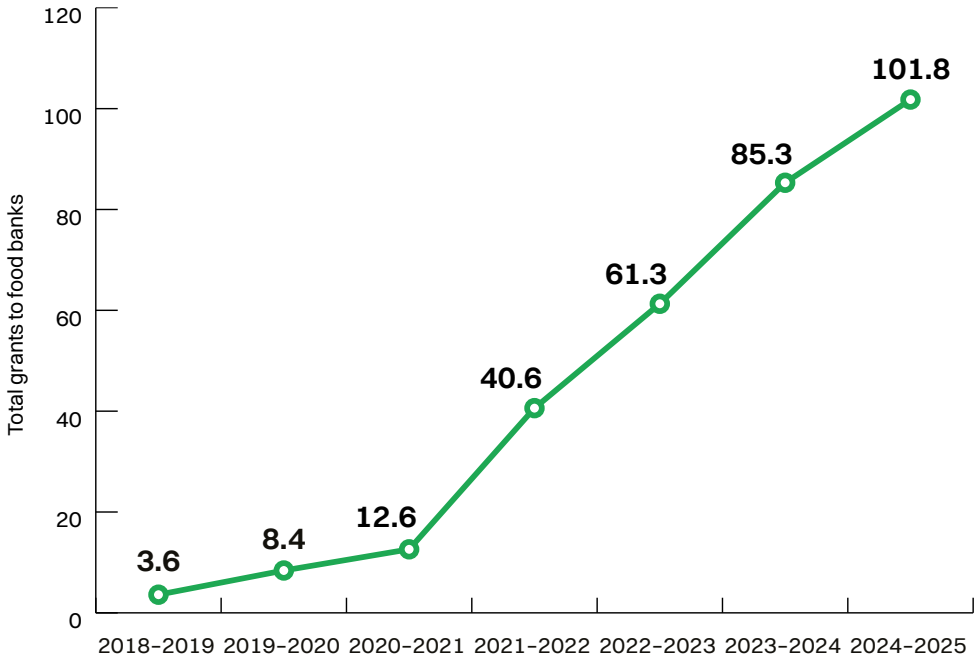
Around 12,000 churches across the UK either run food banks directly, or support them – by donating, hosting activities in their venues, encouraging volunteering, and lending support to our campaigning work. Churches are essential to Trussell's mission, and most food banks couldn't operate without the support of their local church and other faith groups; we are hugely grateful for their commitment through another testing year.



Supporting food banks through grants

We support our community of food banks with a range of grants to help them deliver timely, compassionate support to people facing hardship – and to work towards our shared vision of ending hunger. During 2024–2025, we awarded grants of around £16.5 million to food banks, and – including grants awarded in previous years – paid out a total of £35 million in grants to food banks.

Cumulative grant spend since 2018 - 2019 (£m)



Food banks are best placed to understand the specific needs and circumstances of their local communities, so our grants programme empowers them to invest in delivering immediate support to people facing hardship in their local area, as well as longer-term activities that will work towards our shared vision. This includes improving their facilities, commissioning skilled advisers to support people using food banks, developing strategic plans, providing training for their volunteers, and much more.

In many cases, our grants provide guaranteed funding over a multi-year period. This gives food banks the stability and confidence to set up and maintain longer-term projects.

£102M

in grants has been awarded to food banks in the Trussell community since 2018

Since launching our grants programme in 2018, we have awarded a total of nearly £102 million in grants to the food banks in the Trussell community. Much of this has been enabled by a surge in generosity towards Trussell during the extraordinary Covid-19 period, and has in turn enabled us to deliver targeted and time-limited grants programmes to test new approaches and build the evidence on what works.



Emergency and sustainability support

As the impact of the cost of living crisis continued to affect communities across the UK, we increased the additional support for food banks that were seeing rising levels of need and operational costs, while facing static or declining donations of food and funds. Nearly **£6 million in emergency and sustainability grants** were awarded to help food banks navigate challenging times.

These grants were used for a range of priorities, including purchasing food to meet the increased need, maintaining essential running costs of food banks, or employing a fundraiser to improve the food bank's financial resilience. A further £2.3m was also paid in small 'top-up' grants (funded by corporate donations from Tesco and Asda), to help food banks with essential operational costs.

"We applied to Trussell for an emergency grant for £9,000 and are so glad we did as it was a game changer. The pressure was released to enable the trustees and team leader to plan for a sustainable future. The impact of the recovery plan has seen the food bank go from strength to strength."

Ian Winters
Trustee, Windermere & District Foodbank



Our strategic grant programmes

Alongside our emergency support offer, in 2024–2025 we continued to offer a range of grants to our community of food banks, with grant awards totalling £8.3m.

Local access to money advice and support

We awarded over £6.3 million in grants to food banks to enable them to provide local advice and support on money matters for people facing hardship. These grants allow food banks to provide services that connect people on the lowest incomes with high quality, free advice and support – to unlock money that they may be eligible for, so that they are less likely to need a food bank in future.

By September 2025, almost nine in 10 food banks (89.2%) were able to offer access to high-quality financial inclusion advice – up from 49% in October 2022, 67% in September 2023, and 82% in September 2024. More on the success of our financial inclusion advice services can be found on page 32.

"Thanks to a grant, we have been able to dedicate more time to attacking the root causes of food insecurity. We are working to offer people visiting our food bank the additional support they need to improve their circumstances – and ensure they are not dependent on us for support in the future."

Sandra Cane
Trustee and Treasurer, Kensington & Chelsea Foodbank

9 in 10

food banks were able to offer access to high-quality financial inclusion advice

Local campaigns

Once again, we boosted the funding for food banks to develop their work around **community organising**, where people are supported to come together in local communities, empowered to use their voice, and able to campaign for the changes around hunger and hardship that most matter to them locally. £600,000 was awarded to food banks in this area, received by around one in seven of the charities running food banks in the Trussell community – reflecting the ongoing scaling up of our work in this area alongside an increasing appetite among food banks to develop and deliver **local campaigns**. You can read more about the impact of our support for food banks in this area on page 42.

Learning how to reduce local need

While no new awards were made, as this programme ended in 2025, we paid **£3.3 million in grants** in this area, with grants going to the one in eight charities running food banks in the Trussell community that took part in our Pathfinder programme. This enabled them to continue to explore and test new ways of working that will help to reduce the need for food banks locally. For more on our Pathfinder programme, see page 29.

Developing premises, staff and volunteers

Over £1.4m was awarded to food banks in grants to improve their premises, build their staff team, or develop their volunteers.

These enabled food banks to innovate their work, **respond to increased challenges**, and implement activities aimed at ensuring a dignified response to people needing help, while also working towards a future where no one needs to use a food bank.

Tailored support across our grant streams

For all of our grant streams, Trussell provides additional, tailored support on the areas that they cover. This includes:

- Supporting food banks to develop specific skills to deliver their grant-funded activity.
- Helping to set up and deliver new services or initiatives, such as access to advice on money matters or influencing for change on local issues contributing to the need for food banks.
- Sharing learning about how grants are being used and the impact this is having.

By investing in support for food banks alongside the grants we provide, we help to ensure that the funding has the best possible impact – and that learnings are shared across the Trussell community.



“The Strategic Facilities grant has enhanced our operational capacity and strengthened the social fabric of the local community. Upgraded facilities have created a more welcoming and accessible space, improving people’s experience and engagement. Funding has also enabled new services, such as mental health drop-ins and community sessions, helping people address wider challenges like isolation, addiction and financial stress. For staff and volunteers, the grant has improved working conditions, supported training, and boosted morale. Overall, it’s reinforced our role as a trusted community hub.”

Gary Faulkner
Chairman, Bangor Foodbank and Community Support

Summary of our grant-making policy in 2024-2025

Trussell awards two types of grants. The first is **food bank grants** to the governing charities of food banks that are part of the Trussell community. These grants are awarded towards the costs of food bank activity or associated activities designed to alleviate or reduce hunger and hardship among people referred to food banks.

The second is **grants to partner charities**. These grants support delivery of services at a local food bank or a national service or activity that provides support to food banks to provide their core service.

Food bank awards are determined by awarding panels, comprising suitably skilled and experienced members of Trussell staff and partner grants are approved by the relevant director.

Food bank grant-funded activity is monitored by our area managers and specialist colleagues (such as financial inclusion managers), as part of their relationship with food banks – while partner charity grants are monitored by the relevant Trussell lead. Written reports are normally required and are a condition of a grant award.

The exception to the above is top-up grants received from Tesco and Asda. After the deduction of a small percentage for Trussell core costs, this money is distributed to food banks in proportion to the weight of food donated by the public to each food bank at Tesco and Asda stores. Some emergency grants also don't require formal reporting due to their nature, and the desire not to put additional pressure on these food banks.



Our grants programmes – Looking ahead

Due to the incredible generosity shown during the Covid-19 pandemic, we have been able to provide food banks with **higher levels of support through grants** for specific years within our 2020-2025 strategy period. This has aligned with our policy of spending down our reserves, to ensure we are maximising the impact of those generous donations while ensuring that we continue to hold the necessary level of reserves in line with the policy set by our Board.

Our investment in those higher levels of grant spend for a set period has enabled us to fund programmes and activities for food banks to test, learn, and demonstrate the impact of new approaches, all of which has informed our new strategy for the five years ahead – and has **built the strategic capability** of food banks. In future years, our approach is for our grant funding as a proportion of our overall expenditure to stabilise at a level equivalent to that prior to the Covid-19 pandemic.



Strategic report



Our strategic priorities

From 2020 to 2025, our five-year strategy saw us working to end the need for food banks in three key ways:

1. **Changing Communities**
2. **Changing Minds**
3. **Changing Policy**

For an overview of the impact of our outgoing five-year strategy, as well as how we went about developing our new strategy for 2025-2030, please see page 90.

We're helping unlock even more of the potential of food banks to become places where the underlying drivers of destitution are addressed, as well as supporting food banks to develop strategies to reduce the need for emergency food locally.



Lasting change happens when wider society thinks and acts differently about an issue, so we're building understanding and empathy about the drivers of food bank use and calling on people to take action.

Government decisions can have a huge impact on people facing hunger and hardship. We use evidence gathered through our community of food banks to drive policy change that will make sure we're helping shape a future where no one needs to use a food bank.

Changing Communities

Supporting food banks to actively reduce the need for emergency food in their communities.

Widespread hunger isn't just about food; it's about not having enough money to afford the essentials. **Our Changing Communities theme empowers food banks to tackle the underlying drivers that push people to need emergency food**, and work towards ending the need for food banks at a community level.

While accessing emergency food is vital for people facing hunger, the majority of food banks now offer additional services, with the support of skilled staff and volunteers, expert advisers from other agencies, or through partnerships with other organisations. This means that people can more easily access local services, advice and support – helping them secure the income they need, and in turn ensuring that they are less likely to need to turn to a food bank in the future.

During 2024-2025, we furthered our collective understanding of what's possible when food banks are supported to grow their reach, deepen their impact, and lead the way towards a future without the need for emergency food.

Changing Communities means:

1

Developing and implementing local plans of action

2

Providing access to advice and support on money matters

3

Transforming volunteering



£99.3M

in financial gains were achieved for people facing hardship through advice services delivered via food banks

40,000

volunteers dedicated over seven million hours to supporting food banks

£16.5M

in new grants was awarded to food banks during 2024–2025

> **The power of community is recognising that sometimes people struggle, that it could be any one of us, and that the rest of us are there to help and walk alongside you.**

Stephanie Heath
Learning Lead, Lutterworth and Villages Foodbank



1

Developing and implementing local plans of action

During 2024–2025, we continued to work alongside food banks to support them to develop and deliver their plans to reduce the need for their services locally, within the overall framework of our shared Together for Change strategy.

Our own expert area teams provide dedicated support to food banks in the Trussell community in every part of the UK. This is done on a one-to-one basis, as well as through regular local cluster meetings, regional forums and our national gatherings, enabling food banks to learn from each other, share good practice and receive support from people who understand what their work entails. Throughout the year, additional focused support was provided in several key areas.

Governance and finance support

We continued to support food banks to strengthen their governance arrangements, providing strong foundations for strategic developments. We did this by working alongside our specialist governance partners Trust Advice, who provide food banks with 1:1 bespoke support and monthly training webinars.

With food bank finances under increased pressure, we also partnered with Embrace Finance to offer bitesize sessions on the foundations of small charity finance. Over the nine-webinar series, 139 food bank delegates participated, representing 69 food bank charities. Attendees described these sessions as "so professionally put together", "clearly explained", and "one of the most helpful training sessions I've done."

Our bi-annual **governance health check** process helps food banks identify their strengths and areas for improvement, ensuring that the Trussell community has a consistent minimum level of compliance. Tailored reports are provided to food banks, supporting them to meet best practice standards in delivering a safe, legal, and dignified service, while signposting to an array of governance support resources.

Our highly-skilled operations teams support food banks to reflect on their governance structure, constitution, and practices, to ensure they are the most suitable for achieving their strategic goals.



Strengthening identity and communication

A refreshed Trussell brand (see page 48) has empowered food banks to update their visual identity, helping them communicate more clearly with people in need of support and remove barriers they might be facing. **Our updated brand had been adopted by more than 70% of food bank charities as of September 2025**, and is designed to bring clarity, warmth, and consistency across the Trussell community. As part of this, food bank websites have been updated to reflect the new brand, and we've begun rolling out a new website platform across the community. This platform makes it easier for people needing support to get a food bank voucher, and greater flexibility for food banks to galvanise local support towards our shared vision.

> **It is more about working together to stop people needing to come to food banks – at the end of the day that's what we really want to do.**

Kathleen Neilly
CEO, West Lothian Foodbank

Building skills and supporting wellbeing

Recognising the increasing complexity of the situations food bank teams are facing, we've continued to invest in training and wellbeing support for staff and volunteers. This year, our programme included support for individuals and teams around mental health first aid, having conversations with vulnerable people, and handling challenging situations.

Building services that honour dignity

Dignity is at the heart of everything we do. During 2024-2025, food banks across the Trussell community continued embedding dignity principles into their day-to-day operations – creating spaces that are welcoming, inclusive, and empowering. Initiatives included introducing children's play areas, quiet spaces, language translation and mental health signposting, investing in trauma-informed training for volunteers, and adapting opening hours, product offerings, and layout design – all based on feedback from food bank visitors.

To truly reflect and meet people's needs in the most dignified way possible, we widely consult with people who have needed to use a food bank at every stage of our work – as well as continually gathering and acting on feedback from people with lived experience. We have also supported food banks to embed



participation into their work, offering training, resources and expert one-to-one guidance.

> **A warm welcome is vital. How people are first greeted will help put the person at ease and help get the right support in place. At Foyle Foodbank we have seen how beneficial it is to have people greeted as they arrive with a friendly approach and the offer of a cup of tea. People who use our service have helped us in that and continue to give us helpful feedback.**

Karen Mullan, Director, Foyle Network Foundation (Foyle Foodbank)

The power of a cup of tea

The concept of 'a cup of tea' became increasingly central to the way we worked in 2024-2025 – to ensure that the best possible support is available to people coming to food banks, from the moment they arrive.

The 'cup of tea' approach is about far more than offering people a warm drink. It's a commitment to ensuring that every person who walks through the doors of a food bank in the Trussell community is treated with **dignity, compassion and respect**. It's about the way we design our spaces to feel welcoming, the choices we offer people when they receive food, the conversations that we make time for, the advice we're able to offer, and the inclusive atmosphere we intentionally create. Above all, it's a shared understanding of what it means to offer a warm welcome – rooted in the belief that everyone deserves to be seen, heard, and valued.



> **They made me feel so welcome – like they'd known me for years. They aren't just feeding people; they're lifting people up.**
>
> **John,** who needed support from a food bank

> **We've created a dignified, warm, welcoming space. We have a more open, casual space on one side, and a more private, discreet space on the other – giving people who come to our food bank the choice as to where they would like to be supported. People can also enjoy a cup of tea or coffee and a sweet treat while they chat with a volunteer to discuss their food parcel.**
>
> **Rachel McClure**
> Food, Empowerment, Education and Development Coordinator, Magherafelt Foodbank

Our Pathfinder programme

Leading the way to long-term change.

Food banks shouldn't have to exist – but, while they do, they can be places of transformation. From 2020 to 2025, our five-year Pathfinder programme provided food banks with intensive support to test new approaches and develop new partnerships – going beyond providing emergency food to actively seeking to reduce the need for food banks.

March 2025 marked the end of the programme. By this point, **55 food bank charities** across the UK had been engaged as Pathfinders – receiving tailored grant funding, learning support, and strategic guidance to pursue a range of projects. These included:

- Working with the local community, partners, and people in power to address the drivers of food bank need.
- Strengthening pathways to support alongside local partners, so that people experiencing hardship can access appropriate support at the earliest opportunity.
- Enhancing the support provided at food banks – ensuring a warm welcome and access to additional wraparound support to help address financial hardship.
- Increasing the accessibility of advice and support, with many food banks working alongside multiple partner organisations to develop co-located advice hubs, bringing together multiple support services under one roof.
- Developing community organising initiatives and engaging in campaigns.
- Involving people with lived experience of hunger and hardship in decision making, recognising that they are the experts in understanding the challenges they face.

> **"We want everyone who encounters any of our services to be a part of it moving forward. Not only listening to their thoughts and feedback – but actively influencing our activities. Without hearing directly from the people we are here to help, we can't truly know what's working."**

Hannah Worsley
Norwich Foodbank

> **"We met with different agencies to find out what the needs were... how could we offer support, or help fill a gap? We didn't want to compete, but complement and work alongside them."**

Ricky Wright
Causeway Foodbank, Northern Ireland



> **People in poverty don't talk about their poverty in the way that others do. It's been a big learning for us. If we are amplifying their voices, we need to use their framing.**

Hannah Cheek
Pathfinder Lead, Dundee and Angus Foodbank

Throughout the final year of the Pathfinder initiative, we focused on ensuring that the impact of this programme could continue beyond its official end point, with **one-to-one support helping food banks sustain and build on their work**, including sessions for trustees, staff and volunteers to plan their next steps. Over 260 food bank leaders attended online learning exchange events, ensuring that project plans and successes could be easily and quickly disseminated. We also co-created **a shared library of learnings**, including written and video stories, to equip and inspire the Trussell community, as well as food banks' key partners and local stakeholders, well into the future. These were shared and discussed with all participating food banks through an exhibition at our Pathfinder Gathering event in March 2025.



Learnings and outcomes

Food banks participating in the Pathfinder programme reported that they could offer enhanced support to people, having strengthened partnerships with local agencies and statutory services, created more effective local referral pathways, and increased the involvement of people with lived experience of hardship in designing services. Some of the key outcomes from the programme as a whole included:

Strategic reorientation: Pathfinders were better able to define their role in ending the need for food banks, and adopted a more systemic approach, with 91% developing a strategic plan to tackle root causes of hardship.

Cultural shifts: The programme fostered a more outward-looking, innovative, creative, and collaborative culture, evidenced by strengthened partnerships and a willingness to try new activities.

Enhanced participation: Pathfinders better embedded the values and practice of involving people with lived experience of hardship in food bank operations, enabling more holistic engagement.

Improved learning and reflective practice: Participating food banks demonstrated increased capacity for learning and using insights to shape activities, while valuing the shared learning spaces provided by Trussell.

Capacity building: Trussell funding (of £21.3 million) enabled around 250 food bank roles (either new, or more hours in existing roles), increasing capacity particularly in strategic and specialist areas.

Effective activity delivery: Pathfinders delivered a wider range of activities and services that were more targeted, integrated, informed by lived experience, and effective. Combining referral pathways, financial inclusion, and participation was key, with activities mutually informing and strengthening each other.





2

Providing access to advice and support on money matters

We know that hunger is not about food: it's a money problem. Food bank need is rooted in financial insecurity. To address this, we need to boost people's income and financial resilience. This is the core focus of our work in providing access to advice on money matters, including through the Help through Hardship helpline.

Help through Hardship

The Help through Hardship helpline, delivered in partnership with Citizens Advice and Mind, offers **direct phone-based advice** to people facing hunger and hardship – ensuring that individuals can access all the support they're entitled to. Throughout 2024-2025, this service has remained a lifeline for thousands of people. It doesn't just offer information – it provides joined-up, compassionate support that can completely change someone's circumstances.

The support provided by the helpline is often multi-layered: in one case, a caller named Maria was connected to a £720 Turn2Us grant, received help applying for social security, got energy advice to reduce bills, and was referred to a local adviser to help manage rent arrears. Interventions like these restore stability, hope, and independence – and can prevent people from needing to turn to a food bank in future.

Between 1 April 2024 and 30 September 2025:

179,180
calls were answered by the Help through Hardship helpline

58,319
people received detailed, high-quality advice

5,129
referrals were made to mental health support via Mind's Infoline

£1,704
was the average financial gain identified per caller

£99.3M
in financial gains (including accessing grants and social security payments) were identified for people calling the Help through Hardship helpline

63%
of Help through Hardship callers issued with an emergency food voucher had not previously accessed a food bank

86%
of people given a food voucher did not need to return to a food bank in the next three months

I felt very alone... but, following our conversation, I am so grateful for the advice, guidance and support.

Caller to the Help through Hardship helpline

Joining forces with Trussell on the Help through Hardship helpline has meant we've helped hundreds of thousands of people in England and Wales get support and advice that takes into account their whole situation, and is shaped around what they really need. Our advisers hear from people who are forced into impossible decisions in a desperate bid to keep their heads above water every day. That's why providing impartial, high-quality advice to help people to start addressing the underlying causes of financial hardship is so important. Citizens Advice is proud to be in partnership with Trussell to deliver vital support and advice. We know that by addressing the underlying causes of hardship, together we can reduce the need for food bank support.

Jon Elwes
Partnership Manager, Citizens Advice



Tackling the root causes of hunger and hardship at food banks

Supportive, holistic advice lies at the heart of how we support people who seek our help.

Thanks to ongoing investment, partnership working, and support from Trussell, **the vast majority of the Trussell food bank community have embedded advice services into their offer** for people facing hunger and hardship – as well as continuing to provide a warm welcome and emergency food. The number of food bank charities providing access to advice on money-related matters increased from 331 in April 2024 to 370 in September 2025. This means that nine in 10 of the food banks in our community are now connecting people to free, high-quality advice on money-related matters.

From April 2024 to September 2025, our community-based advice services supported 129,000 people on money matters*, helping people to access £143m in financial gains (including confirmed and expected gains), and manage £70m of debt – while more than £27m of debt was written off. In the last six months (April to September 2025), this meant an average of £1,080 in financial gains per person (as an average across all of those receiving the service), or £2,610 in financial gains among people with an identified financial gain.

The impact of such comprehensive, holistic support is clear, with advisers estimating that, in the six months between April and September 2025, over a third of people who accessed advice and support no longer need to use a food bank.

"I could not have completed the Debt Relief Order without the adviser's support... I am now debt-free for the first time in 10 years – and I finally feel positive about my life moving forward."

Money matters advice recipient

"I was so scared and stressed, because I always got told that once you were in debt you could never get out of it. But the food bank introduced me to some trusted debt advisors, who helped me plan to deal with the debt that I have. I'm so grateful for their help."

Ruby, Trussell Lived Experience Partner

* Due to the nature of our reporting process, which only records unique recipients of advice on money matters during a 12 month period from April to March, this figure may include people who received advice on more than one occasion during the 18 month period covered by this report.

Why advice matters in food banks

At Trussell, we believe that food banks should be more than a place to get emergency food – they should be **a gateway to support** that helps people move out of crisis for good. Our independent evaluation, Money Matters, carried out by the University of Bristol, proved how powerful advice services can be when offered in food banks. These services reach people who often miss out on help elsewhere, in a space where they feel safe and supported.

Locally, Trussell's financial inclusion managers are helping food banks build strong partnerships, share best practice, and develop sustainable advice services – advocating for advice in each and every local community. They also encourage food banks to share best practice, and to learn from each other. In 2024-2025, we held five online peer learning sessions, with 180 food bank charities exploring new ideas for their own services. Today, more than 300 food bank charities have put these shared learnings into practice. Together, we're creating communities where no one has to face hardship alone.

This work is changing perceptions. We have demonstrated how advice in food banks can reach people who are not being served by other services, in a setting where people feel comfortable. **Food banks are now seen not only as emergency providers, but as vital access points for advice.**

Our expertise in how services can best be provided for people facing hunger and hardship is also **influencing national conversations** on financial exclusion, and shaping the way advice is offered. We've worked with partners like Citizens Advice, Advice UK and Child Poverty Action Group to create principles for effective advice – holistic, respectful, and co-designed with the people who use these services. We know what works, and we want to share this knowledge – influencing others to deliver effective advice in a similar fashion.

Our goal is simple: everyone facing hunger and hardship should have access to tailored, community-based advice, available as early as possible, when and where they need it.

These principles will shape our advocacy work, including the Trussell manifestos for the 2026 Scottish and Welsh elections – ensuring that decision-makers hear this message loud and clear.



3

Transforming volunteering

With over 40,000 volunteers regularly giving their time in food banks across the UK, we are a volunteer-powered community. Quite simply, we couldn't do what we do without them.

A community of volunteers

Within our community of food banks, **40,000 people give 7.5 million hours of their time to volunteer each year** – making a real difference for people facing hardship across the UK.

Volunteers fulfil hundreds of different roles in their food banks, from making cups of tea and welcoming visitors to hosting community collections, participating in corporate volunteering activities, helping make up food parcels, signposting to additional support, processing donations, running supermarket collections, running social media campaigns, overseeing fundraising initiatives, and building data reports that influence policy change.

Whatever their role, our volunteers are united in giving their time and skills to make a real difference for people in their local community.



"I lacked confidence, but the team saw something in me that I didn't – and promoted me from tea and coffee making to the front desk. It was a terrifying new boundary for me, and I wasn't sure how I would handle it, but I'm so grateful that I was recognised as someone who could do it. I love being a part of this food bank family."

Gracie
Volunteer at Rawmarsh Foodbank

Making volunteering more accessible

Throughout 2024-2025, we continued to update our volunteer recruitment, support, resources and training to ensure that food banks remain places where inclusive and accessible volunteering is promoted. We also shared a range of resources with all volunteers to further connection, promote inclusivity, and celebrate impact. Whether it's connecting with the Young Trustees Movement to support trustee recruitment, or working with Samaritans to enhance volunteer training, we're committed to ensuring that people thrive in their role.

We're also delighted to have worked with Blackburn Foodbank on *twelve*, a photography-led creative project highlighting the impact of volunteers, which was showcased at the 2024 National Festival of Making.

> **"*twelve* was a fabulous project. Everyone had a voice, and everyone was heard. The power of the participatory element was far-reaching to the extent that it has changed the life direction of some of the volunteers, and given others the confidence to explore things outside their immediate sphere. It was joyous to observe the impacts and outcomes."**
>
> **Gill Fourie**
> Operations Manager at Blackburn Foodbank

Championing strong volunteer management

During 2024-2025, the Trussell Volunteering team initiated a community of practice to provide opportunities for food bank volunteer leaders to share experiences, strengthen best practice, explore challenges, and learn from each other volunteer.

Accompanying this was our **volunteer leader mentoring programme**. This programme matched members of the central Trussell team with newly recruited Volunteer Managers in food banks, who are funded through Trussell grants, to support their induction and the first few months navigating their new roles.

> **"Volunteers are the heart of any food bank – and having someone dedicated to them makes all the difference. I want to make sure volunteers feel equipped and confident."**
>
> **Lisa McCart**
> Food and Logistics Manager, East Lothian Foodbank



Improving wellbeing for volunteers

Throughout 2024-2025, we've continued to invest in wellbeing support for volunteers, with sessions being run on mental health first aid, how to handle challenging situations, and having conversations with vulnerable people – as well as debriefing and support for both individuals and teams. We provided training and support on de-escalation, recognising that the increased complexity of needs facing people coming to a food bank was leading to some frustrations spilling over – and food banks wanting to ensure they could keep everyone as safe as possible. We also continued to provide a monthly prayer, recorded by a member of the Trussell team, as a focus for prayer in food banks. These prayers, alongside the monthly reflection, allow busy food bank teams to take a moment to pause and refresh.



"It feels like a family"

Emily, Volunteer Coordinator at Manchester South Central Foodbank, reflects on her role.

"We have around 60 volunteers on the books which includes around 30-35 regulars. My role looks after recruitment, onboarding, training, and support – all with a focus on kindness and collaboration," explains Emily. "I love my job. I genuinely enjoy coming in. The team is amazing, and we all pull together. It really feels like a family".

Emily recognises the importance of inclusivity, giving an example of translating materials for a volunteer whose first language wasn't English. "Lack of English, job experience, or confidence shouldn't be a barrier to volunteering," she says. "Everyone has something to offer – and anything we can do to make it easier for them we will try to adopt".

She also highlights a new role she has recently introduced: Assistant Support Volunteer, focused on befriending, signposting, and offering a listening ear. "Sometimes, a cup of tea and a chat is just as important as the food," she says.

"We now have three volunteers in this role, who have been invaluable – by sitting down and having a chat with people when they arrive. Through this, they have been able to build up trust, and helped identify other forms of support that can be offered."

Observing that her role allows other food bank staff members to focus on their own responsibilities, easing pressure and freeing up time for other strategic work, Emily concludes: "Having a clear point of contact is good for everyone. Volunteers know who to turn to, and staff can focus on their areas. And I get to do a job I love!".

Our impact since 2020

Over the past five years, our work with food banks has shown the vital role they can play in helping people who are facing immediate hunger and hardship, as well as the ways in which they can protect people from falling into that situation. While we know that food banks aren't the answer to hunger and hardship, the work that they tirelessly do to support people with compassion and dignity, and the vital steps they are taking locally to help prevent people from ever needing a food bank, all provide powerful evidence as to how we can achieve our vision.

We have demonstrated together how providing holistic advice to help people get the support and information they need can be transformative. And we have demonstrated, particularly through our innovative Pathfinder programme, how food banks and local partners can build an approach that helps prevent people from facing hardship, and where communities are able to provide **the right support when it's needed**.

Our new strategy for 2025-2030 builds on these learnings, and sets out how we are developing our approach – to ensure that we can end hunger today, together, and forever. You can read more about our new strategy on page 92.



Changing Minds

Building understanding and empathy to inspire action towards a future where we can all afford the essentials.

To create lasting change, we know that **society has to think and act differently** about an issue. Ending the need for food banks requires us to win hearts and minds.

Our Changing Minds work focuses on helping to build understanding of, and empathy for, the structural reasons why people are struggling to afford the essentials, and why they find themselves needing to access emergency food. By growing this understanding and empathy, we can increase public will for the longer-term solutions that will end the need for food banks. We can mobilise more people to work alongside us to reach our vision – building momentum and creating a movement for change.

During 2024-2025, we continued working collaboratively alongside food banks and people with lived experience, in order to shift the conversation: from a resigned acceptance of the existence of hunger in the UK, to **a collective resolve for change** – while ensuring that we equip the public, media, and policymakers with the truth on what's driving hardship.

Changing Minds means:

1

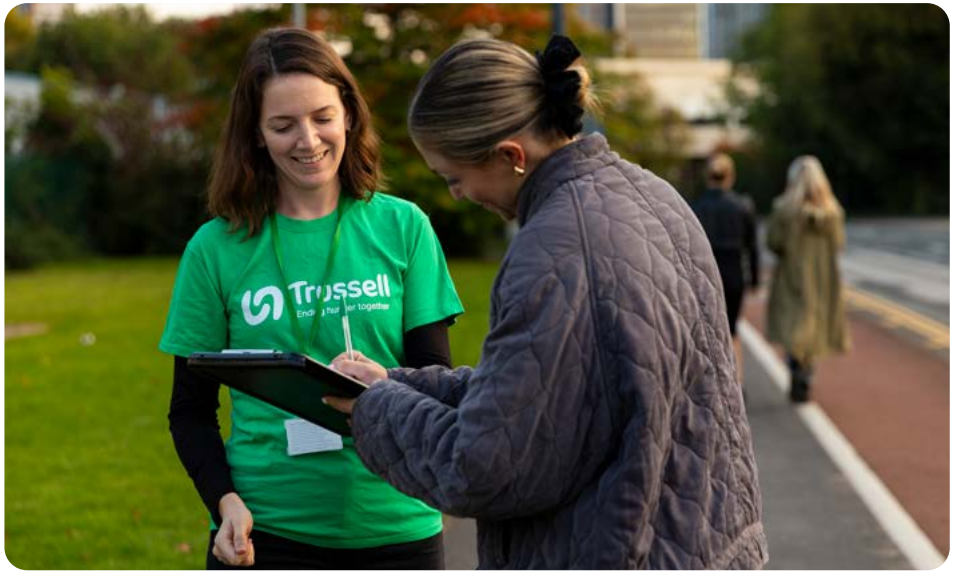
Working with food banks to win hearts and minds locally

2

Deepening understanding to build consensus across the UK

3

Building a movement for change



25,000+

mentions of Trussell and its work were made in the media during 2024-2025, while almost three million engagements were achieved across our social media channels

180,000+

members of the public supported our work financially by donating to Trussell

55,000+

campaigners across the UK accompanied us on our journey towards change – a 41% increase on 2023–2024

"As a proud Ambassador for Trussell, I'm playing my part by speaking up about the need to support local food banks and push for the solutions that will end hunger for good. While the work food banks do is vital, they shouldn't be needed. Conversations can build empathy, and help shift public thinking: from blame and shame, to compassion and change. If more of us talk about, listen to, and understand the causes of hunger and hardship, we can create a future where no one needs a food bank."

AJ Odudu
Trussell Ambassador



1

Working with food banks to win hearts and minds locally

Food banks have unique local knowledge and links into their communities, as well as being authentic and powerful messengers to inspire change. Working in – and with – food banks is therefore an effective way to build community power and unlock the change needed for people facing hardship.

Our Organising Programme

In 2021 we launched Trussell's Organising Programme – supporting food banks (through grant funding, training, and ongoing support) to maximise their unique local position to engage with the wider community, identify structural issues causing hardship in their area, and campaign to make change happen. Participating food banks can boost their capacity, skills, resources and leadership, develop local influencing strategies, and ultimately **build the power of their communities to address the underlying drivers of food bank need.**

From April 2024 to September 2025, a further 40 food bank charities joined the Organising Programme, bringing the total to more than 100 during the course of the programme, representing 26% of all food bank charities in the Trussell community. We also awarded £600,000 in grant funding during this period – adding to a total of over £5 million across three and half years of the programme.

Since the programme began, participating food banks have delivered over 800 organising and local influencing activities, covering areas such as:

- **Financial support** – ensuring council funds like Local Welfare Assistance Schemes or the Household Support Fund are more transparent, accessible, and inclusive.
- **Housing and homelessness** – including addressing poor conditions and low-quality kitchen facilities in temporary accommodation.
- **Council Tax** – including ending the use of bailiffs in the recovery of Council Tax debt, while ensuring councils adopt a tailored approach to individual debts.
- **Mental health** – ensuring people who need mental health services can access support services in the local community, and are treated with compassion.
- **School costs** – including making sure the cost of essential school equipment such as uniforms is affordable for all families.

26%

of all food bank charities in the Trussell community joined the Organising Programme

Creating routes for local change

Waterside Changemakers is a grassroots group formed in March 2024, bringing together Waterside and Ringwood Foodbanks in partnership with other anti-poverty organisations in the New Forest. Led by New Forest Partnership Campaign Manager, Tom Wardle, the group arose from community workshops that revealed a key issue: the lack of reliable public transport in the area, which left many local residents isolated.

"Buses can be a lifeline – connecting communities, providing better opportunities for work and study, easing loneliness, and improving lives," says Tom. "But residents said the buses were a nightmare. People missed health appointments, got stranded when the bus didn't show up, or were stuck at home, unable to go out. Some turned down jobs, and others had to leave the area altogether. **People felt powerless and resigned**."

In June 2024, the group launched its Better Buses for Waterside campaign – comprising campaign meetings (involving more than 70 local people), community surveys, and a Beach Bus Picnic event – with a speech from the Campaign for Better Transport – attended by local politicians. They then knocked on over 200 doors locally and gathered almost 4,000 signatures before petitioning the County Council and bus company, sharing stories of people affected by the poor service. By August, the Council agreed to increase the frequency of a key bus route.

"For years everyone knew that the buses around here were a real problem, but just accepted it," says Tom. "**Our work made the public and decision-makers sit up and take notice of the scale of the problem**. It's uplifting to see people realise that every single person in every community has the tools to bring about change. Members of the group also grew in confidence, with one even winning a local Community Spirit award."

The group has since set up an alliance of campaigns in Hampshire, the Hampshire Bus Action Group, and been instrumental in setting up the Accessible Transport Alliance – a national coalition of charities campaigning for reforms. Waterside Changemakers continues to organise locally and build influence – ensuring that the needs of local communities can't be ignored – with its call to relax time limits on disability bus passes being reported by BBC News in September 2025.

> **"It's uplifting to realise that every single person in every community can bring about change"**
>
> **Tom Wardle**
> New Forest Partnership Campaign Manager



Community conversations

Our Community Conversations initiative equips food banks to **facilitate conversations with partners in their community** about how Universal Credit should protect people from hunger and hardship. As part of the activity, local partners are invited to sign an open letter to their MP calling for an Essentials Guarantee, which is presented to the MP at a local constituency meeting. In 2024-2025, more than 150 food bank charities in the Trussell community participated in this project.



Mobilising local support

Launched in June 2024 as a pilot project, our year-long **Campaign Coordinator initiative** adopted a new approach to our organising work that sought to mobilise the public, and people with lived experience, in support of the Guarantee Our Essentials campaign. Run in partnership with the Joseph Rowntree Foundation, the campaign calls for an Essentials Guarantee within Universal Credit, meaning that the basic rate of payment at least covers life's essentials, and that support can never be pulled below that level.

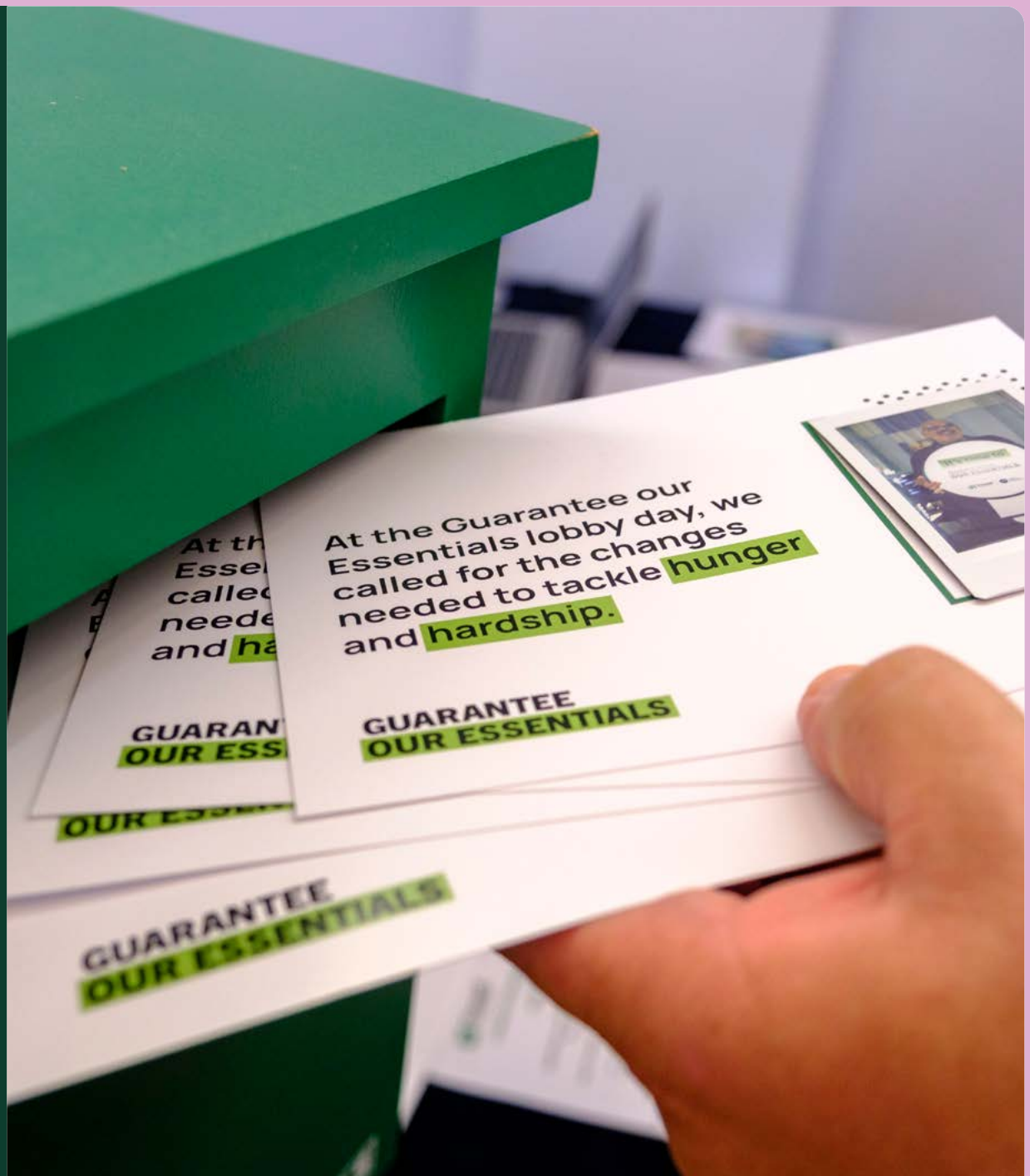
Tested in four locations across England and Wales, this project funded food banks with grants to hire a Campaign Coordinator, supported with training, resources, and best practice advice from our Organising and Local Mobilisation team. The project enabled local partners, stakeholders, and people with lived experience to better understand and communicate an Essentials Guarantee as a solution to reforming social security: increasing local awareness of inadequate social security as the primary driver of food bank need, boosting support for an Essentials Guarantee in communities, and mobilising community teams to hold their local MPs to account.

Notable successes included:

- Leeds North & West Foodbank hosting a meeting with Chancellor Rachel Reeves soon after the election, asking her to implement a minimum floor in Universal Credit; a version of this was later included her 2024 budget, which introduced a new Fair Repayment Rate, enacting a substantial part of the minimum floor proposal.
- A Community Conversations event in Bristol that brought together people with lived experience of hardship with politicians, stakeholders, and other key organisations in the city to build a collective understanding of food banks and the drivers of need.
- A Guarantee our Essentials motion being passed by councillors in Cambridge after the Campaign Coordinator formed local alliances to show the connections between hunger, hardship, and ill-health – before taking that message directly to the then Minister for Food Security, Cambridge MP Daniel Zeichner.

Having a dedicated staff member, with training and support from Trussell, has taken Guarantee Our Essentials to a whole new level in Cambridge. The City Council passed a motion in support, and we now have a network of local organisations who have proudly backed the campaign. Most importantly for us, [the Campaign Coordinator] has developed a brilliant group of campaigners who have lived on Universal Credit, who really own the local campaign effort, and have developed the skills, knowledge and commitment to keep going once the role comes to an end.

Kate McIntosh,
Senior Organiser and Communications Lead,
Cambridge Foodbank



2

Deepening understanding to build consensus across the UK

The issues of hunger and hardship are often surrounded by misconceptions, or viewed within a broader, negative narrative. Rarely are they spoken of in relation to the core drivers of need, or with hope and belief that things can change.

Through our campaigns and media presence in 2024-2025, we've amplified the voices of people with lived experience of hardship, and re-framed public conversations – changing minds, building momentum, and moving the narrative from stigma to solidarity.

A presence that can't be ignored

Throughout 2024-2025, we've boosted our public profile – engaging a wide range of audiences with **emotive storytelling and a clear vision for change**. By fostering empathy, building consensus, and inspiring action, we're aiming to ensure that hunger is seen not as inevitable, but as solvable. More than 200 people with experience of hunger and hardship have also helped shape our messaging and media appearances, with lived experience partners being positioned as leaders of change throughout our communications.

During 2024–2025, more than 250 interviews with Trussell spokespeople, including volunteers and people with lived experience, appeared in the media.

As a result of our work, we've already seen a shift in public attitudes – with 87% of people in 2024 saying they believed the social security system should ensure that everyone can afford the essentials, up from 82% in 2021 (source: YouGov Public Attitudes Survey for Trussell). Additionally, many more people are familiar with Trussell; in 2024, 65% of the public said they had heard of Trussell, or knew a little or a lot about us – up from 47% in 2020 (source: YouGov Public Attitudes Survey for Trussell).

Influencers for change

Throughout 2024–2025, we worked with a variety of allies from across a wide range of sectors to reach new audiences and help build consensus around the causes of hardship, the long-term drivers of food bank need, and the changes needed. This included existing relationships with our celebrity Ambassadors, as well as working in partnership with a wide array of influencers and celebrities who either represent, advocate or could be allies for groups overrepresented at food banks.

Throughout 2024-2025, **61 high-profile public figures helped promote Trussell** by supporting our campaigns or appearing at events. These included names such as Dame Joanna Lumley, Stanley Tucci, AJ Odudu, Guy Garvey, Rosie Jones, Bill Nighy, Charlotte Ritchie, Sir Stephen Fry, Hugh Bonneville, Joely Richardson, Aisling Bea, Sanjeev Kohli, Val McDermid, Andi Oliver, and James Walsh.

We are witnessing an unacceptable rise in the number of families needing help just to put food on the table. Trussell is doing extraordinary work, but no one should have to turn to a charity for their next meal. It's time for the UK government to guarantee our essentials so every family can live with dignity.

Andi Oliver



Football vs Hunger

In 2025, our Football vs Hunger campaign harnessed the power and collectivism of football communities to shift unhelpful narratives around food banks and people who use them.

A charter for football clubs, a fan pledge, and a nationwide weekend of activities (across matches in the Premier League, EFL, WSL, and SPL) were all aimed at **building understanding and empathy among clubs and fans** – to kick off a conversation about hardship, and drive action towards solutions in our communities.

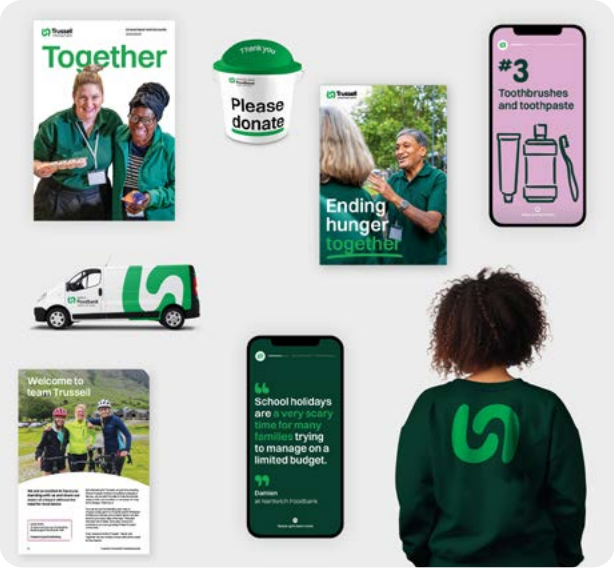


We also partnered with content creator Will Powell (aka Bryan's Gunn) for an impactful video on social media, accompanied by Will volunteering at Southwark Foodbank. This campaign achieved **a combined 427.3 million audience reach** across multiple media platforms, and was named Campaign of the Month for April 2025 by *PR Week*.



Refreshing our brand

We're working to create a future where no one needs a food bank to survive, and we're determined to make this a reality – but our old brand wasn't always helping us make that clear. What worked for us in the early 2000s was creating barriers for people who need to access vital support, and for people who wanted to understand how they could work with us towards a future free from hunger. With this in mind, our brand refresh (launched in September 2024), was **co-designed alongside food banks and people with lived experience of hardship**, ensuring it was built with and for the people Trussell supports.



"What I loved [about the brand consultation] was that our voices were heard. Trussell took on board what we said, and what's come out of it is amazing. Someone who's anxious about using a food bank for the first time might now feel more at ease."

John
Trussell Lived Experience Partner

"The process from day one was very much an open canvas. Nothing was taken off the table – everything was on it – and we were all listened to. We all know there's a stigma attached to having to use a food bank, but these changes make food banks feel more welcoming."

Ken Scott
Project Manager, Bangor Foodbank and Community Support

Becoming more accessible

In recent years, it became increasingly clear that our brand and digital platforms weren't as accessible as they should be – limiting people's ability to get the information and help they need. Many of our brand assets, like our fonts, colours and digital platforms, didn't meet today's accessibility standards. **Updating our brand identity would reduce barriers for people needing our support** and, with the help of a long-standing funding partner, this was the right time to do it.

We know that 75% of people referred to food banks in our community say they or a member of their household are disabled, and may face additional barriers to accessing information; so **our brand and assets need to be as simple and easy to use as possible**. Our updated website is more accessible and provides a smoother online support journey that makes it easier to find a local food bank and understand how to access emergency food.

Alongside updates to our name and logo, we updated our fonts, colours, and visuals, so they are clearer and more accessible. By September 2025, more than two thirds of food banks in the Trussell community had begun refreshing materials as and when needed in their local area, to minimise waste.

> **As part of the brand panel, feedback from the lived experience group really opened my eyes about using different colours and fonts, and how that affects different people.**

Kathleen Neilly
CEO, West Lothian Foodbank

> **I think it was really important to develop the brand at this point, because we, as a food bank, have developed such as a lot since we started almost 15 years ago – and Trussell definitely has as well.**

Hannah Worsley
Project Manager, Norwich Foodbank

Boosting awareness

Prior to our brand refresh, research showed that less than half of the public felt we were clear in explaining what we do, and only a third were aware of our campaigning and research work. Following our brand refresh, **three quarters of research respondents say they are more likely to support us**, while public understanding of the changes needed to end the need for food banks has also increased.

Ending hunger together

Our new strapline, 'Ending hunger together', emphasises shared ambition. **Everyone has a part to play in ending the need for food banks**. Civil society, employers, businesses, and all levels of government need to act together with people who've needed a food bank, individuals, and communities to drive this change. Our refreshed brand highlights that by working together, we can make our vision a reality. Alongside the refresh, we delivered an awareness campaign with this at its heart. A YouGov study showed that one in seven people recalled seeing the 'Play your part' campaign – and half said they were taking action as a result.

80%

of the public said they felt more positive towards Trussell after seeing the refreshed brand

75%

of people said they would be more likely to support us

1 in 2

people took action, or said that they intend to, after seeing our 'Play your part' campaign

3

Building a movement for change

Working with food banks, community and faith groups, national partners, and the general public, we're growing a movement of people standing alongside us and taking action towards our vision for change – and a future without the need for food banks.

Guarantee our Essentials

A simple idea. A powerful movement.

Our social security system, like our NHS, should be there for us all when we need it most, but right now it's not even providing enough to cover the cost of life's essentials – and it's pushing people to food banks.

That's why, since 2022, Trussell has been working with the Joseph Rowntree Foundation to call for **an Essentials Guarantee within Universal Credit**, which means that the basic rate of payment will at least cover life's essentials – including food, utilities and vital household items – and that support can never be pulled down below that level.

Since its launch, the flagship Guarantee our Essentials campaign has **captured public attention, mobilised communities as part of a powerful movement for change, and influenced the political agenda**, with a commitment to its aims being reflected in multiple party manifestos prior to the 2024 General Election.

> **"The Essentials Guarantee idea is great. It'll help people facing hardship by stopping a lot of the stress, and a lot of the worry about how to pay their bills, how to buy bread and eggs just to eat. Because they'll have the money."**
>
> **Pam**
> Trussell Lived Experience Partner

GUARANTEE OUR ESSENTIALS

Trussell – Ending hunger together | JRF Joseph Rowntree Foundation

What is an Essentials Guarantee?

An Essentials Guarantee would embed in our social security system the principle that, at a minimum, Universal Credit should protect people from going without essentials – enshrining into legislation:

- an independent process to regularly determine the Essentials Guarantee level, based on the cost of essentials (such as food, utilities and vital household goods) for adults in a household (excluding rent and Council Tax)
- that Universal Credit's standard allowance must at least meet this level
- that deductions (such as debt repayments to government, or as a result of the benefit cap) can never pull support below this level.

In 2024-2025:

24,000+

constituents across the UK contacted their local MP

1,000+

people took part in 'hardship hustings', hosted by food banks across the UK ahead of the General Election

85+

MPs met with food bank campaigners

650

local events in support of the campaign were held across the UK

Strategic partnerships and cultural influence

We've collaborated across sectors to amplify the call for an Essentials Guarantee – and build a united call for action.



Achievements in 2024-2025 included:

- More than 200 organisations joining us in calling on UK political leaders to set out their plan to urgently tackle hardship prior to the 2024 General Election.
- The Church of England passing a motion at its General Synod demonstrating their support of, and commitment to engaging with the UK government on, the Essentials Guarantee.
- Continuing to campaign alongside and mobilise the organisations that have endorsed an Essentials Guarantee – with strong alliances built across the health, education and community food organisation sectors.
- New partnerships being made with businesses and employers, raising awareness among staff and customers.
- The campaign seeing a steady increase in MPs willing to take action in Westminster, whether that's asking Parliamentary questions, speaking out in debates, or meeting to understand the issues better.



Campaigning together

In 2024-2025, our supporters came together with Trussell to call for the solutions needed to end hunger and hardship – including emailing their MP to advocate for policy change, engaging in **pre-election activities**, and raising their voice in support of a more just social security system. In total, more than 68,000 actions were taken by our campaigners. Many supported multiple actions – reflecting our strategic work to deepen campaigners' connection with us through a diverse range of mobilisation opportunities.

"We're building a base of people who care deeply – and who are willing to step up, speak out, and demand better."

Regional Community Organiser

68,000+

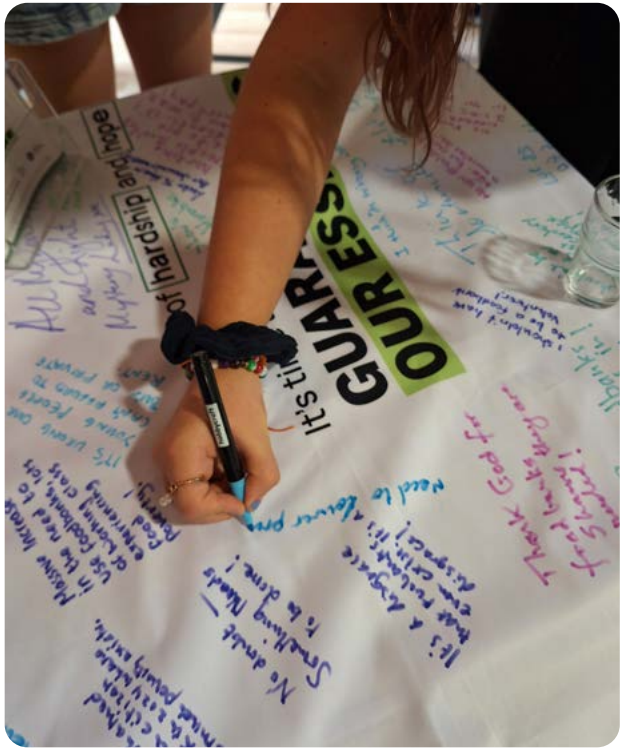
campaign actions were taken by our supporters and partners in 2024-2025

Laying it all out on the table

The July 2024 General Election was a critical moment to use our collective voice, and call for the changes that will help to build a future where no one needs to turn to a food bank. In the months prior to the election, hundreds of food banks participated in our 'Laying it all out on the table' activity, where stories of hardship and hope were written onto tablecloths by people with lived experience, Trussell supporters and influencers, food bank staff and volunteers. These were then shared with local media and stakeholders, while prospective parliamentary candidates were invited to view the tablecloths and pull up a chair to discuss the need for an Essentials Guarantee. In total, 559 events took place UK-wide, in food banks and churches, instigating thousands of conversations around the causes of, and solutions to, hunger and hardship.

"Our congregation wrote prayers on the tablecloth, and at the end of the service an elderly lady told me she always thought she was not prejudiced against people in poverty – but had believed it was often their own fault. She was in tears. She said the prayer she'd written was asking for forgiveness, and for help to have a more understanding attitude."

Stewart English
Outreach Coordinator, Levenmouth Foodbank Community Support Project



The Hardship Times: Stories delivered to Westminster

To increase the visibility of hardship and hunger across the UK, and take the stories gathered during our tablecloth activities to the seat of power, in November 2024 Trussell joined food banks, fellow anti-poverty charities and campaigners in Parliament Square to launch *The Hardship Times*. This one-off newspaper included first-hand accounts of hunger and hardship from across the UK, articles on the causes of hardship, calls to action, and a selection of some of the 1,000+ messages we'd gathered from food bank staff, volunteers, MPs, and people with lived experience.

The paper was brought to Parliament by a group of Trussell campaigners, including our Ambassadors Mark Hoyle (LadBaby) and Levi Roots, and was delivered alongside the announcement of 1.4 million emergency food parcels having been distributed by food banks in just six months. To get the publication into the hands of decision-makers, we hosted a drop-in event for MPs inside Parliament, and sent a copy to all MPs along with a briefing on our mid-year statistics. We also created **tailored newspapers** for Scotland, Wales and Northern Ireland, which were taken directly to governments, as well as being distributed by 120 food banks across the UK. This powerful campaign – centring food banks and people with lived experience – cut through the noise to place the reality of hardship directly on the political agenda.

> **I was worried that speaking up wouldn't change anything. But seeing my MP listen and respond gave me hope.**
>
> **Campaign participant, Manchester**



Challenging proposed cuts to disability support

In March 2025, the UK government announced its proposals to cut disability support payments – and Trussell supporters across the UK were swift in calling for voicing their disapproval.

Between March and July, **over 38,000 emails were sent by our supporters to their local MP**, urging them to rethink the government proposals. Meanwhile, our video with comedian Rosie Jones had a huge impact on social media – achieving 91,175 impressions. Celebrities including Stephen Fry, Stanley Tucci and the actor Brian Cox also joined us in calling on the government to reconsider its proposals. Our campaigning on this issue led to extensive media coverage, while many MPs quoted Trussell data in Parliamentary debates. For more on the policy impact of this campaigning work, see page 64.

We know that **awareness alone isn't enough. Action must follow**. That's why Guarantee our Essentials is not just a campaign, but a growing movement of communities, charities, and constituents calling for a system that truly protects people from hunger and hardship.

"The amazing work of Trussell has given us a voice to challenge political decisions – and to put the need to end food banks in the public arena. However, the need for our services is still continuing to rise. The funding landscape in Manchester is very competitive, and seems to be moving away from supporting food banks and addressing the cost of living crisis."

Heidi Exell
Operations Manager, Manchester South Central Foodbank



Our impact since 2020

Over the past five years, we have tested new approaches to engaging different audiences and to making the case for an end to hunger and hardship – leading to **a change in public attitudes**, with more people agreeing that food banks are not a long-term solution to hunger and hardship, and hundreds of thousands of people mobilised to take action in support of our vision. We have seen an increased awareness of Trussell, food banks, and the issues surrounding hunger and hardship in the UK.

More food banks have engaged their local communities in understanding the drivers of, and solutions to, hunger and hardship – and we've supported food banks to build movements in local communities, as well as bringing their voices to bear in national campaigning work. Our partnership with the Joseph Rowntree Foundation has seen our call for an Essentials Guarantee gain ground, with increasing numbers of partners endorsing the call, and **growing interest across political parties**. Our work in shaping public consciousness and putting the spotlight on hunger and hardship also helped ensure a manifesto commitment ahead of the General Election from the incoming Labour government.

Our new strategy for 2025-2030 builds on the learning from the past five years, and sets out how we are developing our approach – to ensure that we can end hunger today, together, and forever. Read more about our new strategy on page 92.



Changing Policy

Using robust evidence to influence and drive policy change – so that everyone can afford the essentials.

We're committed to ending the need for food banks – and that means changing the systems that push people to the doors of a food bank in the first place.

Led by our research and data on the drivers of food bank need, our policy and public affairs work focuses on **tackling the upstream causes of hunger and hardship**. We aim to influence the decisions that shape our social security system, and ensure that people can afford the essentials. We want every local authority to provide well-funded, accessible, compassionate provision for people facing hardship. We support policy changes to help ensure everyone can access an affordable, safe, stable home, decent, secure, rewarding work, and dignified support for carers and disabled people.

Through research, engagement and collaboration with people experiencing hardship, and in partnership with other anti-poverty organisations, we work to ensure the right support exists at the right time – and that policy decisions are informed by the reality on the ground.

Changing Policy means:

1

Providing robust data, evidence, and research

2

Influencing policymakers

3

Working together to call for change



526

mentions of food banks and 60 references to Trussell were made in Parliament during 2024–2025

46

Parliamentarians joined the All-Party Parliamentary Group on Ending the Need for Food Banks, re-established by Trussell following the General Election to bring key evidence and solutions to the attention of the UK government

8

local Cash-First partnerships, developed and delivered in partnership with Trussell, were established by the Scottish Government – ensuring access to emergency income and advice for people with no money for food

"It's important to gather evidence of where policies could help reduce food bank need – and campaign for change. Every day, food banks are in touch with people experiencing poverty. While providing support, we also gather evidence of their circumstances. This helps us look at local drivers of poverty, and share our findings with policymakers."

Karen Mullan
Director, Foyle Network Foundation (Foyle Foodbank)



1

Providing robust data, evidence and research

Trussell's research programme continues to shine a light on the causes and consequences of hunger and hardship in the UK. It directly influences policy and practice – to bring us closer to a future where no one is forced to rely on emergency food to survive.

Together, our research efforts form a compelling and urgent evidence base. They show that hunger in the UK is not inevitable – it's a result of policy choices. And they equip us with the insight needed to advocate for changes that will ensure that everyone can afford the essentials – and be protected from hunger and hardship.

Analysis of the need for emergency food

During 2024-2025, both our Mid-Year and End-of-Year Statistics revealed an unrelenting need for emergency food. **The data provides a pivotal lens for understanding the extent of deep financial hardship in our communities** – and acts as a stark reminder to policymakers of the distance we still need to travel in ending the need for food banks.

In 2024, our Mid-Year Statistics (for April to September) were used to deepen relationships with a new intake of MPs following the General Election, with a drop-in event to share the data (attended by 61 MPs across political parties, including the Social Security Minister) allowing our lived experience partners to have in-depth conversations about the reality of severe hardship in their communities, and the importance of an Essentials Guarantee.

In May 2025, our annual figures on levels of need across our UK-wide food bank community showed that 2.9 million emergency food parcels were distributed during 2024–2025 – more than a million of those being for children. That's equivalent to **one every 11 seconds**. On the day of release alone, 328 pieces of media coverage were secured across the UK. Briefings on the data were also sent to every UK MP – ensuring that all political representatives were aware of the true scale of hunger and hardship.

Throughout 2024-2025, MPs across political parties cited Trussell and local food bank evidence in key parliamentary debates and questions, while Treasury and DWP Ministers quoted long-term trends in emergency food parcel data – indicating **our evidence is being seen as a benchmark for progress at senior government level**.



Hunger in the UK

In September 2025, we released the second wave of our *Hunger in the UK* reports. The project, delivered in partnership with Ipsos and our food bank community, explored the scale and nature of hunger across the UK, and is **the most ambitious, in-depth research undertaken by Trussell**.

The research included the largest ever survey of people referred to food banks (over 3,800 people), a survey of the general population, plus participatory events and almost 100 interviews with people with lived experience of hardship – to help us to explore the drivers of food bank need and the solutions required. The findings received significant interest from politicians, policymakers, academics, and anti-poverty sector organisations across the UK. The project also provided further evidence on what is pushing people to food banks, enabling us to develop the building blocks that will end hunger for good.

"We are extremely thankful for the advocacy and collaboration provided by Trussell. Hunger in the UK was an incredibly valuable and insightful piece of work. We know that LGBTQIA+ people can experience higher levels of instability and insecurity than our cisgender and heterosexual peers. However, having another well evidenced piece of the jigsaw puzzle helps us to advocate for positive change and elevate the needs of LGBTQIA+ people on the agendas of local and national decision makers. LGBTQIA+ experiences are often invisible in data and policy making. Trussell's approach is a significant step to reversing this trend."

Tom Montrose-Moss
Head of Insight & Performance, LGBT Foundation



Key findings from our flagship *Hunger in the UK* research



14.1 million people, including 3.8 million children, faced hunger due to lack of money – the equivalent of one in six UK households. This was a sharp rise from 2022 (11.6 million, including 3.2 million children), and a worrying sign that growing numbers of people are facing deeper levels of hardship.



Three in 10 (30%) people referred to food banks in the Trussell community were in working households (up from 24% in 2022) – reflecting a growing reality that paid employment is no longer enough to protect people from hardship.



Alarmingly, more than one in four children (27%) were living in food insecure households. Children aged five and under were hit hardest, with one in three (31%) growing up in a household facing hunger, as parents struggled to make ends meet.



74% of people referred to food banks in the Trussell community were disabled (compared to 28% of people across the UK), while 25% of people from a racialised community experienced food insecurity – almost twice the rate (14%) for White people.



Over half (52%) of people in receipt of Universal Credit across the UK had faced hunger, with almost a quarter (23%) turning to a food bank or other charitable food provision.



Overall, severe hardship was becoming 'normalised', as millions of people were on the brink of hunger without turning to a food bank or charitable food provider, and having to go without essentials like food or heating as a routine part of life.

The Cost of Hunger and Hardship

In 2024-2025, Trussell collaborated with WPI Economics and Humankind Research to look at the cost of severe hardship to the economy, the public purse, and public services – as well as the devastating human impact. We estimated the overall cost to be at least £75.6 billion in 2022/23 – due to reduced employment, lower productivity, lower tax revenue, higher social security spending, and increased spending on public services.

The Cost of Hunger and Hardship project culminated in two major reports, including nation-specific summaries, presenting the impacts and costs of severe hardship, the costs of inaction, and the effectiveness of different policy solutions. While the costs of tackling hardship are significant, our modelling shows costs could be largely offset by the benefits of policies that increase income through social security, such as an Essentials Guarantee.



The impact of our findings

This research had significant impact, both nationally (being referenced in Parliamentary questions, and influencing cross-departmental policy areas, such as health, education, and housing), and at a devolved level, with findings being used in policy influencing across Wales, Scotland and Northern Ireland. It is central to our public affairs work, with long-term use in supporting our campaigns, helping us engage elected representatives, and enabling the sector to make the economic and moral case for ending the need for food banks.

Published ahead of the 2024 Autumn Budget, our first report **provided evidence to support growing calls for the new UK government to deliver change on the rates of hardship across the UK**, and a new policy ask from Trussell – a Protected Minimum Floor in Universal Credit, limiting how much people can have their benefit payments reduced by deductions for debt. The pressure from this report and across the sector led to the government announcing a Fair Repayment Rate – reducing the rate by which benefits could be deducted from 25% to 15%.

Our second report was published in May 2025, ahead of the government's Spending Review, the Child Poverty Strategy, and proposed disability benefit cuts. Its findings **informed our submission to the Child Poverty Taskforce, with positive feedback from lead ministers**. The work also featured in national media coverage of the government's work on the Child Poverty Strategy, adding to pressure on government to scrap the two-child limit. In June 2025, **Free School Meals** eligibility was extended in line with our recommendations, while – going forward – the findings are also helping to shape the DWP's work on delivering the UK government manifesto commitment to end the need for emergency food.

Rethinking local crisis support

Published in January 2025, the findings of Trussell's Rapid Evidence Review of local crisis support in England highlighted a system in which **there was no consistent local support for people on low incomes facing a financial shock**. This means that short-term financial shocks can spiral into long-term hardship, forcing people to turn to food banks. Our accompanying policy report proposed a new Crisis and Resilience Fund, with ring-fenced, long-term funding, a cash-first approach to crisis support, and the integration of crisis support within broader community services.

Our findings directly shaped the UK government's announcement (in their June 2025 Spending Review) of a new Crisis and Resilience Fund, to replace the Household Support Fund from April 2026. The new funding was explicitly linked to a manifesto commitment to end the need for emergency food parcels, and reflected the wording of our report *A more resilient future: Rebuilding discretionary crisis support in England*.

Other key research projects:

Survey of people claiming Universal Credit

In September 2024, we published the findings of a survey of people claiming Universal Credit, revealing that over 1.5 million claimants had needed to use a food bank in the previous year, and almost half had run out of food in the previous month, with no money to buy more. The findings received coverage in *The Sun*, *Guardian*, and *Mirror*, and were highlighted at a joint parliamentary event with Joseph Rowntree Foundation, where we successfully engaged 57 Parliamentarians.

The cost of survival on Universal Credit

In partnership with YouGov, this research exposed the harsh reality faced by people claiming Universal Credit and disability benefits. A staggering 77% had gone without essentials in the past six months, with over 40% skipping meals to meet other costs, and a quarter unable to afford medication or keep their homes warm. Published in early 2025, the evidence was raised in the media, in emails from supporters to MPs, and in Parliamentary debates around proposed cuts to social security for disabled people.

Hardship after heroism

In 2024–2025, we commissioned research into the financial hardship experienced by veterans in England and Wales. The findings were sobering: over a quarter of veterans (28%) had gone without essentials, while 27% said they ran out of food without the money to buy more. Media coverage included *The Sun*, *Daily Mail* and *Express* – bringing the reality of hunger and hardship to new audiences. The findings are also informing development of our new Prioritising Hunger and Hardship programme.



2

Influencing policymakers

We work hard to show that ending the need for food banks is a mission for all, and one that every politician should be taking seriously. We hold meetings with MPs and Government Ministers, facilitate visits for politicians to their local food banks, and share Trussell's latest data and research – to inform and guide the issues that MPs raise in Parliament.

Preparing for the General Election

The General Election in July 2024 was a critical moment to build support for our vision to end the need for food banks. Working alongside food banks, our supporters, churches, and campaign partners, **we made it impossible for parties and candidates to ignore the record level of need for food banks**, and the severe hardship driving it.

Over 50 MPs attended our election manifesto launch event to learn about the number of emergency food parcels given out in their constituency, and the changes needed to protect people from hunger and hardship. Our supporters and food banks contacted thousands of candidates during the short election campaign, and organised 18 local hardship hustings across the UK. Our collective campaign efforts helped ensure the new Labour government came into office with manifesto commitments to review Universal Credit so that it tackles poverty and to end the need for emergency food parcels, which it described as a "moral scar on our society."



> **"120 people came to our hustings, and every single candidate. One of the questions was from a single mum who said 'I've got four kids and I'm having to get by on so little each week. How would you cope in my shoes?' – a really powerful moment that brought a perspective I'm not sure they'd heard elsewhere. The candidate who got elected said it was the most powerful hustings he went to. We also partnered with a charity that works in digital exclusion who came to the food bank and worked with people individually to get them registered to vote. I do think we made a difference in doing all of that."**
>
> **Juliet Mead**
> Community Development Manager, Eastbourne Foodbank

In July 2024, the new UK government was elected on a manifesto that committed to end the high levels of need for emergency food parcels and to review Universal Credit – ensuring it tackles poverty as well as making work pay. **At the General Election, 50 MPs were elected who had signed our pledge to help build a social security social system that protects people from needing to turn to a food bank.**

Since then, we have secured crucial policy wins, including the introduction of the Fair Repayment Rate, and a small increase in the basic rate of Universal Credit from April 2026 – putting more money in people's pockets, and bringing us closer to an Essentials Guarantee. We have also engaged more than 110 MPs from across the political spectrum through events, visits and meetings in support of the campaign.



Influencing the post-election landscape

After the election, we quickly set about meeting the new team of DWP ministers, connecting them to people with lived experience of hardship at events in Parliament, and at the Labour Party Conference – where our giant billboard reminded the party of its pledge to end the need for emergency food, making sure this was a talking point of the conference.

At the 2024 Autumn Budget, we saw the impact of our efforts when **the UK government made a first step towards a more supportive social security system, by introducing a Fair Repayment Rate in Universal Credit**. This has reduced the amount that can be taken off people's payments to repay debts – often to the DWP itself. It's a significant change, and something Trussell has been calling for over many years – to ensure people have more money in their pocket than they'd have otherwise.

We also re-established the All-Party Parliamentary Group (APPG) on Ending the Need for Food Banks, and worked with this cross-party group of Parliamentarians to hold ministers to account on their commitments. The APPG met with the DWP minister responsible for tackling poverty in February, and again in May 2025 prior to the Spending Review, which included the welcome announcement of the new three-year Crisis and Resilience Fund to deliver support locally to people facing financial crisis – reflecting our recommendations.

Challenging proposed cuts to social security

In March 2025, the UK government announced their intention to bring forward the biggest cuts to social security in 10 years. These would reduce support for three million disabled people, pushing up to 400,000 disabled people and their families into poverty. In response, **we launched a campaign urging the UK government to think again** – and take action to protect disabled people from hunger and hardship.

Between March and July, we worked with food banks, disabled people and disability rights organisations, and a coalition of leading charities, to make our collective voices heard – in Parliament, in the media, and directly with policymakers. Our pushback involved the efforts of a huge number of Trussell supporters, who sent nearly 40,000 emails to their MPs across the campaign. We also worked closely with food banks in more than 50 constituencies, supporting them to share their insights with local MPs, many of whom told us that these

local meetings played an important role in convincing them to speak out.

As a result of these efforts, the UK government made significant changes to its plans. These included removing all cuts to Personal Independence Payment (PIP) and committing to producing future plans for PIP together with disabled people. It also kept in place positive measures to introduce an above-inflation increase to the basic rate of Universal Credit, with Ministers explicitly recognising the case we had been making for an Essentials Guarantee – that Universal Credit was too low and was driving hardship and putting pressure on other parts of the system.



"Last year, working with Trussell and many others, we showed what's possible when we stand together. Disabled people have been amongst the hardest hit by cuts to benefits over many years. Proposed cuts to PIP in 2025 would have pushed thousands into poverty. By joining forces with Trussell, we made sure voices were heard loud and clear. And together with MPs we helped make sure these cuts were stopped before even more damage to disabled people's lives happened."

James Taylor
Executive Director for Strategy, Impact and Social Change, Scope

Campaigning to end the two-child limit

The two-child limit, which restricts support from the social security system to two children, has pushed families to food banks since its introduction in 2017, with almost one in three (29%) food bank parcels provided by the Trussell community going to families with three or more children. Our Cost of Hunger and Hardship research provided new evidence that **ending the two-child limit would lift 470,000 children out of hunger and hardship** by 2027, and ease the pressure on food banks throughout the UK.

Ahead of the UK government's Child Poverty Strategy (published in late 2025), we worked side by side with children's charities to make it clear that ending this cruel policy had to be a top priority. This included private and public letters to government ministers leading on the Child Poverty Strategy, and ensuring a unified, public voice that MPs could not ignore.

In September 2025, we used the launch of Hunger in the UK to raise awareness of the need for action in our coverage across the UK. We also put the call to end the two-child limit front and centre of our Hunger in the UK launch event in Parliament and our UK party conference activity, working with influential voices, including well-known commentators and think tanks, to capture the attention of key decision makers in government.





The broader picture

Combining evidence-based recommendations with important insights from our food banks and lived experience partners, building impactful partnerships with sector organisations, and demonstrating public support have all served to establish strong relationships within the new UK government, and **position us as an important and influential stakeholder**. This was reflected in the new Work and Pensions Secretary choosing to make his first speech following the reshuffle in September 2025 at the launch event of our landmark Hunger in the UK research.





3

Working together to call for change

While changes to policy are urgently needed at UK level, changes in policy and practice at a local level can also make a vital contribution to reducing the need for food banks. We work closely with our community of food banks to support them in advocating for the local changes that are most important to them. We also build partnerships at regional, national and UK levels to build the case and press for the policy changes that are needed.

People with lived experience are also central to informing and driving our policy work, while helping us clarify our calls for change. Research projects such as Hunger in the UK – which surveyed over 3,800 people referred to food banks, and interviewed almost 100 people with lived experience of hardship – are particularly key in helping us explore the drivers of food bank need and the solutions required.

Lobbying MPs in Westminster

In June 2025, we held our first Lobby Day in Westminster, calling for an Essentials Guarantee in partnership with supporters, campaigners, and key allies. **The event saw more than 540 delegates attending from across the UK, representing over 230 organisations** – including local partners, food banks, and charities such as the Independent Food Aid Network (IFAN), Feeding Britain, Church Action on Poverty, and the Salvation Army.

Food banks ensured that users of their food bank were part of their delegations, while members of Essentials Voices, a lived experience group that supports the Essentials Guarantee campaign, played a crucial role in event preparations and co-designed key materials. On the day, they spoke directly with MPs, led workshops, and contributed to media content.

> **"I feel incredibly privileged and quite emotional to have been part of such a monumental event... Let's find ways to keep the campaign a hot topic of conversation."**
>
> **Jennie Strong**
> Strategic Manager, Clay Cross Foodbank

Attendees lobbied and met with more than 250 MPs, including representatives from 12 political parties and the DWP ministerial team, in support of a stronger social security system that ensures everyone can afford the essentials. A welcome session was led by Nish Kumar, while our lived experience partners were at the heart of the day, telling their stories via emotionally impactful panel sessions and inspirational video testimony.

Our lobby event represented a real opportunity to speak truth to power, and was praised by Parliamentary stakeholders as one of the best organised lobbies they had seen. After the event, post-lobby postcards were sent to MPs, while 15+ follow-up meetings were held between food banks and local MPs in their constituencies. The event demonstrated the campaign's power to connect with decision-makers, against a backdrop of unprecedented cuts to social security for disabled people. This was reflected in the wide range of local and national media coverage of the lobby, including Nish Kumar's *Pod Save the UK* podcast, the *Mirror*, *Politics Home*, *The Herald Scotland*, and *The Big Issue*.



"The mass lobby of Parliament that JRF and Trussell delivered together for the Guarantee our Essentials campaign was a highlight of 2025. It was incredibly powerful to see nearly 700 food bank staff and volunteers from across the UK travelling to Westminster to deliver a loud and clear message to their MPs – that our social security system is not fit for purpose when people are going without the basic essentials we all need to get by. It is thanks to their dedication and determination that we're continuing to build more champions for the campaign on the Parliamentary benches."

Frank Soodeen
Director of Communications and Public Engagement,
Joseph Rowntree Foundation

Campaigning for crisis and resilience support

The UK government's decision to invest in a new, longer-term approach to local crisis support in England through the new Crisis and Resilience Fund follows **close partnership work** between Trussell and other anti-poverty charities and local authorities.

This included a joint inquiry to shape our shared recommendations on the future of discretionary support for people facing financial crisis. Alongside organisations including The Children's Society and Carers Trust, **we made the case for longer-term funding, so local authorities could better plan and coordinate crisis support, advice and other preventative services**. Replacing the Household Support Fund from April 2026, the new Crisis and Resilience Fund will help provide a lifeline to people facing severe hardship – and reduce the need for emergency food to fill the gap in a crisis.



Influencing work and partnerships across Scotland, Wales and Northern Ireland

Scotland

In Scotland, we increased our profile and influence, deepening our relationships with elected representatives and the wider third sector, including through holding our first ever parliamentary exhibition in Holyrood, plus exhibiting and supporting fringe events at party conferences and the SCVO Gathering.

Strengthening local support

Trussell is a key member of the Scottish Government's Cash-First Programme Board, shaping support that prioritises dignity and agency over stigma. In March 2025, we hosted our third Cash First Communities conference with IFAN, bringing together the advice sector, local authorities, food banks, community food projects, anti-poverty charities, and Scottish Government, to share best practice and look at embedding cash-first approaches in the next Holyrood Parliamentary session.

Using research to influence policy

In April 2024, we shared our research on the impact of the Scottish Child Payment on food bank use with MSPs, food banks and sector partners – working with the Scottish End Child Poverty Coalition to boost our collective call for investment. **We successfully worked with sector partners and used our Cost of Hunger and Hardship research to persuade the Scottish Government to announce that they would mitigate the two-child cap**. In June 2025, as part of our influencing work to prevent cuts to disability benefits, we presented research with Aberlour and One Parent Families Scotland into the impact of public debt on low-income families to Scottish MPs. In September 2025, we shared our Hunger in Scotland research with elected representatives and sector partners. Alongside Good Things Foundation and SCVO, we brought together partners across the child poverty and digital exclusion spaces for an event focused on how to end the digital divide for families in Scotland.

Enabling food banks to engage elected representatives in election periods

In the run-up to the July 2024 General Election, we delivered online webinars for Scottish Labour and SNP Westminster PPCs. Post-election, we ensured newly-elected Scottish MPs were well briefed, and supported food banks to connect with new MPs locally.

In March 2025, we established our Scotland Together for Change Panel – advising on the development of our Scottish Building Blocks and Trussell Scotland Holyrood Manifesto for the Scottish Parliament elections in May 2026. We are continuing to work with partners in the Scottish End Child Poverty Coalition, the Scottish Food Coalition, and Poverty Alliance to urge all political parties in Scotland to commit to clear, bold, and fully funded plans to update and invest in and social security as well as in local interventions that can prevent hardship from spiralling.



Wales

In Wales, we have raised our profile, with our work becoming increasingly enmeshed in the political and civic fabric of the country. We have worked to embed insights from food banks as we influence for change, with lived experience playing a growing role in shaping our evidence and voice.

Engaging elected representatives and officials

Trussell has been referenced 27 times in the Senedd, by MSs from all parties, including many government ministers. In July 2025, we secured a debate in the Senedd from Plaid Cymru's Heledd Fychan on our Cost of Hunger and Hardship research, where she spoke in detail about our evidence. In response, the Cabinet Secretary for Social Justice, Jane Hutt, noted: "I applaud the work of [Trussell] and all those who provide food banks... I have always very much embraced the vision of a Wales where food banks are no longer needed."

We attended both the Welsh Labour and Plaid Cymru party conferences, engaging directly with party leaders (including First Minister for Wales, Eluned Morgan MS) and also attended Y Farchnad marketplace events at the Senedd, alongside representatives of Cardiff, Rhymney Valley, and Taff Ely Foodbanks.

We have twice presented Trussell data on food bank need and our Cost of Hunger and Hardship research findings to the Cross-party Group on Poverty, including MSs and sector partners.

Bringing lived experience and food bank insights into policy making

We secured visits to food banks in Wales for Welsh Government ministers, including two by the Cabinet Secretary for Social Justice to Wrexham and Rhymney Valley Foodbanks, and visits to Vale and Rhondda Foodbanks for key civil servants in Welsh Government.

We provided key insights from the food bank community and our research to the Welsh Government directly and through membership of the Streamlining Welsh Benefits Steering Group and Discretionary Assistance Fund Reference Group. We have also responded to consultations on Council Tax Reduction, the Child Poverty Strategy, and food justice, highlighting evidence from food banks and people experiencing hardship.

In preparation for the 2026 Senedd elections, we have been working with food banks and people with lived experience of hardship to shape our upcoming policy manifesto.



Northern Ireland

This year marked a breakthrough in our policy influence in Northern Ireland – powered by evidence, partnerships, and powerful testimony from people with lived experience.

Engaging MLAs and informing the Northern Ireland Assembly

We frequently meet MLAs across parties, including representatives from the Committee for Communities in all four parties and attending three all-party groups. We have supported MPs, MLAs and Ministers to meet with food banks and have supported people with lived experience to participate in discussions with parties, shaping conversations on welfare reform and hardship support.

We gave evidence to the Communities Committee on two occasions, and there were 11 mentions of Trussell in the Northern Ireland Assembly, including six Assembly Questions citing Trussell. In January 2025, the Northern Ireland Assembly held its first ever debate focused on Trussell's data. In April 2025, a Trussell lived experience partner presented at the Northern Ireland Assembly Committee for Communities setting out the drivers of food bank use and the changes required to end the need for food banks in NI.
We attended three NI Political Party Conferences, meeting with party leaders and Ministers. In September 2025, we held a breakfast briefing in Stormont to launch the findings of our Hunger in Northern Ireland research, attended by civil servants and MLAs.

Using our evidence to influence policy

Our recommendations directly contributed to two major policy wins: The extension of welfare mitigations (including Bedroom Tax and Benefit Cap protections) to 2028, and the Education Minister's expansion of childcare discounts, improving affordability for low-income families. Our evidence was also used in the government's draft Anti-Poverty Strategy and Food Strategy.

Working in partnership

In September 2025, Trussell organised the Rising Against Poverty: Building Hope Demanding Action conference with Joseph Rowntree Foundation, Barnardo's and the Anti-Poverty Strategy Group. Trussell were also active members of key anti-poverty coalitions, including Cliff Edge Coalition, the Anti-Poverty Strategy Group, Equality Coalition and Accessible Food Working Group.

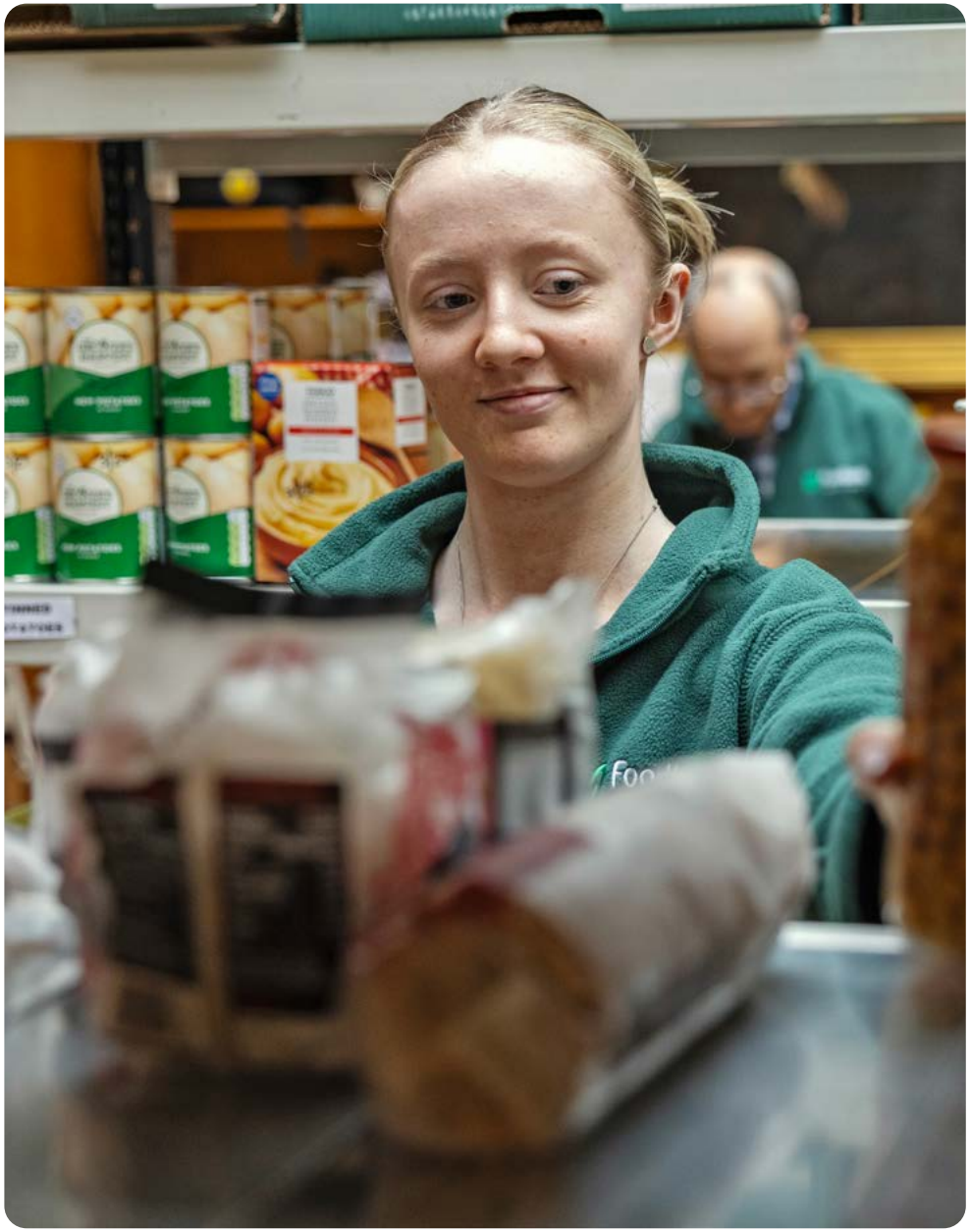


Our impact since 2020

Over the past five years, we have hugely deepened the evidence base around the causes of hunger and hardship – and laid in stark relief the need to address the shortcomings in our social security system. **We have shone a light on the role of devolved governments**, and seen important progress in Scotland, Wales and Northern Ireland. We have also highlighted the vital role that local government can and must play in protecting people from needing a food bank, and helped to drive key policy changes in this area.

We've proven the power of campaigning hand in hand with food banks and people with lived experience of hardship – including on local crisis support during the Covid-19 pandemic and beyond, reducing the burden of debt repayment (culminating in the Fair Repayment Rate from April 2025), boosting the basic rate of Universal Credit during the pandemic (leading to a permanent above-inflation increase from April 2026), increasing investment in employment support, and protecting people from proposed cuts to social security support for people who are disabled or have health condition. **Our collaborative working across a range of partners to shape policy has also gone from strength to strength.**

Our new strategy for 2025-2030 builds on the learning from our Changing Policy work and sets out how we are developing our approach – to ensure that we can end hunger today, together, and forever. Read more about our new strategy on page 92.



Together with our volunteers

Volunteers are the beating heart of the Trussell community.

Volunteers are key to everything we do, and It's no exaggeration to say that we couldn't function without their support.

Time and time again our volunteers have shown that they are miraculous. In 2024-2025, volunteers once again faced enormous challenges – yet their resolve, resilience, compassion, care, and determination continued unabated.

Their commitment is as inspiring as it is strong, and we are endlessly grateful – for the contribution they make to people facing hardship in communities across the UK, and to our longer-term, shared vision. We are so thankful that we stand together in working towards a UK without the need for food banks.

40,000

volunteers support the Trussell community of food banks, fulfilling around 500 different activities – including frontline food bank positions, office support roles, and micro-volunteering activities, such as social media advocates.



Messages of support

In 2024, we asked people to tell us how important their local food bank and its volunteers were to them. Here are a few of their responses.

> **I'll always be grateful for the help I received when I was struggling.**

Person who needed a food bank in Dundee, Scotland



> **You make me feel like a person. I feel valued, and it gives me hope.**

Person who needed a food bank in Lisburn, Northern Ireland



> **Not all angels have wings – the staff and volunteers are angels. I'd be lost without their help.**

Person who needed a food bank in London, England



Together with churches

Churches are essential to Trussell's mission.

Most food banks couldn't operate without the support of their local church and other faith groups.

Around 12,000 churches across the UK either run food banks directly, or support them – by donating, hosting activities in their venues, encouraging volunteering, and lending support to our campaigning work.

During 2024-2025, we supported food banks in connecting with churches, while reaching out to Christians more generally to raise awareness of Trussell's mission. **Through our ongoing engagement work, we reached out to a diverse range of churches and groups, encouraging them to work with local communities and consider what more they can do to bring about an end to the need for food banks.**

Key activities included:

- In June 2024, we hosted a workshop and spoke at a fundraising event during the **General Synod of the Church of England**, during which they passed a motion supporting the Guarantee our Essentials campaign. Throughout the year, we also attended seven other major events (including the Methodist Conference and Gather Summit), where we distributed church engagement resources and had significant conversations with faith leaders.
- We held two Christmas concerts in 2024 – at Southwark Cathedral in London and St Giles' Cathedral in Edinburgh – to raise awareness of hardship, with readings and performances from special guests including Charlotte Ritchie, Hugh Bonneville, Sanjeev Kohli, Val McDermid, Joely Richardson, and James Walsh. Audiences heard powerful personal stories from people with lived experience of needing a food bank, as well as inspiring contributions from local food bank teams.
- In June 2025, we hosted a seminar at the **National Parliamentary Prayer Breakfast**, during which one of our lived experience partners delivered a monologue entitled The Perils of Universal Credit.
- Over the summer of 2025, we attended three major **Christian festivals** (Wildfires, New Wine and Greenbelt), where we centred voices of lived experience through talks and discussions, while distributing more than 2,500 church engagement resources.
- Following the Trussell brand refresh, we updated and expanded our engagement resources for churches (including translations into Welsh), with almost 7,000 packs having been ordered online by September 2025.



Being invited to Greenbelt festival re-sparked my connection with God. I feel very lucky to have experienced it with the wonderful members of this amazing group. Everyone went out of their way to make me feel welcome and valued, which felt unprecedented.

Ruby
Christian Lived Experience Partner Panel member

After I started sharing my story with Trussell, I joined their group of Christians with lived experience of hardship. I couldn't have imagined how amazing that group would be, and they quickly became a close group of friends. We can talk about anything and pray for each other too. It has become a vital part of my support system.

Steve
Christian Lived Experience Partner Panel member

We also continued working closely with food banks to build broader partnerships with churches at a local level – focusing on operations, community building, and campaigning. Part of this work involved developing a partnership pledge for churches, along with a resource pack for food banks on growing partnerships.

One of the ways in which faith expresses itself is through showing compassion to those in need. By supporting Trussell, both in offering emergency food and campaigning for an end to food poverty, the Church demonstrates its commitment to justice and to loving others as ourselves.

Deacon Sally Wheadon
The Methodist Church





Together with people with lived experience

We continue to broaden and deepen our engagement with people who have direct experience of financial hardship, by creating meaningful and inclusive spaces across Trussell where lived experience knowledge is heard, valued, acted upon and amplified.

During 2024–2025, we worked in partnership with around 380 people with lived experience of financial hardship – to advise on the direction of our work and co-create solutions.

Advisory groups

- Our **Transforming Together Team**, an anti-poverty advisory group of people from across the UK, bring a range of experience and offer insight on how we can progress our operational, policy influencing and mobilisation work.
- **Essential Voices** – a group with experience of Universal Credit – are helping shape the delivery of the Guarantee our Essentials campaign.
- Our **Christian Group** explores how financial hardship can act as a barrier to finding community, while developing resources with our Church Engagement team.



Embedding lived experience across our work

Throughout 2024-2025, we've continued supporting lived experience partners to amplify their experiences in a safe and impactful way – with training, mentoring and peer support.

> **The strategy process showed a real commitment to listening to people with lived experience. Being part of it reminded me that my voice matters – and that sharing my story can help drive meaningful change.**

Chika Paschal
Policy Advocate and Lived Experience Partner, who contributed to the development of our strategy for 2025-2030

Collaboration with lived experience partners has also been at the heart of a number of projects, including:

- Working alongside more than 70 people with direct experience of hardship to develop our 2025-2030 strategy.
- Our Policy Advocates programme ensuring that lived experience partners advocate alongside us as we seek to influence policymakers.
- 98 people with lived experience defining the qualitative scope of our Cost of Hunger and Hardship policy research project.
- A reciprocal mentoring programme pairing lived experience experts with Trussell leaders, to better inform decision-makers on the reality of living on a low income.
- Running round table sessions with young adults (aged 16 to 24) from oft-overlooked demographics – such as care leavers, single parents, people from racialised communities, LGBTQ+ and disabled people – to hear their ideas for change.

> **I am so grateful that the work I have done has helped develop policies, papers, and campaigns such as Guarantee our Essentials. It makes me feel really proud and inspired that my input has made a difference, not only to staff and volunteers at Trussell, but to a wider community we are trying to reach.**

Deirdre
Lived Experience Partner

Supporting participation in food banks

In 2024-2025, we continued to support food banks to develop and share their approaches to the participation of people with lived experience of hardship. This has been achieved through upskilling of Trussell staff who work directly with food banks, and a range of workshops, toolkits, sharing of case studies and providing in-depth support to food banks participating in the Pathfinder programme. We also developed resources to support food banks to recruit people with lived experience onto their boards.

> **Participation is about the engagement and involvement of everyone who uses our services or may do so in future. We believe that people with lived experience of poverty are the experts who are best placed to identify the issues related to poverty, develop solutions, and assess their effectiveness.**

Jonathan Lees
Managing Director, Good Company
(Epsom and Ewell Foodbank)



Together, strengthening our commitment to equity, diversity and inclusion

Equity, diversity and inclusion remain central to Trussell's work.

Our research shows that people who need the support of a food bank are more likely to have protected characteristics, such as disability or race. For example, one in four (25%) people from racialised communities experience hunger and hardship, almost twice the rate (14%) for white people – while nearly three quarters (74%) of people referred to food banks are disabled, compared to just over a quarter (28%) of the general population.

EDI principles are therefore a key element of achieving our vision of a UK without the need for food banks, and we are committed to supporting both Trussell staff and our food bank community to meet the diverse needs of local populations across the UK.

EDI within Trussell

It is important that our staff have the required confidence, knowledge and skills to engage with all aspects of EDI, and to support our community of food banks in doing so.

From November 2024 to July 2025, we piloted a nine-month **reciprocal mentoring scheme**, pairing people with lived experience of financial hardship with a number of Trussell staff and trustees, to share experience, knowledge, and perspectives through regular meetings (both online and face to face), check-ins, and de-briefs. Lived experience partners were able to enrich their knowledge of Trussell's work, and reported feeling more empowered to pursue leadership roles, re-enter the labour market, or take up volunteering – while staff attained deeper insights into the journeys and backgrounds of people who need food banks, in turn informing our work around increasing inclusivity.

> **"I gained a new understanding of [food banks and their work]... Sharing my lived experiences helped to build a meaningful relationship, rooted in trust and our shared purpose."**
>
> **Person with lived experience who took part in the mentoring scheme**



Supporting food banks on EDI

The Trussell community of food banks operates across the UK, serving a diverse range of communities and holding great expertise in how to engage and support different groups.

In 2024-2025, we continued to support food banks to develop and share their insight and good practice, while **providing guidance** on creating an EDI strategy and action plan, support with inclusive volunteering, and both in-person and virtual training sessions.



Together with our supporters

Everything we do as a charity is only possible because of our generous supporters.

We are hugely grateful for the contributions of individual supporters, our corporate partners, and trusts and foundations. During 2024–2025, their **generosity and commitment** to supporting our work and vision continued to grow.

Thanks to their support, our community of food banks is able to meet the immediate needs of people facing financial hardship – and together we can hold on to the hope that we will achieve the change that is needed to end reliance on emergency food.



Corporate partnerships

Tesco

We are deeply grateful to Tesco for their unwavering partnership, which took many forms during 2024-2025. This includes bulk purchasing routes for food banks, permanent collection points in over 1,100 Tesco stores (with added pick-up packs during key moments), the 12th annual Tesco Winter Food Collection (which generated the equivalent of over 1.3 million meals for Trussell food banks), Tesco's incredible £500,000 donation in summer 2024, as well as their yearly partnership donation of £1.25 million. In addition, we worked together to create meaningful media campaigns highlighting our partnership, the work of Trussell and food banks, and exclusive Trussell research demonstrating the need in our communities.

Barclays

We are hugely thankful to Barclays for continuing to be a key strategic partner for our programmes offering people access to advice on money matters across the UK. During 2024-2025, our third year of partnership, Barclays support enabled us to increase the provision of money advice services to people in financial hardship, with over 325 food banks charities now offering the services, representing 89% of the Trussell community. We are also deeply grateful to Barclays for sponsoring our Pathways for Change event, focusing on our lived experience partners while informing and inspiring our key supporters.

Deliveroo

It's been another incredibly impactful year of partnership with Deliveroo. From April 2024 to September 2025, over £1.3 million was donated by generous Deliveroo customers via the in-app top-up function, helping us provide on the ground support and grants to food banks in the Trussell community. In December 2024, Deliveroo made an additional donation of £25,000 to support food banks over winter. Deliveroo further supported us through a social campaign with influencer Dr Alex George, who visited Tottenham Foodbank to talk to Campaigns and Communications Manager Eniola Akinlabi, where they chatted about the importance of a warm welcome and the kinds of support food banks provide in their local communities.

Waitrose

We thankfully acknowledge the support of our long-standing partner, Waitrose, during 2024-2025. In addition to the year-round generosity of Waitrose customers, who donate essential food items in-store and online via the Waitrose website, the partnership facilitated three dedicated collection events during the reporting period. Waitrose further strengthened this impact by contributing an additional 20% on top of all customer in-store donations, directly supporting our financial inclusion programmes for people facing hardship, as well as mental health services for both volunteers and frontline staff across our community of food banks. For the second consecutive year, Trussell was also proud to be a beneficiary of funds raised through the Waitrose & Partners Garden Party.

Cadent Gas

In addition to supporting our programmes offering people access to advice on money matters, Cadent Gas has provided 16,000 leaflets on gas safety and energy efficiency, as well as 580 free carbon monoxide alarms, which have been distributed to people facing hardship through food banks in the Trussell community. Cadent Gas engineers also supported Epping Forest Foodbank's Food in School Holidays initiative, by volunteering their time to pack and distribute food parcels for local families.

Public donations

Together, we bring hope where it's needed most.

During winter 2024-2025, the generosity of supporters helped raise over £10.5 million through our Where Hunger Ends, Hope Begins appeal, a powerful demonstration of the impact compassion can have. With food banks preparing for another busy winter, this support helped provide not only emergency food, but vital hope to people facing hardship and looking for a way forward.

In February 2025, supporters continued to stand with us through our Winter Hunger: The Cold Reality appeal. While food donations often slow after Christmas, the need remains high – and this support ensured that when people's shelves were empty, our food banks weren't.

As summer brought fresh challenges, our appeal highlighted the devastating reality that one in four children under the age of five in the UK are at risk of needing a food bank. Again, supporters rallied behind our call, making sure that hunger doesn't hold children back.

Throughout the year, we've been sustained by the incredible commitment of our monthly donors, whose regular gifts provide stability in uncertain times. And we're deeply grateful to those who've chosen to leave a gift in their will, helping to build a future where food banks are no longer needed.

We hugely appreciate every individual, community group and small business who stood with us – helping to change lives, while bringing us closer to a UK without hunger.



Rising to the challenge

Every year, thousands of people raise money for Trussell through sponsored events. Whether it's running, swimming, or walking events, they're truly putting the 'fun' into fundraising.

Chester Half Marathon

Couple Neil and Leanne both ran the Chester Half Marathon for Trussell 2025 after Leanne had volunteered at a local food bank. "She saw the amazing work that took place there," explains Neil. "For us it was definitely the right charity at the right time, what with people needing to use food banks due to the rising cost of living."

"The day was fantastic, with a real buzz of excitement. Our daughter is in the Guides, and she was volunteering on the day, handing out t-shirts at the finish line, so it was a real family effort. We can't thank our family, friends, and work colleagues enough for helping us raise over £500 for this amazing cause. Now it's time to hang up the running shoes – for now, at least!"

London Marathon

"I'm in my 40s now, and I thought that running a marathon was way beyond what I was capable of," says Melissa, who took on the London Marathon in 2025. "The great thing is that you can build up to a marathon. It doesn't matter how unfit you think you are, there's a plan that's right for you. I would encourage anyone who is thinking about it to give it a go!"

"It wasn't hard to choose Trussell when deciding which charity to support, because the charity does such important work in our communities," continues Melissa. "I've been really touched by the support received from Trussell in the lead up to the marathon, and I'm grateful that I was part of its London Marathon 2025 team."

North Downs 50k Ultra Challenge

"I have always seen donation bins in supermarkets, and whenever we did the family food shop we'd donate items," explains Alex, who raised money for Trussell after volunteering at Chichester District Foodbank. "Seeing how far a small amount of money could go made me realise how much a large amount could do for so many families," she adds.

"We did a lot of training leading up to the event, but it can't prepare you for the heat we experienced, walking for 10 hours in hot weather. But it was great fun! There was seven of us raising money for different charities, and we raised close to £4,000."



Trussell's Cheer Squad give their support to fundraisers running in the London Marathon

Our promise to supporters

We could not continue to work towards our vision without our amazing supporters. We deeply appreciate their generosity.

In response to the support people provide, we promise to:

- safeguard their personal details
- treat them with respect, honesty and openness
- take into account the needs of individuals who may be in difficult circumstances or require additional care and support to make an informed decision
- never put people under pressure to make, or continue making, a gift
- use gifts for the purpose for which they are given, and spend donations so they have the most impact
- respect people's wishes and preferences
- be receptive to feedback and use this to improve our approach
- take appropriate action if people are unhappy with our services, and accept the authority of the Fundraising Regulator if we cannot resolve their complaint
- never share, sell or rent personal data to third parties for marketing purposes.

How we protect vulnerable people

We care for each and every one of our supporters and follow the Code of Fundraising Practice to ensure they are properly protected and looked after.

Caring for our supporters and fundraisers

We have a dedicated supporter care team available and on hand to respond to any supporter needs, queries, feedback, requests or complaints, as well as having specific policies and procedures in place to protect vulnerable people. We continuously seek to improve the way we do things based on supporter feedback and engagement.

Our fundraising approach

- All of our fundraising activities are carried out in compliance with the Fundraising Regulator's Code of Fundraising Practice and guided by our Supporters Promise and organisational values.
- We use professional fundraising agencies to support us with payroll giving (whereby employees of an organisation can make a regular donation to Trussell from their salary before tax is deducted).
- Trussell complies with the Fundraising Regulator and the Code of Fundraising Practice. There have been no compliance issues during the year.
- In total, 17 complaints were received during the year relating to fundraising, with concerns primarily focused on how fundraising activity feels to supporters – including perceived pressure, frequency, and clarity on how funds are used. These complaints were all resolved.

Contact us at supportercare@trussell.org.uk or call 01722 580 178 (Mon-Fri, 9am–5pm).

Trusts and foundations

Balcombe Charitable Trust

A foundational funder to our Financial Inclusion project, Balcombe Charitable Trust continued to work with us in close partnership during 2024-2025 to ensure that food banks could set up and continue to deliver advice services. With their continued commitment to this impactful work, we are extremely grateful for Balcombe's insight, energy and understanding of the challenges food banks are facing in this difficult funding environment. It is with deep gratitude that we acknowledge their partnership, and look forward to continuing our work together.

Comic Relief

We were fortunate to benefit from a further Nourish the Nation grant from Comic Relief in partnership with Sainsbury's. This grant helped to ensure that food banks could keep their doors open during our busiest winter period, as well as helping us provide vital advice and support to help reduce the likelihood of people needing to return to a food bank. We are grateful to Comic Relief and Sainsbury's for their deep understanding of food insecurity and their focus on working collaboratively to achieve our vision of a UK without the need for food banks.

Julia Rausing Trust

A supporter for some years now, the Julia Rausing Trust (previously the Julia and Hans Rausing Trust) has donated two transformational gifts since 2022. The benefit of their second gift reached into 2024-2025 during a time when our food banks saw sustained need and were facing continued challenges. We are extremely grateful for the Trust's partnership and close relationship, with their gifts delivering impact right across our community of UK food banks.

The Moondance Foundation

Over the past three years, the Moondance Foundation has supported Trussell food banks in Wales. Their knowledge and insight into the local contexts and challenges food banks face have informed their giving and our partnership. This understanding and Moondance's responsiveness have underpinned our close working relationship with them. We are incredibly grateful for this and look forward to seeing how Moondance's support continues to deliver impact across our community of food banks in Wales.

Oak Foundation

Oak Foundation supported Trussell with a core costs grant, focusing on our work at a strategic level over the last three years. This flexible funding has enabled Trussell to focus on delivering against the key pillars of our strategy and to use funds where they are most needed, which has been particularly helpful during an uncertain financial period. We are extremely grateful for the guidance and expertise that Oak Foundation offers in addition to our funding, and look forward to seeing how our partnership develops.

Pears Foundation

Our partnership with Pears Foundation stretches back over many years. We see them as a supportive and critical friend as well as funding partner, and are delighted to continue to develop our relationship with their support – towards pilot projects to evaluate how we can shape our offer of advice in the future. Pears Foundation was a catalyst funder in our work to build our impactful Financial Inclusion programme, which began five years ago. Together we have had a positive impact on the lives of around 190,000 people across the length and breadth of the UK. We are extremely grateful to continue to work with Pears Foundation as we consider the next phase in this important work.

Players of People's Postcode Lottery

Players of People's Postcode Lottery have supported our work since 2020, raising an incredible £4.23 million for our work. The flexible nature of their support is hugely valuable – enabling us and our community of food banks to stay agile and innovate while remaining focused on our vision of ending the need for food banks. In 2024-2025, players raised an incredible £1million for our work – awarded through a long-term partner award of £500,000 from the Postcode Care Trust and a Happier Christmas award of £500,000, which critically supported our community of food banks through the winter period. As this report covers a longer period, we are also able to acknowledge their longer-term support with a pledge in the 2025-2026 financial year of another £500,000 of flexible funding, for which we are immensely grateful.

Additional thanks

We are extremely grateful to so many Trusts whose support enables us to continue to deliver impact at food banks and in the sphere of crisis, hunger, and poverty across the UK. We would like to give special thanks to:

Benefact Trust, The Church of Jesus Christ of Latter-day Saints, The JABBS Foundation, Hollyhock Foundation, The Caerlow Trust, The Vertex Foundation, The Robertson Trust.



The journey so far

Our strategic progress over the past five years.

In 2020 we published our first ever strategy, Together for Change – co-produced with food banks in the Trussell community and informed by people with experience of using a food bank.

Covering the period 2020-2025, the strategy focused on three priority areas where action was needed to achieve our vision: **Changing Communities**, **Changing Policy**, and **Changing Minds**.

These five years have also been a period of unparalleled change and challenge – including food banks being on the first line of response during the Covid-19 pandemic, the impact of the cost of living crisis, and the ongoing economic and political uncertainty that has disproportionate effects on people experiencing hunger and hardship. And, yet, in the face of all this, we were still able to drive significant impact over the past five years.

Since 2020...

15M
emergency food parcels distributed by food banks in the Trussell community since the start of the COVID-19 pandemic .

£93.4M
was awarded in grants to food banks.

89%
of food banks in the Trussell community are now offering people access to advice on money matters – compared to 13% offering such support in 2019–2020.

£201M
in financial gains was identified for people facing hunger by the award-winning Help through Hardship helpline, run by Trussell in partnership with Citizens Advice and Mind.

122,000
tonnes of stock were donated to food banks, the equivalent of 1.2 million fully loaded supermarket trolleys.

150,000
people signed the Essentials Guarantee petition to MPs, calling for social security payments to cover essential living costs.

87%

of the UK public said they believe the social security system should ensure that everyone can afford the essentials (source: PAS Research, 2024) – up from 82% in 2021.

2,424

references to food banks and 362 mentions of Trussell were made in the House of Commons.

65%

of the public said they had heard of Trussell, or knew a little or a lot about us (source: PAS Research, 2024) – up from 47% in 2020.

130,325

mentions of Trussell were made in the media.

Every food bank

in the Trussell community has been supported to develop its own plan to end the need for food banks alongside our collective Together for Change strategy.

Growing political commitment

Addressing food bank need has now been embedded in multiple political party manifestos, and we secured a manifesto commitment from the incoming Labour Government to end the need for emergency food. The Scottish Government also created a formal strategy to end the need for food banks.



Looking ahead

Our strategy for the next five years.

Over the past five years, we have worked across the Trussell community to test new approaches, build the evidence on what works, and develop new partnerships and relationships.

We've also seen what's possible when people come together. We've supported communities with financial advice, influenced UK-wide policy, and changed the conversation around the need for food banks. These efforts, made possible by dedicated volunteers, staff, and supporters, have moved us closer to our shared vision of ending the need for food banks in the UK.

The learning and insight we have built through our first strategy have laid strong foundations for our new strategy, which we launched in October 2025 and will guide our work through to 2030.

Together for Change: Ending hunger together Our strategy for 2025-2030

Our new strategy sets out our renewed commitment and bold plan to address the root causes of hardship, and work towards a future where no one needs a food bank. It is informed by close engagement with food banks, people with lived experience, partner organisations, and many more stakeholders, and is built around three bold ambitions:

Ending hunger today

Due to a challenging economic outlook, we know we'll need to continue to support significant numbers of people who are going without the essentials over the coming years.

Ending hunger today means making sure food banks can be there for everyone who needs them, offering a warm welcome and emergency food alongside tailored support and advice, making it less likely people will need a food bank again.

Ending hunger together

We know that food banks can't solve hunger and hardship alone. To drive real change across society, we need to bring even more people with us.

Ending hunger together means working with others, inspiring and empowering people to play their part. This will involve investing in collaborations across local communities, training and supporting anti-poverty leaders, and building the case for the public to prioritise tackling hunger and hardship.

Ending hunger forever

We will not stop until everybody has enough money for the essentials – and the distribution of emergency food can end for good.

Ending hunger forever means tackling the causes of food bank need, challenging the systems and assumptions that leave people facing hunger and hardship. This includes developing and influencing for policy solutions, gathering and sharing vital insight about what approaches make lasting change, and taking action together locally and across the UK.

To achieve our vision, we've created **eight programmes of activity** – aligned to our three themes. In delivering these, we'll work closely with a wide range of partners, in the Trussell community and beyond, including many of the people and organisations we consulted in co-designing our strategy, as well as local government, policymakers at all levels, businesses, education and healthcare providers, plus a wide range of experts, opinion-formers, campaigners and influencers. People with their own lived experience of hunger and hardship will be central to our plans and activities. And, of course, this won't be possible without the generous support of our incredible donors and volunteers, and the backing of the general public – who overwhelmingly also want to see a future without the need for food banks.

You can read more about our strategy and our programmes of work at **trussell.org.uk/strategy**

> **The new strategy connects the dots – from a warm welcome at the food bank door to wraparound support, community engagement, and influencing policy. It's holistic and hopeful.**

Victor Oladele
Manager, Basildon Foodbank, who helped contribute to the development of our new strategy



Looking forward to 2025–2026

Our priorities for the year ahead

During 2025-2026, we expect another challenging year for the Trussell community of food banks, as they continue to see high levels of need due to people facing hunger and hardship. Going into winter 2025–2026, we predicted that food banks in the Trussell community would provide an emergency parcel every 10 seconds over that period, as the rising costs of essentials – like food, electricity and rent – pushed more families to the brink. At the same time, many food banks expected the level of need to continue to outpace donations, and were braced for spending significant amounts on food.

Working towards our vision remains as urgent as ever, and our new strategy provides the framework for what we will take forward over the next year.

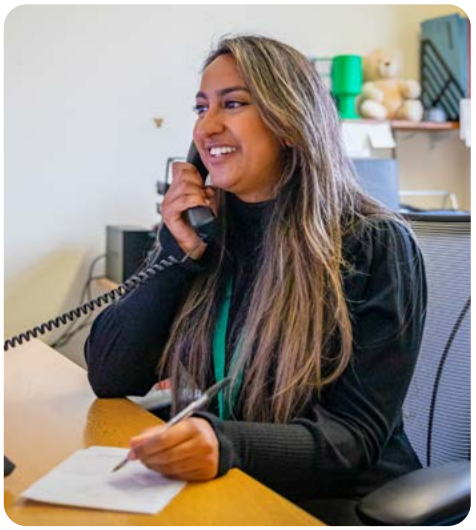
Ending hunger today:

Our community of food banks will continue to work tirelessly and with compassion to support people facing hunger and hardship in their local communities. At Trussell we will continue to stand alongside each and every food bank, helping to ensure that every person needing their support receives a warm welcome, access to advice, and an emergency food parcel – with dignity at the heart of every encounter.

Recognising – and having evidenced – the importance of advice in helping to protect people from hunger and hardship, we will support food banks to deliver increasingly tailored advice journeys for people facing hardship. We will work to ensure our advocacy for person-centred advice cuts through locally and nationally, and that foundations are laid for long-term funding of these vital services.

Alongside this, we will launch a new dedicated phone line for people facing hardship who contact Trussell directly. This will ensure that they receive compassionate support and timely onward help. We will also work in partnership with Citizens Advice, Mind, Turn2us, and others, to ensure the Help through Hardship helpline remains accessible, equitable and vital for people facing hunger and for our food banks.

Our expert operations team will continue to support food banks across the full range of their activity, and we will enhance our support for food banks around sourcing stock and other donations. We will particularly focus on food banks that most need our help in remaining stable in the face of countless challenges, enabling them to provide their vital support for as long as it is needed.





Ending hunger together:

We will start to deliver bespoke support for anti-poverty leaders – both from food banks in the Trussell community and across the wider charitable food sector, alongside people with lived experience – to further strengthen the leadership capability that is essential to drive meaningful change towards our vision. We will launch our online leadership academy, and we'll share resources with independent food banks and partners to amplify impact.

We will work with food banks to develop and test a Community Guider model, helping people facing hunger and hardship to access locally available support, preventing the need for emergency food. We will also support food banks to work with local partners, especially churches, to create kind and welcoming community spaces where people can access advice, support, and cash that can help prevent the need for emergency food.

We will also develop our Organising Programme to build community power as a way to prevent the need for emergency food. And we will strengthen support for our collective mission across a wide range of audiences, while expanding the ways in which people can take action to support our vision. This will include refreshing our corporate volunteering offer, strengthening partner engagement and driving long-term engagement.





Ending hunger forever:

We will continue to be a leading advocacy voice on the link between deficiencies in the social security system and food bank need. We will drive forward our Guarantee our Essentials campaign, run jointly with the Joseph Rowntree Foundation. We will influence policy development and the public and political debate on disability benefit reform and employment support, ensuring that the voices of food banks and people needing their support are front and centre.

We will work to make hunger and hardship key issues in the Scottish and Welsh elections – creating opportunities that spark conversations and keep the pressure up publicly and politically. And we will work to keep hunger and hardship at the forefront of conversations and decision making – both among the public, and key individuals and organisations relevant to our cause. At the RHS Chelsea Flower Show, our garden themed around 'togetherness' will spotlight hunger and hardship, showing how collective action can drive change.

We will continue to carry out robust and compelling research and generate insights to shape public discourse, influence policy, and support campaigning and storytelling, while building partnerships that will help to shift attitudes towards social security. And we will continue to galvanise our Christian audiences with bespoke church resources and support.

Our new strategy is highly ambitious, but we know it is grounded in the learning and successes from the past five years. We also know that the success of our strategy relies on us working – together – with a wide range of partners, supporters and experts, as well as across our community of food banks and people with lived experience. We are deeply committed to the relational way of working that informed our previous strategy, and which underpins our new strategy. To support the ways of working that achieving our vision requires, we are also committed to continuing to ensure that, as an organisation, we hold and are building the necessary levels of expertise in our staff team, and are best placed to lead and influence in the spaces where we can make change happen.





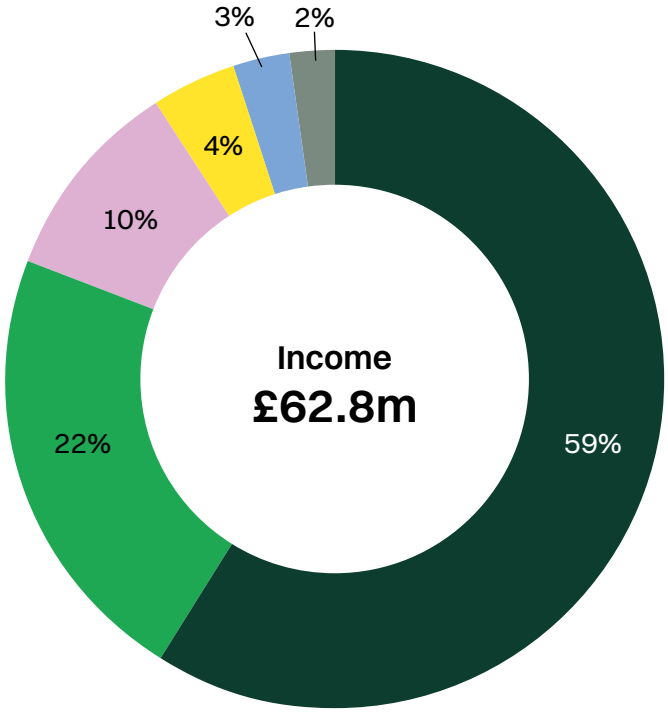
Financial review

Change in Financial Year-End

During the reporting period, Trussell changed its financial year-end from 31 March to 30 September to align with our new strategic cycle. As a result of this change, **the current set of financial statements covers an 18-month period from 1 April 2024 to 30 September 2025, rather than the usual 12 months.**

This extended reporting period should be considered when reviewing the financial performance and position, as figures presented are not directly comparable to those of prior periods. Where relevant, additional analysis and commentary have been provided to assist in understanding the impact of this change.

Where our income comes from



We are reliant upon the generosity of all our supporters to fund our charitable activities. Our income is made up of donations (including Gift Aid) and legacies from individuals, as well as donations, grants and contractual payments from corporate partners, trusts and foundations. This breaks down as follows:

- **Public donations – £37.1m**
- **Corporate supporters – £13.8m**
- **Trusts and Foundations – £6.5m**
- **Gifts in kind - donated services – £2.3m**

Reflecting the incredible generosity of our partners, this relates to free media coverage and advertising space gifted to amplify our mission.

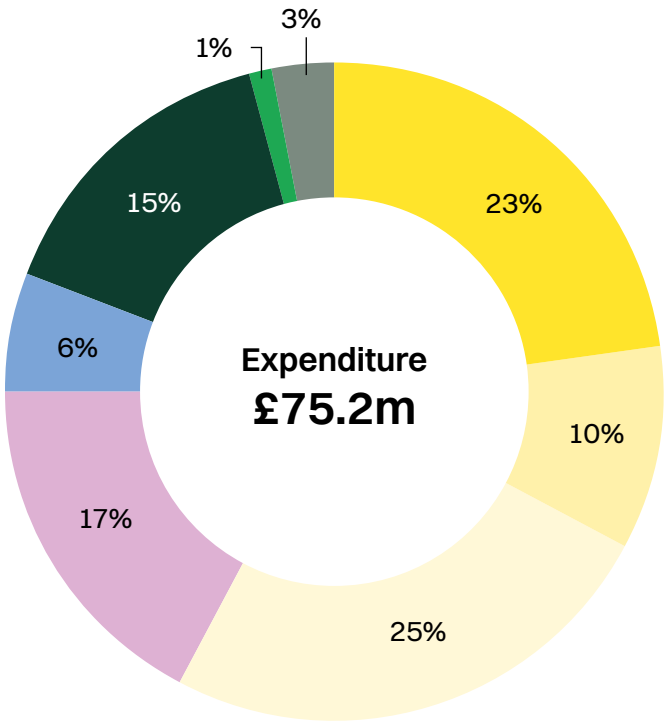
- **Investments – £2.1m**

This relates to interest income earnt on our bank deposits during the year.

- **Charity retail and other trading – £1m**

The majority of this income relates to funds raised by our small chain of charity shops, selling goods kindly donated to us by members of the public.

Where we spend our income



Changing Communities activities – £42.6m

Investing in our community of food banks continued to be our greatest priority. This year, 58% of our overall expenditure was dedicated to strengthening and supporting their vital work.

In the 18 months to 30 September 2025, we spent £24.0m on grant making to support the Changing Communities strand of our Together for Change strategy. The breakdown of this is as follows:

Grants to food banks – £17.0m

£17.0m of grants were awarded directly to food banks, including the small amount of support costs needed to facilitate this.

Helpline and other grant funding – £7.0m

We invested £5.9m in the Help through Hardship helpline, delivered with Citizens Advice and Mind, and provided £0.9m in additional grants to organisations offering frontline advice and support, including the Advice NI helpline in Northern Ireland, the PACS project in Scotland, and various community-based projects across Wales.

In addition, a grant was made to a startup, BanktheFood, for the development of a mobile app for shoppers donating to food banks.

Other Changing Communities activities (excluding grants and helpline funding) – £18.6m

In addition to the £24.0m in grants and helpline funding figures above, expenditure for the year included £18.6m of non-financial support to food banks. This has enabled food banks to deliver their services effectively, with support from Trussell including operational infrastructure, tailored programmes and projects, and expert support staff.

Changing Minds activities – £13.1m

Our investment in Changing Minds as a proportion of our overall expenditure increased from 13% to 17%, reflecting our commitment to shifting the national conversation on hunger and hardship from passive acceptance to collective resolve for change. This additional spend enabled us to deepen public understanding of what drives hardship, strengthen local engagement through food banks, and amplify campaigns such as the Essentials Guarantee. From organising community events to refreshing our brand, and driving media coverage, these efforts are building a movement that equips the public, policymakers, and media with the truth, laying the foundations for lasting change.

Changing Policy activities – £4.8m

Costs included here relate to our policy and research work. Together with our partners, including food banks in the Trussell community, people with lived experience of hardship and other anti-poverty organisations, we work to change policy at all levels of government across the UK to address the drivers of food bank use.

Our investment in Changing Policy as a proportion of our overall expenditure increased from 4% to 6%, reflecting our determination to influence systemic change so that everyone can afford the essentials. This additional investment strengthened our research capability, enabling projects such as Hunger in the UK and the Cost of Hunger & Hardship study to provide robust evidence for policymakers. It also supported key influencing activities, from engaging devolved governments to hosting a national lobby day, ensuring that growing calls for change are backed by credible data and a united voice.

Fundraising activities – £11.4m

Like every charity, we must invest in our fundraising activity to secure the funding we require to continue and expand our charitable work.

As a proportion of our overall expenditure, fundraising costs increased from 11% to 15%, representing the increased costs of operating, as well as the challenging fundraising landscape. Economic pressures and uncertainty continue to affect individual giving and reshape the funder environment, while global volatility adds further risk to income generation. In light of these trends, we have invested in diversifying income streams and strengthening engagement strategies.

For further information on the way in which we approach fundraising, see page 84.

Charity retail and other trading – £1.0m

The majority of this expenditure covers the costs of running our charity shops, including staff, buildings and vehicles (£0.8m) up to 31 October 2024.

Gifts in kind utilised (donated services) – £2.3m

Free media coverage and advertising space gifted to amplify our campaigns (£0.7m) and in support of our fundraising (£1.6m).

Financial performance and position

The 18 months to 30 September 2025 delivered a planned deficit of £12.4m, reflecting our intentional use of post-pandemic reserves in line with our five-year strategy and mission, supporting people facing financial hardship while driving the long-term change we seek.

Recent years have seen considerable financial uncertainty, which has affected our ability to generate income. In response, we have adjusted our spending priorities to ensure resources are directed where they can most effectively support those facing hardship.

We continue to prioritise in response to the level of need seen across food banks , while supporting an acceleration of anti-poverty work across all areas of our shared Together for Change strategy.

Divestment of Charity Retail Operations

On 31 October 2024, the activities and undertakings of Trussell Retail Limited (Company Registration No. 14870045), which operated a network of nine charity shops in Dorset and Wiltshire, were transferred to Shaw Trust. While Trussell Retail had been profitable, its scale was modest and resource-intensive, requiring significant investment to achieve meaningful growth. Following a strategic review, the decision was made to divest the retail arm to an organisation with a stronger focus on retail operations, ensuring the shops could continue to thrive. This move allows us to concentrate resources on our core mission, supporting our community of food banks and working together to end hunger in the UK.

A summary of the year's results can be found on page 123 of this report and accounts.

Income

Thanks to our generous and loyal supporters – the general public, corporate partners, trusts and foundations – we generated income totalling £62.8m in this financial year.

The fundraising environment remained challenging, and like many peers, we experienced a decline over the past 18 months. This was driven by reduced public donations, difficulties in recruiting new supporters, and lower unsolicited community and event income.

A decrease was anticipated following the exceptional response to our emergency appeal in 2023/24 and we prepared for this shift by focusing fundraising efforts, appeals, and external communications on raising awareness of growing need and mobilising support for food banks under significant pressure.

A breakdown of total income by source can be seen on page 123 and further analysis seen in notes 2 to 4.

Costs

Across the 18 months to 30 September 2025, we continued to invest in all areas of our Together for Change strategy, while adjusting spend to reflect income trends and long-term sustainability.

We continued to invest significantly in our Changing Communities workstream during the period (58% of total expenditure), providing

grants and non-financial support to food banks and community partners to strengthen local resilience and deliver essential services at a time they face the pressures of rising delivery costs, high demand for support and seeing a fall in donated food.

Alongside this, we have increased the proportion of expenditure on our Changing Minds and Changing Policy work, reflecting our commitment to tackling the root causes of hardship and driving systemic change. This investment has enabled us to amplify campaigns, deepen public understanding, and strengthen our evidence base to influence policy ensuring that, while meeting immediate need, we also work towards a future where everyone can afford the essentials.

Outside of charitable activities, we have seen the proportion of our spend on fundraising activities, including the £1.6m of donated media, increase year-on-year to 17%, in light of increased operating costs and external fundraising landscape, and our trading activities reducing to 1% of our total expenditure budget, as we divested in our charity retail operation.

A breakdown of total expenditure can be seen on page 123 and further analysis in note 5.

Reserves policy

Our reserves policy aims to ensure our work is protected from the risk of disruption at short notice due to lack of funds. It also preserves some incoming resources for future opportunities that may present themselves, while at the same time ensuring we do not retain income for longer than required. Our policy is designed to ensure we are able to honour our grant commitments to food banks and deliver our long-term grant making strategy.

Unrestricted free reserves are not intended to cover a permanent loss of funds. They are intended to provide an internal source of funds for situations such as:

- a temporary fall in income or increase in expenditure, as well as covering working capital requirements
- one-time unbudgeted expenditure, such as uninsured losses or emergency grants to our food banks
- to allow the organisation time to respond to a permanent fall in income or increase in expenditure to take advantage of new opportunities in strategic priority areas.

The target range for unrestricted free reserves is set in line with a risk-based approach. This approach has regard to the financial impact of risk, working capital and commitments and long-term plans.

At 30 September 2025 our policy provided a range of £12.2m to £15.2m.

Funds

Total funds of the charity as of 30 September 2025 are £15.2m. This includes £2.2m of restricted funds and £13.0m of unrestricted funds. At the year end there are no designated funds.

Our designations

Investing for change – £0m

At the end of March 2022, a total of £17.4m was designated to our Investing for Change programme, setting aside money to accelerate the delivery of our Together for Change strategy. At the end of March 2024, a balance of £9.6m remained and we have seen this spent down in line with our plans during the 18 months to 30 September 2025.

The fund set aside resources to boost strategic capacity at both a local and regional level for food banks in the Trussell community, with programmes such as financial inclusion, and the supporting of their desire to increase influencing activity and raise the profile of shortcomings in the social security system around the general election in 2024. This fund also included monies to support our digital roadmap, covering the redevelopment of our website, and food bank websites – ensuring the technology we are using is up to date, accessible and enables people in crisis to access the right support.

Top-up designations – £0m

Asda and Tesco top-ups – Trussell has established the practice of

distributing these top-up donations, which are donations made directly from these companies alongside the instore customer product donations. After the deduction of a small percentage for the charity's core costs, these are then distributed to food banks in the Trussell community of food banks.

The trustees have reviewed the reserves policy and decided to remove the designation previously applied to the Supermarket Partner Top-Up Fund. This designation was introduced in 2022 to demonstrate the intention to allocate additional contributions from supermarket partners for a specific purpose in the context of a high level of free reserves.

Following the trustees' annual review of designated funds, it was determined that the substance of this fund is comparable to other amounts held within unrestricted reserves. Accordingly, the fund has been de-designated and transferred to general unrestricted reserves to ensure greater flexibility in advancing the charity's objectives and to present an accurate reflection of the nature of the donation. The underlying activities funded by supermarket partners will continue as planned, and the removal of the designation does not affect the charity's commitment to these programmes.

At 30 September 2025, the charity's free reserves, being funds neither restricted nor designated, were £13.0m. This figure is in line with the reserves policy in place at the year end. An analysis of net assets between funds can be found in Note 20.

Investment policy

Trussell's priority is to spend its resources as promptly, as strategically and in as operationally-focused a way as possible and in line with our vision to end the need for food banks in the UK. On occasion and due to significant shifts in income and expenditure trends, the charity may be holding larger than anticipated reserves. At such times the overall objective is:

- to operate within an ethical framework for investment
- to manage counterparty risk of cash holding.

Investment decisions are sought to be made in line with Trussell's:

- values of compassion, justice, community and dignity
- vision to end the need for food banks in the UK
- ethical standards.

During the period the charity held instant-access cash deposits with CCLA, and short-term fixed deposits with RBS to ensure that we are able to react swiftly to the emergency needs of the Trussell community of food banks. There was no investment in equities, other securities, or long-term fixed deposits.

Principal risks and uncertainties and our approach to risk management

Our well-established structures and processes continue to enable us to monitor our key risks and ensure they are appropriately managed. Measures include:

- our long-term strategic plan, annual business plan and annual budget, all of which are approved by Trustees
- monthly reviews of our financial position and delivery against our plans
- ongoing close engagement with our community of food banks to ensure excellent intelligence on emerging issues
- our risk management policy and approach, whereby the Senior Leadership Group regularly reviews risks, controls and mitigations and informs the oversight maintained by the Finance, Audit, Risk and Governance board subcommittee.

As noted by the National Council for Voluntary Organisations, the UK charity sector faces an evolving landscape shaped by economic pressures, policy changes, and shifting public expectations. For Trussell, the key risks we face can be broadly categorised as follows:

Financial resilience
As is the case across much of the charity sector in the UK, economic pressures and uncertainty pose risks to income generation and operational sustainability. Trends on individual giving are changing due to the current economic climate and pressure on household incomes, and the funder landscape is changing too. Looking beyond the UK, the risk of economic shocks caused by global volatility remain. In response to this risk, we are actively diversifying income streams and maintaining prudent financial oversight.

Stock shortages across the network
Food banks across the Trussell community rely on donations of stock so they can provide dignified and nutritious food parcels. However, during 2024-2025, food banks saw a continued decline in food donations, as people who would normally donate continued to face their own pressures. As a result, the proportion of stock needing to be purchased from April to March rose to 27% (up from 23% in 2023-2024), placing additional financial pressure on local food banks. In response to this growing risk, we continue to support food banks with sourcing strategies, fundraising training and leveraging national relationships to help food banks access the resources they need.

Ensuring sustainable funding streams for food bank charities
Due to the incredible generosity shown during the Covid-19 pandemic, we have been able to provide food banks with higher levels of support through grants for specific years within our 2020-2025 strategy period. This has aligned with our policy of spending down our reserves, to ensure we are maximising the impact of those generous donations while ensuring that we continue to hold the necessary level of reserves in line with the policy set by our Board. As we have always expected to return to a more normal level of grant-giving, we have continued to work with food banks to strengthen their financial sustainability through capacity-building and fundraising support and ensuring that robust exit or handover strategies are in place for time-limited grant-funded activity.

Maintaining a focus on hunger and hardship

In a climate of fiscal constraint and competing priorities, there is a concern that poverty alleviation may be seen as less important both by political parties and the public . We continue to build relationships with all political parties across the UK and to campaign for the policy changes that will move us closer to our vision, including through working with sector partners to keep poverty reduction on the national agenda.

As poverty is not always at the forefront of public discourse, and other issues receive greater concern and attention, there is a risk that it becomes harder to mobilise broad-based support for our vision. We are addressing this through a targeted communications strategy that uses insight-driven messaging to reach key audiences, and amplifying the voices of people with lived experience and food banks helps to shift perceptions and deepen engagement with our cause.

Safeguarding data and information systems

As with all organisations, we continue to monitor closely the evolving risks associated with cyber security threats and data protection. The risk of cyber-attacks and data breaches is managed through a framework of strong IT and data governance, regular staff training, and established incident and crisis management protocols. During the period, Trussell further strengthened its approach to managing this risk through the appointment of a Data Protection Officer (DPO) and by achieving Cyber Essentials accreditation. These actions enhance our ability to protect sensitive information, respond effectively to incidents, and maintain operational resilience.

As we monitor and manage the risks we face, we hold close the values that inform all of our work and our relationships – so that the challenges we face are navigated with our strongly-held sense of compassion, community, justice and dignity.

Environmental, social responsibility and governance

Environmental sustainability

Trussell recognises the climate crisis as a critical global issue with direct and indirect impacts on the people we support. While we are committed to reducing our own environmental footprint and understanding the intersections between climate and poverty, we do not see environmental campaigning as a core strategic priority. Instead, we will integrate environmental considerations into our existing workstreams where relevant, particularly where they intersect with hunger, hardship, and inequality.

In addition to being compliant with government guidance, Trussell continues to actively work to reduce its impact on the environment, where this is commensurate with meeting Trussell's objectives as an anti-poverty charity and while maintaining the safety and wellbeing of our employees.

Steps we have already taken that reduce our environmental impact include:

- Reducing emissions from commuting and reducing the impact of maintaining multiple office premises by giving all staff the opportunity to work remotely.
- Subscribing to a green tariff for our electricity, reducing emissions through the use of renewable energy sources.
- Encouraging staff to use the most environmentally friendly modes of transport in the course of their work, while ensuring their safety and wellbeing. Travel is a necessary part of our work, with in-person visits to food banks an invaluable way of building effective relationships, providing support and gaining a deeper understanding of the challenges they and people using food banks face. However, our travel management platform allows staff to view estimated CO2 emissions prior to booking travel, thereby informing travel choices where this is practicable.

Following development of an environmental strategy in 2023-2024, an Environmental Working Group (EWG) was established in 2025 with a remit to review Trussell's environmental progress to date, challenge in areas where this might be improved, and to suggest how Trussell might continue to minimise its environmental impact, while balancing this commitment with the requirements inherent in delivering our core function as an anti-poverty charity. Members of the EWG strengthened their understanding and commitment to climate change action and achieved their Climate Literacy accreditation.

As part of our commitment to sustainability and responsible stewardship, we commissioned groundbreaking environmental research to explore the links between environmental issues and the drivers of food bank need.

The key insights from this work:

- Environmental degradation disproportionately affects people on low incomes.
- Climate-related risks (e.g. flooding, heatwaves, pollution) intersect with key drivers of food bank use.
- A poorly managed transition to a post-carbon economy could worsen hardship.
- People with lived experience of hunger and hardship support environmental action but emphasise the need for equity and inclusion in policy responses.

We will be publishing the executive summary of this research to share our learning and support wider sector dialogue.

UK Greenhouse gas emissions and energy use data for the period	**2024-2025 (18 months)**	**2024-2025 (12 months to 30 September 2025 for comparison purposes)**	**2023-2024 (12 months)**
Energy consumption used to calculate emissions (kWh)	557,214	343,124	526,812
Energy consumption breakdown (kWh) (optional)			
Gas	-	-	79,700
Electricity	67,222	32,407	157,022
Transport fuel	375,295	237,432	290,090
Other Business & Travel	114,697	73,285	-
Scope 1 emissions in metric tonnes CO2e			
Company owned transport	1.81	0.08	3.57
Gas consumption	-	-	14.58
Scope 2 emissions in metric tonnes CO2e			
Purchased electricity	13.92	6.71	32.51
Scope 3 emissions in metric tonnes CO2e			
Business travel in employee-owned vehicles	84.65	54.56	63.34
Other Business Travel (train & aeroplane)	124.29	79.51	-
Hotel Stays	22.64	14.59	-
Total gross emissions in metric tonnes CO2e	**247.31**	**155.45**	**114.00**
Intensity ratio:			
Tonnes CO2e per employee with Scope 3	**0.79**	**0.50**	**0.37**
Tonnes CO2E per employee with Scope 3 (excluding other business travel and Hotel stays)	**0.32**	**0.20**	**0.37**

Streamlined energy and carbon reporting

Under the Companies Act 2006, Trussell is required to disclose its annual energy use, and associated greenhouse gas emissions, in line with the Streamlined Energy and Carbon Reporting (SECR) regulations. This is the second year that Trussell has fallen within the scope of SECR, allowing comparisons to be made with prior year.

In February 2024, thanks to the generous support of a corporate partner, we rolled out a new travel management platform. This enables tracking of the CO2 emissions associated with travel on public transport and hotel stays, giving us a better picture of our environmental impact and how we can reduce it. This is the first period for which we are disclosing the data as we didn't have complete data for the prior year. *(Disclosure of indirect emissions from public transport use is not mandatory under SECR; we have chosen to disclose it for full transparency.)*

The figures capture all activities undertaken directly by Trussell and its wholly owned subsidiary companies, including our charity shops (prior to their disposal in October 2024) and the Salisbury food bank lease (prior to the transfer to the food bank in January 2025).

NB: The activities of the food banks in the Trussell community of food banks are governed independently and are outside the scope of this report.

The report shows that Trussell continues to make progress reducing its carbon footprint:

- This year, we have expanded our Scope 3 reporting to include public transport and hotel stays for the first time.

  As a result of this broader scope:

  - The 2024-2025 intensity ratio is 0.79 for the 18 months to 30 September 2025.

  - On a 12-month basis to the same date, the ratio is 0.50.

  These figures appear higher when compared with the 2023/24 intensity ratio of 0.37 (12 months to 31 March 2024), because last year's data did not include these additional emission sources.

- Excluding these scope 3 emissions and using the 12-month data to 30 September 2025 the directly comparable ratio is 0.20 vs 0.37 (2023-2024), a reduction of almost 50%.

- This reduction reflects the estate reductions and van disposals following the sale of Trussell Retail and transfer of the Salisbury food bank lease, and the move of our Salisbury offices to run on 100% renewable electricity, replacing gas.

Quantification and reporting methodology

Energy consumption at our Salisbury office and charity shops has been recorded from utility bills. Where we rent serviced office space in London and Manchester, our share of the premises' energy consumption has been estimated by scaling our Salisbury energy usage to the serviced offices' respective floor areas. A record is kept of distances covered by our retail vans, and by staff travelling in their own cars on Trussell business.

The CO2 emitted by Trussell-owned vans has been calculated from the emissions rates for the model of vehicle. To estimate the emissions from utilities and employee-owned vehicles, we have applied UK Government-approved average conversion factors. Our actual emissions from electricity are likely to be lower than stated, as we subscribe to green tariffs which make use of renewable energy sources; data to quantify this accurately is however unavailable.

Intensity ratio

We have chosen to present the CO2 emissions per (full-time equivalent) employee, on the basis that the number of employees is the key driver of our total level of emissions, via staff travel and office occupancy.

Measures taken to improve energy efficiency

The measures we are taking to improve energy efficiency include:

- Continuing to reduce our estate footprint with the disposal of our shops as a going concern and transferring the lease for Salisbury Foodbank* to the food bank during 2024-2025 and further reduction planned in Salisbury 2025-2026.
- Increasing the recycling opportunities at our Salisbury office; as well as paper and cardboard recycling, food waste and glass are now recycled.
- Increasing our investment in video conferencing kit at our Salisbury and London offices – providing robust hybrid meeting capability, which has reduced the need to travel for in-person meetings.
- Renewing our energy tariff so that 100% of the energy consumed is generated from renewables.
- Creating a place for safe bike storage at our London office, encouraging cycling to work.
- Updating our investment policy to embed environmental and ESG considerations, ensuring our approach aligns with sustainable practices and responsible stewardship.
- In renewing our pension provider, we embedded ESG and climate considerations into the selection process, ensuring the chosen product offers a strong commitment to environmental sustainability and robust ESG integration.

* Salisbury Foodbank is an independent charity within our wider network. It previously sub-leased its building from Trussell; in 2025 the lease was formally assigned to Salisbury Foodbank, and Trussell no longer holds any rights over the property.

Social responsibility

Public benefit disclosure

The Trustees confirm they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives, and in planning future activities. Trussell is a public benefit entity. The Trustees refer to public benefit throughout this report. The Trustees, who are also directors of Trussell for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the 18-month period ended 30 September 2025.

In preparing the report, which also serves as the Strategic Report for the purposes of Company Legislation, the Trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

Stakeholder engagement

Trussell's trustees have a duty to promote the success of the charity and, in doing so, are required by section 172(1) of the Companies Act 2006 to have regard to various specific factors, including:

The likely consequences of any decision in the long term

We consult with people with lived experience of financial hardship, our community of food banks, our colleagues, volunteers, supporters and partner organisations to ensure that we shape our future with the people and communities we are here to serve. Long-term sustainability is considered by the trustees through our risk management systems and setting of our financial policies (such as reserves and investment policies). The Finance, Audit, Risk and Governance Committee and the executive team regularly review management information, budgets and reserves projections and progress against budget.

The interests of the organisation's employees

Our aim is to foster an environment that celebrates similarities and differences – and to create an environment in which all individuals have equal access to opportunities and resources.

Trussell recognises Unison as the trade union representing our employees. Through a formal Joint Negotiating and Consultation Committee, Unison engages directly with our Senior Leadership Group and Staff Council to negotiate on matters such as terms and conditions of employment, pay reviews, and pensions. This collaborative approach ensures that employment practices remain aligned with our values and supports our commitment to excellence in workforce management in service of our wider vision and mission.

In 2024-2025 a full benefits review was carried out to ensure our benefits package was aligned to our values, prioritising the wellbeing and protection of our people. Please see Our People & Remuneration Policy section on page 113 for more details.

We actively promote flexible working practices to foster a healthy work-life balance and routinely measure employee wellbeing through regular surveys and engagement with the Staff Council. Feedback from these processes informs continuous improvement in our people strategy. The Board receives regular workforce updates, ensuring oversight and accountability in maintaining a positive and supportive working environment.

The need to foster the organisation's relationships with suppliers, customers and others

The charity works to ensure all of the organisation's stakeholders are able to participate in its development. We have structures and programmes to ensure that our key stakeholders are at the heart of decision-making, including a panel of people with lived experience of financial hardship, and strategic consultation groups with representatives of circa 10% of the community of food banks.

We work closely with partners across the sector, including representatives of anti-poverty charities and other charitable food providers, to co-ordinate operational and advocacy activity. Trussell is accredited under the Good Business Charter and complies with the Ethical Trading Initiative base code.

The impact of the organisation's operations on the community and environment

Through our Together for Change Strategy across our Changing Communities, Changing Minds and Changing Policy workstreams, we have been able to support the incredible work of our community of food bank charities to affect positive change in their local communities across the UK, the impact of which is evidenced throughout the strategic report (pages 22-116).

Trussell's environmental approach, in compliance with the Streamlined Energy and Carbon Reporting guidance, is detailed on page 107.

The desirability of the organisation maintaining a reputation for high standards of business conduct

Trussell recognises that its reputation and the confidence placed in us by the public are fundamental to achieving our vision of a UK without the need for food banks. Upholding the highest standards of business conduct is therefore central to our operations.

Our organisational values underpin recruitment, training, and the engagement of both employees and volunteers. These values are embedded through a comprehensive framework of policies and controls designed to promote corporate responsibility and ethical behaviour. This includes policies on the acceptance, refusal, and return of donations, management of conflicts of interest, safeguarding, environmental responsibility, dignity and respect at work, oversight of external political and policy interests, and whistleblowing. All policies are subject to regular review to ensure they remain robust and effective.

The need to act fairly between members of the organisation

The Trustees, as directors of the company, are members of the company and understand the need to avoid and manage potential conflicts of interest as required by the Charity Commission.

Governance

Organisational structure

Our Trustees are ultimately responsible for the overall control and strategic direction of the charity and the protection of its assets. Day-to-day management is delegated to the Chief Executive Office and the Senior Leadership Group. Our Trustees meet regularly to set the vision, strategic framework, and budgets under which the charity operates and to manage risks.

In 2024-2025 under new chair a governance review was carried out, with some changes to Trussell governance structure.

The board was expanded to bring in a greater diversity of membership, and the governance framework reviewed and streamlined.

The Board has established four subcommittees with delegated authority for certain matters and to ensure key matters are given increased time and scrutiny.

Finance, Audit, Risk and Governance:

- ensures that the charity operates within the financial guidelines set out in current legislation, by the Charity Commission, by the charity's governing documents and by the Board. This includes review of the current and forward financial situation, oversight of internal and external audit activities, and oversight of organisation-wide risk strategy
- reviewing the actions that the board is taking to uphold good governance.

Strategy, Impact and People:

- monitors the progress of Trussell's organisational strategy and ensures that there is a robust and effective process for capturing and understanding evidence relating to our strategic objectives, approaches and values of Trussell and the wider community of food banks.
- advises the Board on effective governance and oversight of strategic HR actions and policies to enable recruitment, development, engagement and retention of the best staff, volunteers, and Trustees. This includes reviewing and approving key policies and oversight of priority areas of people-focused activity, such as safeguarding, equity, diversity and inclusion, and the participation of people with lived experience of financial hardship in our work.

Nominations:

- leads on the recruitment and selection for appointments to the Board, its subcommittees and its subsidiaries. This includes regular Board appraisals and skills audits to inform future Board development or composition.

Remuneration:

- oversees the remuneration policy and strategy of the organisation and agrees the salaries and any other payments to the Co-CEOs and Senior Leadership Group members.

The full Board formally meets at least three times a year. The subcommittees also meet at least three times a year. Our governance is underpinned by the Charity Governance Code and put into action via regular performance reviews for trustees and key management personnel.

The Trustees set the strategic direction of the organisation and are regularly updated on a wide range of activity, including progress against our strategic plan, grant-making to the community of food banks, public relations and fundraising campaigns, and the effective implementation of our safeguarding, data protection and health and safety policies. Trustees receive regular financial updates

which form the basis of the routine financial monitoring.

The Co-CEOs hold regular accountability meetings to monitor and control the organisation and reporting processes are in place. Oversight groups for our key areas of activity ensure that any issues are escalated and resolved as needed.

Governing document

Trussell is a charitable company limited by guarantee, constituted under a trust deed dated 12 January 1997 and transferred into the charitable company (05434524) on 19 September 2005 and is a registered charity, number 1110522. The company also registered as a charity in Scotland on 5 September 2013, number SC044246. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up, members are required to contribute an amount not exceeding £10.

Recruitment and appointment of new Trustees

The company directors also serve as charity Trustees under charity law. Trustee appointments are made on merit, with a focus on attracting candidates who bring diverse backgrounds, skills, and experience to strengthen Board effectiveness. Diversity remains a priority to ensure a range of perspectives informs decision-making.

During the period, Stephen Hicks completed his second term as Chair in June 2024 and was succeeded by Natalie Campbell.

Five new Trustees joined the Board in September 2025 following a rigorous selection process led by the Nominations Committee, while three Trustees stepped down at the end of their tenure. All new Trustees underwent DBS checks where appropriate and completed a comprehensive induction covering governance, legal duties, financial oversight, and visits to food banks. Ongoing training is provided as required.

To further enhance Board capability, two Co-Opt Committee Members were appointed during the year, bringing specialist expertise in safeguarding and service delivery in challenging settings and technology, including data and AI.

Our People and Remuneration policy

Our pay principles ensure that our pay at all levels are aligned to our values and commitment to EDI. These principles are that:

- we pay competitively
- we pay the mid-point in our market
- we are committed to equity
- we are transparent.

In 2024-2025 an extensive pay review was completed to ensure that our staff remuneration structure was appropriate and aligned with these pay principles.

We continue to ensure through our pay principles that we are a fair, equitable and competitive-paying organisation. While there is still progress to be made, these principles are reflected in our gender pay gap, which is a median of 3.9%, significantly lower than the UK median of 12.8% (ONS data, 2025), demonstrating the impact and effectiveness these principles have in delivering equitable pay outcomes.

In addition, in 2024-2025 the Joint negotiation and consultation committee (JNCC), that consists of union representatives, staff council representatives and senior management, carried out an extensive review of the total benefits package offered to all staff.

The aim of the review was to ensure our policies provide support, financial stability, work-life balance, and career success while being fair, realistic, and mindful of our responsibilities as a charity. Trussell strives to be an employer of choice by caring for our people and helping them overcome challenges they may face at different stages of their lives. While not seeking to lead the industry, we want to remain as a median with the focus on being supportive and equitable, in line with the shared vision and intent of Senior Leadership Group, Unison, and the staff council.

We continue to be accredited as a Living Wage employer, and our employee benefits encourage the wellbeing, mental health, and financial resilience of our staff in keeping with our charitable aims. We also hold accreditation under the Good Business Charter.

Modern slavery

Trussell complies with the Ethical Trading Initiative base code, and we expect our suppliers and their supply chain to comply with this code. There is no modern slavery or human trafficking in any part of our business. When we review our contracts, and develop new ones, we assess the possibility of modern slavery. We continue to monitor and improve how we manage contracts and provide training to staff and our community of food banks to raise awareness.



Statement of Trustees' Responsibilities

The Trustees (who are also the directors of Trussell for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year that give a true and fair view of the state of affairs of the charitable company and of the income and expenditure of the charitable company for that period. In preparing those financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charity SORP
- make judgements and estimates that are reasonable and prudent
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records which disclose the reasonable accuracy at any time of the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as each of the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware;
- and each of the Trustees has taken all steps that they ought to have taken to make themselves aware of any relevant audit information, and to establish that the auditors are aware of that information.

Approved by order of the Board of Trustees on 19 May 2026 and signed on its behalf by:



N Campbell MBE
Chair of Trustees

Our charity details

Registered Company Number

05434524 (England and Wales)

Registered Charity Number

1110522 (England and Wales)
SC044246 (Scotland)

Registered Office

Unit 7, Ashfield Trading Estate,
Ashfield Road, Salisbury,
Wiltshire, SP2 7HL

Trustees

N Campbell MBE (Chair)
(joined 25.06.24)

Mr S Ariaratnam

Mr T Gibbs

Ms S Morgan

Mr D Shrubsole

Revd B Thomas

Ms S Elliott

Mr E Matthews
(joined 23.09.25)

Mr R Maloney
(joined 23.09.25)

Mrs E Galloway
(joined 23.09.25)

Mr A Reaney
(joined 23.09.25)

Ms V McKie
(joined 23.09.25)

Mr S Hicks CBE (Chair)
(until 01.07.24)

Mr D Gordon
(until 27.11.24)

Mr P Morrison
(until 27.11.24)

Dr L Hickman
(until 26.11.25)

Company Secretary

Mrs C Leeper

Co-Chief Executive Officers

Mrs E Revie

Mr M van Duyvenbode

Bankers

The Royal Bank of Scotland,
36 St Andrews Square, Edinburgh,
EH2 2YB

Investment Managers

CCLA Investment Management
Limited, 1 Angel Lane, London,
EC4R 3AB

Auditors

Buzzacott Audit LLP,
130 Wood Street, London,
EC2V 6DL

Lawyers

Bates Wells & Braithwaite
London LLP, trading as Bates Wells,
10 Queen Street Place, London
EC4R 1BE

Independent auditor's report

Independent auditor's report to the trustees and members of The Trussell Trust

Opinion

We have audited the financial statements of The Trussell Trust (the 'charitable parent company') and its subsidiaries (the 'group') for the 18-month period ended 30 September 2025 which comprise the group statement of financial activities, group and charitable parent company balance sheets, the group statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the charitable parent company's affairs as at 30 September 2025 and of the group's income and expenditure for the period then ended
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group and charitable parent company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report, which is also the directors' report for the purposes of company law and includes the strategic report, for the financial period, for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report , which is also the directors' report for the purposes of company law and includes the strategic report, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the charitable parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report including the strategic report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- proper and adequate accounting records have not been kept by the charitable parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- the charitable parent company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the charitable parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern

and using the going concern basis of accounting, unless the trustees either intend to liquidate the group or the charitable parent company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations.
- We identified the laws and regulations applicable to the charitable company through discussions with management, and from our commercial knowledge and experience of the sector.
- The identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of noncompliance throughout the audit.
- We focused on specific laws and regulations which we considered may have a direct material effect on the accounts or the activities of the charitable company. These included but were not limited to the Companies Act 2006, the Charities Act 2011, Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102), those that relate to fundraising and are overseen by the Fundraising Regulator, and those that relate to data protection (General Data Protection Regulation).
- We assessed the extent of compliance with the laws and regulations identified above through making enquiries of management, inspecting legal correspondence, and reviewing Trustees' meeting minutes.

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management and those charged with governance as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships
- tested journal entries to identify unusual transactions
- tested the authorisation of expenditure as part of our substantive testing thereon

- assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias
- used data analytics to identify any significant or unusual transactions and identify the rationale for them.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation
- reviewing the minutes of meetings of the Trustees, as well as the Finance, Audit, Risk, Governance & Operations Committee
- enquiring of management and those charged with governance as to actual and potential litigation and claims
- reviewing any available correspondence with HMRC and the Charity Commission.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charity's trustees as a body, in accordance with Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Katharine Patel
(Senior Statutory Auditor)

For and on behalf of Buzzacott Audit LLP,
Statutory Auditor
130 Wood Street
London
EC2V 6DL

27 May 2026

Buzzacott Audit LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.



Financial statements

Consolidated Statement of Financial Activities

(incorporating an income and expenditure account)

For the 18-month period ended 30 September 2025

	Note	Unrestricted £'000	Restricted £'000	18-month period ended 30 September 2025 £'000	Year ended 31 March 2024 £'000
Income from					
Donations and Legacies	2				
Fundraising Income		45,814	11,619	**57,433**	48,540
Donated Goods & Services		-	2,258	**2,258**	1,237
Other trading activities	3	988	-	**988**	1,395
Investment Income	4	2,134	-	**2,134**	2,880
Total income		48,936	13,877	**62,813**	54,052
Expenditure on					
Raising funds	5				
Fundraising activities		11,209	1,859	**13,068**	7,744
Other trading activities		983	-	**983**	1,285
Charitable activities	5				
Grants Expenditure		15,843	8,126	**23,969**	30,967
Changing Communities		15,127	3,467	**18,594**	11,301
Changing Minds		12,652	1,141	**13,793**	8,134
Changing Policy		4,623	155	**4,778**	2,531
Total expenditure		60,437	14,748	**75,185**	61,962
Net (Expenditure)		(11,501)	(871)	**(12,372)**	(7,910)
Reconciliation of Funds					
Total funds brought forward at 1 April 2024	21	24,461	3,147	**27,608**	35,518
Total funds carried forward at 30 September 2025	21	12,960	2,276	**15,236**	27,608

Balance Sheet

As at 30 September 2025

	Note	Group 30 September 2025 £'000	Group 31 March 2024 £'000	Charity 30 September 2025 £'000	Charity 31 March 2024 £'000
Fixed assets					
Intangible assets	12	**255**	–	**255**	–
Tangible assets	13	**242**	38	**242**	38
Investments	14	**–**	–	**–**	–
		497	38	**497**	38
Current assets					
Debtors	15	**3,343**	5,247	**3,651**	5,671
Cash at bank	16	**19,512**	49,472	**19,204**	49,055
		22,855	54,719	**22,855**	54,726
Creditors: Amounts falling due within one year	17	**(8,055)**	(20,637)	**(8,055)**	(20,644)
Net current assets		**14,800**	34,082	**14,800**	34,082
Total assets less current liabilities		**15,297**	34,120	**15,297**	34,120
Creditors: Amounts falling due after more than one year	18	**(52)**	(6,445)	**(52)**	(6,445)
Provisions for liabilities	19	**(9)**	(67)	**(9)**	(67)
Total net assets		**15,236**	27,608	**15,236**	27,608

continued opposite

Balance Sheet continued

As at 30 September 2025

	Note	Group 30 September 2025 £'000	Group 31 March 2024 £'000	Charity 30 September 2025 £'000	Charity 31 March 2024 £'000
Funds					
Unrestricted					
General	21	**12,960**	14,695	**12,960**	14,695
Designated	21	**-**	9,766	**-**	9,766
		12,960	24,461	**12,960**	24,461
Restricted	21	**2,276**	3,147	**2,276**	3,147
Total funds		**15,236**	27,608	**15,236**	27,608

The financial statements were approved by the Board of Trustees on 19 May 2026

And were signed on its behalf by:



N Campbell MBE
Chair of Trustees

Trussell is the operating name of The Trussell Trust.
Company Registration Number: 05434524

Consolidated Statement of Cash Flows

For the 18-month period ended 30 September 2025

	Note	18-month period ended 30 September 2025 £'000	Year ended 31 March 2024 £'000
Cash flows from operating activities			
Cash used in operating activities		**(31,432)**	(11,874)
Net cash used in operating activities		**(31,432)**	(11,874)
Cash flows from investing activities			
Purchase of intangible assets	12	**(318)**	-
Purchase of tangible fixed assets	13	**(344)**	-
Interest received	4	**2,134**	2,880
Decrease in short-term deposits		**-**	9,000
Net cash from investing activities		**1,472**	11,880
Change in cash and cash equivalents in the reporting period		**(29,960)**	6
Cash and cash equivalents at the beginning of the reporting period		**49,472**	49,466
Cash and cash equivalents at the end of the reporting period		**19,512**	49,472

Consolidated Statement of Cash Flows (continued)

For the 18-month period ended 30 September 2025

Reconciliation of net expenditure to net cash used in operating activities

	Note	18-month period ended 30 September 2025 £'000	Year ended 31 March 2024 £'000
Net (expenditure) for the reporting period		**(12,372)**	(7,910)
Adjusted for:			
Amortisation	12	**63**	-
Depreciation	13	**140**	226
Loss on disposal of fixed assets		**-**	55
Interest received	4	**(2,134)**	(2,880)
Less movement in provisions	19	**(58)**	(121)
Decrease in stocks		**-**	9
Decrease in debtors	15	**1,904**	259
Decrease in creditors	17 & 18	**(18,975)**	(1,512)
Net cash used in operating activities		**(31,432)**	(11,874)

Breakdown of cash and cash equivalents

	Note	30 September 2025 £'000	31 March 2024 £'000
Cash at bank	16	**19,512**	49,472
		19,512	49,472

Notes to the financial statements

For the 18-month period ended 30 September 2025

Note 1: Accounting Policies

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention except for investments which are included at market value, as modified by the revaluation of certain assets.

The consolidated Statement of Financial Activities and consolidated Balance Sheet consolidate the financial statements of the charitable company, the Trussell Trust, and its subsidiary undertakings, Trussell Retail Limited and Trussell Trading Limited. The results of the subsidiaries are consolidated on a line by line basis.

The charity company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of Financial Activities in these financial statements.

The financial statements are presented in sterling, rounded to the nearest thousand pounds.

Going Concern

The trustees have considered both the charity's financial position at the year end and the impact of future activities. The trustees have made this assessment in respect to a period of one year from the date of approval of these financial statements.

In making this assessment, the trustees have taken into account the continued pressures arising from the sustained demand for food bank services, inflationary pressures on costs, and ongoing uncertainty in the wider economic and funding environment. Trussell continues to manage key risks through our well established risk management processes which have been embedded and have proved robust; for more information, please see page 104.

A risk-based reserves policy has been adopted; more details of this can be seen on pages 102. The trustees therefore have a reasonable expectation that there are no material uncertainties about the charity's ability to continue its operations, including to meet its liabilities, for the foreseeable future. As such, the charity continues to adopt the going concern basis in preparing the financial statements.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received, and the amount can be measured reliably.

Income is only deferred when:

- the donor specified that the grant or donation must only be used in future accounting periods, or
- the donor has imposed conditions which must be met before the charity has unconditional entitlement.

Investment income is recognised on a receivable basis.

Income from charitable activities includes income received under contract or where entitlement to grant funding is subject to specific conditions. Contract income is recognised as earned (as the related goods and services are provided). Grant income included in this category provides funding to support activities and is recognised where there is entitlement, probability of receipt and the amount can be measured reliability.

Income from the sale of donated goods via the charity's shops is recognised at the point of sale.

Volunteers and donated goods and services

The value of services provided by volunteers is not incorporated into these financial statements.

Where goods or services are provided to the charity as a donation that would normally be purchased from suppliers, this contribution is included in the financial statements at an estimate based on the value of the contribution to the charity.

Prior to 1 March 2024, Brent Foodbank was operated by Trussell. Food and toiletries, donated to the charity and held as stock for distribution by Brent Foodbank, were recognised as income within voluntary income when received and as stock; an equivalent amount was included as expenditure when the stock was distributed. On 1 March 2024, Brent Foodbank transferred to an independent charity within the Trussell community and therefore this accounting policy only applies to the prior year comparative figures in these financial statements.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. In the case of grants payable, these conditions are met when the amount of grant awarded has been communicated to the recipient, and there are no conditions attached to the grant which give the charity discretion to avoid this commitment. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with the use of resources.

Provisions

Provisions are recognised when the charity has a legal or constructive obligation, but for which either the timing or the amount of the future expenditure required to settle the obligation is uncertain.

Irrecoverable VAT

All expenditure is classified under activity headings that aggregate all costs related to the category. Irrecoverable VAT is charged against the category of expenditure for which it was incurred.

Raising funds

Raising funds includes all expenditure incurred by the charity to raise funds for its charitable purposes, such as fundraising activities and events, and the costs of charity retail trading (under the sub-heading 'Other trading activities').

Allocation and apportionment of costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs have been allocated based on staff time and the split is shown in Note 6: Support Costs.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life:

- Short leasehold improvements – over the term of the lease.
- Fixtures and Fittings – 25% on cost.
- Motor Vehicles – 25% on cost.
- Computer Equipment – 25% on cost.

Individual fixed assets costing £10,000 or more (£500 or more for computer equipment), plus individual assets purchased as part of a capital project costing in excess of £10,000, are capitalised at cost.

Intangible assets

Software and digital assets are recognised as intangible assets when it is probable they will generate future economic benefits for the charity. The total cost attributable to the development phase of the asset's creation is capitalised.

During the period ended 30 September 2025, the charity's donation gateway, the mechanism by which online donations are received, was capitalised as a new intangible asset. Amortisation is provided on a straight-line basis to write the asset off over its expected useful life of 75 months.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for restricted purposes.

Further explanation of the nature and purpose of these funds is included in the notes to the financial statements.

Leasing commitments

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the period of the lease.

Pension costs and other post-retirement benefits

The charity operates a defined contribution pension scheme. Contributions payable to the charity's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Accounting estimates and judgements

In preparing the financial statements estimates and judgements have been made when applying the accounting policies. These are evaluated on an ongoing basis and are based on historical experience. The only areas where estimates or judgements have a material effect on the values within the financial statements are:

- depreciation on tangible fixed assets, and amortisation on intangible assets
- the allocation of costs across expenditure categories in the Statement of Financial Activities
- the value of services donated to the charity
- the assumptions used in respect of forecasted income and expenditure for the purpose of concluding that the charity is a going concern.

Note 2: Donations and legacies

	Group	
	18-month period ended 30 September 2025 £'000	**Year ended 31 March 2024** £'000
Fundraised income		
Donations and Grants	**51,066**	42,524
Gift Aid	**5,324**	4,257
Legacies	**1,043**	1,759
	57,433	48,540
Donated Goods and Services		
Food (Brent Foodbank)	**-**	96
Services and other goods	**2,258**	1,141
	2,258	1,237
	59,691	49,777

Brent Foodbank transferred to an independent charity within the Trussell community of food banks as of 1 March 2024.

During the 18-month period the charity received free media and advertising to the value of £2,258,000 (2024 - £1,141,000).

Note 3: Other trading activities

	Group	
	18-month period ended 30 September 2025 £'000	**Year ended 31 March 2024** £'000
Charity retail - shop sales	**644**	1,026
Other income	**344**	369
	988	1,395

Trussell's Charity Retail operations, including all nine local charity shops in Dorset and Wiltshire, were transferred to Shaw Trust on 1 November 2024.

Note 4: Investment income

	Group	
	18-month period ended 30 September 2025 £'000	**Year ended 31 March 2024** £'000
Interest on investments	**2,134**	2,880

Note 5: Total expenditure

	Group					
	18-month period ended 30 September 2025					Year ended 31 March 2024
	Remuneration Costs £'000	Office Costs £'000	Project Costs £'000	Support Costs £'000	**Total £'000**	Total £'000
Raising funds						
Fundraising activities	3,321	190	8,116	1,441	**13,068**	7,744
Other trading activities	437	174	295	77	**983**	1,285
	3,758	364	8,411	1,518	**14,051**	9,029
Charitable activities						
Grants payable	276	47	23,492	154	**23,969**	30,967
Changing Communities	10,272	691	3,723	3,908	**18,594**	11,301
Changing Minds	6,666	633	3,846	2,648	**13,793**	8,134
Changing Policy	2,351	110	1,424	893	**4,778**	2,531
	19,565	1,481	32,485	7,603	**61,134**	52,933
	23,323	1,845	40,896	9,121	**75,185**	61,962

Remuneration costs shown above plus those included within support costs (as shown in note 6 below) relate to the various remuneration costs set out in note 10.

Office costs include costs relating to employees, office expenditure and communications.

Project costs relate to expenditure on specific activities; for grants payable this figure equates to the grants made as detailed in note 7.

Support costs represent indirect costs which provide the organisational structure that enables the charitable activities to take place. An analysis of support costs in provided in Note 6.

Note 6: Support costs

	Group	
	18-month period ended 30 September 2025 £'000	**Year ended 31 March 2024** £'000
Remuneration	**4,575**	2,627
Agency & contract staff	**467**	227
IT (software, consultancy & equipment)	**1,534**	1,583
Premises	**711**	594
Staff recruitment	**116**	146
General consultancy & professional fees	**393**	214
Training & other staff-related costs	**872**	681
Governance	**285**	236
Miscellaneous	**168**	128
	9,121	6,436

Governance costs	**18-month period ended 30 September 2025 £'000**	**Year ended 31 March 2024** £'000
Auditor's remuneration		
Statutory Audit	**52**	46
Tax services	**41**	48
Trustee costs	**17**	36
Accountancy, legal and professional advice	**175**	106
	285	236

The increased costs reflect this being an 18 month reporting period, including cost of living pay increases in both April 2024 and April 2025, as well as the Government's increase to employer's National Insurance contributions in April 2025.

Note 7: Grants payable

	Group	
	18-month period ended 30 September 2025 £'000	**Year ended 31 March 2024** £'000
Providing support & advice on money matters for people facing hardship	**13,165**	15,134
Learning how to reduce local need*	**2**	4,409
Warehousing/Facilities	**690**	808
Volunteering support	**360**	410
Organising & Local Mobilisation	**554**	2,808
Food collection top-up	**2,320**	1,712
Other grants to food bank charities	**6,401**	5,329
Total Grants	**23,492**	**30,610**

The following was a recipient of material grant funding during the year:	
Citizens Advice	**£5,942,000**

Grants were awarded to approximately 400 charities operating food banks in the Trussell community, based throughout the UK. A grant was made to Citizens Advice to increase our shared Help through Hardship helpline to enable more people facing hardship to access advice and support on money matters, as well as receive a food bank referral where required.

*The Pathfinder grants programme, which supported 55 UK food banks with funding and strategic guidance, concluded in March 2025. (See page 29 for more details.)

Note 8: Net expenditure is stated after charging

	Group	
	18-month period ended 30 September 2025 £'000	**Year ended 31 March 2024** £'000
Auditor's remuneration		
Statutory Audit	**52**	46
Tax services	**41**	48
Depreciation – owned assets	**140**	226
Operating leases	**592**	492

Note 9: Trustees' Remuneration & Benefits

During both the current and prior period, no trustees received any remuneration or benefits in their role as trustee. The Memorandum and Articles of Association of the company permit payments to trustees where certain criteria are met.

Trustees' expenses

During the period ended 30 September 2025, eight trustees were reimbursed for out of pocket expenses totalling £4,490 (year to 31 March 2024: seven, expenses totalling £6,421). These expenses relate primarily to travel costs incurred on behalf of the charity.

Note 10: Staff costs

Staff costs for 18-month period in accordance with SORP; note these do not reflect annual salaries.

	Group	
	18-month period ended 30 September 2025 £'000	**Year ended 31 March 2024** £'000
Wages and salaries	**23,340**	13,923
Social security costs	**2,856**	1,585
Other pension costs	**1,515**	858
Other benefits	**187**	111
	27,898	16,477

The increased costs reflect this being an 18-month reporting period, including cost of living pay increases in both April 2024 and April 2025, as well as the Government's increase to employer's National Insurance contributions in April 2025.

Other benefits relates to costs of providing income protection and life assurance, and health plans, which are offered to all employees on an equal basis.

The average monthly number of employees during the period, on both a headcount and a full-time equivalent (FTE) basis, was as follows:

	Headcount		FTE	
	18-month period ended 30 September 2025	**Year ended 31 March 2024**	**18-month period ended 30 September 2025**	**Year ended 31 March 2024**
Raising Funds	**45**	48	**41**	45
Changing Communities	**120**	118	**112**	108
Changing Minds	**79**	63	**76**	61
Changing Policy	**27**	27	**26**	25
Charity Retail	**10**	26	**7**	20
Support	**50**	44	**47**	43
Grants	**4**	5	**4**	5
	335	331	**313**	307

Trussell's Charity Retail operations, including all nine local charity shops in Dorset and Wiltshire, were transferred to Shaw Trust on 1 November 2024. All staff employed within our Charity Retail team transferred to Shaw Trust on this date. This movement is reflected in the headcount and FTE figures shown above.

Note 10: Staff costs (continued)

Staff costs for 18-month period in accordance with SORP; note these do not reflect annual salaries.

Under SORP requirements, we are required to disclose the number of employees whose total benefits (excluding employer National Insurance contributions and employer pension costs) exceed £60,000 for the full length of the reporting period.

As this year's reporting period covers 18 months, the figures in the leftmost column reflect the number of staff in each band and their total benefits for the 18 months. **These amounts therefore should not be interpreted as annual salary figures.**

To support clarity, we have also provided the equivalent numbers for a standard 12-month period, the year to 31 March 2025.

	2025 18-month period ended 30 September 2025	**2025 12 months ended 31 March 2025**	2024 Year ended 31 March 2024
£60,001 – £70,000	**34**	**22**	23
£70,001 – £80,000	**78**	**19**	8
£80,001 – £90,000	**22**	**7**	7
£90,001 – £100,000	**13**	**2**	–
£100,001 – £110,000	**19**	**3**	2
£110,001 – £120,000	**12**	**–**	1
£120,001 – £130,000	**3**	**1**	–
£130,001 – £140,000	**5**	**–**	–
£140,001 – £150,000	**–**	**–**	–
£150,001 – £160,000	**1**	**–**	–
£160,001 – £170,000	**1**	**–**	–
£170,001 – £180,000	**1**	**–**	–
£180,001 – £190,000	**–**	**–**	–
£190,001 – £200,000	**1**	**–**	–
	190	**54**	41

Note 10: Staff costs (continued)

Staff were employed in all areas of Trussell's work, including the charity shops and associated supporting activity, to enable the charity to meet its responsibilities. The lowest rate of pay is aligned to the living wage as set by the Living Wage Foundation.

Key Management Personnel

The key management personnel (KMP) of the charity comprise the Trustees, the joint Chief Executive Officers, Chief Operating Officer, Chief Programme Officer and the Company Secretary.

The total KMP employee benefits for the 18 months to 30 September 2025 were £876,686 (12 months to 31 March 2024: £430,748). To support clarity, we have also provided the equivalent amount for a standard 12-month period: £603,727 for the year to 31 March 2025.

Two changes affected these figures: the creation of the Chief Programme Officer role in April 2024, and the Chief Operating Officer role being vacant between January and September 2025.

Using available pay data for the end of the period to 30 September 2025, the CEO/median pay ratio is 3.1 (for the end of the year to 31 March 2024 - 3:1). That is to say that the CEO earns 3 times the rate of the median paid employee on a full time equivalent basis, accounting for all salary related benefits.

We believe that this is a reasonable ratio for our organisation and sector, reflecting our commitment to fair pay for our entire staff team and our alignment with the aims of the Good Business Charter following our accreditation in August 2020.

Note 11: Comparatives for the consolidated statement of financial activities
(For the year ended 31 March 2024)

		Year ended 31 March 2024		
		Unrestricted	**Restricted**	**Total**
		£'000	£'000	**£'000**
Income from				
Donations and legacies	Fundraising Income	38,103	10,437	**48,540**
	Donated Goods & Services	96	1,141	**1,237**
Other trading activities		1,395	-	**1,395**
Investment income		2,880	-	**2,880**
Total income		42,474	11,578	**54,052**
Expenditure on				
Raising funds	Fundraising activities	6,840	904	**7,744**
	Other trading activities	1,285	-	**1,285**
Charitable activities	Grants Expenditure	21,347	9,620	**30,967**
	Changing Communities	8,709	2,592	**11,301**
	Changing Minds	7,575	559	**8,134**
	Changing Policy	2,340	191	**2,531**
Total expenditure		48,096	13,866	**61,962**
Net Income / (Expenditure)		(5,622)	(2,288)	**(7,910)**
Reconciliation of funds				
Total funds brought forward at 1 April 2023		30,083	5,435	**35,518**
Total funds carried forward at 31 March 2024		24,461	3,147	**27,608**

Note 12: Intangible Assets

	Group and Charity	
	Software and digital assets £'000	**Total £'000**
Cost		
At 1 April 2024	43	**43**
Additions	318	**318**
Disposals	–	**–**
At 30 September 2025	361	**361**
Amortisation		
At 1 April 2024	43	**43**
Charge in period	63	**63**
Disposals	–	**–**
At 30 September 2025	106	**106**
Net book value		
At 30 September 2025	**255**	**255**
At 31 March 2024	–	**–**

Note 13: Tangible Fixed Assets

	Group				
	Leasehold improvements £'000	Fixtures and fittings £'000	Motor Vehicles £'000	Computer equipment £'000	**Total £'000**
Cost					
At 1 April 2024	440	–	28	115	**583**
Additions	–	17	-	327	**344**
Disposals	(308)	–	(28)	(115)	**(451)**
At 30 September 2025	132	17	–	327	**476**
Depreciation					
At 1 April 2024	402	–	28	115	**545**
Charge in period	26	–	–	114	**140**
Disposals	(308)	–	(28)	(115)	**(451)**
At 30 September 2025	120	–	–	114	**234**
Net book value					
At 30 September 2025	**12**	**17**	**-**	**213**	**242**
At 31 March 2024	38	–	–	–	**38**

Note 13: Tangible Fixed Assets (continued)

	Charity				
	Leasehold improvements £'000	Fixtures and fittings £'000	Motor Vehicles £'000	Computer equipment £'000	**Total £'000**
Cost					
At 1 April 2024	440	–	–	115	**555**
Additions	–	17	-	327	**344**
Disposals	(308)	–	–	(115)	**(423)**
At 30 September 2025	132	17	–	327	**476**
Depreciation					
At 1 April 2024	402	–	–	115	**517**
Charge in period	26	–	–	114	**140**
Disposals	(308)	–	–	(115)	**(423)**
At 30 September 2025	120	–	–	114	**234**
Net book value					
At 30 September 2025	**12**	**17**	**-**	**213**	**242**
At 31 March 2024	38	–	–	–	**38**

Note 14: Investments

Investment in subsidiary companies

The charity has two wholly owned subsidiaries:

Trussell Trading Limited, a company incorporated in the UK from 1 April 2021 (Company Registration No. 13310114), whose principal activity is the management of corporate sponsorship activities on behalf of the charity. As at 30 September 2025, the charity's investment in Trussell Trading Limited was £1. The results of Trussell Trading Limited for the 18-month period ended 30 September 2025 are summarised below.

	18-month period ended 30 September 2025 £'000	**Year ended 31 March 2024** £'000
Turnover	**325**	337
Cost of sales	**(86)**	(60)
Gross profit	**239**	277
Administrative expenses	**(93)**	(60)
Operating profit	**146**	217
Interest receivable	**7**	4
Profit for the period	**153**	221
Donation to The Trussell Trust under Gift Aid	**(153)**	(221)
Retained profit	**-**	-

At both 30 September 2025 and 31 March 2024, Trussell Trading Limited had net assets of £1, made up of called up share capital of £1 and retained earnings of £nil.

Trussell Retail Limited, a company incorporated in the UK from 15 May 2023 (Company Registration No. 14870045), and which commenced trading on 1 August 2023, whose principal activity was to raise funds for the Charity to use for its charitable purposes, primarily by operating a network of charity retail shops. On 31 October 2024, the company's activities and undertakings were transferred to Shaw Trust. As at 30 September 2025, the charity's investment in Trussell Retail Limited was £1. The results of Trussell Retail Limited for the 18-month period ended 30 September 2025 are summarised below.

	18-month period ended 30 September 2025 £'000	**Year ended 31 March 2024** £'000
Turnover	**556**	656
Cost of sales	**(6)**	(3)
Gross profit	**550**	653
Administrative expenses	**(490)**	(580)
Other operating income	**4**	5
Operating profit	**64**	78
Interest receivable	**2**	1
Profit for the period	**66**	79
Donation to The Trussell Trust under Gift Aid	**(66)**	(79)
Retained profit	**-**	-

At both 30 September 2025 and 31 March 2024, Trussell Retail Limited had net assets of £1, made up of called up share capital of £1 and retained earnings of £nil.

Note 15: Debtors

	Group		Charity	
	30 September 2025 £'000	31 March 2024 £'000	**30 September 2025 £'000**	31 March 2024 £'000
Trade debtors	**196**	974	**166**	973
Gift Aid due	**452**	1,000	**452**	976
Amounts owed from Subsidiaries	**-**	-	**360**	497
Prepayments and accrued income	**2,695**	3,273	**2,673**	3,225
	3,343	5,247	**3,651**	5,671

Note 16: Cash at Bank

Cash at bank

The cash balance at 30 September 2025 represents the balance on restricted funds and cash required to meet grant commitments to the Trussell community of food banks for the coming year, in addition to the working capital required for the charity's core operations. All monies are held in interest bearing accounts.

Note 17: Creditors: Amounts falling due within one year

	Group		Charity	
	30 September 2025 £'000	31 March 2024 £'000	**30 September 2025 £'000**	31 March 2024 £'000
Trade creditors	**540**	979	**540**	958
Taxation and social security	**476**	473	**472**	458
Other creditors	**164**	186	**164**	182
Amounts owed to group undertakings	**-**	-	**9**	51
Deferred income (See below)	**-**	500	**-**	511
Accrued expenses	**726**	911	**721**	896
Accruals for grants payable	**6,149**	17,588	**6,149**	17,588
	8,055	20,637	**8,055**	20,644
Deferred Income				
Brought forward	**500**	944	**511**	900
Amount released to income	**(500)**	(944)	**(511)**	(900)
Amount deferred at period / year end	**-**	500	**-**	511
Carried forward	**-**	500	**-**	511

Deferred income relates to grants where cash has been received but the recognition criteria for income were not met during the period.

Note 18: Creditors: Amounts falling due after more than one year

	Group		Charity	
	30 September 2025 £'000	31 March 2024 £'000	**30 September 2025 £'000**	31 March 2024 £'000
Accruals for grants payable	**52**	6,445	**52**	6,445
	52	6,445	**52**	6,445

Note 19: Provisions

	Group & Charity	
	Dilapidations £'000	**Total £'000**
At 1 April 2024	67	**67**
Additions during the period	1	**1**
Released during the period	(59)	**(59)**
At 30 September 2025	**9**	**9**

Provisions have been made for the expected dilapidation costs on the property leases held by the charity.

Note 20: Analysis of net assets between funds

	General fund reserve 2025 £'000	**Designated funds 2025 £'000**	**Restricted funds 2025 £'000**	**30 September 2025 Total £'000**	**31 March 2024 Total £'000**
Fixed assets	497	-	-	**497**	38
Current assets	17,367	2,625	2,863	**22,855**	54,719
Current liabilities	(4,843)	(2,625)	(587)	**(8,055)**	(20,637)
Long term liabilities	(52)	-	-	**(52)**	(6,445)
Provisions	(9)	-	-	**(9)**	(67)
	12,960	-	2,276	**15,236**	27,608

Note 21: Movement in funds

	Group			
	At 1 April 2024 £'000	Income £'000	Expenditure £'000	At 30 September 2025 £'000
Unrestricted Funds				
General fund reserve	14,695	48,936	(50,671)	**12,960**
Designated Funds:				
Investing for Change	9,571	-	(9,571)	**-**
Top-up funds	195	-	(195)	**-**
Total Unrestricted Funds	24,461	48,936	(60,437)	**12,960**
Restricted Funds				
Supporting the operations of the Trussell community of food banks	942	5,338	(6,039)	**241**
Providing support & advice on money matters for people facing hardship	1,856	5,999	(6,044)	**1,811**
Cost of Destitution research project	38	-	(38)	**-**
Youth Participation project	189	-	(189)	**-**
Services donated by corporate partners	-	2,258	(2,258)	**-**
Supporting frontline staff and volunteers	122	282	(180)	**224**
Total Restricted Funds	3,147	13,877	(14,748)	**2,276**
Total funds	**27,608**	**62,813**	**(75,185)**	**15,236**

Note 21: Movement in funds (continued)

Comparative information for the year ended 31 March 2024

	Group			
	At 1 April 2023 £'000	Income £'000	Expenditure £'000	At 31 March 2024 £'000
Unrestricted Funds				
General fund reserve	10,823	41,149	(37,277)	**14,695**
Designated Funds:				
Changing Policy	761	-	(761)	**-**
Investing for Change	17,400	-	(7,829)	**9,571**
Top-up funds	1,099	1,325	(2,229)	**195**
Total Unrestricted Funds	30,083	42,474	(48,096)	**24,461**
Restricted Funds				
Supporting the operations of the Trussell community of food banks	1,028	7,630	(7,716)	**942**
Providing support & advice on money matters for people facing hardship	4,109	2,377	(4,630)	**1,856**
Cost of Destitution research project	-	110	(72)	**38**
Youth Participation project	168	150	(129)	**189**
Services donated by corporate partners	-	1,141	(1,141)	**-**
Supporting frontline staff and volunteers	-	170	(48)	**122**
Supporting the work of Trussell's policy and research team	130	-	(130)	**-**
Total Restricted Funds	5,435	11,578	(13,866)	**3,147**
Total funds	**35,518**	**54,052**	**(61,962)**	**27,608**

Note 21: Movement in funds (continued)

Fund descriptions

Designated funds	
Investing for Change	This fund represents an expression of Trussell's broadening work to change the landscape which makes food bank use a necessity for people in the UK. This package of initiatives builds on the success of core programmes by extending the reach of the Pathfinder programme, seeks to empower food banks to become self-sustaining and earmarks significant funds to advocate for change in the UK's social security system to enable everyone to afford the essentials. The fund was fully expended by 30 September 2025.
Top-up funds	Donations made by Tesco and Asda, to 'top up' the generous donation by customers of long-life products in store. During the period ended 30 September 2025, the Trustees decided to de-designate these funds, as explained on page 102.
Changing Policy (comparative information only)	Funds designated for the purpose of magnifying and accelerating the delivery of Trussell's Together for Change strategic plan, enabling us to provide increased funding and support to our community of food banks and to expand our impact throughout this challenging period and during the recovery from it. The Changing Communities and Minds funds were fully expended by 31 March 2023, and the Changing Policy fund by 31 March 2024.
Restricted funds	
Supporting the operations of the Trussell community of food banks	An aggregation of funds restricted to direct support for food banks in the Trussell community, via both grant funding and the provision of central infrastructure and expert support.
Providing support & advice on money matters for people facing hardship	An aggregation of funds restricted to providing support and advice on money matters for people facing hardship, including via the Trussell community of food banks and also with other partner organisations such as Citizens Advice.
Cost of Destitution research project	Funding for a research project investigating the economic and social impact of destitution in the UK.
Youth Participation project	Funding for a project involving young people in Trussell's work on addressing poverty.
Services donated by corporate partners	Donated services as detailed in Note 2 of these financial statements.
Supporting frontline staff and volunteers	Funding training and support for staff and volunteers, across Trussell and the Trussell community of food banks, who work directly with people facing hardship.
Supporting the work of Trussell's policy and research team	Funding for Trussell's work addressing the causes of hunger and hardship in the UK.

Note 22: Related party disclosures

During the 18-month period ended 30 September 2025, Mr S Hicks (a Trustee of Trussell until July 2024) was also a Trustee of Greenwich Foodbank. As a member of the Trussell community of food banks, Greenwich Foodbank receives both financial and non-financial support from Trussell, under the same terms as other members of the Trussell community. This includes grant funding, applications for which are considered in accordance with Trussell's grant-making policy (see page 20 for further details), and judged on an equal basis to applications from other members of the Trussell community.

Grants paid to Greenwich Foodbank during the 18-month period totalled £93,459 (year to 31 March 2024: £117,689). At 30 September 2025, grants awarded and scheduled for future payment totalled £nil (at 31 March 2024: £88,465). Greenwich Foodbank received £3,250 for hosting corporate volunteering events (2024: £nil).

Ms S Elliot, a Trustee of Trussell, was until September 2025 the CEO of the National Council for Voluntary Organisations (NCVO), and a Director of NCVO Trading Limited. During the 18-month period Trussell paid £6,416 (year to 31 March 2024: £918) to NCVO in relation to membership fees and training courses, and £1,674 (year to 31 March 2024: £nil) to NCVO Trading Limited for room hire.

The trustees and key management personnel of the charity donated a combined total of £950 before Gift Aid to the charity in the period (2024: £1,063).

Note 23: Ultimate controlling party

The charitable company is not under the control of another entity or any one individual.

Note 24: Lease commitments

At 30 September 2025 the charity had total commitments under non-cancellable operating leases as follows:

	Group & Charity	
	At 30 September 2025 £'000	31 March 2024 £'000
Operating leases payable:		
Within one year	**128**	406
Between two and five years	**12**	422
Beyond five years	**-**	157
	140	985

Trussell

Ending hunger together

trussell.org.uk

TrussellUK

Trussell is the operating name of The Trussell Trust, a registered charity in England & Wales (1110522) and Scotland (SC044246). Registered Limited Company in England & Wales (5434524).
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recycle

Registered with FUNDRAISING REGULATOR

THE TRUSSELL TRUST

England & Wales - Charity number 1110522

Accounts

Trussell
Ending hunger together

Ending hunger together

From hardship to hope

Annual report and accounts
2023–2024



Trussell is the operating name of The Trussell Trust, a registered charity in England & Wales (1110522) and Scotland (SC044246). Registered Limited Company in England & Wales (5434524).

Our vision

Our vision is for a UK without the need for food banks.

Our mission

We exist so everyone in the UK can be free from hunger. We work together to ensure no one needs a food bank to survive. Until that happens, we provide emergency food and practical support for people left without enough money to live on.

> **They aren't just feeding people – they're lifting people up.**

John, who needed support from his local food bank

Our values



Compassion

We stand in solidarity with people that need the help of food banks. We put the wellbeing of people served by food banks above everything else.



Justice

We are motivated by a desire to see a more just society. It's not right that anyone is facing hunger and poverty. Everyone should have enough income to afford the essentials.



Community

We believe we share the responsibility to support one another in our communities. To create change, we must work together for the kind of society we want to live in.



Dignity

We recognise the innate value of each individual person and seek to prioritise the other person's needs and concerns in the spirit of mutuality and friendship – regardless of background.

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Overview

Who we are

We are an anti-poverty charity and community of food banks.

We work together to ensure no one in the UK needs a food bank to survive, while providing emergency food and practical support for people left without enough money to live on.

We are in 1,400 food bank locations, supported by 36,000 volunteers, 12,000 churches, hundreds of thousands of community groups and schools, and millions of people around the UK.

Together, we are Trussell.



This annual report and accounts relates to the work of Trussell as a UK-wide charity, rather than food banks within the Trussell community which are independent organisations.

At 31 March 2024, there were 423 food bank charities in the Trussell community, operating in more than 1,400 locations across the UK.

What we do

We need urgent action on hunger in the UK. People are being pushed to the brink because they don't have enough money to live on. This can't go on.

We refuse to stand by while so many of us can't afford to eat, keep warm and pay the bills. Not so long ago, food banks were not needed to the extent they are today.

That's why we work locally and across the UK for a more just and compassionate society where no one needs a food bank to survive. We're determined to make this a reality.

Until this happens, we provide emergency food and practical support to people in their hardest moments. And work with our partners and local communities to ensure everyone gets the right help long before they need to use a food bank.

We know food banks are not a long-term solution, because hunger is not a food problem. It's an income problem. We bring together experiences, evidence and solutions from food banks – and from people who've needed them – to build a compelling case for change.

We will not stop until everybody has enough money for the essentials, and the distribution of emergency food can end for good.







Foreword from our Chair

On behalf of the Trussell Board, welcome to our annual report and accounts for 2023-2024 – another extraordinary year for our community of food banks. As you will see as you read on, food banks gave out a record number of emergency food parcels as people across the UK continued to face financial hardship. But you will also see the incredible work that has been done to push for change and maintain hope.

Since joining Trussell as Chair in the summer of 2024, I have been struck by how the word 'together' sums up the approach that we are taking to end the need for food banks in the UK.

The Trussell staff team have given me a very warm welcome. I am inspired by all the work that they have done over the year – the care that they show to food banks – and the way in which they bring our values to life in every interaction they have.

People with lived experience of financial hardship stand together at the heart of the Trussell community – increasingly informing us, challenging us and leading us in all aspects of our work. We are so grateful for the generosity with which they share their experiences and their passion for change.

We are working hand in hand with our community of food banks to ensure people get the support they need in the here and now. At the same time, we 'think-forward' to tackle the issues that we know make people need emergency food.

Trussell works together with a wide and growing range of partners. We owe a debt of gratitude to everyone involved – including church and faith groups who advocate alongside us, sector partners who collaborate with us on calls for policy and practice change, and those who through funding and supporting our work enable us to deliver our mission.

As we look ahead, it is clear that food banks face more challenges with the number of people needing their support remaining at record levels. We will continue to work together across the Trussell community, and with our partners, to move from hardship to hope and ensure that food banks are no longer needed in the UK.

Finally, I want to extend my personal thanks to Emma, the Senior Leadership Group, and the Board for the leadership and commitment they have shown over the year, helping Trussell and our community of food banks to navigate what continues to be a challenging context.

A special thanks goes to Stephen Hicks, who stepped down after his second term as Chair in 2024; his unwavering commitment to Trussell provided a solid foundation to steward Trussell forward. Thank you.



Natalie Campbell MBE
Chair of the Board of Trustees



Foreword from our Chief Executive Officer

Welcome to our Annual Report and Accounts for 2023–2024 – a year in which the Trussell community of food banks provided more than 3.1 million emergency food parcels to people facing hardship across the UK.

This is the most parcels we have ever distributed – and it has been a very tough year for both food banks and the people who rely on them. Yet, despite the ongoing hardship, we hold onto hope.

Food banks are incredible in their resolve, resilience and compassion. We have been humbled to again stand alongside them in the face of this record level of need. The grants we are able to provide, the expertise and support of our dedicated area teams, and the partnerships that we are able to build together have again shown the strength of the Trussell community.

Our vision of an end to the need for food banks is deeply held across the whole Trussell community. Alongside providing an immediate lifeline for people in their communities, food banks have taken extraordinary steps towards the longer-term change that is needed. I am so proud of the work that we have done together. This has included the ongoing roll-out of local advice services, ensuring that people on the lowest incomes can get support on money matters and are less likely to need a food bank in future. And our Pathfinder programme continues to provide funding, training, insight, and peer connection opportunities – enabling food banks to develop localised strategies to reach our vision.

Our Guarantee our Essentials campaign, run in partnership with the Joseph Rowntree Foundation, continued to gain momentum over the year – and we are seeing increasing recognition of the need to make our social security system fit for purpose. I am particularly proud of the way in which the personal experiences of people who have faced financial hardship are being foregrounded in this work.

It is thanks to the dedication of food banks, the tirelessness of their staff and volunteers, the commitment of churches, the generosity of our supporters, and the strength of our partnerships that we have been able to maintain a focus on hope in the midst of the hardship that has been seen this past year.

The expertise of our staff team, and the guidance of our Board of Trustees, has been as crucial as ever. On a personal level, I'd like to express my enormous gratitude to our outgoing Chair of Trustees Stephen Hicks – and my delight of the recognition of his contribution through a CBE – and the Trussell Board, while giving a warm welcome to our incoming Chair, Natalie Campbell.

Times will continue to be tough, but this report outlines what we believe are signs of hope in ending the need for food banks – as we stand together as the Trussell community and alongside all of you who support our vision.



Emma Revie
Chief Executive Officer

P.S. You may have noticed that we look a bit different this year – but our mission remains the same, and we're more determined than ever to end hunger together. Our refreshed brand was co-designed with people with lived experience of hardship and food banks working on the frontline, to help ensure it was built with and for the people we aim to serve. It helps to remove barriers for people accessing support, while galvanising more people to help end hunger together. You can read more about our refreshed brand on our website.

Key moments from 2023-2024

Across the year we have continued to see clear and shocking evidence of the extent of financial hardship across local communities, and also seen the hope that springs as we move towards our vision and as we stand together with our wide and growing range of partners to press for the changes that are needed.

April 2023

Our end of year statistics for 2022-2023 show a concerning **36% year-on-year increase in the number of emergency food parcels** distributed through our community of food banks.



As part of the **Guarantee our Essentials campaign**, an interactive billboard featuring a giant receipt roll is unveiled at Finsbury Park tube station – highlighting the **mismatch between the cost of essentials and Universal Credit's basic rate**.



May

More than 600 food bank staff and volunteers attend our rolling roadshows across the UK – sharing ideas, learning from one another, and collaborating on solutions that can end the need for food banks.



June

We launch the findings of our Hunger in the UK research, examining the scale and drivers of hunger. Media coverage includes Newsnight and Good Morning Britain.



Recruitment of food banks to the fifth cohort of our Organising Programme begins, adding to the one in seven food banks that have already been supported to campaign for change on the issues that matter most in their local communities.

August

At Greenbelt, we host a venue called The Living Room. **2,000 festival attendees** hear people with lived experience of hardship, Trussell staff and volunteers speak about our vision.



Our *Step Up to the Challenge* event, where participants walk, wheel, run or swim for 30 minutes every day for a month, runs throughout 2023 – **raising a total of £125,727**.

September

We hold a **major mobilisation moment** around Guarantee our Essentials, with food banks taking to the streets in 100 locations across the UK to engage local communities with the campaign – hosting street stalls, sharing flyers, and having conversations with passers-by.

Our new research that reveals the devastating consequences of the **inadequacy of Universal Credit**, as millions of families across the country struggle to make ends meet.


News provider of the year

The Guardian

News Opinion Sport Culture Lifestyle

Universal credit

Most working families on universal credit struggle to buy essentials, research shows

The Trussell Trust has called for urgent action after half of people on low-income benefits ran out of food in last month

Our programme to enable food banks to deliver support on money matters in local communities helps people facing financial hardship to **access over £30m** in financial gains since April alone.



October

We launch our winter appeal to raise vital funds and support. Our community of food banks is facing the busiest winter in its history, with forecasts of needing to **distribute one parcel every eight seconds**.



A new study commissioned by Trussell provides insight into the **overrepresentation of disabled people referred to food banks** and outlines a range of evidence-based policy solutions.

November

The need for emergency food parcels continues to rise, as mid-year statistics show **1.5 million have been provided by our food banks** from April to September 2023.



Devizes and District Foodbank – a member of our Organising Programme – helps **win national policy change**, ensuring people living full-time on houseboats can access the energy bill support promised to 'all households' in the UK.





December

Southwark Cathedral is the venue for Voices of Hope – an evening of carols raising funds and awareness of our work. Hosted by *Ghosts* actress Charlotte Ritchie, the event features stories shared by food banks and people with lived experience of hardship.

Tesco's Winter Food Collection offers vital support to food banks at the toughest time of year, **generating an additional 1.5 million meals** alongside customer donations.

Creator Universe, a collective of 30 TikTok stars, hit the charts with their charity cover of Wizzard's classic 1973 hit *I Wish It Could Be Christmas Everyday*, released in aid of Trussell.

January 2024

Celebrities including Ed Sheeran, Jodie Whittaker, Stephen Fry, Nish Kumar, Delia Smith, Liam Gallagher and the actor Brian Cox **sign an open letter** demanding politicians address the UK's growing levels of poverty by committing to an Essentials Guarantee.



Our House of Commons event brings MPs together with food bank staff and volunteers, people with experience of hardship, and our charity and business sector partners – **exploring what pushes people to food banks, and how to end hunger for good**.



February

On the anniversary of the Guarantee our Essentials campaign, we head to Parliament to hand in our **petition with a massive 150,661 signatures** backing the call for UK political leaders to make sure Universal Credit protects people from going without.

Our **new partnership with the BanktheFood** charity app makes it easier for people who want to donate food to see which items are needed by local food banks.

Our **online awareness campaign Who Needs Food Banks** builds empathy with people who need emergency food support, highlighting the reasons people turn to food banks.

March

Our campaigning prior to the 2024 spring budget pays off as the **Chancellor of the Exchequer extends investment** in England's Household Support Fund beyond its planned closure.

Our **Help through Hardship helpline**, run in partnership with Citizens Advice and Mind, identifies a total of **£100m in financial gains** for people facing financial hardship since its launch in 2020.

Representatives from almost **50 charities running food banks** belonging to our Pathfinder programme – which develops localised strategies supporting our shared vision – **attend our third Pathfinder Gathering**.

Annual data shows our community of food banks **distributed over 3.1 million emergency food parcels** to people facing hardship in the previous 12 months – the highest number ever.

Responding to record levels of need

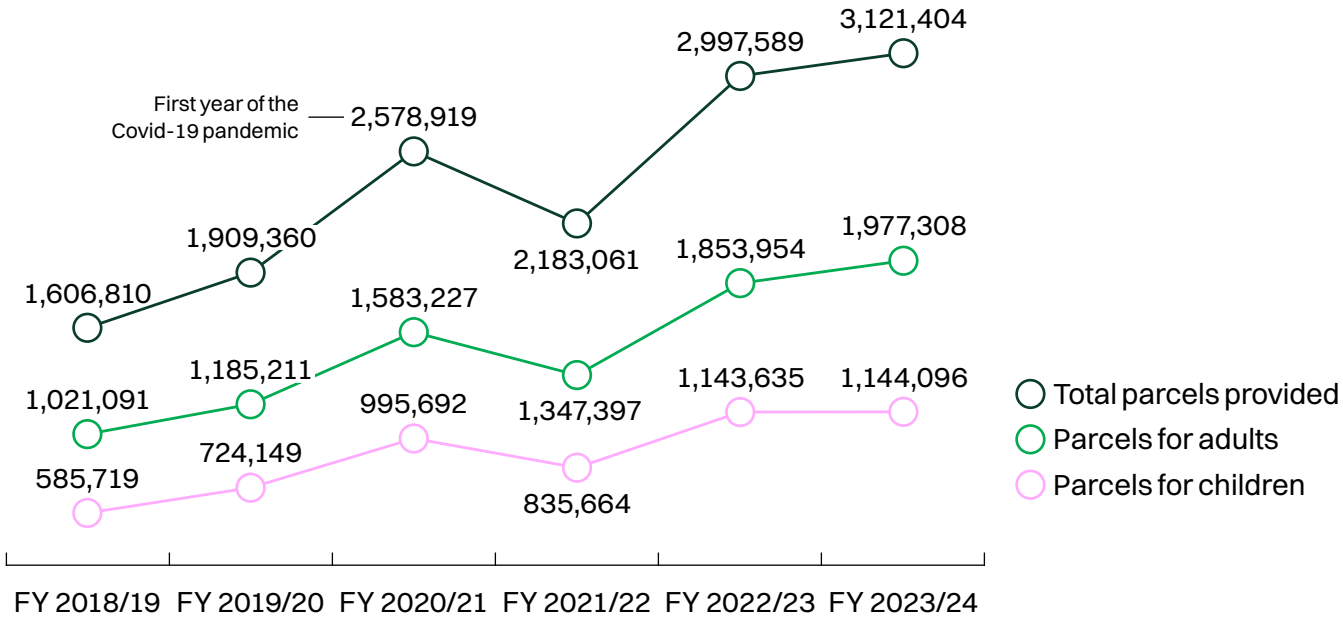
During 2023–2024, our community of food banks faced the greatest levels of need to date

The impact of the cost of living crisis continued to be felt in food banks across the UK, giving no respite to the staff and volunteers working tirelessly to support people facing financial hardship.

Food banks in the Trussell community achieved a grim record last year, giving out 3.1 million parcels across the UK. That's the most parcels ever distributed in a single year, and nearly double the number (an increase of 94%) compared to five years ago.

More than 1.1 million of these parcels were provided for children, with half a million families being supported during 2023–2024.

Number of emergency food parcels distributed by food banks in the Trussell community in recent years



3.1M
emergency food parcels provided

2x
the number of parcels provided five years ago

1.1M
emergency food parcels provided for children

655,000
people forced to turn to food banks for the first time

Over a five-year period, we have seen a 57% increase in the number of families supported, and a 69% increase in the number of children supported by food banks in the Trussell community.

The significant increases in need over the last few years are linked to the soaring cost of living and the fact that people's incomes – especially from social security – have failed to keep up with these costs. Inflation started at 8.7% in April 2023, and remained above 4% for much of the year. High levels of inflation over the last few years meant that food prices were 24% higher in March 2024 than March 2022.

The scale of need is however part of a longer-term trend that pre-dates the cost of living crisis and the Covid-19 pandemic. While these events both had a major impact on levels of need seen at food banks across the Trussell community, they are not the main cause. The fact is that our weakened social security system is simply ill-equipped to protect people from the most severe forms of hardship.

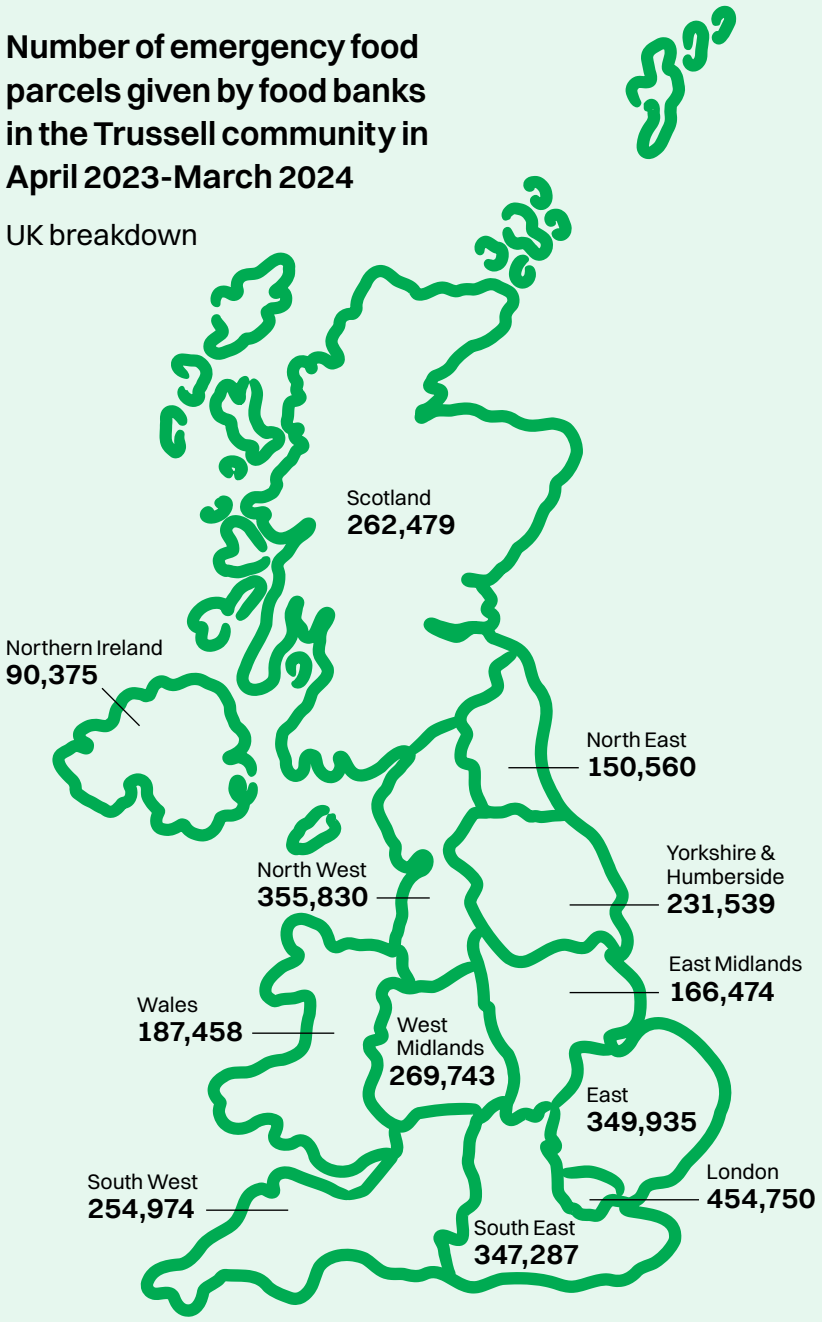
Increasing levels of local need were mirrored in calls fielded centrally by Trussell. Our enquiries team offers guidance and support to members of the public, on all aspects of our work. During 2023-2024, the team saw an increase in the number of calls from people seeking food, or other support, such as financial or fuel related. These calls also became increasingly challenging, with people often very distressed or facing more difficult circumstances than in previous years.

> **"We're busier now than we were during Covid. The food donations coming in have dropped by about 21%, and the food going out has increased by about 19% to 20%. A challenge for us is trying to manage that gap. That's where we were before Christmas. We were getting really concerned about stock levels."**

Ken Scott
Project Manager, Bangor NI Foodbank

Number of emergency food parcels given by food banks in the Trussell community in April 2023-March 2024

UK breakdown





Food banks stepping up year after year

Our community of food banks continued to respond in an extraordinary way to the growing levels of need.

Many food banks have faced the twin challenges of decreasing donations of food – as people who would normally give food generously have faced their own pressures – and higher prices when purchasing their own stock. Over the year we saw even more food banks having to purchase food, and the total amount of stock that was purchased rather than donated jumped from 13% to 21%. Across the Trussell community, more resource went into food and fundraising drives, particularly to get through the winter period of peak need.

"We never had to buy food until the last two winters. The stats that we have are quite frightening because we hardly used to have to buy anything – we used to get enough from the drop boxes, collection points and donations, and they've just tailed off really. The amount of people we're feeding has gone up, and the donations have probably gone down – which can make the difference feel quite stark."

Mhairi Ross
Service Development Manager, Wigtownshire Foodbank

As well as facing challenges around sourcing stock, food banks continued to contend with the need to support people facing particularly distressing circumstances and source extra warehouse space to meet the increased need in their communities.

As voluntary services in local communities – many of whose help we rely on to support our work – saw ongoing strain, our referral partners also faced enormous pressure. Food banks in the Trussell community partner with a wide range of local agencies and care professionals, such as doctors, teachers, health visitors and social workers. These referral partners – almost 30,000 across the UK – support people in crisis and, where appropriate, provide vouchers to access emergency food. We are hugely grateful for their ongoing support.

We also know that food banks outside the Trussell community have seen large rises in need and have worked incredibly hard to support the people that rely on them.

"Across the Independent Food Aid Network we have seen independent food banks become increasingly stretched by growing levels of need. Similar to Trussell food banks, they are seeing more and more people being pushed to their doors because they haven't got enough money to afford food and other essentials. Independent food bank teams do their utmost to support people in need, and have risen to incredible challenges over recent years including trying to manage with depleted resources, but they know they cannot possibly provide a long term solution."

Sabine Goodwin
Director, Independent Food Aid Network

Our winter support programme

Winter is always a particularly busy period for our food banks as people whose finances are already severely stressed face higher energy bills and other essential costs. Recognising that this could be even worse than usual due to ongoing cost of living pressures, we worked with our community of food banks to understand the support we could best provide.

The intensive support package that we responded with included:

- **Launching our winter appeal** highlighting that food banks were stretched to breaking point, and enabling us to increase the supply of food and funding to food banks.
- **Creating community food-raising packs** to help food banks inspire local people to donate food.
- **Supporting our community of food banks** with forecasting and scenario planning tools to understand anticipated local need, and the implications of this on their operating context.
- **Partnering with BanktheFood**, a free app that enables users to connect with local food banks and see which items are most urgently needed.



> **Winter necessitates us buying even more stock to fill the gaps in donations and fulfil the ever-increasing number of referrals. In order that we can continue to help our local community, we need additional funds and appreciate the wide range of support on offer from Trussell.**

Jacob Forman
Epping Forest Foodbank Director

Standing together through hardship – towards hope

Staff and volunteers in food banks have continued to negotiate and adapt to the challenges that they have faced over the last few years in a remarkable way. With resilience, strength and compassion, they continue to support people in need in communities across the UK, providing a warm, dignified and welcoming space. We are proud of the work that we have done together throughout 2023–2024. Together, we are able to hold on to the hope that things will change for those experiencing devastating financial hardship.

Supporting food banks through grants

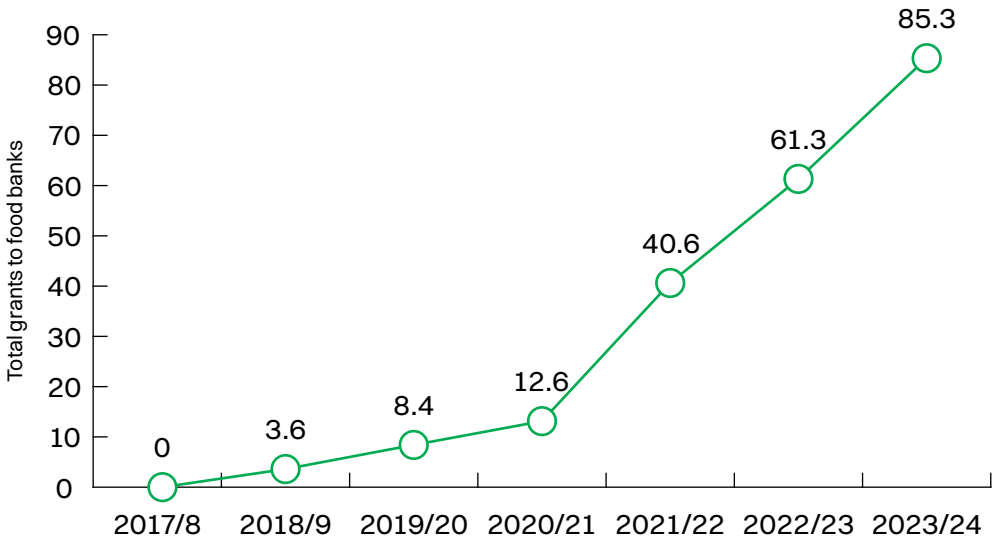
We support our community of food banks with a range of grants to help them deliver timely, compassionate support to people facing hardship – and to work towards our shared vision of ending hunger. During 2023–2024, we awarded grants worth almost £24 million.

Food banks are best placed to understand the specific needs and circumstances of their local communities, so our grants programme empowers them to invest in delivering immediate support to people facing hardship in their local area, as well as longer-term activities that will work towards our shared vision. This includes improving their facilities, commissioning skilled advisers to support people using food banks, developing strategic plans, providing training for their volunteers, and much more.

In many cases, our grants provide guaranteed funding over a multi-year period. This gives food banks the stability and confidence to set up and maintain longer-term projects.

Since launching our grants programme in 2018, we have awarded a total of £85 million in grants to the food banks in the Trussell community.

Cumulative grant spend since 2017/18 (£m)



Emergency support

As the impact of the cost of living crisis continued to affect communities across the UK, it was clear that additional support was needed for food banks that were seeing increasing levels of need, while facing their own rising operational costs. As part of our emergency winter support package, we offered rapid turnaround grants to our food bank community to immediately bolster their services and combat increased pressures. Over £3 million was awarded to food banks through this rapid support programme.

These grants were used for a range of priorities, including purchasing food to meet the increased need, providing hot water bottles and blankets for people who could not afford to heat their homes, and meeting the increased running costs of food banks. The need for this emergency support extended beyond the winter, with grants continuing to be available.

Yolene Ganga, Operations Manager at Rainham Foodbank, described their emergency grant as a 'lifeline' following a £10,000 increase in rent and growing levels of need in the local community: **"It has taken the stress off us for this period of time... it has given us a buffer and a space to focus on supporting people referred to us, rather than being stuck in the office trying to find funding and donations."**

Our strategic grant programmes

Alongside our emergency support offer, in 2023–2024 we continued to offer a wide range of grants to our community of food banks, with a total of 1,487 grants being awarded.

Local advice and support

We awarded over £8 million in grants to food banks to enable them to provide local advice and support on money matters for people facing hardship. It is estimated by Policy in Practice that the total amount of unclaimed income-related benefits and social tariffs is £23 billion a year. Our grants to food banks enable them to provide services that connect people on the lowest incomes with high quality, free advice and support, to unlock grants and money that they may be eligible for – so that they are less likely to need a food bank in future.

By the end of 2023–2024, around 75% of food banks were able to offer high-quality financial inclusion advice – up from 65% the previous year, and 28% in 2020–2021. More on the success of our financial inclusion advice services can be found on page 27.

Local campaigns

Once again, we boosted the funding for food banks to develop their work around organising, where people are supported to come together in local communities, empowered to use their voice, and able to campaign for the changes around poverty and food bank use that most matter to them. £2.8 million was awarded in this area, received by around one in 10 of the charities running food banks in the Trussell community – reflecting the ongoing scaling up of our work in this area alongside an increasing appetite among food banks to develop and deliver influencing strategies. You can read more about the impact of our support for food banks in this area on page 33.

£8M+

awarded in grants to food banks to enable them to provide local advice and support on money matters



Learning how to reduce local need

We awarded £4.4 million in this area, with grants going to the one in eight charities running food banks in the Trussell community that are taking part in our Pathfinder programme. This has enabled them to continue to explore and test new ways of working that will help to reduce the need for food banks locally. For more on how our Pathfinder programme has helped implement strategies at a local level, please see page 25.

Tailored support across our grant streams

For all our grant streams, Trussell provides additional, tailored support on the areas that they cover.

This includes:

- supporting food banks to develop specific skills to deliver their grant-funded activity
- helping to set up and deliver new services or initiatives, such as access to advice on money matters or influencing for change on local issues contributing to the need for food banks
- sharing learning about how grants are being used and the impact this is having.

By investing in support for food banks alongside the grants we provide, we help to ensure that the funding has the best possible impact and that learnings are shared across the Trussell community.



Summary of our grant-making policy in 2023-2024

Trussell only awards food bank grants to the governing charities of food banks that are part of the Trussell community. Grants are awarded towards the costs of food bank activity, or associated activities designed to alleviate or reduce poverty among people referred to food banks. Awards are determined by awarding panels, comprising suitably skilled and experienced members of Trussell staff.

Grant-funded activity is monitored by our area managers and specialist colleagues (such as financial inclusion managers), as part of their relationship with food banks; written reports are normally required and are a condition of a grant award.

The exception to the above is top-up grants received from Tesco and Asda. After the deduction of a small percentage for Trussell core costs, this money is distributed to food banks in proportion to the weight of food donated by the public to each food bank at Tesco and Asda stores. Emergency grants also don't require formal reporting due to their nature and the desire not to put additional pressure on these food banks.



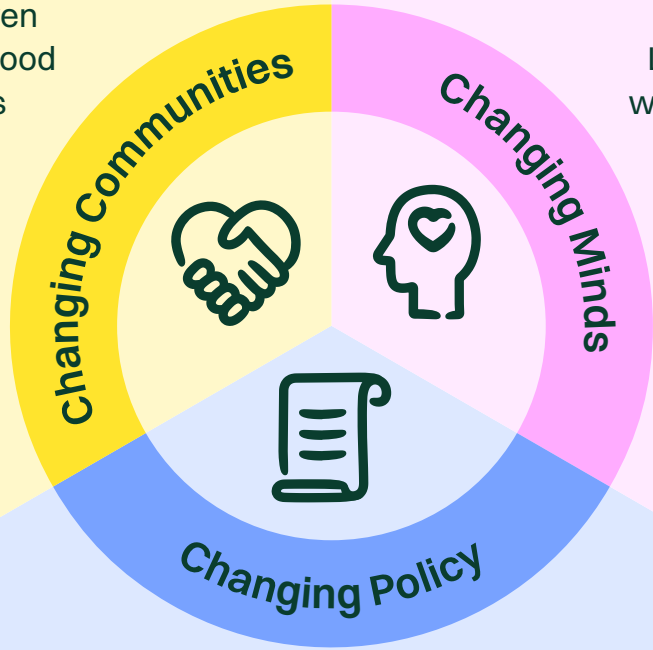
Strategic report

Our strategic priorities

We are working to end the need for food banks in three key ways:

1. **Changing Communities**
2. **Changing Minds**
3. **Changing Policy**

We're helping unlock even more of the potential of food banks to become places where the underlying drivers of destitution are addressed, as well as supporting food banks to develop strategies to reduce the need for emergency food locally.



Lasting change happens when wider society thinks and acts differently about an issue, so we're building understanding and empathy about the drivers of food bank use and calling on people to take action.

Government decisions can have a huge impact on people facing hunger and poverty. We use evidence gathered through our community of food banks to drive policy change that will make sure we're helping shape a future where no one needs to use a food bank.

Our impact across the year

Examples of our impact across our strategic priorities during 2023-2024

65,000+ people were supported, **unlocking grants** and money, or **managing unaffordable debt**.

75% of food banks offered **financial inclusion** advice, enabling people facing hardship to access money they're eligible for – so they are less likely to need a food bank in future.

Our goal: People seeking support from our community of food banks are able to readily access advice and support on money matters.

1,958 people received high quality helpline advice in Northern Ireland, with a further 1,800 people supported via **Pathways to Advice** and **Cash Scotland**.

43,627 people in England and Wales were given high quality advice via the **Help through Hardship helpline**.

Our goal: People can access other services such as debt advice or mental health support, and support directly from referral partners or statutory agencies.

87% of food bank vouchers were issued electronically – enabling us to **gather data on referrals**, and better **understand why** people need food banks.

Our goal: Gathering evidence across food banks, to inform our anti-poverty recommendations.



50+ famous faces from sport, social media, TV, film and music – including **Ed Sheeran, Nish Kumar and Jodie Whittaker** – have supported our awareness-raising campaigns.

£2.8m in funding was awarded for food banks to **bring communities together and campaign for change** – with around a quarter of food banks delivering more than 400 local influencing activities.

Our goal: Mobilising people to take action – to help end the need for food banks.

99% of MPs across the House of Commons received at least one email about the **Essentials Guarantee** from our food banks and supporters. During 2023-2024, we reached 644 of 650 MPs.

Our goal: Increasing public awareness of the problem of destitution and its structural causes.

249,000 people followed our social media channels, with our content being **viewed over 229 million times**.

79% of the UK public agree that food banks should not be needed, while 78% of the public now think that **hunger in the UK can be ended**.

Our goal: Boosting public demand for long-term solutions to hunger in the UK.

87% of the **public** now support our call for an **Essentials Guarantee** to be embedded in the social security system, ensuring everyone has enough money to afford the essentials.

Our goal: People with lived experience of facing hardship play an ongoing part in informing national and local policies.

40 people with lived experience are working closely with research teams to shape the scope and focus of our **policy research project, Cost of Destitution**, exploring the impacts of 'deep poverty'.

Our goal: Building cross-party support for social and economic policies that protect households from poverty.

13 Peers and 34 MPs supported the Trussell-backed extension of the **Household Support Fund** – providing help with essentials like energy bills and food.

A cross-party **Work and Pensions Committee report** called for benefit levels based on people's real living costs, citing our Essentials Guarantee. An **All-Party Parliamentary Group** on Poverty inquiry into social security also adopted our Essentials Guarantee as a key recommendation.

Our goal: A benefits system providing timely, sufficient financial support – to all households who need it.

132 organisations in the **anti-poverty** and wider charity sector publicly endorsed our call for an **Essentials Guarantee**.

Changing Communities

Supporting food banks to actively reduce the need for emergency food in their communities.

Widespread hunger isn't just about food; it's about not having enough income to afford the essentials. While accessing emergency food is vital for people, the majority of food banks now offer additional services, with the support of skilled staff and volunteers, expert advisers from other agencies, or through partnerships with other organisations.

This means that people can get the advice and support they need so that they are less likely to need to turn to a food bank in the future.

At its core, the Changing Communities theme of our strategy seeks to empower food banks to tackle the underlying drivers that push people to need emergency food, and work towards ending the need for food banks at a community level.

We work with food banks in the following ways:

1 **Developing and implementing local plans of action**

2 **Providing access to advice and support on money matters**

3 **Transforming volunteering**



1

Developing and implementing local plans of action

In 2023–2024, we continued to work alongside food banks to support them to develop and deliver their plans to reduce the need for their services locally, within the overall framework of our shared Together for Change strategy. Our own expert area teams provide dedicated support to Food banks in the Trussell community in every part of the UK. This is done on a one-to-one basis as well as through regular regional forums and our national gatherings. Over the year additional focused support was provided in several key areas.

Governance and risk support

Throughout the year, we supported food banks to strengthen their governance arrangements, providing strong foundations for delivering their day-to-day operations and their strategic activity. Alongside continuation of our core governance offer, we focused additional support on empowering Chairs of Trustees to lead and govern their boards and food banks in line with best practice.

Our specialist governance partners Trust Advice continued to provide one-to-one bespoke support to food banks, with 287 people attending monthly training webinars. We launched a new partnership with the Association of Chairs, with one in five of the charities running food banks taking up the offer of a year's free membership to support them in fostering strong trustee teams and providing effective leadership. We also hosted our first ever Trussell-wide Treasurer and Chair forum, with 66 food bank trustees joining us to discuss financial sustainability.

> **"We received dedicated and professional level support and guidance from our area managers and Trust Advice to help successfully identify any areas for improvement in our processes. With close guidance from Trussell, we were not only able to equip ourselves in the event of any issues being raised but also identified a number of development opportunities for the food bank and the charity trustees."**
>
> **Alan Wylie**
> Project Manager, Cumbernauld Foodbank

Wellbeing for food bank teams

As greater public need increased pressure on food banks, it was more important than ever to support the mental health and wellbeing of staff, volunteers, and people accessing their services. In 2023–2024, we ran an Employee Assistance Programme for food bank staff and volunteers, providing telephone and in-person health support via BHSF Rise.

Wellbeing training was also provided, with a total of 896 learning places being taken up, and further workshops now scheduled. The workshops covered themes such as communicating with vulnerable people, managing suicidal conversations and de-escalation. The response has been hugely positive; examples of feedback include:

> **"...really helpful course... I feel much better prepared to have challenging conversations.**
>
> **I feel more empowered to be able to listen better and support vulnerable clients."**

Workshop participants

Strengthening systems and data

Together with food banks, we are strengthening our shared systems and building our data.

Over the past year, we have:

- Seen a further increase in the number of parcel vouchers being issued electronically, now standing at 87% of all those issued – freeing up time in our food banks and for referral partners, and providing faster support to people in need
- developed data packs and practical support so our food banks can better understand their local contexts and use and interpret their data effectively
- created a modelling tool to help food banks forecast levels of need and prepare for winter
- worked closely with food banks to redevelop their food bank websites, and our own website, to ensure that the technology we are using is up to date, accessible, and makes it as easy as possible for people to access the right support in times of crisis. These are being rolled out from autumn 2024.





Our Pathfinder programme

Through the Pathfinder programme, we are supporting more than 50 charities running food banks as they develop localised strategies aligned with our shared vision to end the need for food banks.

Together, we are learning and gathering evidence about 'what works' and how to best support food banks to deliver strategic change in their communities.

Over the past year we have given £4.4m in grant funding, and alongside this have provided intensive support and training, facilitated peer connection and gathered rich learning and insights.

Areas of focus

Following development of their strategies locally, Pathfinder food banks have creatively implemented targeted initiatives within their communities aimed at reducing the need for their services. Activities over the last year include:

- **Strengthening the local referral pathway**, with all Pathfinder food banks seeking to boost the local system of support through engagement with local partners – so that people experiencing hardship can access appropriate support at the earliest opportunity, and only attend the food bank as a last resort.
- **Boosting the support available to people at risk of needing to use a food bank**, with many food banks on the programme running community hub style projects that bring a range of services together to help people connect with appropriate support.
- **Enhancing the support offered at the food bank**, so that people referred to the food bank will not need to be referred again – as they have sufficient income to afford to buy food and other essentials. This included nearly all food banks on the programme providing financial inclusion support.
- **Engaging and co-designing with people with lived experience**, with almost every food bank on the programme carrying out some form of activity involving people with lived experience of hardship. Some food banks now have an employed role leading participation work, and some have developed lived experience advisory groups.
- **Building consensus and action towards our vision within food banks**, with partners, and with the community. Many food banks are playing an active role in advocating for our shared vision in local anti-poverty and third sector forums. A large proportion of food banks on the programme are focusing on activity related to changing policy, and almost half are part of our Organising Programme.

Working together to join up essential advice

Norwich Foodbank now has six different partners providing face-to-face support across its 11 distribution centres. **"It's trying to address the issue of people having to return to the food bank because they're not getting the right support and advice in a timely manner,"** says Project Manager, Hannah.

Having partners available to provide face-to-face support in food bank centres has made a huge difference. **"People have said, 'I probably wouldn't have asked for help for that issue, had it not been for you being there',"** she adds. **"We've had great feedback saying, 'because of you I've now got more money', or 'because of you, I'm no longer homeless'."**

Working together to make the case

Wandsworth Foodbank has worked hard to deepen collaborative relationships with partners across the community – gathering key leaders of other local charities to discuss a Cost of Living Commission Report published by the local Council, and creating a joint response with recommendations and asks. The collaborative approach has empowered the local voluntary sector, enabling local partners to advocate collectively for change.

"We are keen to be here not just to provide emergency food but also to do all we can to end hardship and the need for food banks, including through influencing local policies", says Dan Frith, Wandsworth Foodbank manager. Reflecting on the success of work they have done with local partners on the Council's local welfare assistance scheme, Dan says this vital scheme is now **"more visible, accessible and generous. It is now one of the most generous across London and we are seeing the difference it is making to people who need it most."**

Building insight and sharing what works

Learning from Pathfinder food banks is being collated and shared across the programme, as well as with the wider Trussell community and our partners. Key steps taken during the past year have included undertaking reviews with each Pathfinder, running quarterly learning labs, and developing our plans for sharing learning across our food bank community and externally through 2024/25 and beyond.



In March, food banks on our Pathfinder programme gathered for three days to share their progress and learnings (right)

2

Providing access to advice and support on money matters

We know that hunger cannot simply be addressed by an emergency food parcel. While it provides support for the immediate situation someone is facing, it doesn't address the fact that the person simply doesn't have enough income to afford the essentials. Through our financial inclusion work, we ensure people on the lowest incomes can get advice and support, so they are less likely to need a food bank in future.

Local services providing advice and support

We support food banks to develop, commission and deliver local advice and support on money matters at their centres. These services, which are mostly delivered by working with local expert advice providers, unlock grants and money that people are eligible for, help them to manage unaffordable debt, and connect them to other community services to help with issues like mental health and housing.

2023–2024 saw a continued expansion of these services, supported by our grant funding of more than £8.5 million to the Trussell community of food banks. By the end of the year, with our support, around three in every four food banks were offering access to high-quality financial inclusion advice – up from 65% the previous year, and 28% in 2020–2021.

During 2023-2024, through local partnerships:

65,000+
people were supported across the UK

1,700
people had a total of £12.5 million of debt written off – a 183% increase since 2022-2023

£66.5M
of financial gains were either expected or confirmed – up from £25 million in 2022-2023

1/3
of people for whom an income gain has been identified may no longer need to use a food bank – according to the judgement of expert advisers

£1,719
was the average financial gain per person among people whose income we helped to increase – up from £1,430 in 2022-2023, and £787 in 2021-2022

From hardship to hope: Sam's story

Sam came to a food bank after a life-changing experience. Formerly healthy, in work and financially independent, Sam was suddenly incapacitated due to an undiagnosed underlying condition. Sam was no longer able to work and had to apply for Universal Credit to try to make ends meet for themselves and their child. This was extremely challenging as Sam needed to travel long distances to access medical treatment.

The food bank advice service supported Sam to apply for and secure Adult Disability Payment, increasing their household income by almost £500 per month. The adviser also supported Sam to get a disabled person's bus pass – a huge relief as the travel costs had been very difficult to manage. Due to the wider support the food bank offered in addition to the emergency food parcel, Sam now no longer needs to use the food bank and has been able to meet essential day-to-day costs.

Help through Hardship helpline

We continue to collaborate with national advice partners, to connect people with joined-up advice. A major example of this is our Help through Hardship helpline. Launched in 2020 and run in partnership with Citizens Advice and Mind, it provides a growing number of people in England and Wales with free advice and support to help address the underlying causes of their hardship. For those with a mental health need, a referral to Mind's Infoline is available. The helpline can also provide callers with a food bank voucher, if required.

During 2023–2024:

135,713

calls were handled by helpline advisers, unlocking over £40 million of income for people facing hardship – a year-on-year increase of £6 million

65,000+

food bank vouchers were issued via the helpline, representing more than 133,000 people being able to access emergency food



"Thank you very much for all the assistance you've given. You helped me in full not only with the access to the food bank service which I had called regarding but also with things I had not even contemplated."

Helpline caller

We have worked with advice partners to make sure that similar support is available across the UK – so people facing hardship in Northern Ireland can access income maximisation, debt advice, and other services through our partnership with Advice NI. Through this partnership, the helpline has been able to help 1,958 people in Northern Ireland, resulting in over £1.1 million in identified financial gains.

We are also delivering a learning project called Pathways to Advice and Cash Scotland, working in six areas over two years. The project helps people with no money for food to access emergency income (such as the Scottish Welfare Crisis Fund) as well as providing advice. Around 1,800 people have been supported, and £482,000 of income gains have been achieved.

Further pilots include Help through Hardship Local, an innovative joint project between Trussell, Citizens Advice and Mind, to help facilitate local partnerships and support people experiencing financial hardship and mental health challenges.

> **Partnering with Trussell on the Help through Hardship helpline has seen hundreds of thousands of people in England and Wales get advice and support to address the underlying causes of their financial hardship since 2020. Every day our advisers hear from people who are pushed to the brink because they can't afford the essentials. Citizens Advice is proud to stand with Trussell to deliver vital support and we also know that by addressing the underlying causes of the hardship, together we can reduce the need for food bank support.**

Clare Moriarty,
Chief Executive, Citizens Advice

Putting people with lived experience first

We continue to work with people lived experience of financial hardship to shape our financial inclusion work. Insights, perspectives and recommendations from two panels have shaped the development of the helpline and other projects. One panel is made up of Help through Hardship advisers with their own lived experience of hardship, and another – hosted by Mind – is made up of people with lived experience of financial hardship and of mental health problems. A suite of practical resources also supports food banks in taking a person-centred approach in designing and delivering financial inclusion services. This is one of the many ways in which we collaborate with people with lived experience of financial hardship. You can read more about this on page 56.



3
Transforming volunteering

The generosity and commitment of the 36,000 volunteers across the Trussell community remains a constant source of inspiration to us. Each person gives their time, expertise and compassion to support people in their local area – and we simply could not deliver emergency food, offer further support, or campaign to end the need for food banks without them.

Volunteer and trustee development grant

We offer grants to fund activities that develop volunteers and trustees as part of a commitment to excellence in volunteer management, and in working towards a food bank's strategic goals. This may include hiring a new volunteer coordinator or manager, recruiting specialist volunteers that can drive food banks forward, or investing in training for volunteers and/or trustees. Over the year we provided around £400,000 in grant funding. Most food banks have used their grant to improve training, resources, equipment or information to support volunteers carry out their roles.

Through this grants programme, we have also enabled the recruitment of volunteer managers into food banks, which has been shown to release the capacity of food bank leaders, build capacity across the food bank team, and provide greater resilience amongst the volunteer base – as well as strengthening volunteer wellbeing and confidence.



"We recruited a volunteer and training coordinator and were able to offer 30 hours thanks to this grant and match funding from other sources to ensure this is a permanent position... This has freed up our operational manager and food bank manager to utilise their time in more strategic planning of the food bank."

Bruce Harrison
Operational Manager, Leicester South Foodbank

Building capacity in food banks

Specialist volunteers can help to build resilience and agility in food bank teams, facilitate strategic planning, boost diversity and strengthen governance – which is why we have prioritised supporting or encouraging the recruitment of specialist volunteers across food banks. The roles focus on areas including team wellbeing, making connections across the local community, social media and communications, or acting as a Board-level lead for strategic change.

In the South West of England alone, over 50 new specialist volunteers have been recruited into food banks with the support of Trussell's volunteering team. We have tailored our support to encourage a creative approach to skills-based volunteering that increases scope and capacity, while ensuring food banks look to volunteering to make a significant contribution to achieving their vision.

Supporting volunteers' wellbeing

Volunteers are on the frontline of service delivery, with all the pressure that brings – so supporting their wellbeing is vital. This year we expanded our learning programme with sessions delivered by Samaritans, in-person de-escalation training, and sessions focused on responding to difficult situations.

In June 2023, wellbeing was also a focus during Volunteers' Week. Alongside public messages of support, we sent conversation cards to food banks, empowering volunteers to connect, engage and learn from each other. We've also continued to provide monthly prayers and reflections, offering a space for pause.

Making volunteering more accessible

As part of our commitment to break down barriers and increase accessibility to volunteering, during 2023-2024 we have taken steps including translating volunteering documents into Easy Read, creating resources for volunteers who use British Sign Language, and supporting food banks to better understand how well their volunteer make-up reflects their local community.



Changing Minds

Building understanding and empathy to inspire action towards a future where we can all afford the essentials.

To create lasting change, we know that society has to think and act differently about an issue. Our Changing Minds work focuses on helping to build understanding of – and empathy for – the reasons why people are struggling to afford the essentials and need to access emergency food. By growing this understanding and empathy, we can build public will for the longer-term solutions that will end the need for food banks and mobilise more people to work alongside us to reach our vision.

Working collaboratively with food banks and people with lived experience, we are building a movement for change.

We do this in the following ways:

1

Working with food banks to win hearts and minds locally

2

Tackling misconceptions and building consensus

3

Building a movement for change



1

Working with food banks to win hearts and minds locally

Food banks have unique local knowledge and links into their communities, as well as being authentic and powerful messengers to inspire change. Working in – and through – food banks is therefore an effective way to unlock the change needed for people facing hardship.

Recognising this, in 2021 we launched our Organising Programme – supporting food banks to maximise their unique local position to engage with the wider community, identify local structural issues causing hardship, and campaign to change those issues.

As part of this community organising initiative, food banks can take up a package of grant funding, training, and ongoing support to give them the capacity, skills, and resources to identify local issues, develop influencing strategies, and campaign to make change happen. All of this helps to address the underlying drivers of food bank need.

By the end of March 2024, around 100 food bank charities – nearly one in four – were part of our Organising Programme, and we awarded £2.8 million in grant funding during the year. Food banks on the programme have now delivered around 400 organising and local influencing activities covering a range of themes, including:

- **Financial support** – examples include changing the eligibility criteria and information about council funds (like Local Welfare Assistance Schemes or Household Support Fund) to ensure they are accessible and inclusive.
- **Council Tax** – such as ending the use of bailiffs in the recovery of Council Tax debt, and ensuring the council intervenes upstream by adopting a personalised and tailored approach to any debt incurred.
- **School costs** – such as making sure that the costs of school uniforms and essential equipment that all pupils need is affordable for every family.
- **Housing and homelessness** – such as addressing poor kitchen facilities and conditions in temporary accommodation.
- **Mental health** – such as ensuring people who need mental health services are treated with compassion and can access support, and a range of services, in their local community.

It has been a real privilege to be able to support food banks to identify and develop leaders in their community, build collective power, empower people to use their voice, and bring people together to create change.

Being part of the Organising Programme has really allowed us to explore new possibilities and give some framework locally to different modes of support and what that looks like. It gives us that space for people to become involved in more than just the delivery of support, but to effect change too.

Samir Karnik Hinks
Development manager for Feeding Liverpool, whose position is funded by Trussell's Organising Programme



Attendees at the Organising & Local Mobilisation Festival, Manchester, February 2024



From hardship to hope: Devizes and District Foodbank

Alex is the local organiser of Devizes and District Foodbank. There is a significant boating community locally, and Alex helped to win a change in UK policy for boaters after a year-long campaign – working with a coalition of campaigners, including those with lived experience.

Looking at food bank data, Alex noticed that the food bank had begun to see an increase in the number of boaters needing to access food parcels in winter 2022 – when energy costs skyrocketed.

Following one-to-ones with boaters turning to the food bank for support, Alex recognised that they were excluded from the Government's Energy Bill Support Scheme.

Alex spoke out, drawing media attention to the issue and meeting with the local MP at a marina, to show the impact of the lack of cost of living support on people who are living off grid, or part of the Gypsy, Roma, and Traveller (GRT) community. Afterwards, the MP wrote to the Government's Energy Department, reinforcing campaigners' calls for the Government to implement a new support scheme.

As a result, a scheme for some boaters was announced in August 2023, with £600 vouchers being distributed. Some boaters remain excluded, however, so the campaign continues.

2

Tackling misconceptions and building consensus

The issues of poverty and food bank need are often surrounded by misconceptions or viewed within a broader negative narrative. Rarely are they spoken about in relation to the core drivers, or with hope and belief that things can change.

Building deeper understanding

Sharing compelling stories of people who are unable to afford the essentials increases public understanding, boosts empathy, and drives lasting change. We want people with lived experience to feel confident, comfortable and in control of how their stories are told. We build supportive, mutually beneficial relationships, provide training and tools to help people feel in control of their story, and share expertise on how to communicate powerfully in ways that win people's hearts and minds.

In February 2024, we launched a video series that shared the experiences of people overrepresented at food banks – to build help build a deeper understanding about what drives people to food banks, increase empathy, and tackle misconceptions.

The emotive videos, which were watched by millions, featured stories of Lowri, a single mum, Siobhan, a full-time carer, and Steve, who has a disability. These were shared across our own and food banks' digital channels, plus those of partners, influencers, and The Mirror.



Watch the videos at **trussell.org.uk/who-needs-food-banks**



Building allied audiences

Throughout 2023–2024, we worked with a variety of allies from across a wide range of sectors to reach new audiences and help build consensus around the causes of hardship, the long-term drivers of food bank need, and the changes needed. This included existing relationships with founding Ambassadors, Mark and Rox Hoyle (Ladbaby), The Right Reverend Paul Butler (Lord Bishop of Durham), and Baroness Louise Casey, as well as working in partnership with a wide array of influencers and celebrities who either represent, advocate or could be allies for groups overrepresented at food banks.

In May 2023, we worked with Newcastle and England football player Callum Wilson (pictured above) during the release of our food bank annual statistics. Callum shared his experience of having to use a food bank when he was younger, reaching media outlets including BBC Sports and Sky Sports.

Shifting cultural narratives through media influence

Audience insight shows that the public are generally concerned and compassionate about the issues of hunger and food banks, but often overwhelmed and pessimistic that change is possible. Insight also shows how powerful the media is at shaping opinions. With this in mind, we worked alongside a group of journalists and people who have used a food bank to explore the media's role in shifting the narrative surrounding hunger and poverty.

To gauge audience opinion and perceptions, we reviewed wider literature and media coverage, conducted a series of focus groups with people who have and haven't used food banks to discuss relevant news stories, and consulted with a group of people with their own experience of hardship to ensure we grounded this work in the reality of the issue.

We also facilitated workshops for lived experience partners, alongside journalists from the BBC, New Statesman, Press Association and others.

From this, and in collaboration with journalists, we launched a guide for media professionals on how to talk about food bank need – setting out best practice on working with people who have personal experience of hardship, and how to authentically and responsibly frame issues of hunger and poverty. The guide has been positively received, and we intend to inspire more media professionals to embed the recommendations in their day-to-day work.

Media highlights

In April 2023, the publication of our annual statistics – showing a 35% increase in the number of food parcels distributed – received **almost 2,500 media mentions**, including the front cover of The Mirror.





In June, the launch of our landmark research report *Hunger in the UK* **secured over 1,000 pieces of coverage**, including a *Newsnight* feature that interviewed our spokespeople, food bank representatives and our lived experience partners.

In July, the publication of our *Youth Perceptions of Poverty* report featured in **multiple youth-focused outlets** (ensuring our work reached a younger audience), while the September release of our YouGov research into the challenges faced by people on Universal Credit was covered by **BBC radio news bulletins** throughout the day.





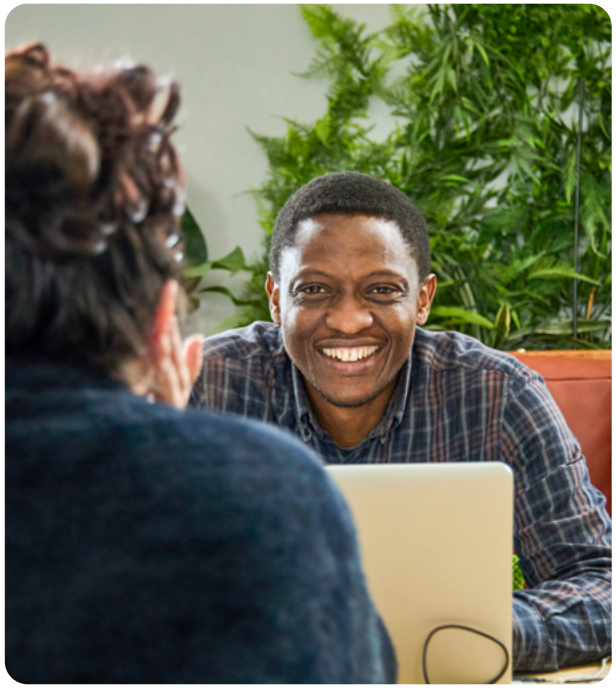
As winter approached, our warning that food banks were set to struggle saw *Sky News Breakfast* using the announcement to ask the Government what more they would do to support people on the lowest incomes. Our mid-year statistics achieved almost **1,500 media mentions**. Our Tesco Winter Food Collection was another key moment, with more than 1,000 media mentions across the campaign.

In February 2024, the anniversary of launching the Guarantee our Essentials campaign drew **national coverage**, including in outlets who had previously not reported on the campaign, such as the Daily Express and Daily Mail.



Social media highlights

We continue to use social media to increase awareness of the work of food banks, generate support, and engage audiences with stories from our food bank community and lived experience partners. Social media allows us to build online communities ready to take action in support of our vision and help engage and shape discussions on the drivers of food bank need. In addition to our Trussell accounts we also facilitate bespoke social media training and content for food banks to support their work and engage with their local communities.



In the past year we've continued to see our channels grow:

248,882

Our followers increased to 248,882, an increase of 9% on the previous year

229M

The content we've shared has been viewed more than 229 million times, up 38% on last year

Social media continued to play a big role in the **Guarantee our Essentials** campaign. During 2023-2024, we shared over 350 posts about the campaign across our channels, which were viewed 2.9 million times and received over 90,000 likes, shares and comments.

Our statistics and research engaged audiences well. We tried new ways to visualise our end of year and mid-year statistics, which were viewed over half a million times. Our **Hunger in the UK** research generated great engagement from audiences; we focused on telling the stories behind the statistics with a series of animations which were viewed over 1.1 million times and received 26,365 likes, comments and shares.

We placed particular emphasis on sharing the stories of lived experience partners. Our social media campaign **Who Needs Food Banks** was viewed almost 900,000 times. This launched our very first awareness week and enabled us to build understanding of who uses food banks through authentic storytelling.

3

Building a movement for change

Working with food banks, community and faith groups, national partners and the general public, we're growing a movement of people standing alongside us and taking action towards our vision.

Guarantee our Essentials

We live in one of the wealthiest countries in the world, yet people in the UK are going without the essentials we all need to get by. Everyone's circumstances can change. Losing your job, needing to care for a sick family member, breaking up with your partner... these are all things that can happen to any of us.

The social security system should provide support to anyone facing hardship, but Universal Credit is not enough to cover the cost of life's essentials, such as food, household bills and travel costs – with five in six low-income households who receive it having to go without.

That's why, in February 2022, we partnered with the Joseph Rowntree Foundation to launch our most ambitious campaign yet. Guarantee our Essentials calls for a strengthened social security system, with an Essentials Guarantee embedded, that ensures everyone can afford the essentials.

GUARANTEE OUR ESSENTIALS

What is an Essentials Guarantee?

The Essentials Guarantee that we are calling for would embed in our social security system the widely supported principle that, at a minimum, Universal Credit should protect people from going without essentials. Developed in line with public attitude insights and focus groups, this policy would enshrine in legislation:

- an independent process to regularly determine the Essentials Guarantee level, based on the cost of essentials (such as food, utilities and vital household goods) for the adults in a household (excluding rent and Council Tax)
- that Universal Credit's standard allowance must at least meet this level
- that deductions (such as debt repayments to government, or as a result of the benefit cap) can never pull support below this level.

Trussell Ending hunger together | JRF JOSEPH ROWNTREE FOUNDATION

Taking the campaign forward

During 2023–2024, Guarantee our Essentials brought together 132 organisations within the anti-poverty sector and wider charity sector – alongside hundreds of thousands of people representing food banks, community and faith groups, national partners, politicians, famous figures and the general public.

Over the course of the year, MPs and Peers from across all political parties publicly endorsed and advocated for an Essentials Guarantee in Parliament, while the All-Party Parliamentary Group on Poverty adopted it as a key recommendation in its report on the adequacy of social security. The Scottish Government and Welsh Labour also endorsed the Essentials Guarantee proposal.



MP Joanna Cherry shows her support for the campaign

"The deep partnership that the Joseph Rowntree Foundation and Trussell have built was joined by more than 130 organisations across the charity sector during 2023-2024. The Guarantee our Essentials campaign is gathering ever more support for the principle that Universal Credit should at least cover the essential costs that we all have to meet just to get by. We have seen Parliamentarians across all political parties supporting our call for an Essentials Guarantee and many thousands of supporters sign our petition and contact their MPs to urge them to join us. We will continue to combine our strengths and determination to stand together to push for this crucial policy change."

Paul Kissack
Group Chief Executive of Joseph Rowntree Foundation and Joseph Rowntree Housing Trust

Campaign progress

In April 2023, we created an installation in London showing that 'it doesn't add up', with a billboard featuring giant till receipts listing the cost of essentials – highlighting how the basic rate of Universal Credit doesn't cover these.





In September, we organised a major mobilisation moment, with food banks across the UK taking part in days of action. Food banks took to the streets to engage local communities with the campaign – hosting street stalls, sharing flyers, and having conversations with passers-by, while billboards bolstered activities in Leeds, Belfast, Glasgow and Cardiff. Hundreds of food banks participated in the campaign during the year, including joining events, contacting their MP or sharing stories in the local paper or on social media.

In January 2024, to support the campaign, celebrities including Ed Sheeran, Delia Smith, Liam Gallagher, Nish Kumar, Stephen Fry, the actors Brian Cox and Jodie Whittaker wrote an open letter demanding that politicians address the growing levels of poverty in the UK.



That same month, we hosted a Parliamentary reception. This was attended by 75 Parliamentarians from across the political spectrum, with Shadow Work and Pensions Secretary, Liz Kendall MP, giving a speech stressing Labour's commitment to tackling the root causes of poverty.



In February, we handed in our petition calling for an Essentials Guarantee – signed by over 150,000 people across the UK – to the leaders of UK political parties in Westminster.



More and more people are coming to our food bank because Universal Credit simply isn't enough to afford the essentials. I know first-hand what this feels like. Universal Credit is not enough for me and my kids to live off, and the knock-on effect of having to tread water every day can make you feel helpless. But this can change. A huge thank you to everyone who signed the petition and is standing with us.

Mandy
Manager at Pontypridd Foodbank

The campaign in numbers :

150,000
people signed the petition calling for an Essentials Guarantee

1/4
food banks mobilised their local communities

68,000+
emails were directly sent from campaign supporters to MPs, reaching 99% of MPs across the Commons

20
MPs and seven Peers spoke about an Essentials Guarantee in Parliament

132
organisations publicly endorsed the campaign

37
celebrities co-signed a letter to politicians backing the campaign



How churches have supported our campaign

Churches have also been vital to our campaigning work, helping to inspire more people to work towards our vision.

In support of Guarantee our Essentials, we created bespoke campaign materials to help spread the word about the campaign via our Church Ambassadors programme (a network of volunteers connecting churches with food banks and local communities), as well as at events. In 2023–2024, we attended a range of key events including Big Church Festival, Greenbelt and the National Parliamentary Prayer Breakfast, to help win hearts and minds and inspire more people to work towards our vision.

We hosted a dedicated round table for church leaders, and worked with high-profile figures to help raise awareness of the issue and post key questions on the Essentials Guarantee in the House of Lords.

Our panel of Christians with lived experience of hardship also produced a film urging churches to get behind the Essentials Guarantee. For more on how we work with churches, and the many ways in which they support Trussell, please see page 60.

Changing Policy

Gathering robust evidence to influence and drive policy change – so that everyone can afford the essentials.

Working with our community of food banks, we gather data on the numbers of emergency parcels that are being provided, how this is changing, and who is turning to food banks for support. With this data, and through additional research, we work with food banks, partners and people with lived experience of hardship to change policy and seek to eradicate destitution across the UK.

We also work closely with other anti-poverty organisations in the UK to push for the policy changes that will stop people from experiencing financial hardship in the first place.

We do this in the following ways:

1

Providing robust data, evidence and research

2

Influencing policymakers

3

Working together to call for change



1

Providing robust data, evidence and research

By working in partnership with our community of food banks, we are able to gather and analyse our unique data on levels of need across the UK. We complement this with robust research, ensuring that the policy change that we call for is firmly grounded in evidence.

Analysis of the need for emergency food

In May 2023 we released our annual figures on levels of need seen across our community of food banks. These showed that almost three million emergency food parcels were distributed across the UK during 2022–2023 – the most that the Trussell community had ever distributed in a financial year, and a 37% increase over the same period in 2021–2022.

In November 2023 we published our mid-year statistics, covering the period April to September 2023. This showed that our community of food banks distributed 1.5 million parcels to people facing hardship between April and September 2023 – an increase of 16% compared to the same period in 2022.

And our analysis of figures during 2023–2024 has shown that more than 3.1 million emergency food parcels were distributed by food banks in the Trussell community – the highest number ever.



> **Over the past 12 months, we have seen the biggest increase in people who are being referred to us for the first time. The ever-increasing cost of food, coupled with fuel and other utilities bills rising, is pushing people to and beyond their limit.**

Lynsey Agnew
CEO, Lisburn Foodbank

Our most in-depth ever research is published

Our Hunger in the UK research, delivered in partnership with Ipsos, is the most ambitious research project undertaken by Trussell. The project – formed in collaboration with our food bank community – included a survey of 2,500 people referred to food banks. We also trialled an innovative approach whereby people with lived experience enriched our understanding of the drivers of food bank need and the solutions required. Launched in summer 2023, this is our most in-depth study to date on the causes and consequences of hunger – highlighting the scale of hunger across the UK, the groups most affected, and the underlying drivers trapping so many people in severe hardship.

This landmark research was also the first time we've been able to dive more deeply into the experience of hunger in the different parts of the UK, with reports on Scotland, Northern Ireland and Wales.

The launch of Hunger in the UK received significant interest from politicians, policy-makers, academics and anti-poverty sector organisations across the nations and regions of the UK. It provided further evidence on what is pushing people to food banks, and has enabled us to develop the building blocks that will end hunger for good.

Key findings from our flagship Hunger in the UK research

14% of all UK adults (or their households) experienced food insecurity in the 12 months to mid-2022 – an estimated 11.3 million people. This means that – at some point over this period – they had run out of food and been unable to afford more, and/or reduced meal sizes, eaten less, gone hungry or lost weight due to lack of money.

More than half of households experiencing food insecurity, and three quarters of people referred to food banks in the Trussell community, say that they or a member of their household are disabled.

Working-age adults are much more likely to need to turn to a food bank. This is particularly the case for **single adults living alone** and those not currently in paid work.

Structural inequalities shape hardship and food insecurity. People from ethnic minority groups, women, people who are LGBTQ+, people who have sought or ever applied for asylum, and people who were in care as a child, are all overrepresented in the proportion of the population experiencing food insecurity and receiving food aid.

Families with children are at a high risk of food insecurity. **Nearly half (47%)** of all households experiencing food insecurity include children under the age of 16.

Survey of people claiming Universal Credit

In September 2023 and February 2024, we published the findings of our YouGov surveys of people claiming Universal Credit. These revealed the devastating consequences of the inadequacy of Universal Credit, with millions of families across the country facing severe financial hardship – including working households and disabled people.

Our research, conducted by YouGov in January 2024, revealed that 780,000 people (12%) claiming Universal Credit were forced to use a food bank in the previous month (December 2023/ January 2024), and more than half (55%) ran out of food in the last month and couldn't afford to buy more.

> **The evidence is clear that social determinants – the conditions in which people are born, grow, live, work and age and the resources that they have – have a profound effect on people's health. The compelling evidence that Trussell is able to share illustrates the high risk of severe hardship and hunger facing so many in society and the impact this then has on their current and future health. The data that food banks share, and the powerful stories of the people who have relied on them for support, is a vital addition to the evidence in this area and contributes to the strong case for urgent change.**

Professor Sir Michael Marmot CH
Director, UCL Institute of Health Equity

2
Influencing policymakers

We work hard to show that ending the need for food banks is a mission for all, and one that every politician should be taking seriously. We hold meetings with MPs and Government Ministers, facilitate visits for politicians to their local food banks, and share Trussell's latest data and research to inform and guide the issues that MPs raise in Parliament.

110

mentions of Trussell were made in the House of Commons in 2023-2024

Our call for an Essentials Guarantee

Our flagship Guarantee our Essentials campaign, run in partnership with the Joseph Rowntree Foundation, calls on political leaders to ensure that our social security system provides people with enough money to live on: to be able to afford life's essentials, such as food and fuel. The last year has seen us deliver a petition with more than 150,000 signatures to the leaders of the UK political parties, and 20 MPs raising the Essentials Guarantee in Parliament. For a full overview of the campaign's progress, please see page 41.

> **"The extra cost of disability is equivalent to two thirds of household income after housing costs, and disabled people and their families face daily financial and emotional battles because of the devastating decisions they have to take about what to prioritise. The Essentials Guarantee would make a huge difference to disabled people across the UK and we continue to stand alongside Trussell, JRF and other partners who are pushing for this change."**
>
> **Mark Hodgkinson**
> Chief Executive, Scope

Extension of the Household Support Fund

Trussell, alongside other charities, campaigners and local authorities, campaigned intensively prior to the 2024 spring budget, to persuade the Chancellor of the Exchequer to extend investment in the Household Support Fund in England beyond its planned closure at the end of the financial year. Our collective action resulted in a six-month extension to this vital fund, helping to support low-income families facing hardship, hunger, or unexpected costs to get the help they need in their communities. We continue to advocate for a long-term approach to local crisis support, with multi-year funding to give certainty to local authorities and other local organisations, and allow them to plan and sustain services.

We also called for the Chancellor to reduce the burden of debt deductions from social security payments, and welcomed the decision to extend the repayment period of budgeting advances.

> **Food is just a sticking plaster. There is so much more that people in crisis need, and the key thing that needs to be done is to overhaul the social security system to ensure that people can afford the essentials.**

Ruth Livingstone
Levenmouth Foodbank Manager

The Poverty Strategy Commission

The Poverty Strategy Commission was established by Baroness Philippa Stroud in 2023. Bringing together experts and thinkers from across the political spectrum, it aims to develop consensus around a strategy for tackling poverty in the UK. Our Chief Executive, Emma Revie, is one of the Commissioners.

The Commission will publish its final report in 2024, and has already forged a consensus amongst its diverse membership about the central importance of tackling deep poverty, including through measures such as a 'benefit floor' to improve the adequacy of social security. Many of Trussell's other priorities and proposals are also likely to be reflected in the Commission's recommendations, giving them new weight and reach within policy and political audiences.

Our building blocks for change

Our Hunger in the UK research has underpinned the development of eight core building blocks for change on **how to end the need for food banks in the UK**. We published these in February 2024.

The building blocks set out the need for:

- a supportive social security system, which ensures everyone can afford the essentials.
- everyone being able to get the right support at the right time, especially when things are hard. We can do this with easy access to advice and support on money matters and readily available mental health and trauma-informed support.
- supporting people in a way that reflects the reality of their lives, especially if they're facing higher costs and barriers. We can do this with dignified support for disabled people, and people with health conditions and greater support and value for care and caring.
- everyone having the security we all need to access opportunities and have hope for the future. We can do this with decent, secure and rewarding work, safe, secure and affordable housing, and strong and inclusive communities.

Our building blocks work gives us the clearest picture we have ever had of how to build a future where no one needs a food bank, and as a result we are using our voice to speak on more key issues, building new partnerships, and strengthening the coalition that will create change for the people that the Trussell community supports.



Influencing work and partnerships across Scotland, Wales and Northern Ireland

Scotland

Following our successful influencing campaign in the run up to the 2021 Holyrood elections, in June 2023 the Scottish Government published its action plan to end the need for food banks – the first by any government in the UK. Alongside this, we were instrumental in securing the delivery of eight funded Cash-First partnerships involving food banks in Scotland. These partnerships are also the first of their kind in the UK.

We also secured the commitment of the Scottish Government for an Essentials Guarantee. Announced in the September 2023 Programme for Government, this was the first pledge of support by any devolved administration in the UK.

Another key ask has been for the Scottish Government to invest further funding and resources into the Scottish Welfare Fund, to ensure people are able to access cash support in a crisis. During 2023-2024, we were part of a Scottish Government-led review into the Fund, focused on making a difference to how this is delivered.

We played an active role in key coalitions in Scotland, including the Scottish End Child Poverty Coalition, the Scottish Food Coalition and the Scottish Campaign for the Right to Social Security, with a focus during 2023-2024 on agreeing shared policy asks in advance of the General Election – but also on looking ahead to the Scottish Parliament elections in 2026. We delivered keynote speeches at a variety of conferences, including Poverty Alliance's annual conference and West Lothian Council's anti-poverty strategy launch.

In addition to responding to numerous Scottish Government consultations, we gave oral evidence to the Scottish Parliament's Social Justice Committee on lone parents and the cost of living, and Westminster's Scottish Affairs Committee inquiry on the impact of the cost of living on rural communities in Scotland.



Wales

In June, we published *Hunger in Wales*, a landmark piece of research that we shared with the Welsh Government, and used to highlight the need for emergency food in Wales with key stakeholders.

We supported The Bevan Foundation's research on a Welsh benefits system – a highly influential series of work that led to the creation of the Welsh Benefits Charter, published in January 2024.

The Charter includes an outcome to see a reduction in the need for emergency food support in Wales, and in March 2024 we joined the Welsh Government Steering Group for Streamlining Welsh Benefits to start to deliver on the Charter.

We also worked with National Energy Action to support calls for the Welsh Government's revised £35 million Warm Homes Programme to be operational by the start of winter, to prioritise lowest income households and to be delivered alongside holistic advice and support.

Northern Ireland

The June launch of our Hunger in Northern Ireland research provided an opportunity for conversation with elected representatives at Stormont.

In November, we organised an anti-poverty event in partnership with the Northern Ireland Anti-Poverty Network, other local charities, and Enniskillen food bank. This event raised awareness of rural poverty in the west of Northern Ireland with local businesses and decision-makers, while boosting the profile of Enniskillen Foodbank.

In January, we supported the launch of the Coalition of Christian Voices against Poverty through an event held in Portadown that was attended by church leaders from across Northern Ireland. Trussell is a key member of the working group for this initiative.

We also joined the steering group for the All-Island Social Security Network, bringing together researchers from academia and civil society to imagine a new future for social security in Northern Ireland and the Republic of Ireland and disseminate its findings. In December, its inaugural event featured a presentation from Trussell's Director of Policy, Research and Impact, Helen Barnard.



3

Working together to call for change

While changes to policy are urgently needed at the UK level, changes in policy and practice at the local level can also make a vital contribution to reducing the need for food banks. We work closely with our community of food banks to support them in advocating for the local changes that are most important to them. We also build partnerships at regional, national and UK levels to build the case and press for the policy changes that are needed.

Partnering for policy change

The launch of our joint campaign with the Joseph Rowntree Foundation (JRF) for an Essentials Guarantee was supported by a wide range of partners in the anti-poverty sector and beyond. These include Carers UK, Citizens Advice, Mencap, Marie Curie, the Runnymede Trust and the National Housing Federation.

As the campaign has developed, we have continued to work closely with these partners to amplify the call and show the widespread support for this vital policy change. In February 2024, when Trussell and JRF handed in our 150,000-strong petition to leaders of UK political parties in Westminster, we were delighted to be joined by partners including the Mental Health Foundation,

> **“Not having enough money to cover essentials like food and basic utilities is a common contributor to poor mental health. It can cause uncertainty and put a strain on our relationships, with those experiencing higher levels of hardship also more likely to report poverty stigma. Providing people on the very lowest incomes with enough money to live through an Essentials Guarantee is one of the best ways to prevent this. It is urgently needed and would be pivotal in better protecting everyone’s mental health when times get hard.”**
>
> **Mark Rowland**
> Chief Executive, Mental Health Foundation

Barnardo's, and the Motor Neurone Disease Association. We continue to stand together.

Over the past year we have continued to strengthen our partnerships in relation to additional policy areas that are driving the need for food banks. Seven in every 10 people referred to our community of food banks are disabled, and can face significant additional costs and lower incomes that can put them at greater risk of going without the essentials. Disability benefits should help everyone participate fully in society, but flawed assessments, long waits and incorrect decisions are damaging people's health and deepening exclusion.

We have worked closely with Citizens Advice and Mind, and the wider disability sector, to develop robust policy responses to proposed reforms to disability social security. These helped to secure some easing of proposed restrictions on the eligibility to support for disabled people through Universal Credit.

We continue to call for change alongside partners, including national disability charities, and to work on what a reformed social security system for disabled people would look like under the new UK government.



Supporting our food banks

We have provided direct and bespoke support to individual or small groups of food banks to help them deliver their own policy research and policy influencing work at a local level. Support was delivered in a tailored way dependent on each food bank's needs, capacity and context – and ranged from providing one-off briefings or advice to working together over time to deliver on a particular objective.

As an example, one food bank charity was supported with the design and delivery of a survey of people referred to their services. They hope to use the results to influence local decision-makers around the support provided for different demographic groups in the area. We also worked with a group of food banks from across a combined authority area over several months to design a set of policy principles for local crisis support, and to plan influencing activity to call for these principles.



Securing funding for Cash-First partnerships

We have been instrumental in securing the delivery of eight funded Cash-First partnerships involving local authorities, health and social care partnerships, food banks, advice services and wider third sector organisations in Scotland. This is the first time these partnerships have been established and funded in the UK. Delivery started at the end of 2023–2024 and is continuing into 2024–2025.



Scottish Welfare Fund

In partnership with the Child Poverty Action Group, we have been piloting improvements to the delivery of the Scottish Welfare Fund on Orkney. This Fund supports low-income households facing hardship, hunger, or unexpected costs. The pilot has created new partnerships, with delivery being scaled up to more areas across Scotland in 2024–2025.

Influencing policy alongside people with lived experience of financial hardship

We are proud to have developed our policy advocates programme, where we have given training and peer support to 13 lived experience partners who advocate alongside us at party conferences, Westminster Parliamentary events, and activities in devolved parliaments.

“I’m passionate about making a difference, making a change for the better so our children don’t have to deal with the kind of stuff I’ve had to.”

Andrew
Policy advocate



> Working together – with our amazing volunteers, with churches and with our generous supporters – is vital to achieving our vision.

Emma Revie
Chief Executive Officer, Trussell

Together with people with lived experience

We continue to broaden and deepen our engagement with people who have direct experience of financial hardship – empowering them to shape, lead and influence how we end the need for food banks.

During 2023–2024, we have worked in partnership with around 150 people with lived experience of financial hardship. Some examples of this collaboration are set out here.

Our advisory groups

- In June, we launched our Transforming Together Team as an anti-poverty advisory group of 16 people from across the UK. Together, they bring a wide range of experiences and offer vital insight on how we can progress our operational, policy influencing, and mobilisation work.
- As we look ahead to developing our strategy for the period ahead, building on our current Together for Change strategy, we have set up a Strategic Advisory Group of lived experience partners.
- A panel of lived experience partners was part of the selection process for Trussell's new Chair of Trustees.



Embedding lived experience knowledge across our work

Collaboration with lived experience partners has been at the heart of a number of specific projects, including:

- We worked with a group of young people affected by poverty to co-design the *Youth Perceptions of Poverty in the UK* report, building on a survey with Ipsos of 1,000 11- to 17-year-olds.
- Lived experience partners are helping to shape the development of the new Trussell and food bank websites, so it is easy to find the information that people facing hardship need.
- We have worked with a group of Christians with lived experience of hardship, who helped to create resources and design our presence at the Greenbelt Festival.
- We have supported lived experience partners to be able to amplify their experiences in a safe and impactful way, for example through media training and peer support.
- Our policy advocates programme, where lived experience partners advocate alongside us as we seek to influence policy-makers.



Excerpt from the ***Youth Perceptions of Poverty in the UK*** report

"Being part of the Transforming Together Team has been a really good fun thing to do and it's grand to know that what the participants say is listened to and acted on. It's so important that the people who benefit from what Trussell does are the people whose ideas and suggestions, as well as constructive criticisms, are involved in shaping the charity and I feel that is the case with Trussell. The charity sets a benchmark that other charities would do well to emulate."

Patsy
East Yorkshire, member of Trussell's Transforming Together Team

Supporting participation

We have continued to support food banks to develop and share their approaches to the participation of people with lived experience of hardship. This has been achieved through a range of workshops, toolkits, sharing of case studies and providing in-depth support to food banks on the Pathfinder programme in particular.

"Participation is about the engagement and involvement of everyone who uses our services or may do so in future. We believe that people with lived experience of poverty are the experts who are best placed to identify the issues related to poverty, develop solutions, and assess their effectiveness."

Jonathan Lees
Founder and Managing Director of The Good Company incorporating Epsom & Ewell Foodbank

Together with our volunteers

The support of our thousands of volunteers is key to everything we do.

Volunteers are the beating heart of the Trussell community. It's no exaggeration to say that we couldn't function without them.

Volunteers have been on the front-line of extreme challenges over the past few years (from the pandemic, through to the £20 cut to Universal Credit, and the cost of living crisis) – yet their resolve, resilience and compassion never fade.

Their commitment is as inspiring as it is strong, and we are endlessly grateful for the contribution they make – both to people facing immediate hardship, and to our longer-term, shared plan of working towards a UK without the need for food banks.

We are so grateful that we can stand together – supporting people through the hardship they face and bringing hope that we will achieve the change that is needed.

36,000

volunteers support the Trussell community of food banks, fulfilling around 500 different activities – including frontline food bank positions, office support roles, and micro-volunteering activities as social media advocates.



What our volunteers say

"The people I've volunteered with are passionate about their work and so compassionate to others. I am proud to play a very small part in an organisation that works tirelessly to sustain people and families on a daily basis, but also campaigns relentlessly to remove the barriers that cause hunger and poverty."



"I love my volunteering role at the food bank. I work with lovely people, and it's made me more socially aware of people's problems."





"The best part of volunteering is when I am able to suggest where someone can get the help they need, and sometimes get in touch with the relevant people. I can see the relief on their faces that someone listens and actually cares, and they are able to smile."



"I really value being a food bank volunteer as it has opened my eyes to poverty – but it has also given me a new purpose."

Together with churches

Most food banks couldn't operate without the support of their local church and other faith groups.

Churches are essential to Trussell, with around 12,000 churches supporting or running food banks – providing donations, volunteers and venues. With this in mind, we support food banks in connecting with churches, while reaching out to Christians more generally to raise awareness of our work.



Through our church engagement work, we have continued to deepen our reach into diverse expressions of church communities and Christian networks, encouraging churches to work in their local communities to consider what more they can do to bring about an end to the need for food banks.

Church Ambassador programme

In 2023–2024, we expanded our reach into faith networks through the development of our Ambassador programme, equipping volunteers to connect churches with food banks and local communities, while championing the Trussell vision. So far, we have mobilised over 70 ambassadors – some based in churches, and others based in food banks. Alongside Jubilee+ (a charity working with churches to combat poverty and champion healthy living initiatives), we developed a toolkit of resources – helping churches to support food banks practically, while also creating church communities to which people facing financial hardship can fully belong. For the launch of the toolkit, we hosted monthly webinars to bring this group together and deliver training.

"Churches play a vital role in supporting people in hardship across the nation, and have always been a key part of Trussell's work to provide emergency food and campaign for an end to the need for food banks in our country. The team at Jubilee+ has been delighted to support Trussell's Church Ambassador programme, especially developing resources to help churches become increasingly effective at bringing change and transformation to the lives of those who are in hardship in their communities."

Natalie Williams
Chief Executive, Jubilee+

Lived experience panel

Our lived experience panel of Christians who have accessed food banks contributed to our resources for Harvest and Lent, as well as producing a film urging churches to support the Guarantee our Essentials campaign. More than 1,000 people signed up to receive our Lent course.

Partnerships and events

During the year, we partnered with organisations including Jubilee+, Churchworks, Gather Movement, Act on Poverty coalition (Christian Aid, CAFOD, Church Action on Poverty) and Let's End Poverty coalition (including Methodist, URC and Baptist churches, Christians Against Poverty and Unison).

We spoke and hosted sessions at key events including the ChurchWorks and Dignity conferences, Gather Movement Summits in Sheffield and London, the National Parliamentary and Conservative Party prayer breakfasts, plus the Big Church, Greenbelt and New Wine festivals. At Greenbelt, we hosted a venue called The Living Room, in which members of our lived experience panel, staff and volunteers spoke alongside key Christian presenters. Over the course of the weekend, more than 2,000 attendees heard about Trussell's work and vision.

In November 2023, we hosted An Evening of Carols at London's Southwark Cathedral, themed around our Guarantee our Essentials campaign. Hosted by *Ghosts* actor Charlotte Ritchie, the event included readings and performances from special guests, including Sir Tony Robinson and Glenn Tilbrook, alongside lived experience partners and food bank staff.



Together, strengthening our commitment to equity, diversity and inclusion

Equity, diversity and inclusion remain central to Trussell's work.

Our research shows that most people who need the support of a food bank are disproportionately likely to have protected characteristics such as disability or race. For example, one in four (24%) people from an ethnic minority group experience food insecurity, almost twice the rate (13%) for white people.

It is therefore vital that equity, diversity and inclusion (EDI) are central to our work, and key to achieving our vision of a UK without the need for food banks. We continue to develop as an equitable, diverse and inclusive organisation – and are committed to supporting our food bank community to meet the needs of their local populations.

Progress within Trussell

We want our staff to have the required confidence, skills, knowledge and competency to engage with all aspects of EDI, and to support our community of food banks in doing so.

During 2023–2024, we drove this forward in areas including:

- **Strengthening our data and insight**

  Our flagship Hunger in the UK programme has provided further evidence on levels of food bank use and food insecurity among specific population groups

- **Recruitment**

  We continue to use the Be Applied platform for all our external and internal recruitment, ensuring we avoid unconscious bias within our recruitment practice. We have also introduced further support for people needing reasonable adjustments

- **Challenging ourselves on how we approach our work**

  Equality impact assessments continue to inform our key projects, particularly in relation to protected characteristics – including our own tenth characteristic: socio-economic status/class. Our safe space groups – where people can come together around their experience of issues such as disability, race, parenting or caring – also provide a valuable source of expertise, while providing peer support.

- **Learning and development for our teams**

  Our offer includes training in how to achieve good practice in relation to EDI, as well as sessions on allyship and unconscious bias.



Supporting food banks on EDI

The Trussell community of food banks operates across the UK, serving a diverse range of communities and holding great expertise in how to engage and support different groups. We have continued to support food banks to develop and share their insight and good practice.

Following our pilot project, where nine food banks from around the UK helped us to shape our support offer to the entire Trussell community, examples of the work we have done together include:

- Building understanding of the demographic make-up and needs or cultural preferences in local communities – including how to improve the accessibility of services
- Ensuring that core volunteering resources are available in Easy Read and British Sign Language formats
- Running sessions with food bank trustees, project managers, and volunteers to help them to build their own local EDI strategy.



Together with our supporters

Everything we do as a charity is only possible because of our generous supporters.

We are hugely grateful for the contributions of individual supporters, our corporate partners, and trusts and foundations. Across the 2023–2024 financial year, their generosity and commitment to supporting our work and vision continued to grow.

Thanks to their support, our community of food banks is able to meet the immediate needs of people facing financial hardship – and together we can hold on to the hope that we will achieve the change that is needed to end reliance on emergency food.



In September 2023, 14 teams of our corporate partners, including Tesco, Vodafone, Kier and Aegis, competed in our inaugural Dragon Boat Race, raising more than £15,000 for Trussell.

Corporate partnerships

The relationships we build with corporate partners are crucial to our ability to deliver on our vision of a future without the need for food banks. We are proud to partner with many different organisations who share that vision – while delivering income, access to expertise and resources. As the Trussell community of food banks responds to increasing numbers of people needing support, we're hugely grateful for these partners – many of whom have generously given their support over multiple years.

Tesco

Once again, we received significant support from our long-standing partner Tesco. Through our permanent collection points in stores, pre-packed parcels of essential items during the summer, and the annual Tesco Winter Food Collection, our partnership continues to generate vast amounts of essential items for our food banks. In addition, together we launched a pioneering project enabling a group of food banks to purchase significant deliveries of the most needed items in bulk, addressing logistical challenges faced by food banks and providing an efficient and reliable source of stock. During a year of record levels of need in communities across the UK, our partnership with Tesco continues to be a lifeline for food banks.

Barclays

Across the past year, Barclays has continued to be a key strategic partner for our financial inclusion programme across the UK. This support has enabled us to increase the provision of income advice services to people in financial hardship, with over 310 food banks charities now offering the services, representing 75% of the Trussell community. Barclays support has

also helped with the development of a Financial Inclusion Forum to act as a community of practice for staff and volunteers in food banks to develop their approach to the design and delivery of financial inclusion services.

Deliveroo

In the second year of our partnership with Deliveroo, over £1 million has been donated via the in-app top-up function, helping us provide on the ground support and grants to food banks in the Trussell community. This year, Deliveroo further supported us through a social campaign with influencers such as Arielle Free, Yasmin Evans and Sevda, who visited food banks to see the real impact of Deliveroo customers' support.

The impactful Christmas campaign *Not So Silent Night*, with Honey G and Shaun Williamson, helped us reach new audiences and has been invaluable in sharing the Trussell vision to end the need for food banks with people across the UK.

Cadent

Over the past three years, The Cadent Foundation's grant of £1.5 million has enabled our Help through Hardship helpline and financial inclusion programmes to support thousands of people. The Foundation's funding is vital in providing advisors who support people to maximise their incomes – meaning many no longer need to use a food bank.

Waitrose

We would like to recognise the ongoing support of our longstanding partner, Waitrose. In addition to the ongoing generosity of Waitrose customers who donate essential items of food in stores all year round, the partnership ran their first food collection event in March this year. Waitrose tops up all customer donations with an additional 20% donation, supporting our financial inclusion programme as well as our mental health services for volunteers and frontline staff across our community of food banks. This year, our partnership has also included online donations via the Waitrose website, and seasonal campaigns across the John Lewis Partnership.

Asda

Our partnership with Asda has continued to help us provide much-needed food items to the food banks in our community. In 2023–2024, in-store donations via the permanent collection points, as well as during a May food drive, delivered over two million meals to people facing hunger. The food drive was the most successful to date and delivered a 15% increase in donations on the previous year, supporting food banks with essential stock at a time when food bank use has increased. Asda colleagues have also volunteered in food banks across Leeds and Bradford, supporting their local community by packing parcels and sorting food.

Morrisons

We are hugely grateful for our ongoing partnership with Morrisons, who enabled customers to make financial donations while shopping online, as well as product donations in stores throughout the year. In addition to this support, we were thrilled to be chosen as the Morrisons Foundation's Christmas Charity Partner in 2023, which helped make sure our food banks could be there for everyone through their most challenging time of the year.



Public donations

Winter appeal

Throughout the winter of 2023, we raised over £10 million from individuals, community groups and small corporates. Our winter appeal focused on the anticipation of the busiest winter yet for food banks, with many people needing support for the first time. By sharing stories of people with lived experience, our appeal illustrated the feeling of being at a breaking point, followed by the relief felt after getting help. It emphasised the urgency of the situation and reiterated our commitment to our vision of ending the need for food banks in the UK.

Step Up to the Challenge

Our *Step Up to the Challenge* event (where participants walk, wheel, run or swim for 30 minutes, every day for a month) also ran throughout 2023, raising an incredible £125,727.

#TeamTrussell heroes

Neil (pictured right) is a bus driver who, in July 2023, walked more than 125 miles of Arriva bus routes in seven days – raising more than £16,000. Neil (known affectionately to many as the 'bus walker') walked from north to south across seven UK regions – starting in Durham and ending in London.

> **"In my job, I speak to people who are struggling to make ends meet – and I know many of them rely on food banks to feed themselves and their families. I'm determined to do my little part to make sure people have the food they need. Hopefully, by walking some of the UK's most popular bus routes and raising awareness of the scale of poverty face by millions of families, I can encourage those with a little more to give a thought to those with a little less."**

Neil Atherton
Trussell supporter



Our promise to supporters

We could not continue to work towards our vision without our amazing supporters. We deeply appreciate their generosity.

In response to the support people provide, we promise to:

- safeguard their personal details
- treat them with respect, honesty and openness
- take into account the needs of individuals who may be in difficult circumstances or require additional care and support to make an informed decision
- never put people under pressure to make, or continue making, a gift
- use gifts for the purpose for which they are given, and spend donations so they have the most impact
- respect people's wishes and preferences
- be receptive to feedback and use this to improve our approach
- take appropriate action if people are unhappy with our services, and accept the authority of the Fundraising Regulator if we cannot resolve their complaint
- never share, sell or rent personal data to third parties for marketing purposes.

How we protect vulnerable people

We care for each and every one of our supporters and follow the Code of Fundraising Practice to ensure they are properly protected and looked after.

Caring for our supporters and fundraisers

We have a dedicated supporter care team who are available and on hand to respond to any supporter needs, queries, feedback, requests or complaints, as well as having specific policies and procedures in place to protect vulnerable people. We continuously seek to improve the way we do things based on supporter feedback and engagement.

Our fundraising approach

- All our fundraising activities are carried out in compliance with the Fundraising Regulator's Code of Fundraising Practice and guided by our Supporters Promise and organisational values.
- We use professional fundraising agencies to support us with payroll giving (whereby employees of an organisation can make a regular donation to Trussell from their salary before tax is deducted).
- Trussell complies with the Fundraising Regulator and the Code of Fundraising Practice. There have been no compliance issues during the year.
- Five complaints were received during the year relating to fundraising; these were all resolved.

Contact us at supportercare@trussell.org.uk or call 01722 580 178 (Mon-Fri, 9am–5pm).

Trusts and foundations

We are incredibly grateful for the partnership support we received from many charitable trusts during 2023–2024. Their generosity enabled us to respond in a meaningful way for our food banks while they faced significant challenges over what was a turbulent year. The cost of living crisis caused additional challenges but, together with our trust funders, we were able to maintain key programmes and ease immediate pressures as we worked together to end the need for food banks.

Our deepest thanks go to all our funders, including:

Julia and Hans Rausing Trust

Supporting us for an unprecedented second year as a transformative catalyst funder for our emergency appeal, the Julia and Hans Rausing Trust responded again with enormous generosity. Their funding enabled us to provide a tailored and responsive level of support to our community of food banks throughout the winter months and beyond. The of their support has been enormous and our food banks and those they support have benefitted enormously. We would like to offer our heartfelt thanks to the Trust for their support.

Moondance Foundation

We are very grateful for the Moondance Foundation's continued support, which has enabled us to embed financial inclusion projects in local communities across Wales. Moondance has also provided generous support for food banks in Wales weathering the cost of living crisis, allowing them to remain responsive to the needs of people in their communities. The Foundation's support is underpinned by their deep knowledge of and concern for the specific challenges facing Wales.

Oak Foundation

Core funding is an important way for us to remain flexible and meet the needs of our food banks in a rapidly changing economic setting.

The Oak Foundation's core funding has enabled us to remain responsive and agile, and we are deeply grateful for their understanding and partnership support. We are looking forward to working closely together over the next year as their support enables us to move closer to our vision of a UK without the need for food banks.

Pears Foundation

Pears Foundation was a catalyst funder for our visionary financial inclusion work almost five years ago. Their support since then has enabled us to embed financial inclusion projects into communities right across the UK. Never has the value of this work been greater. We thank Pears for their vision and support in the spirit of partnership and mutual benefit and look forward to continuing to work with them.

Players of People's Postcode Lottery

We have continued to work closely with People's Postcode Lottery, specifically through the Postcode Care Trust, whose commitment to our work we deeply value. Players' support has enabled us to deliver resources where they have been most needed, which is especially important given the financial hardship so many households across the UK are facing. In December 2023, as part of People's Postcode Lottery's *A Happier Christmas* event, we were awarded an additional, very generous grant from players' support for which we are extremely grateful. Funds raised by players have also been supporting our food banks with direct grants, showing truly holistic partnership work in action.

The Balcombe Charitable Trust

The Balcombe Charitable Trust continues to remain a committed funder of our financial inclusion projects, providing funding to enable us to set up new financial advice and support services in food banks. The Balcombe Charitable Trust was one of the early investors in this work, believing in the impact it delivers across the UK to people in poverty, providing financial advice to deliver longer term transformational change in people's lives – alongside the instant crisis relief of a food parcel. Their support remains a cornerstone of this work, and we want to thank them for continuing to journey with us to deliver the support people deserve.

Additional thanks

We are particularly grateful to Aldama Foundation, BBC Children in Need, Benefact Trust, City Bridge Foundation, The Reginald M Phillips Charitable Foundation, Clara E Burgess Charity, The JABBS Foundation, The Mackintosh Foundation, Vertex Foundation, and William Kessler Charitable Trust, David and Ruth Lewis Family Charitable Trust, Swire Charitable Trust, Robertson Trust, Coronary Prevention Group, King Charles III Charitable Fund.

Looking forward to 2024–2025

Our priorities for the year ahead

During 2024–2025, we expect to see high levels of need at our food banks – as people across the UK continue to feel the effects of the increases in the cost of essentials over recent years, as well as the shortcomings in what should be our social security safety net.

During 2024–2025, we expect to see high levels of need at our food banks – as people across the UK continue to feel the effects of the increases in the cost of essentials over recent years, as well as the shortcomings in our social security system. Our mid-year statistics, covering the period April to September 2024, already show that the number of people needing support from food banks in the Trussell community remains close to record levels.

Standing together as Trussell

Our community of food banks will continue their work with compassion and determination and provide vital support to people who are facing financial hardship. We will continue to stand alongside each and every one of them.

We will provide grant funding so our food banks can continue to deliver their vital support, and we will work with them to source stock where food donations are unable to keep pace with local need. Our expert and dedicated area teams will provide tailored support to respond to particular local challenges.

The rollout of our new shared website will help food banks to secure both food and funding, while raising the profile of their work among local supporters and partners. And the rollout of our refreshed shared brand, developed in close collaboration with food banks and lived experts, will remove barriers for people needing to access support, and help galvanise more people to play their part so we can end hunger together.

Our Help through Hardship helpline in England and Wales, and its equivalents in Scotland and Northern Ireland, will help to take some of the immediate pressure off food banks and give people in need easy access to tailored advice and assistance. Recognising the pressure that food bank staff and volunteers continue to face, we will also invest in wellbeing initiatives.



Keeping up pressure for an Essentials Guarantee

Our evidence has unequivocally shown that current levels of Universal Credit do not cover the cost of essentials. Building on the impact of the Guarantee our Essentials campaign, run in partnership with the Joseph Rowntree Foundation, we are keeping up the pressure for policy change.

In the run-up to the general election, we worked alongside our food banks to secure widespread public support and engagement with MPs and Prospective Parliamentary Candidates.

The new Government has pledged to end the need for emergency food. Improving our social security system must be part of the solution. We will continue to press for change, standing together with campaign partner the Joseph Rowntree Foundation, and the many other charities, organisations and individuals who have pledged their support.

Scaling up transformative advice and support in food banks

Our community of food banks have shown huge enthusiasm for providing advice and support on money issues to help prevent people needing to receive emergency food. We will continue to support the rollout of these services, supported by grant funding, and will further build our shared learning about the most effective approaches and the policy and practice changes that are needed.



Taking forward our strategy – together

Alongside maintaining our operational response to rising levels of need, we will continue to collaborate with our food banks – supporting them and learning from them – on the transformational strategic activity that is set out in our shared Together for Change strategy.

We will continue to build capacity across food banks, enabled by – but by no means limited to – our grants programme. The learning we are gathering through our Pathfinder programme, as well as through our work with people with lived experience, will provide vital insights in to how we can continue this journey together – and with our partners and supporters – as we ready ourselves for our next strategic period, and pursue our vision of an end for the need for food banks with continued determination.

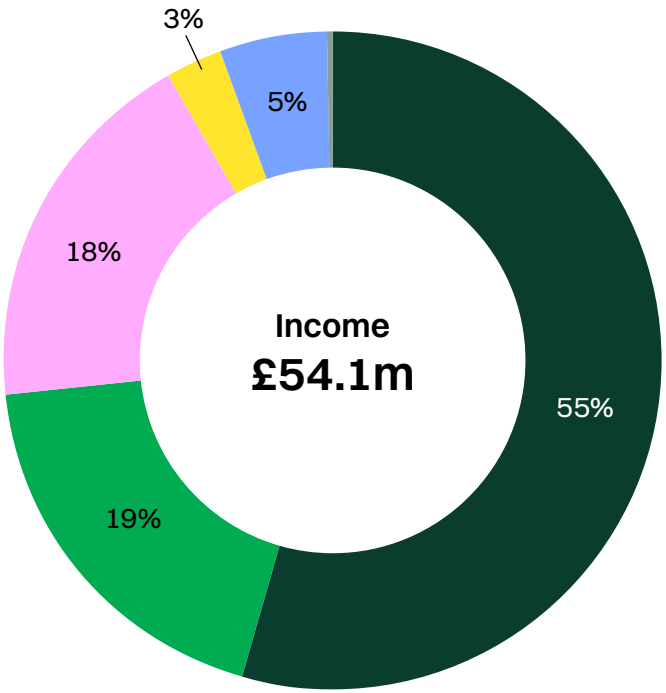


"We will continue to work together across the Trussell community, and with our partners, to move from hardship to hope and ensure that food banks are no longer needed in the UK."

Natalie Campbell MBE
Chair, Trussell

Financial review

Where our income comes from



We are reliant upon the generosity of all our supporters to fund our charitable activities. Our income is made up of donations (including Gift Aid) and legacies from individuals, as well as donations, grants and contractual payments from corporate partners, trusts and foundations. This breaks down as follows:

- **Public donations – £29.6m**
- **Trusts and Foundations – £10.2m**
- **Corporate supporters – £9.9m**
- **Charity retail and other trading – £1.4m**

The majority of this income relates to funds raised by our small chain of charity shops, selling goods kindly donated to us by members of the public.

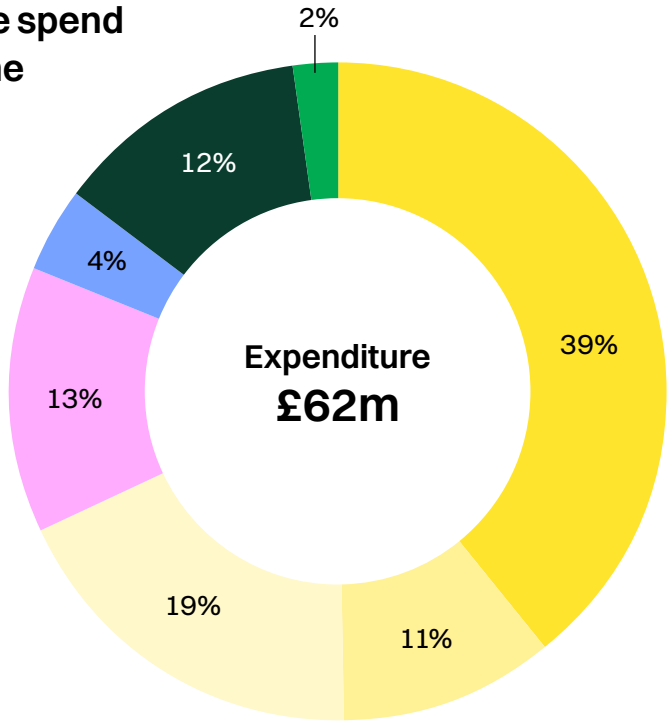
- **Investments – £2.9m**

This relates to interest income earnt on our bank deposits during the year.

- **Donated food – £0.1m**

This represents the financial value of food and toiletries donated for distribution by Brent Foodbank, which was directly operated by Trussell for part of the year.

Where we spend our income



Changing Communities activities – £42.3m

This year we have spent £31.0m (half of our total expenditure) on grant making to support the Changing Communities strand of our Together for Change strategy. The breakdown of this is as follows:

Grants to food banks – £24.3m

£24.3m of grants were made directly to food banks, including the small amount of support costs needed to facilitate this.

Helpline Grants – £6.7m

We have also invested a further £6.7m in the Help through Hardship helpline, run in partnership with Citizens Advice and Mind, our Advice NI helpline in Northern Ireland in partnership with Advice NI, and our PACS project run in partnership with various community-based organisations in Scotland.

Other Changing Communities activities (excluding grants and helpline funding) – £11.3m

In addition to the £31m in grants and helpline funding figures above, expenditure for the year included £11.3m of non-financial support to food banks (an increase of 19% from 2022-2023). This has enabled food banks to deliver their services effectively, with support from Trussell including operational infrastructure support, tailored programmes and projects, and expert support staff. The costs of Brent Foodbank, which was directly operated by Trussell for 11 months of the year, are also included here. (On 1 March 2024, governance of Brent Foodbank was transferred to a new independent charity, while remaining within the Trussell community of food banks.)

Changing Minds activities – £8.1m

We invested £8.1m (an increase of 33% from 2022-2023) in increasing public understanding of what leads people to food banks, and building a movement for change – including developing our Guarantee our Essentials campaign, key to our integrated approach to ending the need for food banks.

Changing Policy activities – £2.5m

Costs included here relate to our policy and research work. Together with our partners, including food banks in the Trussell community, people with lived experience of hardship and other anti-poverty organisations, we work to change policy at all levels of government across the UK to address the drivers of food bank use.

Fundraising activities – £7.7m

Like every charity, we must invest in our fundraising activity to secure the funding we require to continue and expand our charitable work. As a proportion of our expenditure, we saw a reduction in our fundraising costs from 13% in 2022-2023 to 12% in 23/24. We continue to work hard to raise funds to directly support food banks as they continue to operate in a challenging environment and to deliver our shared strategy. For further information on the way in which we approach fundraising, see page 67.

Charity retail – £1.3m

This expenditure covers the costs of running our charity shops, including staff, buildings and vehicles.

Financial performance and position

The year ending 31 March 2024 saw a deficit of £7.9m as we spent down our reserves in line with our plans and in support of our mission – ensuring that people facing financial hardship are supported while also working towards the change that we need to see.

This was a record expenditure year for Trussell. We were able to increase our charitable expenditure to £52.9m (a 13% increase on the previous year), with our overall expenditure at £62.0m. We continue to prioritise in response to the growing levels of need seen across food banks, while supporting an acceleration of anti-poverty work across all areas of our shared Together for Change strategy.

A summary of the year's results can be found on page 95 of this report and accounts.

On 15 May 2023 the charity incorporated a second wholly owned trading subsidiary, Trussell Retail Limited (company 14870045, registered in England and Wales), to hold its small charity retail operation.

Income

Thanks to the enormous generosity of our supporters – the general public, corporate partners, trusts and foundations – we generated income totalling £54.1m in this financial year. A breakdown of total income by source can be seen on page 73 and further analysis seen in notes 2 to 6.

Costs

As support for our work remains strong, we continue our commitment to significantly increase the scale of the activity that is delivering against our strategy. This has gone hand in hand with recognition of the intense operational pressures food banks have been facing due to the high levels of need in their communities. We have continued to support food banks to hold both of these priorities. In order to do this, we have retained a focus on significant investment in our grants programme for food banks, representing 39% of our expenditure this year. And we have created additional capacity within the Trussell community of food banks through investment in our expert teams to work alongside local food bank teams. This has enabled the expansion of their work in key areas such as financial inclusion, local organising and volunteer development, as well as boosting the resilience of food banks through support with underpinning capability such as strong governance and financial sustainability.

Overall, this has translated to an increase in total expenditure to £62.0m from £55.2m, in line with our financial strategy. Outside of charitable activities, we have seen the proportion of our spend on fundraising activities reduce year-on-year to 12%, and our trading activities remain consistent at 2% of our total expenditure budget. A breakdown of total expenditure can be seen on page 72 and further analysis in note 6.

Directly operated food banks

On 1 March 2024, the only remaining food bank directly operated by Trussell (Brent Foodbank) was transferred to an independent charity. The financial results and performance of this food bank up to the point of transfer are included in this report. Accordingly, all figures presented in these accounts are not a measure of the food donations and disbursements across the Trussell food bank community as a whole, only that of Brent Foodbank.

Reserves policy

Our reserves policy aims to ensure our work is protected from the risk of disruption at short notice due to lack of funds. It also preserves some incoming resources for future opportunities that may present themselves, while at the same time ensuring we do not retain income for longer than required. Our policy is designed to ensure we are able to honour our grant commitments to food banks and deliver our long-term grant making strategy.

Unrestricted free reserves are not intended to cover a permanent loss of funds. They are intended to provide an internal source of funds for situations such as:

- a temporary fall in income or increase in expenditure, as well as covering working capital requirements
- one-time unbudgeted expenditure, such as uninsured losses or emergency grants to our food banks
- to allow the organisation time to respond to a permanent fall in income or increase in expenditure
- to take advantage of new opportunities in strategic priority areas

The target range for unrestricted free reserves is set in line with a risk-based approach. This approach has regard to the financial impact of risk, working capital and commitments and long-term plans. At 31 March 2024 our policy provided a range of £12.5m to £15.5m.

Funds

Total funds of the charity as of 31 March 2024 are £27.6m. This includes £3.1m of restricted funds and £24.4m of unrestricted funds. Within this balance of unrestricted funds, the Trustees have made the designations noted below.

Our designations

Investing for change – £9.6m

At the end of March 2022, a total of £17.4m was designated to our Investing for Change programme, setting aside money to accelerate the delivery of our Together for Change strategy. This has been spent down in line with our plans, and the balance of £9.6m is expected to be spent down during the 18 months to 30 September 2025.

The fund set aside resources to boost strategic capacity at both a local and regional level for food banks in the Trussell community, with programmes such as financial inclusion, while supporting their desire to increase influencing activity and raise the profile of shortcomings in the social security system around the general election in 2024. This fund also includes monies to support our digital roadmap, covering the redevelopment of our website, and food bank websites – ensuring the technology we are using is up to date, accessible and enables people in crisis to access the right support. This planned investment in digital access is reflected in an increase in support costs for the year 2023-2024.

In addition, the fund provides reassurance to our Pathfinder food banks, who remain at the forefront of innovating new strategic programmes, that their work can continue into 2025. This vital work comprises reducing the need for emergency food in their areas, as well as improving food bank practice towards the delivery of long-term change – which includes financial inclusion, local organising, and increasing access to and provision of crucial support via referral partners.

Top-up designations – £0.2m

Asda and Tesco top-ups – Trussell has established the practice of distributing these top-up donations, which are donations made directly from these companies alongside the instore customer product donations. After the deduction of a small percentage for the charity's core costs, these are then distributed to food banks in the Trussell community of food banks. These monies have therefore been set aside as designated funds. The balance on these funds at 31 March totalled £0.2m.

At 31 March 2024, the charity's free reserves, being funds neither restricted nor designated, were £14.7m. This figure is in line with the reserves policy in place at the year end. An analysis of net assets between funds can be found in Note 21.

Investment policy

Trussell's priority is to spend its resources as promptly, as strategically and in as operationally-focused a way as possible and in line with our vision to end the need for food banks in the UK. On occasion and due to significant shifts in income and expenditure trends, the charity may be holding larger than anticipated reserves. At such times the overall objective is:

- to operate within an ethical framework for investment
- to manage counterparty risk of cash holding

Investment decisions are sought to be made in line with Trussell's:

- values of compassion, justice, community and dignity
- vision to end the need for food banks in the UK
- ethical standards

During the year the charity held instant-access cash deposits with CCLA, and short-term fixed deposits with RBS to ensure that we are able to react swiftly to the emergency needs of the Trussell community of food banks. There was no investment in equities, other securities, or long-term fixed deposits.

Post balance sheet events

On 15 May 2023 the charity incorporated a second wholly owned trading subsidiary, Trussell Retail Limited (company 14870045, registered in England and Wales), to hold its small charity retail operation.

On 31 October 2024, Trussell effected the sale as a going concern of the group interest in its nine charity shops to Shaw Trust, who specialise in these trading activities. More detail regarding the transfer can be found on page 123 of this annual report. As a result of the transaction we have reflected in these financial statements the carrying value of the going concern at the sale price rather than book value.

Principal risks and uncertainties and our approach to risk management

Our well-established structures and processes continue to enable us to monitor our key risks and ensure they are appropriately managed. Measures include:

- our long-term strategic plan, annual business plan and annual budget, all of which are approved by Trustees
- monthly reviews of our financial position and delivery against our plans
- ongoing close engagement with our community of food banks to ensure excellent intelligence on emerging issues
- our risk management policy and approach, whereby the Senior Leadership Group regularly reviews risks, controls and mitigations and informs the oversight maintained by the Finance, Audit and Risk board subcommittee.

Key risks faced by Trussell can be broadly categorised as follows:

The highly challenging and rapidly changing environment in which Trussell and food banks continue to operate

Last year our community of food banks provided a record 3.1m parcels to people across the UK. Our mid-year statistics, covering the period April to September 2024, already show that the number of people needing support from food banks in the Trussell community remains close to record levels.

In 2023-2024 inflation started at almost 9% and remained above 4% for much of the year. High levels of inflation over the last few years meant that food prices were 24% higher in March 2024 than March 2022. While the rate of inflation may now have lowered, this does not necessarily translate into a fall in prices and for many people the ability to afford the essentials continues to be out of their reach. There are also worrying signs that energy prices this coming winter will put additional pressure on people's already limited budgets. All of these cost pressures are felt keenly as our weakened social security system remains ill-equipped to protect people from the most severe forms of hardship.

The pressure on public finances continues to see people struggling to get the support that might prevent them needing to turn to a food bank. We continue to see the effects of the reduced ability of local authorities to invest in preventative services, and people facing longer waits to get the support they need with health conditions, disability and mental health needs. And we see the voluntary sector organisations that we and our food banks work closely with coming under every growing pressure as they endeavour to support more people who are facing increasingly entrenched financial difficulties.

Specific UK government interventions, such as the extension of the Household Support Fund announced in September 2024, will have some positive impact but this is another short-term measure and does not address the ongoing fundamental issue of social security payments falling short of the cost of the essentials we all rely on.

We continue to engage closely with our food banks to track the levels of need they are facing so we can pivot to support them in the best way. Our Essentials Guarantee campaign with the Joseph Rowntree Foundation is building pressure to ensure the social security system protects people in the way that it should.

Meeting need today while working towards our vision for the future

As a community of food banks, we are committed to providing the most compassionate response for as long as we are needed but also are also committed to addressing the drivers which ultimately create the need for food banks. The operational challenges food banks have been facing have meant that their ability to engage with strategic activity and work towards long term change has at times been restricted.

Many food banks have faced the twin challenges of decreasing donations of food – as people who would normally give food generously have faced their own pressures – and higher prices when purchasing their own stock. Over the year we saw even more food banks having to purchase food, and the total amount of stock that was purchased rather than donated jumped from 13% to 21%. Across the Trussell community of food banks, more resource had to go into food and fundraising drives, particularly to get through the winter period of peak need.

We know that our community of food banks is committed to our vision. And we know that there is strong concern that food banks have become normalised in UK society – something that should only ever have been a temporary and short-lived need to support people in crisis is increasingly being seen as part of the everyday fabric of communities.

We continue to support all food banks in the Trussell community to hold the two priorities of achieving our shared vision and – until that happens – providing emergency food and practical support to people in their hardest moments. The steps we are taking to do this include:

- Providing expert and responsive support through are dedicated teams on the ground across the UK
- Enabling food banks to forecast and respond to changing levels of need in their communities
- Continuing our grants streams, which facilitate both day-to-day operations and longer-term strategic activity
- Building our shared learning on what works – particularly in terms of ensuring food banks are a 'last resort' and people facing hardship receive the upstream support they need – including through our Pathfinder programme

Building a diverse, inclusive and participatory Trussell community

In order to end the need for food banks, we need to recognise the structures that disproportionately impact particular groups, involve people in the design of services and solutions, and enable people with lived experience to be heard by decision-makers.

We have continued to make strong progress in these areas. People with lived experience of financial hardship are increasingly shaping the work that we do and how we go about it, and we support food banks to do the same. Page 56 of this report sets out examples from the last year, including the launch of our Transforming Together Team as an anti-poverty advisory group.

We are increasingly becoming a more diverse and inclusive organisation and our principles around EDI closely inform our thinking at all levels. We are working with food banks so that we can learn from each other, spread good practice, and celebrate our successes.

We also know that there is more we need to do and where we need to deepen our understanding. Our own research indicates that some groups who are at higher risk of food insecurity (such as people from ethnic minority groups, people who are informal carers, and people who are LGBTQ+) are not seen in similar proportions amongst people referred to our food banks. We are committed to increasing our learning and working together with expert partners to ensure that the services offered by Trussell are fully accessible and that the change we are calling for benefits everyone experiencing or at risk of financial hardship.

Environmental, social responsibility and governance

Environmental sustainability

In addition to being compliant with government guidance, Trussell is actively working to reduce its impact on the environment.

Steps we have already taken that reduce our environmental impact include:

- Reducing the footprint of our offices, which has reduced our direct energy consumption.
- Shifting to a remote-first approach, and reducing emissions through reduced commuting.
- Encouraging staff to use public transport where possible and appropriate.
- Having recycling facilities at our offices.
- Putting schemes in place for reusing and recycling IT and communications equipment.

Over previous years we have taken a considered approach to minimising negative environmental impacts, whilst balancing this commitment with the requirements inherent in delivering our core function as an anti-poverty charity. In 2023-2024 we carried out a review of our policies and developed an environmental strategy on how we capture and report on our environmental impact. This has created a baseline against which we can work to improve in future years.

We recognise that, although we are not an environmental charity, environmental issues are of relevance to the issues at the core of our work: food insecurity and deep poverty in the UK. The drivers of food bank need that we believe we are best placed to make a difference on are primarily those identified through our research, such as insufficient social security provision. Although we know environmental and sustainability issues are not the principal drivers of the hunger and hardship we see at food banks, we will seek to learn more about these connections so that we can make well informed decisions about our engagement with this important theme. We also recognise our responsibility to ensure that the interests of people on the lowest incomes are protected as our society takes steps to transition towards a more sustainable future.

Over the coming year (2024/25) we will be conducting an environmental audit to further understand the impact of our activity on the environment and, through a newly formed Environmental Working Group, will develop a plan to prioritise areas to reduce our negative impact.

Streamlined energy and carbon reporting

Under the Companies Act 2006, Trussell is required to disclose its annual energy use, and associated greenhouse gas emissions, in line with the Streamlined Energy and Carbon Reporting (SECR) regulations. This is the first year that we have fallen within the scope of SECR, and the data will act as a platform upon which we can build in subsequent years, as we seek to better understand and mitigate our impact on the environment.

The figures opposite capture all activities undertaken directly by Trussell and its wholly owned subsidiary companies, including our charity shops and (prior to it becoming independent on 1 March 2024) Brent Foodbank. The activities of the food banks in the Trussell community of food banks who are governed independently are outside the scope of this report.

UK Greenhouse gas emissions and energy use data for the period	**2023-2024**
Energy consumption used to calculate emissions (kWh)	526,812
Energy consumption breakdown (kWh)	
Gas	79,700
Electricity	157,022
Transport fuel	290,090
Scope 1 emissions in metric tonnes CO2e	
Company owned transport	3.57
Gas consumption	14.58
Scope 2 emissions in metric tonnes CO2e	
Purchased electricity	32.51
Scope 3 emissions in metric tonnes CO2e	
Business travel in employee-owned vehicles	63.34
Total gross emissions in metric tonnes CO2e	**114.00**
Intensity ratio:	
Tonnes CO2e per employee	**0.37**

Quantification and reporting methodology

Energy consumption at our Salisbury office, charity shops, and Brent Foodbank has been recorded from utility bills. Where we rent serviced office space in London and Manchester, our share of the premises' energy consumption has been estimated by scaling our Salisbury energy usage to the serviced offices' respective floor areas. A record is kept of distances covered by our retail and Brent Foodbank vans, and by staff travelling in their own cars on Trussell business.

The CO2 emitted by Trussell-owned vans has been calculated from the emissions rates for the model of vehicle. To estimate the emissions from utilities and employee-owned vehicles, we have applied UK Government-approved average conversion factors. Our actual emissions from electricity are likely to be lower than stated, as we subscribe to green tariffs which make use of renewable energy sources; data to quantify this accurately is however unavailable.

Intensity ratio

We have chosen to present the CO2 emissions per (full-time equivalent) employee, on the basis that the number of employees is the key driver of our total level of emissions, via staff travel and office occupancy.

Measures taken to improve energy efficiency

The measures we are taking to improve energy efficiency include:

- Subscribing to a green tariff for our electricity, reducing emissions through the use of renewable energy sources.
- Reducing emissions from commuting and reducing the impact of maintaining multiple office premises by giving all staff the opportunity to work remotely.
- Encouraging staff to use the most environmentally friendly modes of transport in the course of their work, whilst still ensuring their safety and wellbeing. Travel is a necessary part of our work, with in-person visits to food banks an invaluable way of building effective relationships, providing support and gaining a deeper understanding of the challenges they and people using food banks face.

In February 2024, thanks to the generous support of a corporate partner, we rolled out a new travel management platform. This enables tracking of the CO2 emissions associated with travel on public transport, giving us a better picture of our environmental impact and how we can reduce it. (Disclosure of indirect emissions from public transport use is not mandatory under SECR, and as we have limited data for 23/24, we have opted not to include it in this year's annual report.)

Social responsibility

Public benefit disclosure

The Trustees confirm they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives, and in planning future activities. Trussell is a public benefit entity. The Trustees refer to public benefit throughout this report. The Trustees, who are also directors of Trussell for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2024. In preparing the report, which also serves as the Strategic Report for the purposes of Company Legislation the Trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

Stakeholder engagement

Trussell's trustees have a duty to promote the success of the charity and, in doing so, are required by section 172(1) of the Companies Act 2006 to have regard to various specific factors, including:

The likely consequences of any decision in the long term

We consult with people with lived experience of financial hardship, our community of food banks, our colleagues, volunteers, supporters and partner organisations to ensure that we shape our future with the people and communities we are here to serve.

Long-term sustainability is considered by the trustees through our risk management systems and setting of our financial policies (such as reserves and investment policies). The Finance, Audit and Risk Committee and the executive team regularly review management information, budgets and reserves projections and progress against budget.

The interests of the organisation's employees

Our aim is to foster an environment that celebrates similarities and differences and to create an environment in which all individuals have equal access to opportunities and resources.

In July 2023 we signed a voluntary recognition agreement with Unison to represent Trussell staff. The Union is responsible for negotiating on behalf of Trussell staff on issues such as terms and conditions of employment, pay reviews and pensions. A joint negotiating and consultation committee has been established, through which the Union engages with our Senior Leadership Group. Collectively, we're looking forward to working together to ensure that Trussell retains and strengthens its values-based commitment to excellence in employment practice, in the service of our wider vision and mission.

Trussell promotes flexible working practices to show our commitment to a healthy work-life balance, routinely measures the wellbeing of our people, and receives feedback on employee wellbeing through regular surveys and collaboration with our staff forum. The board receives regular workforce updates in respect of all of the above.

The need to foster the organisation's relationships with suppliers, customers and others

The charity works to ensure all of the organisation's stakeholders are able to participate in its development. We have structures and programmes to ensure that our key stakeholders are at the heart of decision-making, including a panel of people with lived experience of financial hardship, and strategic consultation groups with representatives of circa 10% of the community of food banks. We work closely with partners across the sector, including representatives of anti-poverty charities and other charitable food providers, to co-ordinate operational and advocacy activity. Trussell is accredited under the Good Business Charter and complies with the Ethical Trading Initiative base code.

The impact of the organisation's operations on the community and environment

Through our Together for Change Strategy across our Changing Communities, Changing Minds and Changing Policy work streams we have been able to support the incredible work of our community of food bank charities to affect positive change in their local communities across the UK, the impact of which is evidenced throughout the strategic report (pages 19-88). Trussell's environmental approach, in compliance with the Streamlined Energy and Carbon Reporting guidance, is detailed on page 81.

The desirability of the organisation maintaining a reputation for high standards of business conduct

Trussell's reputation and the trust in us of the public is critical to our ability to achieve our vision of a UK without the need for food banks. Our organisational values are used in our recruitment, training of employees and volunteers and through the variety of policies and controls that are in place which promote corporate responsibility and ethical behaviour. These include our policy and practice on the acceptance, refusal and return of donations, conflicts of interest, safeguarding, environmental issues, dignity and respect at work, managing external political and policy interests, and whistleblowing, all of which are reviewed regularly.

The need to act fairly between members of the organisation

The Trustees, as directors of the company, are members of the company and understand the need to avoid and manage potential conflicts of interest as required by the Charity Commission.

Governance

Organisational structure

Our Trustees are ultimately responsible for the overall control and strategic direction of the charity and the protection of its assets. Day-to-day management is delegated to the Chief Executive Officer, Emma Revie, and the Senior Leadership Group. Our Trustees meet regularly to set the vision, strategic framework, and budgets under which the charity operates and to manage risks.

The Board has established five subcommittees with delegated authority for certain matters and to ensure key matters are given increased time and scrutiny.

- **Finance, Audit and Risk:** ensures that the charity operates within the financial guidelines set out in current legislation, by the Charity Commission, by the charity's governing documents and by the Board. This includes review of the current and forward financial situation, oversight of internal and external audit activities and oversight of the organisation-wide risk strategy.
- **Strategy and Impact:** monitors the progress of Trussell's organisational strategy, and ensures that there is a robust and effective process for capturing and understanding evidence relating to our strategic objectives, approaches and values of Trussell and the wider community of food banks.
- **People and Governance:** advises the Board on effective governance and oversight of strategic HR actions and policies to enable recruitment, development, engagement and retention of the best staff, volunteers, and Trustees. This includes reviewing and approving key policies and oversight of priority areas of people-focused activity such as safeguarding, equity, diversity and inclusion and the participation of people with lived experience of financial hardship in our work.
- **Nominations:** leads on the recruitment and selection for appointments to the Board, its subcommittees and its subsidiaries. This includes regular Board appraisals and skills audits to inform future Board development or composition.
- **Remuneration:** oversees the remuneration policy and strategy of the organisation and agrees the salaries and any other payments to the Chief Executive Officer (CEO) and Senior Leadership Group members.

The full Board formally meets at least three times a year. The subcommittees also meet at least three times a year. An AGM is held each year. Our governance is underpinned by the Charity Governance Code and put into action via annual appraisals for each Board member and a formal process for the Chair, Treasurer and CEO whose appraisals are reviewed by our People and Governance subcommittee.

The Trustees set the strategic direction of the organisation and are regularly updated on a wide range of activity, including progress against our strategic plan, grant-making to the community of food banks, public relations and fundraising campaigns and the effective implementation of our safeguarding, data protection and health and safety policies. Trustees receive regular financial updates which form the basis of the routine financial monitoring.

The CEO holds regular accountability meetings to monitor and control the organisation and reporting processes are in place. Oversight groups for our key areas of activity ensure that any issues are escalated and resolved as needed.

Governing document

Trussell is a charitable company limited by guarantee, constituted under a trust deed dated 12 January 1997 and transferred into the charitable company (05434524) on 19 September 2005 and is a registered charity, number 1110522. The company also registered as a charity in Scotland on 5 September 2013, number SC044246. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the

company being wound up, members are required to contribute an amount not exceeding £10.

Recruitment and appointment of new Trustees

The Trustees of the company are also charity Trustees for the purpose of charity law. When recruiting new Trustees, we aim to attract a diverse range of candidates who have the skills the charity needs. The Board values the benefits of having members with different backgrounds, expertise and experience, and has committed to increasing our diversity in order to ensure we are benefiting from distinctive perspectives. Overall, our Trustees are appointed on merit, ensuring we have a balance of skills and experience.

Five new Trustees joined the Board and one board member resigned in the year ended 31 March 2024. The new Trustees were appointed by the Nominations Committee and took up their role in May 2023. This followed a robust interview and engagement selection process to ensure they understand our vision and values. Trustees have been subject to DBS checks where appropriate.

All new Trustees undertake an induction programme, which includes visits to food banks, and briefing on the roles and duties of the Trustees, company and charity law and governance, and financial and risk management. Additional training is arranged as needed for individual Trustees or for the Trustees as a whole.

In June 2024, Stephen Hicks stepped down as Chair on completion of his second term and we welcomed Natalie Campbell as the new Chair of Trustees.

Our People and Renumeration policy

Our pay principles ensure that our pay at all levels are aligned to our values and commitment to EDI, these principles are that:

- we pay competitively
- we pay the mid-point in our market
- we are committed to equity
- we are transparent.

We are proud of the work we have done to continue to ensure through our pay principles that we're a fair, equitable and competitive-paying organisation. This is reflected in our gender pay gap which is a mean of 1.54% – significantly lower than the UK average of 14.3% (ONS data, 2023) – demonstrating the impact and effectiveness these principles have in delivering equitable pay outcomes.

We continue to be accredited as a Living Wage employer and our employee benefits encourage the wellbeing, mental health, and financial resilience of our staff in keeping with our charitable aims. We also hold accreditation under the Good Business Charter.

Modern slavery

Trussell complies with the Ethical Trading Initiative base code, and we expect our suppliers and their supply chain to comply with this code. There is no modern slavery or human trafficking in any part of our business. When we review our contracts, and develop new ones, we assess the possibility of modern slavery. We continue to monitor and improve how we manage contracts and provide training to staff and our community of food banks to raise awareness.

Statement of Trustees' Responsibilities

The Trustees (who are also the directors of Trussell for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the income and expenditure of the charitable company for that period. In preparing those financial statements, the Trustees are required to:

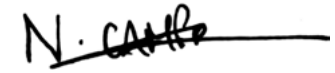
- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charity SORP
- make judgements and estimates that are reasonable and prudent
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business

The Trustees are responsible for keeping proper accounting records which disclose the reasonable accuracy at any time of the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as each of the Trustees are aware:

There is no relevant audit information of which the charitable company's auditors are unaware; and each of the Trustees has taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Approved by order of the Board of Trustees on 16 December 2024 and signed on its behalf by:



N Campbell MBE
Chair of Trustees

Our charity details

Registered Company Number

05434524 (England and Wales)

Registered Charity Number

1110522 (England and Wales)
SC044246 (Scotland)

Registered Office

Unit 9, Ashfield Trading Estate,
Ashfield Road, Salisbury,
Wiltshire, SP2 7HL

Trustees

Mr S Hicks CBE (Chair)
(until 01.07.24)

N Campbell MBE (Chair)
(joined 25.06.24)

Mr D Gordon

Mr S Ariaratnam
(joined 30.05.23)

Mr T Gibbs
(joined 30.05.23)

Dr L Hickman

Ms S Morgan
(joined 30.05.23)

Mr P Morrison

Mr D Shrubsole
(joined 30.05.23)

Revd B Thomas

Ms S Elliot
(joined 30.05.23)

Mr R Lanyon
(until 28.11.23)

Company Secretary

Mrs C Leeper

Chief Executive Officer

Mrs E Revie

Bankers

The Royal Bank of Scotland,
36 St Andrews Square, Edinburgh,
EH2 2YB

Investment Managers

CCLA Investment Management
Limited, 1 Angel Lane, London,
EC4R 3AB

Auditors

Buzzacott LLP, 130 Wood Street,
London, EC2V 6DL

Lawyers

Bates Wells & Braithwaite
London LLP, trading as Bates Wells,
10 Queen Street Place, London
EC4R 1BE

Independent auditor's report

Independent auditor's report to the trustees and members of The Trussell Trust

Opinion

We have audited the financial statements of The Trussell Trust (the 'charitable parent company') and its subsidiaries (the 'group') for the year ended 31 March 2024 which comprise the group statement of financial activities, group and charitable parent company balance sheets and statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the charitable parent company's affairs as at 31 March 2024 and of the group's income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group and charitable parent company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report and financial statements, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report, which is also the directors' report for the purposes of company law and includes the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report , which is also the directors' report for the purposes of company law and includes the strategic report, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the charitable parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report including the strategic report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- proper and adequate accounting records have not been kept by the charitable parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- the charitable parent company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the charitable parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the charitable parent company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charitable company through discussions with management, and from our commercial knowledge and experience of the sector;
- the identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of noncompliance throughout the audit;
- we focused on specific laws and regulations which we considered may have a direct material effect on the accounts or the activities of the charitable company. These included but were not limited to the Companies Act 2006, the Charities Act 2011, Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102), those that relate to fundraising and are overseen by the Fundraising Regulator, and those that relate to data protection (General Data Protection Regulation); and
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management, inspecting legal correspondence and reviewing Trustees' meeting minutes.

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management and those charged with governance as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- tested the authorisation of expenditure as part of our substantive testing thereon;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias; and
- used data analytics to identify any significant or unusual transactions and identify the rationale for them.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;

- reviewing the minutes of meetings of the Trustees, as well as the Finance, Audit & Risk Committee, and the People & Governance Committee;
- enquiring of management and those charged with governance as to actual and potential litigation and claims; and
- reviewing any available correspondence with HMRC and the Charity Commission.

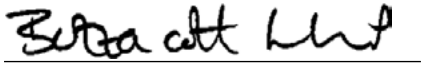
There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charity's trustees as a body, in accordance with Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Katharine Patel
(Senior Statutory Auditor)

For and on behalf of Buzzacott LLP,
Statutory Auditor
130 Wood Street
London
EC2V 6DL

19 December 2024

Buzzacott LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

Financial statements



Consolidated Statement of Financial Activities

(incorporating an income and expenditure account)

For the Year Ended 31 March 2024

	Note	Unrestricted £'000	Restricted £'000	**2024 £'000**	2023 £'000
Income from					
Donations and Legacies	2				
Fundraising Income		38,103	10,437	**48,540**	55,449
Donated Goods & Services		96	1,141	**1,237**	452
Charitable activities	3	-	-	**-**	171
Other trading activities	4	1,395	-	**1,395**	1,345
Investment Income	5	2,880	-	**2,880**	628
Total income		42,474	11,578	**54,052**	58,045
Expenditure on					
Raising funds	6				
Fundraising activities		6,840	904	**7,744**	7,222
Other trading activities		1,285	-	**1,285**	1,004
Charitable activities	6				
Grants Expenditure		21,347	9,620	**30,967**	29,164
Changing Communities		8,709	2,592	**11,301**	9,483
Changing Minds		7,575	559	**8,134**	6,070
Changing Policy		2,340	191	**2,531**	2,289
Total expenditure		48,096	13,866	**61,962**	55,232
Net (Expenditure)/Income		(5,622)	(2,288)	**(7,910)**	2,813
Reconciliation of Funds					
Total funds brought forward at 1 April 2023	22	30,083	5,435	**35,518**	32,705
Total funds carried forward at 31 March 2024	22	24,461	3,147	**27,608**	35,518

Balance Sheet

As at 31 March 2024

	Note	Group 2024 £'000	Group 2023 £'000	Charity 2024 £'000	Charity 2023 £'000
Fixed assets					
Tangible assets	13	**38**	295	**38**	295
Investments	14	**–**	–	**–**	–
		38	295	**38**	295
Current assets					
Stocks	15	**–**	9	**–**	9
Debtors	16	**5,247**	5,506	**5,671**	5,446
Short-term deposits	17	**–**	9,000	**–**	9,000
Cash at bank	17	**49,472**	49,466	**49,055**	49,403
		54,719	63,981	**54,726**	63,858
Creditors: Amounts falling due within one year	18	**(20,637)**	(17,296)	**(20,644)**	(17,173)
Net current assets		**34,082**	46,685	**34,082**	46,685
Total assets less current liabilities		**34,120**	46,980	**34,120**	46,980
Creditors: Amounts falling due after more than one year	19	**(6,445)**	(11,298)	**(6,445)**	(11,298)
Provisions for liabilities	20	**(67)**	(164)	**(67)**	(164)
Total net assets		**27,608**	35,518	**27,608**	35,518

continued overleaf

Balance Sheet continued

As at 31 March 2024

Funds					
Unrestricted					
General	22	**14,695**	10,823	**14,695**	10,823
Designated	22	**9,766**	19,260	**9,766**	19,260
		24,461	30,083	**24,461**	30,083
Restricted	22	**3,147**	5,435	**3,147**	5,435
Total funds		**27,608**	35,518	**27,608**	35,518

The financial statements were approved by the Board of Trustees on 16 December 2024

And were signed on its behalf by:



Trussell is the operating name of The Trussell Trust.
Company Registration Number: 05434524

Consolidated Statement of Cash Flows

For the Year Ended 31 March 2024

	Note	2024 £'000	2023 £'000
Cash flows from operating activities			
Cash flows (used in)/provided by operating activities		**(11,874)**	7,792
Cash flows from investing activities			
Purchase of tangible fixed assets	13	**-**	(42)
Interest received	5	**2,880**	628
Decrease/(increase) in short-term deposits		**9,000**	(9,000)
Net cash provided by/(used in) investing activities		**11,880**	(8,414)
Change in cash and cash equivalents in the reporting period		**6**	(622)
Cash and cash equivalents at the beginning of the reporting period		**49,466**	50,088
Cash and cash equivalents at the end of the reporting period		**49,472**	49,466

Reconciliation of net (expenditure)/income to net cash flow from operating activities

	Note	2024 £'000	2023 £'000
Net (expenditure)/income for the reporting period		**(7,910)**	2,813
Adjusted for:			
Depreciation	13	**226**	208
Loss on disposal of fixed assets		**55**	-
Interest received	5	**(2,880)**	(628)
Less movement in provisions	20	**(121)**	(8)
Decrease/(increase) in stocks	15	**9**	(1)
Decrease in debtors	16	**259**	505
(Decrease)/increase in creditors	18 & 19	**(1,512)**	4,903
Net cash (used in)/provided by operating activities		**(11,874)**	7,792

Breakdown of cash and cash equivalents

	Note	2024 £'000	2023 £'000
Cash at bank	17	**49,472**	49,466
		49,472	49,466

Notes to the financial statements

For the Year Ended 31 March 2024

Note 1: Accounting Policies

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention except for investments which are included at market value, as modified by the revaluation of certain assets.

The consolidated Statement of Financial Activities and consolidated Balance Sheet consolidate the financial statements of the charitable company, the Trussell Trust, and its subsidiary undertakings, Trussell Retail Limited and Trussell Trading Limited. The results of the subsidiaries are consolidated on a line by line basis.

The charity company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of Financial Activities in these financial statements.

The financial statements are presented in sterling, rounded to the nearest thousand pounds.

Going Concern

The trustees have considered both the charity's financial position at the year end and the impact of future activities. The trustees have made this assessment in respect to a period of one year from the date of approval of these financial statements.

Although the organisation and UK society is in the midst of a cost of living crisis, and continues to feel the impacts of the Covid-19 pandemic, the Trussell continues to manage key risks through our well established risk management processes which have been embedded and have proved robust; for more information, please see page 78.

A risk-based reserves policy has been adopted; more details of this can be seen on page 76. The trustees therefore have a reasonable expectation that there are no material uncertainties about the charity's ability to continue its operations, including to meet its liabilities, for the foreseeable future. As such, the charity continues to adopt the going concern basis in preparing the financial statements.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received, and the amount can be measured reliably.

Income is only deferred when:

- the donor specified that the grant or donation must only be used in future accounting periods, or
- the donor has imposed conditions which must be met before the charity has unconditional entitlement.

Investment income is recognised on a receivable basis.

Income from charitable activities includes income received under contract or where entitlement to grant funding is subject to specific conditions. Contract income is recognised as earned (as the related good and services are provided). Grant income included in this category provides funding to support activities and is recognised where there is entitlement, probability of receipt and the amount can be measured reliability.

Income from the sale of donated goods via the charity's shops is recognised at the point of sale.

Volunteers and donated goods and services

The value of services provided by volunteers is not incorporated into these financial statements.

Where goods or services are provided to the charity as a donation that would normally be purchased from suppliers, this contribution is included in the financial statements at an estimate based on the value of the contribution to the charity.

Food and toiletries, donated to the charity and held as stock for distribution by Brent Foodbank, are recognised as income within voluntary income when received and as stock; an equivalent amount is included as expenditure when the stock is distributed.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. In the case of grants payable, these conditions are met when the amount of grant awarded has been communicated to the recipient, and there are no conditions attached to the grant which give the charity discretion to avoid this commitment. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with the use of resources.

Provisions

Provisions are recognised when the charity has a legal or constructive obligation, but for which either the timing or the amount of the future expenditure required to settle the obligation is uncertain.

Irrecoverable VAT

All expenditure is classified under activity headings that aggregate all costs related to the category. Irrecoverable VAT is charged against the category of expenditure for which it was incurred.

Raising funds

Raising funds includes all expenditure incurred by the charity to raise funds for its charitable purposes, such as fundraising activities and events, and the costs of charity retail trading (under the sub-heading 'Other trading activities').

Allocation and apportionment of costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs have been allocated based on staff time and the split is shown in Note 7: Support Costs.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

- Short leasehold improvements – over the term of the lease
- Fixtures and Fittings – 25% on cost
- Motor Vehicles – 25% on cost
- Computer Equipment – 25% on cost

Individual fixed assets costing £10,000 or more, plus individual assets purchased as part of a capital project costing in excess of £10,000, are capitalised at cost.

Stocks

Stocks comprise food, toiletries and household essentials held for distribution by Brent Foodbank. Stocks are valued at fair value, after allowance for obsolete and slow-moving items. On 1 March 2024, governance of Brent Foodbank was transferred to a new independent charity within the Trussell community of food banks, and therefore its stock holdings at 31 March 2024 are not reflected within these financial statements.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Leasing commitments

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the period of the lease.

Pension costs and other post-retirement benefits

The charity operates a defined contribution pension scheme. Contributions payable to the charity's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Accounting estimates and judgements

In preparing the financial statements estimates and judgements have been made when applying the accounting policies. These are evaluated on an ongoing basis and are based on historical experience. The only areas where estimates or judgements have a material effect on the values within the financial statements are:

- depreciation on tangible fixed assets
- the allocation of costs across expenditure categories in the Statement of Financial Activities
- the value of services donated to the charity
- the assumptions used in respect of forecasted income and expenditure for the purpose of concluding that the charity is a going concern.

Note 2: Donations and legacies

	Group	
	2024 £'000	**2023** £'000
Fundraised income		
Donations & Grants	42,524	50,249
Gift Aid	4,257	4,750
Legacies	1,759	450
	48,540	55,449
Donated Goods & Services		
Food (Brent Foodbank)	96	180
Services & other goods	1,141	272
	1,237	452
	49,777	55,901

Brent Foodbank transferred to an independent charity within the Trussell community of food banks as of 1st March 2024.

During the year the charity received free media, advertising, and IT support, to the value of £1,141,000 (2023 – £272,000).

Note 3: Charitable activities

	Group	
	2024 £'000	**2023** £'000
Programme Grants & Contracts	-	171
	-	171

This comprises income earned under performance-related grants, where this is conditional upon the charity's delivery of specific charitable programmes, or under contracts for the provision of services aligned with Trussell's charitable aims. Other grants received to support the charity's work are included within 'donations and grants' in note 2 adjacent.

Note 4: Other trading activities

	Group	
	2024 £'000	**2023** £'000
Charity retail – shop sales	1,026	1,053
Other income	369	292
	1,395	1,345

Note 5: Investment income

	Group	
	2024 £'000	**2023** £'000
Interest on cash holdings	2,880	628

Note 6: Total expenditure

	Group					
	Remuneration Costs	Office Costs	Project Costs	Support Costs	**Total**	Total
	2024 £'000	**2024** £'000	**2024** £'000	**2024** £'000	**2024 £'000**	**2023** £'000
Raising funds						
Fundraising activities	2,186	131	4,252	1,175	**7,744**	7,222
Other trading activities	718	29	474	64	**1,285**	1,004
	2,904	160	4,726	1,239	**9,029**	8,226
Charitable activities						
Grants payable	194	32	30,610	131	**30,967**	29,164
Changing Communities	6,218	465	1,798	2,820	**11,301**	9,483
Changing Minds	3,162	232	3,147	1,593	**8,134**	6,070
Changing Policy	1,372	96	410	653	**2,531**	2,289
	10,946	825	35,965	5,197	**52,933**	47,006
	13,850	985	40,691	6,436	**61,962**	55,232

Remuneration costs shown above plus those included within support costs (as shown in note 7 below) relate to the various remuneration costs set out in note 11.

Office costs include costs relating to employees, office expenditure and communications.

Project costs relate to expenditure on specific activities; for grants payable this figure equates to the grants made as detailed in note 8.

Support costs represent indirect costs which provide the organisational structure that enables the charitable activities to take place. An analysis of support costs is provided in note 7.

Note 7: Support costs

	Group	
	2024 £'000	**2023** £'000
Remuneration	2,627	2,097
Agency & contract staff	227	411
IT (software, consultancy & equipment)*	1,583	823
Premises	594	534
Staff recruitment	146	192
General consultancy & professional fees	214	211
Training & other staff-related costs	681	559
Governance	236	174
Miscellaneous	128	99
	6,436	5,100

Governance costs	**2024** £'000	**2023** £'000
Auditor's remuneration		
Statutory Audit	46	44
Tax and other services	48	39
Trustee costs**	36	13
Accountancy, legal and professional advice	106	78
	236	174

*During 2023-2024, as planned, we spent down a proportion of our designated fund in overhauling our websites, which primarily drove this increase in costs, see page 74 for more info

**In 2024, in addition to the cost of regular Board meetings, and reimbursement of Trustees' expenses (see note 10), the charity incurred the cost of recruiting a new Chair of Trustees. This was a one-off expense, due to the previous Chair, who had led the Board since 2018, reaching the end of his term of office.

Note 8: Grants payable

	Group	
	2024 £'000	**2023** £'000
Providing support & advice on money matters for people facing hardship	15,134	18,131
Working to reduce the need for emergency food locally	4,409	3,614
Warehousing/Facilities	808	658
Volunteering support	410	298
Organising & Local Mobilisation	2,808	1,745
Food collection top-up	1,712	1,617
Other grants to food bank charities	5,329	2,739
Total Grants	**30,610**	**28,802**
The following was a recipient of material grant funding during the year:		
Citizens Advice	£6,074,387	

Grants were awarded to approximately 400 charities operating food banks in the Trussell community, based throughout the UK. A grant was made to Citizens Advice to increase our shared Help through Hardship helpline to enable more people facing hardship to access advice and support on money matters, as well as receive a food bank referral where required.

Note 9: Net expenditure is stated after charging

	Group	
	2024 £'000	**2023** £'000
Auditor's remuneration		
Statutory Audit	46	44
Tax and other services	48	39
Depreciation – owned assets	226	208
Operating leases	492	476

Note 10: Trustees' Remuneration & Benefits

During both the current year and prior year, no trustees received any remuneration or benefits in their role as trustee. The Memorandum and Articles of Association of the company permit payments to trustees where certain criteria are met.

Trustees' expenses

During the year, seven trustees were reimbursed for out of pocket expenses totalling £6,421 (2023: three, expenses totalling £3,792). These expenses relate primarily to travel costs incurred on behalf of the charity.

Note 11: Staff Costs

	Group	
	2024 £'000	**2023** £'000
Wages and salaries	13,923	11,275
Social security costs	1,585	1,295
Other pension costs	858	666
Other benefits	111	85
	16,477	13,321

Other benefits relates to costs of providing income protection and life assurance, and health plans, which are offered to all employees on an equal basis.

The average monthly number of employees during the year, on both a headcount and a full-time equivalent basis, was as follows:

	Headcount		FTE	
	2024	2023	**2024**	2023
Raising Funds	48	43	45	40
Changing Communities	118	107	108	97
Changing Minds	63	47	61	48
Changing Policy	27	20	25	20
Charity Retail	26	26	20	19
Support	44	37	43	34
Grants	5	5	5	5
	331	285	307	263

The number of employees whose benefits (excluding employer National Insurance contributions and employer pension costs) exceeded £60,000 was:

	2024	**2023**
£60,001 – £70,000	23	18
£70,001 – £80,000	8	7
£80,001 – £90,000	7	1
£90,001 – £100,000	-	2
£100,001 – £110,000	2	1
£110,001 – £120,000	1	-
	41	29

Staff were employed in all areas of Trussell's work, including the charity shops and associated supporting activity, to enable the charity to meet its responsibilities. The lowest rate of pay is aligned to the living wage as set by the Living Wage Foundation.

Key Management Personnel

The key management personnel (KMP) of the charity comprise the trustees, the Chief Executive Officer, the Deputy Chief Executive Officer, Chief Operating and People Officer, and the Company Secretary. The total employee benefits (including employer National Insurance contributions and employer pension costs) of the KMP was £430,748 (2023: £419,205).

Using available pay data for the end of the year to 31 March 2024, the CEO/median pay ratio is 3:1 (for the end of the year to 31 March 2023 – 3:1). That is to say that the CEO earns 3 times the rate of the median paid employee on a full time equivalent basis, accounting for all salary related benefits.

We believe that this is a reasonable ratio for our organisation and sector, reflecting our commitment to fair pay for our entire staff team and our alignment with the aims of the Good Business Charter following our accreditation in August 2020.

Note 12: Comparatives for the consolidated statement of financial activities

		Unrestricted 2023 £'000	Restricted 2023 £'000	Total 2023 £'000
Income from				
Donations and legacies	Fundraising Income	34,234	21,215	55,449
	Donated Goods & Services	180	272	452
Charitable activities	Programme Grants & Contracts	-	171	171
Other trading activities		1,345	-	1,345
Investment Income		628	-	628
Total income		**36,387**	**21,658**	**58,045**
Expenditure on				
Raising funds	Fundraising activities	6,881	341	7,222
	Other trading activities	1,004	-	1,004
Charitable activities	Grants Expenditure	12,068	17,096	29,164
	Changing Communities	6,261	3,222	9,483
	Changing Minds	5,422	648	6,070
	Changing Policy	1,858	431	2,289
Total expenditure		**33,494**	**21,738**	**55,232**
Net income		**2,893**	**(80)**	**2,813**
Reconciliation of funds				
Total funds brought forward at 1 April 2022		**27,190**	**5,515**	**32,705**
Total funds carried forward at 31 March 2023		**30,083**	**5,435**	**35,518**

Note 13: Tangible Fixed Assets

	Group			
	Leasehold improvements £'000	Motor Vehicles £'000	Computer equipment £'000	**Total 2024 £'000**
Cost				
At 1 April 2023	512	50	430	**992**
Additions	24	-	-	**24**
Disposals	(96)	(22)	(315)	**(433)**
At 31 March 2024	440	28	115	**583**
Depreciation				
At 1 April 2023	385	23	289	**697**
Charge in year	113	15	98	**226**
Disposals	(96)	(10)	(272)	**(378)**
At 31 March 2024	402	28	115	**545**
Net book value				
At 31 March 2024	**38**	**-**	**-**	**38**
At 31 March 2023	127	27	141	**295**

	Charity			
	Leasehold improvements £'000	Motor Vehicles £'000	Computer equipment £'000	**Total 2024 £'000**
Cost				
At 1 April 2023	512	50	430	**992**
Additions	24	-	-	**24**
Disposals	(96)	(50)	(315)	**(461)**
At 31 March 2024	440	–	115	**555**
Depreciation				
At 1 April 2023	385	23	289	**697**
Charge in year	113	6	98	**217**
Disposals	(96)	(29)	(272)	**(397)**
At 31 March 2024	402	–	115	**517**
Net book value				
At 31 March 2024	**38**	**-**	**-**	**38**
At 31 March 2023	127	27	141	**295**

Note 14: Investments

Investment in subsidiary companies

The charity has two wholly owned subsidiaries:

Trussell Trading Limited, a company incorporated in the UK from 1 April 2021 (Company Registration No. 13310114), whose principal activity is the management of corporate sponsorship activities on behalf of the charity. As at 31 March 2024, the charity's investment in Trussell Trading Limited was £1. The results of Trussell Trading Limited for the year ended 31 March 2024 are summarised below.

	2024 £'000	2023 £'000
Turnover	341	264
Cost of sales	(60)	(33)
Gross profit	281	231
Administrative expenses	(60)	(57)
Operating profit	221	174
Donation to The Trussell Trust under Gift Aid	(221)	(174)
Retained profit	-	-

At both 31 March 2024 and 31 March 2023, Trussell Trading Limited had net assets of £1, made up of called up share capital of £1 and retained earnings of £nil.

Trussell Retail Limited, a company incorporated in the UK from 15 May 2023 (Company Registration No. 14870045), and which commenced trading on 1 August 2023, whose principal activity was to raise funds for the charity to use for its charitable purposes, primarily by operating a network of charity retail shops. As at 31 March 2024, the charity's investment in Trussell Retail Limited was £1. The results of Trussell Retail Limited for the period ended 31 March 2024 are summarised below.

	2024 £'000
Turnover	662
Cost of sales	(3)
Gross profit	659
Administrative expenses	(580)
Operating profit	79
Donation to The Trussell Trust under Gift Aid	(79)
Retained profit	-

At 31 March 2024, Trussell Retail Limited had net assets of £1, made up of called up share capital of £1 and retained earnings of £nil. Post year-end, on 31 October 2024, the company's activities and undertakings were transferred to Shaw Trust. Please see page 78 and note 26 for further details.

Note 15: Stocks

	Group & Charity	
	Total 2024 £'000	Total 2023 £'000
Food Stocks – Brent Foodbank	-	9
	-	9

On 1 March 2024, governance of Brent Foodbank was transferred to a new independent charity within the Trussell community of food banks, and therefore its stock holdings at 31 March 2024 are not reflected within our accounts.

Note 16: Debtors

	Group		Charity	
	Total 2024 £'000	Total 2023 £'000	**Total 2024 £'000**	Total 2023 £'000
Trade debtors	974	807	973	511
Gift Aid due	1,000	448	976	448
Amounts owed from Subsidiaries (note 14)	-	-	497	282
Prepayments and accrued income	3,273	4,251	3,225	4,205
	5,247	5,506	5,671	5,446

Note 17: Short-term deposits and Cash at Bank

Short-term deposits

At 31 March 2024, £nil (£2023: £9 million) was held in a short term deposit account with The Royal Bank of Scotland.

Cash at bank

The cash balance at 31 March 2024 represents the balance on restricted funds, funds set aside for designated activities (see note 22), and cash required to meet grant commitments to the Trussell community of food banks for the coming year, in addition to the working capital required for the charity's core operations. All monies are held in interest bearing accounts.

Note 18: Creditors: Amounts falling due within one year

	Group		Charity	
	Total 2024 £'000	Total 2023 £'000	**Total 2024 £'000**	Total 2023 £'000
Trade creditors	979	963	958	963
Taxation and social security	473	1,061	458	988
Other creditors	186	157	182	157
Amounts owed to group undertakings (note 14)	-	-	51	-
Deferred income (See below)	500	944	511	900
Accrued expenses	911	1,114	896	1,108
Accruals for grants payable	17,588	13,057	17,588	13,057
	20,637	17,296	**20,644**	17,173
Deferred Income				
Brought forward	944	50	900	50
Amount released to income	(944)	(50)	(900)	(50)
Amount deferred at year end	500	944	511	900
Carried forward	**500**	944	**511**	900

Deferred income relates to grants where cash has been received but the recognition criteria for income were not met during the year.

Note 19: Creditors: Amounts falling due after more than one year

	Group		Charity	
	Total 2024 £'000	Total 2023 £'000	**Total 2024 £'000**	Total 2023 £'000
Accruals for grants payable	6,445	11,298	6,445	11,298
	6,445	11,298	**6,445**	11,298

Note 20: Provisions

	Group & Charity	
	Dilapidations £'000	**Total £'000**
At 1 April 2023	164	164
Additions during the year	29	29
Released during the year	(126)	(126)
At 31 March 2024	**67**	**67**

Provisions have been made for the expected dilapidation costs on the property leases held by the charity.

Note 21: Analysis of net assets between funds

	General fund reserve 2024 £'000	Designated funds 2024 £'000	Restricted funds 2024 £'000	Total 2024 £'000	Total 2023 £'000
Fixed assets	38	-	-	38	295
Current assets	34,237	12,750	7,732	54,719	63,858
Current liabilities	(13,391)	(2,720)	(4,526)	(20,637)	(17,173)
Long term liabilities	(6,122)	(264)	(59)	(6,445)	(11,298)
Provisions	(67)	-	-	(67)	(164)
	14,695	9,766	3,147	**27,608**	35,518

Note 22: Movement in funds

For the year ended 31 March 2024

	At 1 April 2023 £'000	Income £'000	Expenditure £'000	At 31 March 2024 £'000
Unrestricted Funds				
General fund reserve	10,823	41,149	(37,277)	14,695
Designated Funds:				
Changing Policy	761	-	(761)	-
Investing for Change	17,400	-	(7,829)	9,571
Asda Top-up	46	262	(307)	1
Tesco (top up)	1,053	1,063	(1,922)	194
Total Unrestricted Funds	30,083	42,474	(48,096)	**24,461**
Restricted Funds				
The Andrew Salvesen Family Trust	-	30	(30)	-
Asda	22	-	(22)	-
The Balcombe Charitable Trust	-	300	(300)	-
Bank of America	136	-	(136)	-
Barclays	1,167	-	(602)	565
BBC Children in Need and National Lottery Community Fund #iwill fund Grant	113	-	(89)	24
The Bedford Family Charitable Fund	-	40	(40)	-
Benefact Trust	-	100	(70)	30
Brent Foodbank	90	65	(155)	-
CAF America (donor and collected funds)	-	44	(11)	33
Citi Bank Foundation	-	406	(83)	323
City Bridge Foundation	54	33	(66)	21
Clara E Burgess Charity	54	150	(40)	164

Comic Relief and Sainsbury's Nourish the Nation	-	125	(125)	-
Coronary Prevention Group	-	110	(72)	38
Crisis response	-	781	(781)	-
Cumbria, Northumberland, Tyne and Wear NHS Foundation Trust	-	100	(100)	-
Deliveroo	132	1,005	(1,002)	135
Delta Airlines	-	62	-	62
Food bank community – Covid-19	5	-	(5)	-
Food bank community – Regional funds	11	175	(99)	87
Gifts in Kind – Services	-	1,141	(1,141)	-
Grants programmes	1,302	222	(1,097)	427
The JABBS Foundation	-	200	(163)	37
The Julia and Hans Rausing Trust	-	3,500	(3,429)	71
Kier Group	-	46	-	46
King Charles III Charitable Fund	-	250	(250)	-
The Moondance Foundation	39	500	(500)	39
Natwest	1,207	-	(1,207)	-
Other restricted funds	3	116	(103)	16
OVO Energy	67	50	(67)	50
The Pears Family Charitable Foundation	444	-	(201)	243
People's Postcode Lottery	30	400	(430)	-
Porticus UK	23	-	(23)	-
Post Office Ltd	305	312	(305)	312
Reginald M Phillips Charitable Foundation	-	200	(175)	25
The Robertson Trust	-	150	(90)	60
Sodexo	100	-	-	100

SSP Foundation	-	106	(106)	-
Strategic stream – Changing Policy	130	-	(130)	-
The Swire Charitable Trust	-	120	(120)	-
The Vertex Foundation	-	149	(82)	67
Waitrose	1	540	(419)	122
The Watches of Switzerland Group	-	50	-	50
Total Restricted Funds	5,435	11,578	(13,866)	**3,147**
Total funds	**35,518**	**54,052**	**(61,962)**	**27,608**

Comparative information for the year ended 31 March 2023

	At 1 April 2022 £'000	Income £'000	Expenditure £'000	Transfer between funds £'000	At 31 March 2023 £'000
Unrestricted Funds					
General fund reserve	13,140	34,227	(19,144)	(17,400)	10,823
Designated Funds:					
Changing Communities	5,900	-	(5,900)	-	-
Changing Minds	5,525	-	(5,525)	-	-
Changing Policy	1,817	-	(1,056)	-	761
Pathfinder grant fund	280	-	(280)	-	-
Investing for Change	-	-	-	17,400	17,400
Asda (top-up)	158	429	(541)	-	46
Tesco (top up)	370	1,724	(1,041)	-	1,053
Total Unrestricted Funds	27,190	36,380	(33,487)	-	30,083
Restricted Funds					
Adobe Foundation Help through Hardship Helpline	15	-	(15)	-	-
Appeal Funds – Winter Emergency Appeal	-	11,227	(11,227)	-	-
Asda	116	1	(95)	-	22
The Balcombe Charitable Trust	-	232	(232)	-	-
Bank of America	259	83	(206)	-	136
Barclays	1,725	-	(558)	-	1,167
BBC Children in Need and National Lottery Community Fund #iwill fund Grant	131	166	(184)	-	113
Benefact Trust	-	100	(100)	-	-

Brent Foodbank	53	163	(126)	-	90
CAF America	-	111	(111)	-	-
City Bridge Foundation	52	65	(63)	-	54
Clara E Burgess Charity	-	54	-	-	54
Deliveroo	-	1,454	(1,322)	-	132
Food bank community – Covid-19	201	-	(196)	-	5
Food bank community – Regional funds	35	101	(125)	-	11
Four Daughters Charitable Trust	-	50	(50)	-	-
Fuelbank Foundation	11	5	(16)	-	-
The Gemini Trust	-	250	(250)	-	-
Gifts in Kind – Services	-	272	(272)	-	-
Grants Programme – Emergency grants	-	158	(153)	-	5
Grants Programme – Financial inclusion	1,362	188	(496)	-	1,054
Grants Programme – General	142	56	(172)	-	26
Grants Programme – Strategic facilities	276	50	(209)	-	117
Grants Programme – Volunteering	-	100	-	-	100
Help through Hardship helpline	-	70	(70)	-	-
The JABBS Foundation	-	125	(125)	-	-
John Reizenstein	-	25	(25)	-	-
The Julia and Hans Rausing Trust	-	3,000	(3,000)	-	-
The Mackintosh Foundation	-	25	(25)	-	-
The Moondance Foundation	-	505	(466)	-	39
Natwest	-	1,500	(293)	-	1,207
Other restricted funds	15	36	(48)	-	3
OVO Energy	-	500	(433)	-	67
The Pears Family Charitable Foundation	642	-	(198)	-	444
People's Postcode Lottery	-	200	(170)	-	30

Porticus UK	75	-	(52)	-	23
Post Office Ltd	-	305	-	-	305
Sodexo	-	150	(50)	-	100
Strategic stream – Changing Policy	400	-	(270)	-	130
The Vertex Foundation	-	142	(142)	-	-
Waitrose	5	189	(193)	-	1
Total Restricted Funds	5,515	21,658	(21,738)	-	5,435
Total funds	32,705	58,038	(55,225)	-	35,518

Note 22: Movement in funds (continued):
Fund descriptions

Designated funds	
Changing Policy (*Changing Communities, Changing Minds)	Funds designated for the purpose of magnifying and accelerating the delivery of the Trussell's Together for Change strategic plan, enabling us to provide increased funding and support to our community of food banks and to expand our impact throughout this challenging period and during the recovery from it. The Changing Communities and Minds funds were fully expended by 31 March 2023, and the Changing Policy fund by 31 March 2024
Investing for Change	This fund represents an expression of Trussell's broadening work to change the landscape which makes food bank use a necessity for people in the UK. This package of initiatives builds on the success of core programmes by extending the reach of the Pathfinder, seeks to empower food banks to become self-sustaining and earmarks significant funds to advocate for change in the UK's social security system to enable everyone to afford the essentials.
Asda top-up and Tesco top-up	From the neighbourhood food collections. The charity chooses to share this funding with the Trussell community of food banks.
Restricted funds	
Adobe Foundation*	To support the Help through Hardship helpline project
The Andrew Salvesen Family Trust	Support for the Scotland financial inclusion pilot project
Appeal funds – Winter emergency appeal*	Cost of living crisis appeal
Asda	Asda Covid-19 response programme for operating costs, (*and phase 2 of the Fight Hunger Programme, including grants to food banks, support for the Help Through Hardship helpline project, and other projects directed at ending the need for food banks)
The Balcombe Charitable Trust	Support for food banks via our financial inclusion grants
Bank of America	Support for our income maximisation work, including financial inclusion grants to food banks and support for the Help through Hardship helpline project
Barclays	Support for our income maximisation work, including financial inclusion grants to food banks and support for the Help through Hardship helpline project
BBC Children in Need and National Lottery Community Fund #iwill fund Grant	To facilitate a youth participation project run in partnership with BBC Children in Need

*Feature in table of comparative information only

The Bedford Family Charitable Fund	Support for our crisis response activities
Benefact Trust	Support for food banks via our crisis response grants, and support for the Help through Hardship helpline project
Brent Foodbank	For the support of Brent Foodbank
CAF America	To support our operational teams
Citi Bank Foundation	To support our financial inclusion team activities
City Bridge Foundation	Support for our work with food banks in the London area
Clara E Burgess Charity	To support our youth participation project
Comic Relief and Sainsbury's Nourish the Nation	Support for food banks via our crisis response and financial inclusion grants
Coronary Prevention Group	Cost of destitution research
Crisis response	Support for our crisis response activities
Cumbria, Northumberland, Tyne and Wear NHS Foundation Trust	Support for food banks via our grants programme, in the North East of England
Deliveroo	Support for food banks via our grants programme, and funding for our operational costs
Delta Airlines	Support for our cost of living resilience activities
Food bank community – Covid-19	Support for food banks via our grants programme
Food bank community – Regional funds	To support our regional operations
Four Daughters Charitable Trust*	Support for the Fuel Bank Foundation fuel voucher scheme
Fuel Bank Foundation*	To support the delivery of Fuel Bank across the UK
The Gemini Trust*	Support for food banks via our emergency grants to food banks, and support for the Fuel Bank Foundation fuel voucher scheme
Gifts in Kind – Services	Pro-bono services provided to the charity – see note 2
Grants programmes	Collected funds to support food banks via our various grants programmes
Help through Hardship helpline*	For the development and operation of the helpline, run in partnership with Citizens Advice, which offers free financial advice to people experiencing hardship
The JABBS Foundation	Support for food banks in the Black Country via our crisis response and financial inclusion grants

*Feature in table of comparative information only

John Reizenstein*	Support for the Fuel Bank Foundation fuel voucher scheme
The Julia and Hans Rausing Trust	Support for our winter emergency response and crisis response activities, and Help through Hardship
Kier Group	Support for our cost of living resilience activities
King Charles III Charitable Fund	Support for food banks via our crisis response grants
The Mackintosh Foundation*	Support for food banks in Scotland, via our grants programmes, and funding for our operational costs
The Moondance Foundation	Support for food banks in Wales, via our emergency and financial inclusion grants
Natwest	To support the Help through Hardship helpline project, and similar projects in Scotland and Northern Ireland
OVO Energy	Support for our response to the cost of living crisis, including emergency grants to food banks, support for the Fuel Bank Foundation fuel voucher scheme, and support for the Help through Hardship helpline project
The Pears Family Charitable Foundation	To support our income maximisation project work and teams
People's Postcode Lottery	Support for the Help through Hardship helpline project, and support for food banks via our strategic facilities grants
Porticus UK	For the Trussell community of food banks and anti-poverty initiatives, supporting volunteering, policy and research, and software infrastructure work
Post Office Ltd	Support for our cost of living resilience activities, strategic facilities grants, and our operational costs
Reginald M Phillips Charitable Foundation	Support for our cost of living resilience and crisis response activities
The Robertson Trust	Support for the Scotland financial inclusion pilot project
Sodexo	To support the Help through Hardship helpline project
SSP Foundation	To support the Help through Hardship helpline project
Strategic stream – Changing policy	To support the Changing Policy pillar of our strategy to end the need for food banks
The Swire Charitable Trust	To support the Help through Hardship helpline project
The Vertex Foundation	Support for our financial inclusion work
Waitrose	Support for food banks via our financial inclusion grants, and wellbeing activities for our staff across the Trussell community of food banks (*and grants to food banks to 'top up' food collections from Waitrose stores)
The Watches of Switzerland Group	To support the Help through Hardship helpline project

*Feature in table of comparative information only

Note 23: Related party disclosures

During the year, Mr S Hicks was a Trustee of Trussell and also of two food bank charities within the Trussell community of food banks: Greenwich Foodbank and formerly Cardiff Foodbank. These charities receive both financial and non-financial support from Trussell, under the same terms as other members of the Trussell community. This includes grant funding, applications for which are considered in accordance with Trussell's grant-making policy (see page 18 for further details), and judged on an equal basis to applications from other members of the Trussell community.

Grants paid to Cardiff Foodbank during the year totalled £56,738 (2023: £60,166). As at 31 March 2024, grants awarded and scheduled for future payment totalled £82,398 (31 March 2023: £127,522). Cardiff Foodbank was reimbursed £nil for travel costs incurred by its staff while attending Trussell events (2023: £721).

Grants paid to Greenwich Foodbank during the year totalled £117,689 (2023: £41,620) At 31 March 2024, grants awarded and scheduled for future payment totalled £88,465 (2023: £34,638). Greenwich Foodbank received £nil for hosting corporate volunteering events (2023: £1,000).

During the year, Ms S Elliot was appointed as a Trustee of Trussell. Ms S Elliot is the CEO of the National Council for Voluntary Organisations, of which Trussell is a long-standing member and pays annual membership fees. In 2023/24 this was £918.

The trustees and key management personnel of the charity donated a combined total of £1,063 before Gift Aid to the charity in the year (2023: £365).

Note 24: Ultimate controlling party

The charitable company is not under the control of another entity or any one individual.

Note 25: Lease commitments

At 31 March 2024 the charity had total commitments under non-cancellable operating leases as follows:

	Total 2024 £'000	Total 2023 £'000
Operating leases payable:		
Within one year	406	450
Between two and five years	422	601
Beyond five years	157	81
	985	1,132

Note 26: Events after the end of the reporting period

On 1 November 2024, the business of Trussell Retail Limited was transferred to Shaw Trust (company no. 01744121), along with the retail premises leased by the Trussell Trust Limited. More detail regarding the transfer can be found on page 77 of this annual report. These financial statements have been adjusted to reflect the transfer, this is an adjusting event under the financial reporting standards. Trussell Retail Limited's tangible fixed assets have been written down to nil as at 31 March 2024. Adjustments have been similarly made to write down to nil the value of the Trussell Trust Limited's tangible fixed assets which have been transferred, and to release the dilapidations provisions made on its leasehold retail premises at this date.

Trussell

Ending hunger together

trussell.org.uk

trusselluk

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THE TRUSSELL TRUST

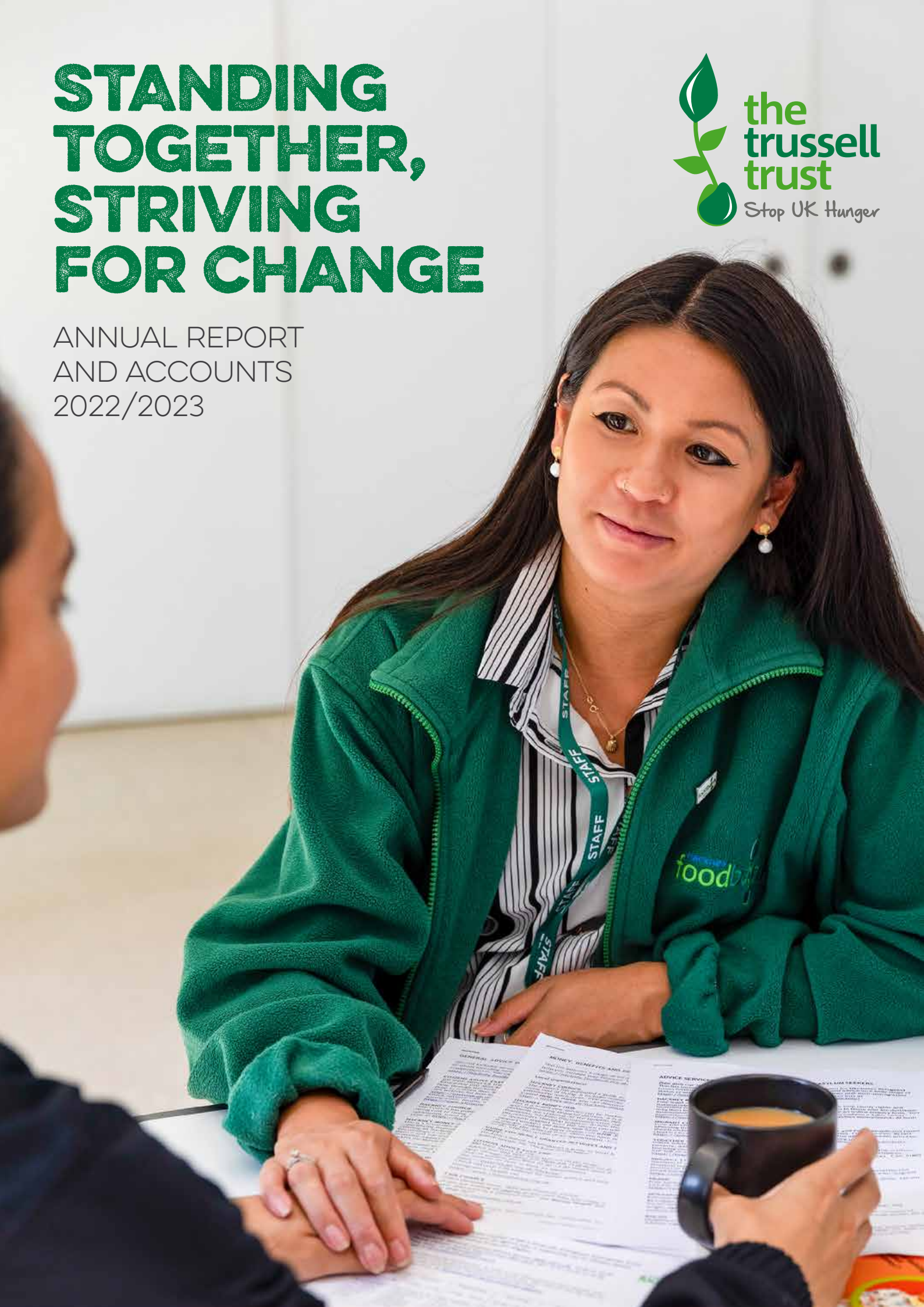
England & Wales - Charity number 1110522

Accounts

STANDING TOGETHER, STRIVING FOR CHANGE

ANNUAL REPORT
AND ACCOUNTS
2022/2023

the trussell trust
Stop UK Hunger



“WITHOUT THE SUPPORT OF THE FOOD BANK, I WOULD HAVE HAD TO CHOOSE BETWEEN FOOD AND A SHOWER AND CLEAN TEETH AND CLEAN LAUNDRY TO WEAR.”

Lucille, who needed support from her local food bank

ABOUT THE TRUSSELL TRUST

We should all be free from hunger. We should all have enough money for the essentials. But right now in the UK, more and more people don't have enough money to live on and have no option but to use a food bank. **This isn't right.**

The Trussell Trust is an anti-poverty charity and community of over 1,400 local food bank centres across the UK. Together we provide practical, emergency support to people facing financial hardship, and campaign for a future where none of us need to use emergency food to get by.

There are 422 food banks in the Trussell Trust community – 421 are independently governed charities and one food bank, in Brent, is run directly by the Trussell Trust. We support all of these food banks with grant funding, resources and dedicated advice and guidance. This report outlines the work of the Trussell Trust, rather than all the independent charities that govern these food banks.

The Trussell Trust community of food banks brings together volunteers, staff and supporters of all faiths and none to make a difference. Local churches play a vital part in this work, with around 12,000 churches actively involved in donating food, and providing venues, volunteers, and financial support for food banks.

Together we're building a future where none of us need a food bank because none of us will allow it.



Where food banks are referred to in this report, this relates to the individual food bank charities, and Brent Foodbank, that are part of the Trussell Trust network. Most food banks run more than one centre. Around 40% of food bank charities run between two and five food bank centres, and around 20% run more than five food bank centres.


Blackburn
foodbank

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WELCOME

Stephen D Hicks Chair of the Board



The Trussell Trust Board warmly welcomes you to our annual report and accounts for the year April 2022 to March 2023. 'Perma-crisis' has become the word of the year for 2022, and this succinctly sums up the many and continued shock waves emanating from the pandemic and ongoing cost of living crisis.

While they continue to create challenges for many of us, for people on the lowest incomes the impact has been particularly hard. Last December, food banks in our network gave out an emergency food parcel every eight seconds. This isn't right in any developed country, least of all the sixth largest economy in the world. Our community of food banks carefully gathers data, which enables us to evidence the state of need across the UK and advocate to people in power to create lasting change.

Last December, food banks in our network gave out an emergency food parcel every eight seconds...

Our most recent statistics show the dramatic growth over the past five years, and in the last year almost 3 million emergency food parcels were distributed to people who were unable to afford the essentials. This is more than we have ever distributed before and, shockingly, more than a million of these were given to children. We continue to stand in solidarity with everybody facing financial hardship.

We know that people access emergency support because their income is too low for a myriad of reasons, and it can be a daunting prospect, but I know that each person or family will receive a warm welcome. This is especially important for people visiting a food bank for the first time. Alongside the emergency food parcel, I am proud of the increasing number of food banks able to offer additional support to address the underlying causes of people's hardship. Offering this support and connecting people with other local services often means that people no longer need the support of a food bank.

The 36,000 volunteers in our food banks are incredible. Alongside the Board, I extend my heartfelt gratitude to them, and to food bank staff, for their selfless dedication to the people they support. Their resilience and compassion in the face of so many challenges makes the essential work they do possible.

The Trussell Trust Board members too give of their time and talents freely. Their work is often not immediately visible, so I want to thank them, and all those on whose shoulders we stand – including former Trustees, and our new Board members who have joined us this year. As a Board and organisation, we will relentlessly stay focussed on our vision for a UK without the need for food banks, guided by our values: compassion, justice, community and dignity.

I also wanted to pay tribute to our CEO, Emma Revie, her leadership team and all the Trussell Trust staff. Their continued graft, talent and determination to support people facing hardship, while working towards our shared vision, is to be applauded. I know they all draw energy and insights from our incredible community of food banks.

Together, we know lasting change is possible and we can build a future without the need for food banks in the UK; as I often reflect, everything is impossible until it's done.



Stephen D Hicks
Chair of the Board

WELCOME

Emma Revie Chief Executive Officer



We knew this year would be tough. The cost of living crisis continued to have a devastating impact on people in our communities on the lowest incomes, leaving more and more people simply unable to afford the essentials we all need to live.

Our network, once again, was on the frontline, providing almost 3 million emergency food parcels to people facing hardship. But they themselves faced challenges brought about by the surging cost of living: increased running costs and many having to buy more food at a time when prices were higher than ever, because the increase in people needing help was outstripping food donations.

Food banks have continued to do what they do best, standing alongside people in their communities in their most difficult moments, offering compassionate and practical support. This has meant providing food parcels that require little or no cooking, for people who can't afford to use cooking appliances, or offering bespoke services to address the underlying cause of hardship or connecting people with other local support. While each food bank may offer support tailored to suit their community, their commitment to work towards a more just future is one we all share.

This year, food banks have been focussing on our work together to create change locally. Our organising and local mobilisation programme, which supports food banks to identify issues that need local action and to campaign and influence for local change, is gaining momentum. It demonstrates the power of working in partnership to create lasting change, so that future generations won't ever have to worry about being able to afford the essentials.

This support has also been seen across our network for the launch of *Guarantee our Essentials*, our largest ever campaign, which calls on the UK government to ensure that the basic rate of Universal Credit at least covers life's essentials.

Our UK research showed an encouraging increase in people who support our vision... that food banks should not be necessary

We know there is growing support among the public for a future without the need for food banks. Our research in 2022 showed an encouraging increase in the number of people who support our vision. 77% of people in the UK agree that food banks should not be necessary.

Sometimes, in the face of such unprecedented need at food banks, it can be easy to feel hopelessness creeping in. But I am constantly in awe when I see and hear about the work in each and every food bank in our network. Their continued strength and resilience, and commitment to lasting change, despite the ongoing challenges, is truly inspiring.

Together with our food bank network, staff and volunteers, our partners, the generosity of churches, businesses, and supporters, and the guidance of our Board of Trustees, I continue to look to the future with hope. A hope that things can and must change. A hope that's rooted in the strength of our network, backed up by our evidence, and bolstered by all of our partners and supporters.

Thank you for working with us to build a future where we can all afford the essentials.



Emma Revie
Chief Executive Officer

2022-23 KEY MOMENTS

APR

ROLLING ROADSHOWS



We kick off our annual roadshows for food banks which take us to all four corners of the UK. The events are an opportunity for the whole Trussell Trust community to come together and collaborate on ways to reach our vision of a future without the need for food banks.

150,000 CALLS

handled by our Help through Hardship helpline

Two years after the helpline was launched in partnership with Citizens Advice, **more than 150,000 calls** have now been handled, supporting people in England and Wales with free, personalised advice and support to address the underlying causes of their hardship.

MAY

PANEL EVENT AT THE RSA



We host a panel event at the Royal Society of Arts on the cost of living crisis. The panel includes our CEO Emma Revie, Citizens Advice CEO Claire Moriarty and MIND CEO Paul Farmer, and the event is chaired by Aditya Chakrabortty from The Guardian.

END OF YEAR STATS

Our end of year statistics for 2021-22 show another concerning increase in the **number of emergency food parcels being distributed at our food banks, reaching 2,183,625**. This period covers the time since the £20 uplift to Universal Credit was cut and highlights the need for an adequate social security system to protect everyone from being unable to afford the essentials.

JUN

NATIONAL VOLUNTEER WEEK

We celebrate the **36,000 Trussell volunteers** who give their time to support people in their communities who are facing hardship.

TEA FOR TRUSSELL



1,155 supporters across the UK signed up to host a Tea for Trussell, raising vital funds and awareness for our work. Each cup of tea and slice of cake served helps us support food banks to be there for people in their communities who need them.



JUL

LOCAL POLICY TOOLKIT LAUNCH

Developed in collaboration with the network, the toolkit supports food banks in England to bring about change in policy and practice at the local level.

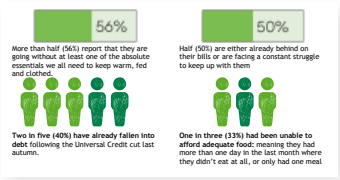
THE NATIONAL PARLIAMENTARY PRAYER BREAKFAST

The Breakfast in Westminster Hall is attended by 180 MPs and Peers, alongside church leaders from across the UK. We host a session on building financial resilience in communities.



AUG SEP OCT NOV

COST OF LIVING RESEARCH



We **survey 1,800 people on Universal Credit** with YouGov. The results, published the following month, highlight the impact of rising energy prices and food bills on households with low incomes.

PREPARING FOR WINTER



We're anticipating unprecedented challenges for our community of food banks over winter and begin preparing support to ensure everyone can access the help they need.

FOOD BANK DAY OF ACTION



Food banks across our network hold activities in their communities to encourage people to urge their MP to ensure our social security system provides people with enough support to afford the essentials.

STEP UP SEPTEMBER



1,582 pairs of walking shoes are laced up across the UK as our amazing supporters take on our September challenge. Each step taken raises vital funds and increases awareness of our work.

EMERGENCY APPEAL

As the network heads in to its most challenging winter ever, we launch our first ever emergency appeal to raise funds to support food banks.



LETTER TO THE PRIME MINISTER



A delegation from Trussell Trust food banks, and our partners at IFAN and Feeding Britain, **delivers a letter to the PM on behalf of 3,000 food bank staff and volunteers**. The letter calls for urgent action to end the need for emergency food

FOUNDERS HONOURED

Paddy and Carol Henderson, founders of the first Trussell Trust food bank receive an honorary doctorate from Winchester University.

MID YEAR STATS RELEASED

Figures show that, during the six months to October 2022, the **number of people needing the support of a food bank has increased by 52%** compared with the same period in 2019. **320,000 people have been forced** to turn to one of our food banks for the first time.

POLICY SUCCESS

The UK Government's autumn statement commits to uprate benefits in line with inflation from April 2023, provide additional cost of living support payments, and extend the Household Support Fund.

EVENING OF CAROLS

We host an evening of carols at Southwark Cathedral, highlighting the challenging situation faced by people in hardship across the UK.



DEC

LADBABY TAKE THE TOP CHRISTMAS SPOT AGAIN!



LadBaby storm into the record books with their fifth Christmas number 1, raising funds for the Trussell Trust with the vocal support of finance expert Martin Lewis.

FOOD BANKS FACE THEIR HARDEST EVER WINTER



With soaring costs and an increase in need, food banks give out a food parcel every eight seconds this month. We support our network with emergency grants to ensure that everyone who needs support can get it.

JAN

MOST MEDIA MENTIONS

Figures show that we had more media mentions than any other charity in the UK over the previous month, helping raise awareness and supporting our emergency appeal.

TESCO WINTER FOOD COLLECTION



2022 marked the tenth year of our partnership with Tesco and, with many food banks struggling with stock, their support is vital. Figures show that the Winter Collection generated 701,000kg of food donations and £350,000 of financial donations.

LATEST PODCAST GOES LIVE

We launch the latest edition of our special series of podcasts for our food banks, with a focus on a new resource designed by members of our Together for Change participation panel.

FEB

GUARANTEE OUR ESSENTIALS CAMPAIGN LAUNCH



We join forces with the Joseph Rowntree Foundation to launch our most ambitious campaign to date, calling on the UK Government to ensure that Universal Credit is enough to cover the essentials we all need.

PATHFINDER GATHERING



Pathfinder food banks come together to explore their role in local systems change, and share ideas and their experiences of pushing for change in their communities.

MAR

RECORD NUMBER OF EMERGENCY FOOD PARCELS



Data shows that close to 3 million emergency food parcels were distributed by food banks in our network in the past 12 months — the most parcels ever distributed by the network in a year.

CASH FIRST FUTURES CONFERENCE

In partnership with the Independent Food Aid Network we host the Cash First Futures conference in Glasgow.



STRATEGIC REPORT



OUR VISION AND STRATEGY

OUR VISION

Our vision is for a UK without the need for food banks.

We should all be free from hunger –we're a network of food banks providing emergency support to people who can't afford the essentials, and campaigning for a future where none of us need emergency food to get by.

OUR VALUES



Compassion:

We're motivated to stand alongside people facing hardship and provide support and care for individuals.



Justice:

We are driven by the fact that it is not right that somebody should experience hunger or poverty, and we take action to change this.



Community:

As people, we are all interconnected, and because of this we have a responsibility to support one another.



Dignity:

We recognise the value of every individual, prioritising other people's needs and concerns in the spirit of friendship.

OUR STRATEGIC PRIORITIES

We are working to end the need for food banks in three key ways:



1. Changing Communities

We're helping unlock even more of the potential of food banks to become places where the underlying drivers of destitution are addressed, as well as supporting food banks to develop strategies to reduce the need for emergency food locally.



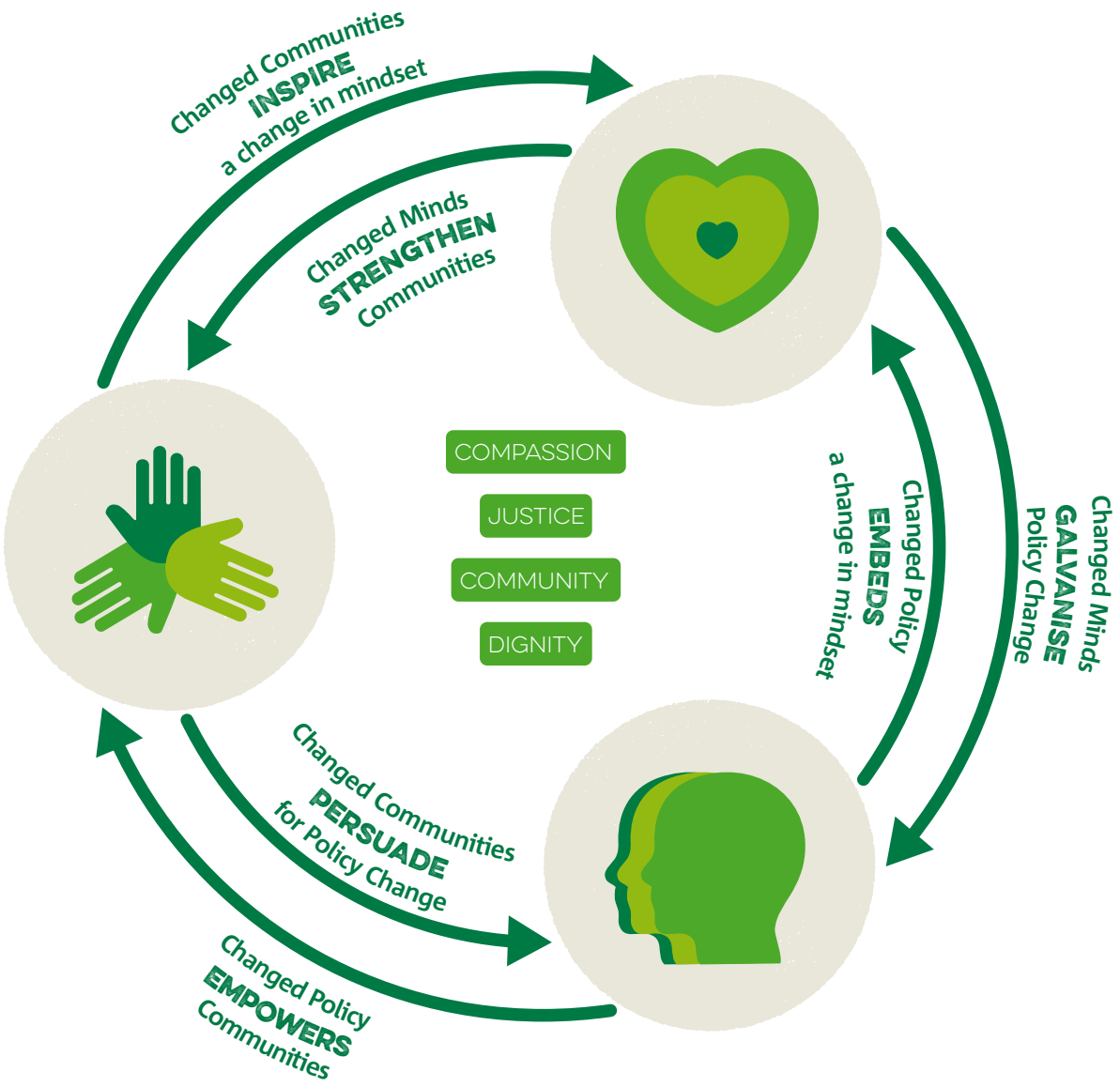
2. Changing Policy

Government decisions can have a huge impact on people facing hunger and poverty. We use evidence gathered through our network of food banks to drive policy change that will make sure we're helping shape a future where no one needs to use a food bank.



3. Changing Minds

Lasting change happens when wider society thinks and acts differently about an issue, so we're building understanding and empathy about the drivers of food bank use and calling on people to take action.



OUR STRATEGIC APPROACHES

Service

We serve the work of the food banks in our network, listening attentively and seeking the good of our shared mission, rather than our own agenda.

Expertise

We work to be the very best we can be in the areas where others rely on us to be expert.

Collaboration

We seek, wherever possible, to collaborate with others – most especially with people who have direct experience of living in poverty.

Transparency

We are clear and open with information and plans, acknowledge where things haven't gone right, and demonstrate integrity and authenticity.

THE CONTEXT WE'RE WORKING IN

One in seven people in the UK face hunger because they simply don't have enough money to live on. People with health conditions or relatives to care for aren't getting the help that's needed from the social security system and many jobs are insecure or don't pay enough. Other barriers, such as the lack of affordable childcare or transport costs, are holding people back from finding secure, well-paid work, trapping them on a low income.

But there's a clear way forward.

We know what's pushing people to food banks, and we know what needs to change so everyone can afford the essentials.

We exist so everyone in the UK can be free from hunger, and over the past year we've been building that future by:

- supporting food banks to keep their doors open for people who need them right now
- making it less likely someone will need a food bank in future, by connecting people with transformative advice and support and linking up with other local organisations and services so that people don't fall between the cracks
- driving changes in local communities, policy and attitudes to build a more compassionate and just society.

Together we're building a future where none of us need a food bank because none of us will allow it.



THE IMPACT OF THE DEEPENING COST OF LIVING CRISIS ON FOOD BANKS

Under the long shadow cast by the pandemic, the cost of living continued to soar, creating new challenges for our food banks who were met with record levels of need and were supported by our first ever emergency appeal.

Food banks reached a grim milestone, providing nearly 3 million emergency food parcels across the UK during 2022/23. There was no time for them to catch their breath, as the challenges of the pandemic were swiftly followed by the cost of living crisis, driving more and more people to seek support because they were unable to afford the essentials.

The need seen in this 12 month period was even greater than that seen by the network in the first year of the Covid-19 pandemic. During 2020/21, food banks in the Trussell Trust network saw record levels of need as the impact of redundancies, reduction to incomes, and the income shocks for many households moving from employment to social security took hold. The increases seen in 2022/23 represent a 16% increase on that turbulent year.

England, Northern Ireland, Scotland and Wales all experienced an increase in the distribution of emergency food parcels. December 2022 was the busiest month of the year, with a food parcel being distributed every eight seconds. And more than 760,000 people used a food bank in the Trussell Trust network for the first time in the last 12 months.

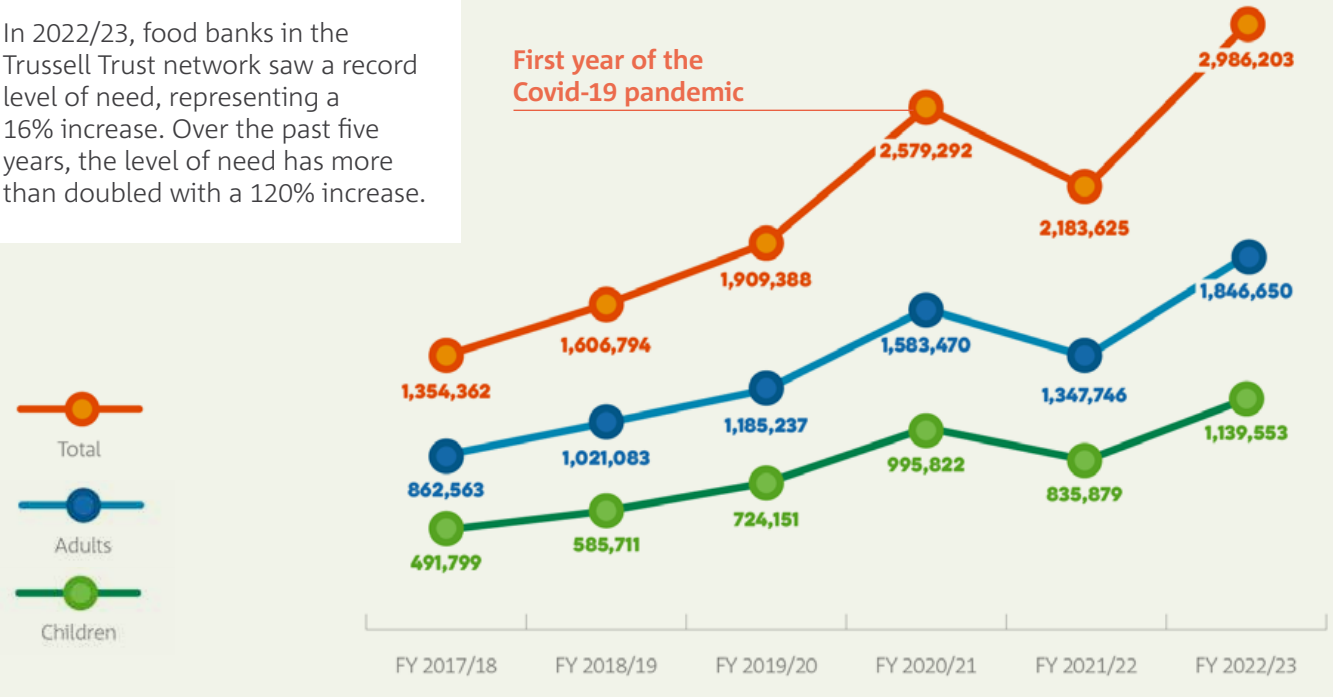
These shocking levels of need are part of a longer term trend that pre-dates the cost of living crisis and even the Covid-19 pandemic. These two events have had a major impact on food bank need and exacerbated the longer-term problems of a weakened social security system, which was already unable to protect everyone who needed its help from the most severe forms of hardship.

NEARLY 3 MILLION
emergency food parcels delivered

EVERY 8 SECONDS
a food parcel was distributed in December

760,000
people used a food bank for the first time

In 2022/23, food banks in the Trussell Trust network saw a record level of need, representing a 16% increase. Over the past five years, the level of need has more than doubled with a 120% increase.

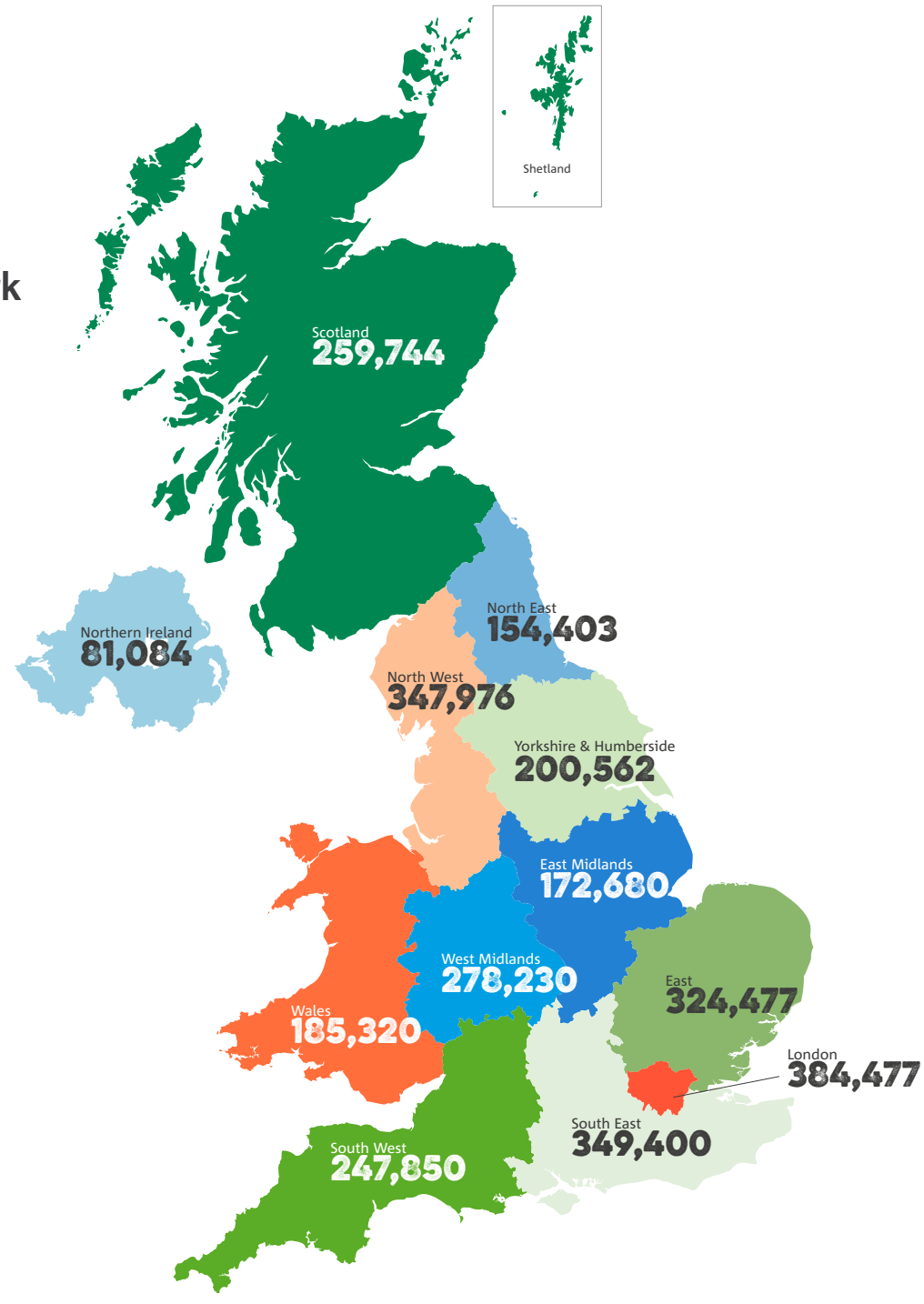


"We have seen an 84% increase in demand of referrals to the food bank in January 2023 compared to the same month in 2022. The cost of living crisis is affecting more and more people of all ages and from all backgrounds, including those in full time jobs, who simply do not have enough money to buy and pay for the essentials that many people take for granted."

Becky Morgan, Project Manager, Vale Foodbank

The surging levels of local need have been mirrored in the calls fielded centrally by the Trussell Trust. Our enquiries team offers guidance and support to members of the public, on all aspects of the Trust's work. Over the past year, the team has seen a significant increase in the total volume of calls, with the largest proportion of that increase coming from people who are in urgent need of support as they cannot afford food and other essentials.

The UK breakdown of the number of emergency food parcels given out by food banks in the Trussell Trust network during 2022/23



These are not just statistics; they represent people who are facing hunger and financial hardship. Many are seeking help for the first time, because their income no longer covers the essentials.

"We have lots of new people being referred to us who have never used a food bank before. Many are working and receive Universal Credit but do not have enough money to cover all their outgoing bills and pay for food, toiletries and cleaning products. We had a chap referred to us who was using washing up liquid to wash his clothes in the sink as it was cheaper than buying washing detergent and turning on the washing machine."

Lorraine Schulze, Medway Foodbank

Food banks stepping up time and time again

Throughout Covid, food banks showed their extraordinary resilience and adaptability, rapidly flexing their approach to meet the level and nature of need for emergency food in their communities. This has been shown yet again as food banks have faced new challenges in addition to the surging levels of need.

Food banks have had to buy unprecedented levels of food. Thanks to the generosity of local communities, food banks have in the past generally been able to provide support to people through donated food. However, as levels of need have risen, the increase in people needing help is often outstripping donations and more and more food banks have had to purchase food. This has been at a time when food prices have been higher than ever. Food banks reported an increase in the number of people who simply couldn't afford to switch on their oven to cook food. They responded by adapting parcels to include food that could be prepared with a kettle, and more items that didn't need cooking.

"The cost of fuel is not just a winter issue, electricity is essential for more than just lighting and hot water, people struggle all year round to run appliances such as washing machines, ovens and fridges."

Jackie Puleston, Co-ordinator, North Liverpool Foodbank

Other challenges faced by food banks have included:

- supporting more people who are in work by changing their opening hours to make sure people could access them around their working hours
- supporting people through increasingly distressing circumstances
- having to rent additional warehouse space to store food to meet increasing need
- facing significant increases in their own energy and other bills

"We've seen food bank use increase steadily, month on month between October and March, reaching an all-time record for us and almost double the numbers of the same period last year. Traditionally, December has always been our busiest month and then it becomes a bit quieter in the new year, but this year January to March were even busier, and at the same time donations dropped significantly. We have been buying in most of our stock since December and, even so, have struggled to keep up with demand, so the financial pressures have been great."

Burngreave Foodbank, Sheffield

We know that referral partners across the country have also been under enormous pressure. Trussell Trust food banks partner with a wide range of local agencies and care professionals such as doctors, teachers, health visitors and social workers. These referral partners – almost 30,000 in total across the UK – support people in crisis and where appropriate give them a food bank voucher to access emergency food. Many of these referral partners have themselves seen a major increase in the number of people turning to them for advice and support. We and our food banks



are hugely grateful for the way in which they have continued to enable us to help people in crisis while contending with their own challenges.

Our first-ever emergency appeal provided crucial support when help was needed more than ever before

Recognising that our food banks were facing their busiest winter ever, we mobilised to generate income and support to help the network cope with increased numbers of people turning to them and with their own soaring running costs.

Through a swift and targeted campaign, we focused on mobilising support to tackle three key areas of need:

- increasing the supply of food and funding to food banks
- increasing the availability of advice and support on money matters for people facing hardship
- increasing the wraparound support for food banks to deliver their services

The campaign also raised awareness of the challenges faced by food banks during the cost of living crisis.

The response to our first ever emergency appeal from supporters was immediate and inspiring. Within days of the appeal being launched, the Julia and Hans Rausing Trust responded with enormous generosity (read more on page 70), followed swiftly by further supporters. This response enabled us to provide much needed support to our network and ease the burden of increased need seen across the network in 2022/23.

> *"We were able to extend opening hours during the Christmas period to both ensure that the warehouse was able to process the additional stock and donations, and also ensure that all clients who needed specific signposting advice were supported."*
>
> **Smethwick Foodbank, West Midlands**

> *"I sat in the car for about an hour before I went in, because I was scared. But I knew that I had to go so we could have food. People at the food bank were unbelievable. They treated me without any judgment, like a friend."*
>
> **Victoria, a carer for her youngest son, who had to use a food bank**

Standing together

The resilience, strength and persistence of food banks in supporting their communities to access emergency food, signposting people to further support, and providing a warm, compassionate and welcoming space for people to be heard has been remarkable.

We are proud of the work we have done together to support communities during these unprecedented times.



SUPPORTING FOOD BANKS THROUGH OUR GRANTS PROGRAMMES

We support the food banks in our network with a range of grants to help them deliver timely, compassionate support to people facing hardship and to work towards our shared vision.

In 2022/23, we awarded grants worth £20.8m to food banks across our network. Food banks are best-placed to understand the specific needs and circumstances of their local communities. Our grants programme empowers them to invest in delivering both immediate support to people facing hardship in their local area and longer term activities that will work towards our shared vision. This includes improving their facilities, commissioning skilled advisers to support people using food banks, developing strategic plans, providing training for their volunteers, and much more.

In many cases, our grants provide guaranteed funding over a multi-year period. This gives food banks the stability and confidence to set up and maintain longer term projects.



£61.3M OF GRANTS
Since launching our grants programme in 2018, we have awarded a total of £61.3m in grants to food banks.

Emergency support for the winter and beyond

As the impact of the cost of living crisis surged through communities across the UK, we recognised that additional support was needed to support food banks who were seeing increasing levels of need, while facing their own rising operational costs. As part of our emergency winter support package, we offered rapid turnaround grants to the network. The vast majority took up this offer of rapid financial support to immediately bolster their services, underlining the increasing pressure that the network has come under. Over £2m was awarded to food banks through this rapid support programme.

The rapid turnaround grants were used for a range of priorities, including purchasing food to meet the increased need, providing hot water bottles and blankets for people who could not afford to heat their homes, and meeting the increased running costs at food banks.

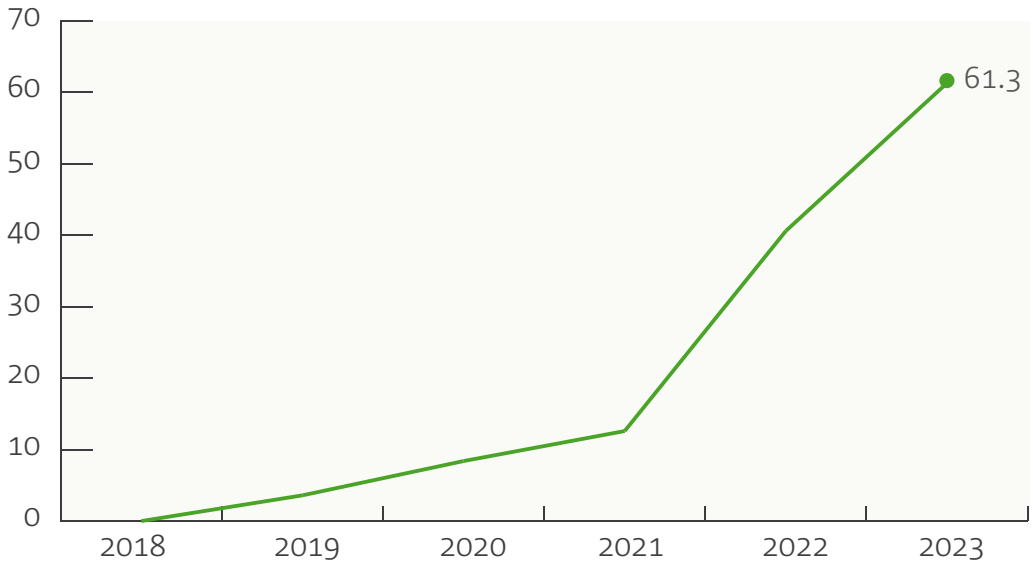
The need for this emergency support has extended beyond the winter, and grants continue to be available to the network.

> *"Our gas and electricity bills have grown substantially since our fixed price deal ended in October. Without this support, we would have had to take money from our food budget to meet these increases."*
>
> **Levenmouth Foodbank, Scotland**

> *"We were able to provide our clients with thermal blankets, hot water bottles, woolly hats and steel flasks as part of a Winter Pack, and we gave out these during December, January and February."*
>
> **Clifton NG11 Foodbank, East Midlands**



Total grants to food banks (£m)



We launched our food bank grants programme in 2018. Since then, we have awarded over £61m in grants to food banks in our network.

OUR STRATEGIC GRANT PROGRAMMES

Alongside our emergency support offer, in 2022/23 we continued to offer a wide range of grants to the network. A total of 2,611 grants were awarded to food banks.

Local advice and support

We awarded over £10 million in grants to food banks to enable them to provide local advice and support on money matters for people facing hardship.

Every year £19 billion in social security payments goes unclaimed, meaning people miss out on urgently needed support. Our grants to food banks enable them to provide services that connect people on the lowest incomes with high quality, free advice and support, to unlock grants and money they may be eligible for so that they are less likely to need a food bank in future.

At the end of 2022/23, the proportion of food banks offering advice that could increase someone's income had grown to almost two-thirds. The number of people accessing these services had more than doubled.

"A lady came to us, who having lost her job due to health reasons, had been living in her car and sofa surfing for five years. We were not only able to support her with a food parcel but also put her in touch with financial advisors to help her secure the benefits she was due. As a result of the support we were able to give her, from two separate organisations, she was able to sort out her finances and housing and no longer needs to come to the food bank."

Jeremy Hyde, Interim Manager and Trustee, Ealing Foodbank

More information on our financial inclusion work is on page 27.



Local campaigns

We significantly boosted the funding for food banks to develop their work around **organising and local mobilisation (OLM)**, so they can influence and campaign for change locally. £1.7m was awarded to 24 food banks. This reflected the ongoing scaling up of our work in this area and of the increasing appetite of food banks to develop and deliver influencing strategies.

> *"I feel very strongly if I had joined a different programme, rather than the organising programme, we wouldn't be anywhere near where we are. The OLM programme taught me about the Trussell Trust's new direction and inspired everything on our journey. The training programme provided a good foundation of information which led to understanding that our food bank needed a restructure to achieve the outcomes for the programme. Embedding the OLM programme across the food bank has meant that it is very easy to get people involved in a campaign - they understand why. Everyone at our food bank understands the new direction and are very willing to play their part in campaigning for change."*
>
> **Kate McShane, Llanelli Foodbank**

More information on our organising and local mobilisation work is on page 44.

Learning how to reduce local need

We awarded £3.6m to 39 of the food banks taking part in our **Pathfinder programme**. This has enabled them to explore and test new ways of working that will help to reduce the need for food banks locally.

More information on our Pathfinder programme is on page 31.

> *"[Having funding to work an extra day when the food bank wasn't operating] gave my colleague a day where she could go out and speak to referrers and say: 'Our vision is to end the need; to do cash first. She was able to ask them: 'How are you getting on? What are your challenges? These are ours...' She invited all the referrers to a day at our food bank. We had to get more seats in! And that was all because of all the work she'd done. She had carved out the space and time away from running the food bank to go and visit them all. It was a really encouraging event."*
>
> **Kirsteen Huddy, East Dunbartonshire Foodbank**

Tailored support across our grant streams

For all our grant streams, the Trussell Trust provides additional, tailored support on the areas that they cover. This includes:

- supporting food banks to develop specific skills to deliver their grant-funded activity
- helping to set up and deliver new services, such as income maximisation advice
- sharing learning about how grants are being used and the impact this is having

By investing in support for food banks alongside the grants we provide, we help to ensure that the funding has the best possible impact and that learnings are shared across the network.

SUMMARY OF OUR GRANT-MAKING POLICY IN 2022/23

The Trussell Trust only awards food bank grants to the governing charities of food banks that are members of our network. Grants are awarded towards the costs of food bank activity, or associated activities designed to alleviate or reduce poverty amongst people referred to food banks. Awards are determined by awarding panels, compiled of suitably skilled and experienced members of the Trussell Trust staff.

Grant-funded activity is monitored by Area Managers, as part of their relationship with food banks; written reports are normally required and are a condition of a grant award. The exception to the above is top-up grants received from Tesco and Asda. After the deduction of a small percentage for Trussell Trust core costs, this money is distributed out to the network in proportion to the weight of food donated by the public to each food bank at Tesco and Asda stores.

64% of food banks have financial inclusion provision (up from 38% last year). £31.2m of financial gains (17 times as much as last year) were identified for over 37,300 people.[3]

In 2022/23, we awarded grants worth over £20m to food banks across our network.

44,119 people were given advice via the Help through Hardship helpline (39% more than the previous year).

80% of food bank managers are confident in their team's overall ability to effectively signpost people who are referred to their food bank (compared to 71% in 2021).[4]

Food b
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Cost of
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Goal: People seeking support from food banks are able to **readily access support to increase their incomes.**

Goal: People **can access other services** such as debt advice or mental health support, and relational support directly from **referral partners and other statutory agencies or civil society groups**.

86% of food bank vouchers were issued electronically (compared to 17% three years earlier), providing more complete and more accurate data.

Over 90
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CHANGING COMMUNITIES

Goal: There is a strong evidence base across food banks which can underpin **effective anti-poverty recommendations.**

Goal: The benefits system provides **timely and sufficient financial support**, and is available to all households who need it.

WHO WE ARE

118 people with lived experience of poverty and food bank use helping us design our strategies and programmes during 2022/23.

Over 1,400 food bank distribution centres.

CHANGING POLICY

THE SITUATION

The need for food banks continues to grow, and the social security system remains inadequate for ensuring we can all afford the essentials.

Around 36,000 volunteers giving their time and expertise.

Over 12,000 churches providing donations, food, venues and volunteers.

CH
MIN

ALMOST 3 MILLION

emergency food parcels were distributed to people in crisis by food banks in the Trussell Trust network between 1 April 2022 and 31 March 2023.

37% INCREASE

in the number of emergency food parcels distributed by food banks in the Trussell Trust network during 2023/23 compared to 2021/22 (and a 16% increase on the previous highest annual figure from 2020/21).

Over 254,000 supporters actively giving, campaigning and supporting our work (36,000 more than last year).

7.2 MILLION

low-income households are going without at least one of the essentials we all need to keep warm, fed and clothed.[1]

3.8 MILLION

people experienced destitution in 2022, a 61% increase since 2019.[2]

33 corporate partners collaborating with us.

OUR VISION

IS A UK WITHOUT THE NEED FOR FOOD BANKS

where levels of destitution are so low, and ongoing financial and relational support is readily available, that large-scale emergency food distribution is no longer needed.

These pages illustrate progress towards our vision during 2022/23.

anks mobilised their communities to send over postcards to their local MPs as part of the True Living campaign calling for a stronger social y system that supports people to afford the als. In November, the government announced that n rates, benefit rates, and the benefit cap would e in line with inflation, meaning a rise of 10.1% pril 2023.

organisations have signed up sentials Guarantee Campaign, n the government to guarantee basic rate of Universal Credit east be enough to afford the s we all need to get by.

11 parliamentarians from six political parties attended the launch of the Cash or Food inquiry report of the APPG on Ending the Need for Food Banks, which called for funding to make sure strong local support systems are in place so no one has to turn to a food bank.

Goal: There is **strong cross-party support** for social and economic policies that protect households from destitution.

As part of the Hunger in the UK research project, **2,563 people referred to food banks responded to the survey, 50 people referred to food banks were interviewed, and 42 people referred to food banks took part in participatory workshops** to develop policy recommendations.

Goal: People with lived experience of poverty **play an ongoing part in informing national and local policies** to alleviate destitution.

59% of food banks participated in the True Cost of Living campaign calling for a stronger social security system that supports people to afford the essentials.

33,379 mentions of the Trussell Trust in the media (around double the number in 2021/22) and over **164m impressions** on our social media channels (55% more than in 2021/22).

The Trussell Trust had the **most media mentions** of any UK charity in December 2022.

Goal: There is **increased awareness** of the problem of destitution and its structural causes amongst targeted groups within the UK population.

93% of volunteers in our network of food banks (vs 96% in 21/22) and 92% of the public who know about our work (vs 91% in 21/22) agree that the benefits system should ensure that everyone can afford the essentials.[5]

21% of the public now say they are likely to contact their parliamentary representative about hunger or its causes[6] (compared with 19% in 2021 and 16% in 2019).

ANGING NDS

Goal: There is **increased public will** for long-term solutions to end the need for food banks.

86% of the public say they would be likely to take action in relation to hunger or its causes (compared to 82% in 2021).[6]

Goal: A **growing number of people have been mobilised** to take action to help bring about long-term solutions to end the need for food banks.

41 food banks joined the Organising Programme, which provides training and support to food banks to mobilise their communities for the implementation of local influencing plans.

1 https://www.jrf.org.uk/report/uk-poverty-2023
2 https://www.jrf.org.uk/report/destitution-uk-2023
3 Financial gains includes gains realised from maximising people's income (through, for example, helping them access benefits to which they were entitled) and debt written off.
4 The Trussell Trust September Food Bank Network Survey 2022: An online survey of 180 food banks within the Trussell Trust's network. Fieldwork was conducted 8 September to 14 October 2022.
5 The Trussell Trust Change Makers Survey 2023: An online survey of 214 staff and 901 volunteers from food banks in the Trussell Trust's network. Fieldwork was conducted 23 February – 2 April 2023. YouGov Attitudinal Survey 2022: An online survey of 12,338 respondents aged 16+ in Britain, weighted to be representative of the population. Fieldwork was conducted 24 August – 13 September 2022. Members of the public described as people "who know about our work" are respondents who, in answering a question about their knowledge of the Trussell Trust, reply that they "know a lot about them" or have "heard of them and know a bit about them"
6 YouGov Attitudinal Survey 2022: An online survey of 12,338 respondents aged 16+ in Britain, weighted to be representative of the population. Fieldwork was conducted 24 August – 13 September 2022.

CHANGING COMMUNITIES

Supporting food banks to actively reduce the need for emergency food in their communities.

Hunger isn't about food; it's about not having enough income to afford the essentials. While accessing emergency food is vital for people, a growing number of food banks now offer additional services, with the support of skilled staff and volunteers, expert advisers from other agencies, or through partnerships with other organisations.

This means that people can get the advice and support they need so that they are less likely to need to turn to a food bank in the future.

At its core, the Changing Communities theme of our strategy seeks to empower food banks to tackle the underlying drivers that push people to need emergency food, and work towards ending the need for food banks at a community level.

We work with food banks in the following ways:

1. **Local plans of action**
2. **Advice and support on finances**
3. **Transforming volunteering**



LOCAL PLANS OF ACTION

We have continued to work alongside food banks to support them to develop and carry out their plans to reduce the need for their services locally, within the overall framework of our shared Together for Change strategy.

The boost we provided to our Changing Communities work in 2021/22 has enabled us to provide greater and more bespoke support to every food bank in our network as they execute their strategic plans.

Governance and human resources

Over the past year we have focused on supporting food banks to ensure they have strong structures, the right teams in place, and the resources and training they need to be able to develop and deliver their strategic plans. Governance and human resources (HR) have been particular areas of focus this year.

More than 350 food banks took up our offer of training in governance and HR. As part of this, we hosted eleven in-person and two virtual forums to focus on the topic of transformational governance, attended by 237 food banks from across our network. We also partnered with the governance support organisation Trust Advice to offer monthly webinars as well as helpline support and resources, to enable food banks to bolster their governance. Trust Advice also attended regional meetings to further build the knowledge and skills of food bank boards and support them with managing risk and strategic thinking.

We launched a partnership with HR Inform, enabling food banks to access a 24/7 helpline and a suite of resources to support them with the recruitment and retention of staff. Since launching, 150 users have accessed the platform 4,938 times.

This support is helping food banks to be better able to manage risk, respond to increased need for services and bring about lasting transformation within their communities.

> *"The support offered by the Trussell Trust and its affiliated support organisations such as Trust Advice has been extremely helpful in helping us to strengthen our knowledge and practices in relation to our charity governance. It is great to know there is a team of specialist advisors on hand to support when we need, it is giving us the time and space to explore ideas and develop our charity."*
>
> **Chair of Trustees, Manchester South Central Foodbank**

Wellbeing for food bank teams

Food bank staff and volunteers have borne much of the brunt of supporting people during the pandemic and now the cost of living crisis. We recognise that maintaining their wellbeing is vital and have continued to grow our support over the past year by funding additional services and advice opportunities:

- we put in place an agreement with BHSF Rise, a not-for-profit provider of a range of specialist counselling and health and wellbeing advice services, so that food bank staff and volunteers can access the support they need
- we launched a range of mental health-related seminars, including in partnership with Samaritans, to increase the resilience of food bank staff and volunteers

This additional support enables food banks to better support the mental health and wellbeing of their volunteers and people accessing food banks, during a time when pressure on the network has continued to grow.

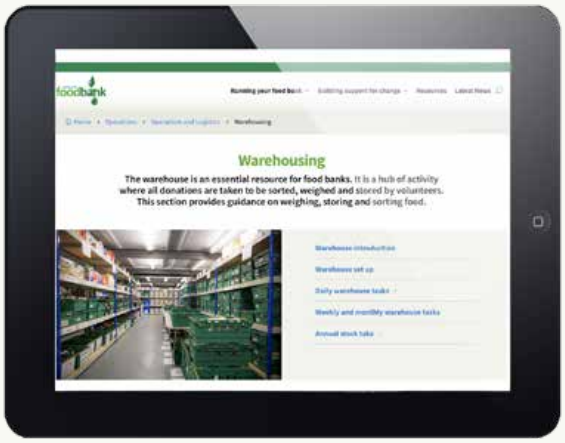


Using data to drive change

The data food banks gather is an invaluable resource for understanding the drivers of food bank use and which parts of the population most rely on their support. It helps food banks to understand the need in their local communities – and how this might be changing over time. It gives us the evidence to campaign together for the policy changes that will help us achieve our vision of a future without the need for food banks.

In 2022 we significantly re-developed our shared data collection system, meaning we can understand even more about why people need the support of food banks. Gathering and understanding data about where, how and why people were referred, as well as the demographic make-up of households, will enable food banks to better plan and tailor inclusive support. It will give us all more evidence to build political support for changes to systems, policies and practices that have the power to end hunger.

SUPPORTING THE FOOD BANK NETWORK: OUR DIGITAL HUB



The digital hub is our knowledge and resource centre for food banks, supplying guidance, materials and tools to support the running of their food bank, delivery of their support programmes, strategies and communications with their stakeholders.

In September 2022, we updated and relaunched the digital hub, making it easier to navigate and offering additional resources and guidance. The work was done in collaboration with food banks, hearing directly from them what they needed from the digital hub. The number of page views per month has since risen by 46% to 26,630, and the number of users to more than 1,950.



NEXT STEPS

- We will continue to support food bank charities in the network to operate effectively and be able to meet the needs of their local communities and take forward their local strategies for change.
- We will work in partnership with our community of food banks to harness the full potential of the unique data we hold together.
- We will build on our support for wellbeing and mental health among food bank staff and volunteers, including through access to support from a specialist provider.

ADVICE AND SUPPORT

We know that hunger cannot simply be addressed by an emergency food parcel. While it provides support for the immediate situation someone is facing, it doesn't address the fact that the person simply doesn't have enough income to afford the essentials.

Through our financial inclusion programmes, we ensure people on the lowest incomes can get advice and support, so they are less likely to need a food bank in future. We do this in two ways:

- we support food banks to develop, commission and deliver local advice and support services at their centres. These services, which are mostly delivered by working with local expert advice providers, unlock grants and money that people are eligible for, and connect people to other community services to help with issues like mental health and housing
- we collaborate with key advice partners at a national level, to connect people with joined-up advice and ensure the right help will be there at the right time in the future

Local services providing advice and support

The past year has seen a significant expansion of the income maximisation services that we support food banks to deliver through local partnerships. Around 64% of the food banks in our network were offering access to money advice and support at the year end, up from 40% the previous year.



WE AWARDED £10.1M
grants to 177 food banks in our network.

64% OF FOOD BANKS
in our network offered access to advice and support on finances.

ESTIMATED THAT ONE IN FOUR
people who have accessed these services no longer need the support of a food bank.

Through our grant making programme, we have supported food banks to be able to offer additional services to people on the lowest incomes, so they are less likely to need a food bank in future. These services include:

- putting local advice services inside food banks, that can unlock grants and money people are eligible for
- connecting people to other community services, to help with issues like mental health and housing
- collaborating with key advice partners at a national level, to connect people with joined-up advice and ensure the right help will be there at the right time in the future

Over the year we awarded grants worth **£10.1m** to **177** food banks.

Advisers estimate that a quarter of people who have accessed advice and support from these services at a food bank no longer need to use a food bank after receiving support.

> *"Our Cost of Living Adviser has been inundated by people needing help, especially those who are newly referred, to unlock benefits and grants to which they are eligible. One client received £900, and since receiving this money we have not seen them referred back to the food bank."*
>
> **Sue Weightman, Taunton Foodbank**

Help through Hardship – our helpline with Citizens Advice

Launched in 2020, the helpline has continued to provide growing numbers of people in England and Wales with free, personalised advice and support to address the underlying causes of their hardship. The helpline can also provide callers with a food bank voucher, if required. The helpline is run in partnership with Citizens Advice and, more recently, also with Mind.

Over the year, the impact of our Help through Hardship helpline continued to grow.

Helpline advisers handled over **146,000 calls**, an increase of more than a third, compared to the previous year.

The helpline **unlocked £34.7 million of income** for people facing hardship.

63,000 food bank vouchers were issued, representing over **128,000** people able to access emergency food. This is an increase of 16,000, compared to the previous year.



We recognise the importance of evaluating the helpline service, to ensure that we can always offer the best possible advice to support people for their specific circumstances, and to improve the experience for repeat callers. This has included extending our partnerships to a greater variety of organisations to offer bespoke support, including:

- we have incorporated Mind's Infoline into our Help through Hardship services, to help people with mental health conditions find further support
- support from Vodafone helps to address issues around digital exclusion and isolation
- Working with Gingerbread, we are able to offer specialist support for lone parents

CLAIRE'S STORY

Claire* called the helpline as she had no money left for food after covering essential bills and travel costs for her child's hospital appointments. As a parent of young children, she was in receipt of Universal Credit, Child Benefit and Carer's Benefit, as well as some disability-related benefits.

Our Help through Hardship adviser discovered that, despite being eligible, Claire was not receiving any support for the cost of travel for hospital appointments, so they were able to provide details of how to claim for these costs. A comprehensive benefit check also indicated that Claire could increase their income by up to £200 more per month, and she was given advice about how to access this.

Through the conversation with Claire, the adviser discovered that she was at risk of bailiff action relating to debt, so an urgent referral was made to Claire's local Citizens Advice office for further support. The adviser also spoke about the Mind Infoline as an avenue for assistance as they felt that Claire needed support with her general mental wellbeing in the future.

Finally, the helpline was able to provide a food bank voucher for Claire and her family and arranged for a delivery the following day. Because of the urgent and potentially ongoing nature of her situation, the adviser researched other local services and found a local Community Grocery Scheme. Whilst there is an annual membership fee, given the situation the scheme kindly agreed to waive this for Claire.

Since the initial call to the Help through Hardship helpline, Claire has been accessing support from her local Citizens Advice.

*Name changed to protect anonymity

"At Mind, we won't give up until everyone experiencing a mental health problem gets support and respect. One of our key strategic ambitions is to fight for the mental health of people in poverty and to stop people with mental health problems getting trapped in poverty. We are therefore delighted with our continued partnership with the Trussell Trust and Citizens Advice. The partnership has built on the incredible impact of the Help through Hardship helpline to working in local communities with food banks in the Trussell Trust network, local Minds and Citizens' Advice offices, forming the new Help through Hardship Local project. We strongly believe that collaborating in this way is the only way to effectively break the cycle for people facing hardship and struggling with poor mental health."

Sarah Hughes, CEO at Mind

Supporting people in Northern Ireland

People facing hardship in Northern Ireland can access income maximisation, debt advice, and other services through our partnership with Advice NI. Holistic support is available via the helpline, which includes interpretation services and a direct referral to local community advice providers for face-to-face support if required.

Through our partnership the helpline has been able to help 2,002 people in Northern Ireland, resulting in over £1.2m in identified financial gains.

Pathways to Advice and Cash Scotland

To ensure that people in Scotland can access similar money advice and support, we worked closely with partners to prepare for the launch of pilot services to explore which approaches would work best and could be rolled out further.

Pathways to Advice and Cash Scotland is a new learning project, covering six urban, rural, mixed and island areas in Scotland. Local communities have come together to evaluate existing support for people facing hardship, and test ways to improve access to advice and support that could reduce financial hardship and prevent food bank use. The learnings will be shared with decision-makers, to help shape and influence policies.

WORKING WITH PEOPLE WITH LIVED EXPERIENCE

An invaluable influence on the money advice and support work that food banks deliver has come directly from people with lived experience of financial hardship and food bank use. Working with people who have experienced the challenges that people on low incomes often face provides first-hand insight and helps to improve the accessibility of these vital services.

In partnership with our 'Together for Change' panel, made up of people with lived experience of hardship from across the UK, we created a best practice resource for our network that were running financial inclusion services. The guide is designed to support the network in the delivery of additional services that can help remove the need to use a food bank in the future.

NEXT STEPS

- We will further develop the Help through Hardship (England and Wales) service offer through partnership working based on need – for example, offering energy advice.
- In Northern Ireland we will be improving the accessibility for people whose first language is not English, by ensuring that interpretation services are in place.
- Help through Hardship Local is an innovative project between the Trussell Trust, Citizens Advice and Mind to help facilitate local partnerships. Our aim is to provide holistic local support to people who are experiencing financial hardship and mental health challenges.

TRANSFORMING VOLUNTEERING

The generosity and commitment of the 36,000 volunteers across the Trussell Trust network is a constant source of inspiration to us. Each person gives their time, expertise and compassion to support people in their community and we simply could not deliver emergency food, offer further support, or campaign to end the need for food banks without them.

We know that food banks want to drive forward their strategic plans to end the need for food banks, alongside meeting the day-to-day need in their local communities. In recognition of the vital role that volunteers can play in delivering those plans, we have worked with food banks to develop a set of new strategic volunteering roles, supported by a recruitment and induction toolkit, and focused on making the opportunities accessible, inclusive and supported. The focus of these new roles includes:

- supporting food banks to engage with their wider community
- developing campaigning activities to strengthen relationships with local partners
- offering support to build connections through online activity

Championing best practice in the network

To further enhance and support food bank volunteering programmes we launched our first volunteering newsletter in December 2022. The newsletter is aimed at all volunteer leaders in the network and focuses on championing best practice in the areas of recruitment, retention and recognition. The newsletter also shines a light on inspiring transformational volunteering stories from across the network.

Empowering food banks to engage volunteers in our vision and plans

To support food banks in relaying the key information from their strategic plans to their volunteers, we developed a new package of resources looking specifically at how to communicate our vision, measure success and build



shared understanding. This package includes videos and podcasts to build understanding of the drivers of food bank use and the changes needed to make our shared vision a reality, as well as activities to support work around deciding which roles and services are most needed at the food bank.

Wellbeing

Food banks have gone through their toughest year yet, on the back of the pandemic and cost of living crisis. To ensure their wellbeing remains a priority, we provided additional support to food bank leaders and volunteers. In November, we began running regular wellness support workshops, which were exceptionally well attended. These workshops continued into the spring, when the resources were refreshed. This support has been complemented by access for volunteers to the BHSF Rise offering. We also provided weekly prayer videos as well as poems, readings and reflections to build resilience and self-care.

94% **of volunteers would recommend the food bank as a great place to volunteer**

93% **feel that they are making a difference**

"It has been such a delight to see everyone coming together and the new volunteers being absorbed into the teams and learning from others. We have such a strong community of volunteers in the team and everyone is willing to help."

Mary Williams, Trustee and Volunteer at Malvern Hills

NEXT STEPS

- We will build on our offer of wellbeing support for volunteers.
- We will develop speaker and campaigner volunteer roles as we prepare for the next general election .
- We will support food banks to build their equity, diversity and inclusion practices into their volunteering programmes, ensuring that food banks and the support they offer is as inclusive as possible.

PATHFINDER PROGRAMME

The Pathfinder programme comprises 59 extraordinary food banks that are striving to answer a question central to our vision: What part does a food bank have in ending the need for their services?

About the Pathfinder programme

As a community of more than 420 organisations across the UK, we know that we must all play our part in achieving our vision of a UK without the need for food banks. The aims of our Pathfinder programme are to:

- support food banks to design and implement a strategic plan focused on reducing the need for food banks in their area
- demonstrate the objectives from the Trussell Trust strategy, appropriate to local context, resources and existing plans
- improve and change food bank practice towards the delivery of long-term change, and to share evidence and learnings to increase effectiveness across the Trussell Trust food bank network

Against a backdrop of steeply rising need, these food banks have broken new ground. They have experimented with different practical measures to reduce the need for emergency food in their communities by launching new services, forging new links with partners and influencing the pathways people in hardship take between different services in their communities.

We provide extra support, coordinated by dedicated Pathfinder Leads, to help food banks on the programme to build their strategies and implement new streams of work. Over the year we awarded **grants worth £3.6m to 39 food banks**.

By sharing approaches that have worked, the programme is designed so that food banks can learn from one another. Some ideas may be adapted to better support different communities, but by trying a new way of operating in one area and testing it elsewhere, we will be able to map out key approaches that can be applied to the whole of the network.



WE AWARDED £3.6M GRANTS to Pathfinder food banks in our network

Building insight and sharing what works

There are now more than 330 projects and activities being undertaken across the 59 Pathfinder food banks across the UK. From referral pathways to financial inclusion, participation to local influencing, changing policy to building community resilience, all Pathfinder food banks are making a difference right now.

Innovative projects that are being taken forward and evaluated include: bringing together different support services under one roof in a community environment to provide holistic support in an accessible and effective way; building understanding of how to support particular groups of people who need recurring or long term support; and exploring how best to provide accessible advice and support to people in rural settings.



Chichester District Foodbank has taken a lead in its local food partnership, as they have found this to be a helpful way of changing minds and perceptions about the reasons why people need emergency food and the ways of preventing this from happening. They used an event to mark the tenth year of their existence to share their vision and strategy with partners and the wider community.

Vale Foodbank has been investing in relationships with local referral agencies, and now has several partners co-locating at its centres. It has developed a strengthened triaging model that empowers volunteers to connect people to the right support locally.

Dundee & Angus Foodbank have carried out a research project amongst partner organisations, volunteers and people with lived experience to understand their encounter with local support systems. In response they are now bringing partners together thematically to address particular challenges being encountered and to strengthen local working, for example in the areas of housing support or addiction.

Norwich Foodbank is developing a pilot scheme to introduce financial inclusion advisers at coffee mornings at partner churches to prioritise early intervention for people at risk of financial hardship.

Craigavon Area Foodbank has become chair and convenor of the anti-poverty network for their local council area, which has provided an effective way of bringing people together with a shared vision and direction of travel. As part of this, the food bank has worked with the council and local organisations to develop new referral pathways for people with no recourse to public funds who are placed in housing in the area.

Waterloo Foodbank has developed a community hub space where they are inviting partners to hold drop-ins so better links can be made between different services and people in need can get the right support at the right time.

As part of the Pathfinder programme, the Trussell Trust has provided funding to support Pathfinder food banks to implement their strategies. Money has been made available to fund strategic leadership roles, staffing, project costs, research projects, and core costs associated with increased staffing capacity.

We are now beginning the process of sharing learning from the programme, and this will be an area of focus over the coming year.

> *"It made such a difference to sit down in the same space. When you sit down and chat to other food banks, you realise everyone's got similar issues. You can work together to solve them."*
>
> **Kirsteen Huddy, East Dunbartonshire Foodbank**





Regular touchpoints and chances for food banks to connect with each other across the year have been vital in sharing emerging insights. Our second annual Pathfinder Gathering in Staffordshire saw over 75% of Pathfinder food banks come together to explore their role in local systems change, to share ideas and to explore their learning questions.

"For us, Pathfinder is everything we do. We are Pathfinder from the tin of beans that comes in the door until it goes out the door. We don't distinguish between the operational and the strategic. We have changed our structures and our processes operationally, how we greet clients, how we provide a service to them. We have changed the whole organisation and we would never go back to the way it was. Now, from Pathfinder, we know the reasons why people are coming to us. We know the level of support they need and we know the organisations we need to make referrals to or to partner with to help them. We have listened to the people that use our service to make improvements."

Karen Mullan, Foyle Foodbank

NEXT STEPS

- As the Pathfinder programme gains further momentum, we will increase our focus on what makes an impact on the ground, considering at each step what this means for people facing hardship, for the food bank, for the network and for the Trussell Trust.
- By encouraging reflective practice and active learning through the Pathfinder programme, we are gathering insights that will be shared with the wider network, influencing how support can be delivered to local communities through their food bank.

CHANGING POLICY

Gathering robust evidence to influence and drive policy change so that everyone can afford the essentials.

Working with the food banks in our network, we gather data on the numbers of emergency parcels that are being provided, how this is changing, and who is turning to food banks for support. With this data, and through additional research, we work with food banks, partners and people with lived experience of poverty to change policy and seek to eradicate destitution across the UK.

We also work closely with other anti-poverty organisations in the UK to push for the policy changes that will stop people from experiencing financial hardship in the first place.

We do this in the following ways:

1. **Providing robust data, evidence and research**
2. **Influencing policymakers**
3. **Working together to call for change**



PROVIDING ROBUST DATA, EVIDENCE AND RESEARCH

Analysis of the need for emergency food across the network



By working in partnership with food banks across the network we are able to gather and analyse our unique data on levels of need.

In May 2022 we released our annual figures showing the level of need at food banks. These figures, for the period April 2021 to March 2022, showed the overall acceleration of need for emergency food parcels at food banks within the Trussell Trust network. This coincided with the removal of the £20 per week uplift to Universal Credit that came into force in October 2021 and reduced the annual income of millions of people by £1,040, further weakening a social security system that was already increasingly threadbare.

In November 2022 we published our mid-year statistics, covering the period April to September 2022. This showed that:

- more emergency food parcels – almost 1.3 million – were given out during the April to September 2022 period than ever before for this time of year
- during that time, more than 320,000 people had been forced to turn to food banks in the Trussell Trust network for the first time
- one in five people referred to food banks in the Trussell Trust's network were in households where someone was working
- England, Northern Ireland, Scotland, and Wales all experienced an increase in the distribution of emergency food parcels and the cost of living crisis impacted both urban and rural areas
- for the first time, need for emergency food was outstripping donations as the cost of living emergency led to a drastic increase in the number of people turning to food banks for support

> *"We have to open our foodbank earlier in the day at 8am so working people can pick up their parcels on the way to work. Although we have a large proportion of people referred to us who are on benefits, we are seeing more and more people who are working, but whose wages have not increased in line with the rise in the cost of food, fuel and other items needed for a basic living standard."*
>
> **Gill Fourie, Operational Manager, Blackburn Foodbank**

Cost of living findings launched

In September we launched our report on Tackling the True Cost of Living. This research, carried out with YouGov, highlighted the impact of rising energy prices on households with low incomes. It also revealed the major limitations of the Government support that was being provided through the cost of living payment made to people in receipt of means tested benefits.

The research surveyed over 1,800 people claiming Universal Credit to understand what trade-offs they were having to make in their day to day lives. It showed that:

- 38% of people in receipt of Universal Credit said they'd gone a whole day with no food at all, or just one meal, in the last month because there wasn't enough money for food, compared to 11% in the general population
- 34% had fallen into debt because they couldn't keep up with essential bills (e.g. rent or utilities)
- almost one in three people (31%) could not afford to keep their home warm during the previous winter, compared to 14% in the general population

> *"I am worried that if I can't keep my home warm, I will get sick and won't be able to work. I have several chronic health conditions that get worse with the cold and the damp. I don't want to lose my wages and I don't want to get even sicker."*
>
> **Quote from survey respondent**

Government cost of living support – welcome but short-lived impact

Our analysis of figures across the network enabled us to track the impact of the UK Government's cost of living support. Following the first cost of living payment in July 2022, there was a short-lived dip in the need seen at food banks, although still at a very high level. This suggests that while the payment provided some crucial respite for families struggling to afford the essentials in the face of increasing costs and inadequate benefit levels, it was not enough to help them manage the cost of living crisis for an extended period of time.

Our August survey of people on Universal Credit revealed that most people (70%) who had received their first cost of living payment had already spent all of it less than a month after receiving it. Almost two in three people said they had used the payment to buy food, 38% had used it to buy basic toiletries such as soap, shampoo, toothbrush, toothpaste or sanitary items, 36% had used it to help pay off debts and arrears, 30% had spent it on lighting their home and 27% on heating their home.

This analysis helped shape our calls for the action needed to protect people on the lowest incomes during the cost of living crisis and was shared in detail with officials in the Department for Work and Pensions and the Treasury.

Research partnerships

By working closely with our food banks to gather and understand the data around levels of need, building qualitative insights through engaging people with lived experience, and situating this in the context of wider data and evidence, we are able to identify the policy changes that are needed and bring this influence to bear.

Throughout the year we laid the groundwork for our Hunger in the UK research, delivered in partnership with Ipsos. This is the most ambitious research project undertaken by the Trussell Trust and builds on our flagship State of Hunger research. The project has been formed in collaboration with our network and includes a survey of 2,500 people referred to food banks. We also trialled an innovative approach whereby people with lived experience enriched our understanding of the drivers of food bank need and the solutions that are needed. Launched in summer 2023, this is our most in-depth study to date on hunger and reveals in more detail its causes, consequences and who is affected.

In partnership with Leeds City Council and a number of food banks, we commissioned an evaluation into a cash grant pilot scheme, providing robust evidence that cash grants help people to afford the essentials with greater dignity and agency than emergency food. The evaluation led indirectly to a change in the UK Government's Household Support Fund guidance to include cash, and numerous local authorities have since been in touch to enquire about starting their own schemes.

> *"Our focus as a think tank is on improving the living standards of those on low to middle incomes, and we have hugely welcomed the ongoing and significant contribution the Trussell Trust is making in terms of its research, data and frontline experience of tackling hardship across the UK. Over the past year we have seen that the cost of living crisis is really a cost of essentials crisis, which is why poorer households have been so exposed. The Trussell Trust has helped to shine a light on this through the unique data that it is able to share on behalf of its community of food banks."*
>
> **Torsten Bell, Chief Executive, Resolution Foundation**

NEXT STEPS

- We will publish the first report in our new Hunger in the UK research programme, and use the findings to drive change.
- We will continue to publish the unique data set on food bank need across the network and support food banks to realise the potential of their local-level data.
- We will use our research findings to influence policy and practice at all levels of government.

INFLUENCING POLICYMAKERS

We work hard to show that ending the need for food banks is a mission for all, and one that every politician should be taking seriously. We hold meetings with MPs and government ministers, facilitate visits for politicians to their local food banks and share the Trussell Trust's latest data and research to inform and guide the issues that MPs raise in Parliament.

As the cost of living crisis continued, this left more and more people unable to afford the essentials and the shortcomings in our social security system were further exposed. We kept up the pressure on policy-makers, achieving significant gains for people facing hardship and launching our biggest ever campaign calling for an Essentials Guarantee.

57 MENTIONS
of the Trussell Trust in Parliament over the year

Policy successes during the last financial year

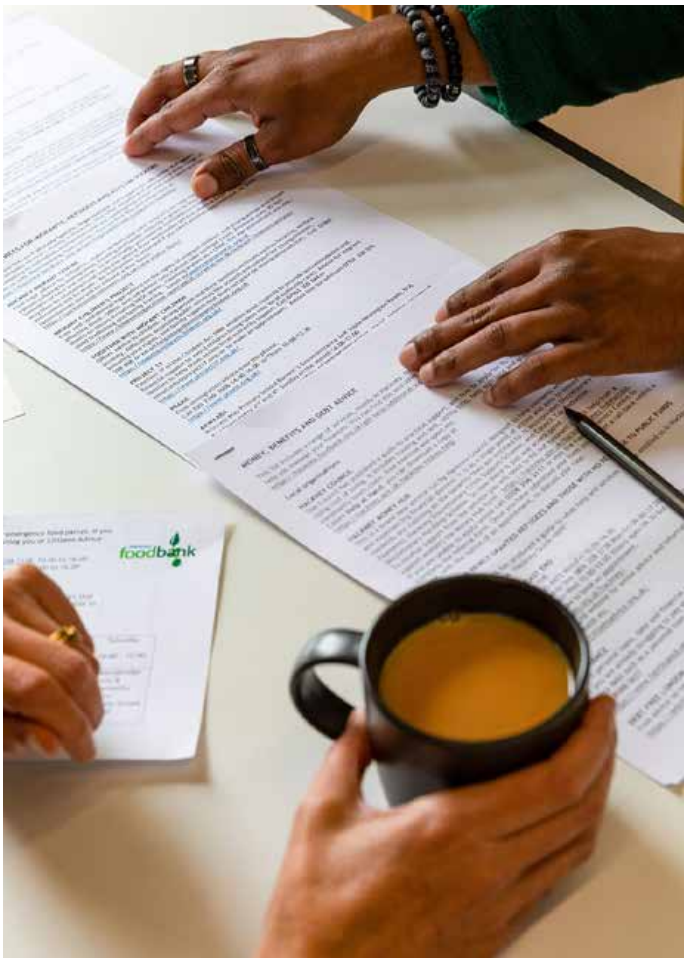
Over the past year we have seen a number of important changes to policy, including:

May

- the Government announced a £650 cost of living support payment for people receiving means-tested benefits, made in two instalments.
- a £500m extension of the Household Support Fund, enabling local authorities in England to help those in most need with payments towards the rising cost of food, energy, and water bills.

November

- in the autumn statement the Government announced it would uprate benefits and raise the benefit cap in line with inflation at 10.1% from April 2023
- additional cost of living support payments were announced for households on means-tested benefits



- a £1 billion extension of the Household Support Fund was also announced for 2023/24, providing further protection to people on the lowest incomes

February

- The Household Support Fund guidance was updated to include cash-first approaches. This made it clear that local authorities in England could provide people facing crisis with cash-based support and enable them to buy the essentials they need. The guidance also allowed local authorities to use the funding for advice services for the first time to help address the underlying causes of hardship.

We have also helped to bring about policy successes in specific parts of the UK. In November the Scottish Government announced it would increase the Scottish Child Payment to £25 a week and extend it to include all eligible children from birth until they turn 16.

Launching our call for an 'essentials guarantee'

Our evidence has consistently shown that the basic rate of Universal Credit – the mainstay of our social security system – does not cover the cost of life's essentials like food, household bills and travel costs. Yet shockingly the amount isn't set according to any objective assessment of what people need and has become eroded over the years.

In February we launched, in partnership with the Joseph Rowntree Foundation, our call for the UK Government to introduce an Essentials Guarantee. Our joint launch event in Parliament was led by a cross-party panel including Chair of the Work and Pensions Committee Sir Stephen Timms MP, former Work and Pensions Secretary and Conservative MP Stephen Crabb and Conservative Peer and Chair of the Poverty Strategy Commission Baroness Stroud. The event was attended by at least 15 Parliamentarians, as well as food banks and the wider sector.



We were also delighted to have Jess Holliday, Campaigns and Communications Manager at Eastbourne Foodbank, on the panel to talk about why her food bank supported the campaign and the difference it could make to her local community. Following the launch of the campaign, 90 partner organisations joined us to publicly show their support via a letter to political leaders.

Over the coming year, we will build on the success of the launch, expand our partnerships and push for change with decision-makers. This will go hand in hand with support for our food banks to amplify the call and building on the existing widespread support for change among the public. You can read more about the first steps on this in the Changing Minds section of this report.

> *"Most people are astonished to learn that the level of Universal Credit is not actually based on any calculation of the essential costs that we all have to meet to get by. The Joseph Rowntree Foundation and the Trussell Trust are standing together to campaign for the Essentials Guarantee, and to ensure the UK builds a system where no-one has to skip meals or switch off essential appliances just to get by".*
>
> **Paul Kissack, Chief Executive, Joseph Rowntree Foundation**

WHAT IS THE ESSENTIALS GUARANTEE?

The Essentials Guarantee would embed in our social security system the widely supported principle that, at a minimum, Universal Credit should protect people from going without essentials. Developed in line with public attitude insights and focus groups, this policy would enshrine in legislation:

- an independent process to regularly determine the Essentials Guarantee level, based on the cost of essentials (such as food, utilities and vital household goods) for the adults in a household (excluding rent and council tax);
- that Universal Credit's standard allowance must at least meet this level; and
- that deductions (such as debt repayments to government, or as a result of the benefit cap) can never pull support below this level.

The UK Government would be required to set the level of the Essentials Guarantee at least annually, based on the recommendation of the independent process. However, our analysis indicates that it would need to be at least £120 a week for a single adult and £200 for a couple. The rate is currently just £85 a week for a single adult and £134 for a couple.

Support from partners for the Essentials Guarantee

"In all my time at Christians Against Poverty (CAP) I don't think there's been a campaign that's hit the mark quite as well as the Trussell Trust's Guarantee Our Essentials campaign. It's been great to see such levels of collaboration across the anti-poverty sector, and such well thought-through policy asks from the campaign. We will continue to support this campaign until we see liveable incomes across the country and an end to UK poverty."

Kiri Adams, Social Policy Manager, Christians Against Poverty

"The Big Issue Group has joined the call for the Government to introduce an Essentials Guarantee within Universal Credit, as making sure low-income renters can afford their household bills is fundamental to ensuring they can stay in their homes. With the rising cost of living, 9 million renters in the UK are now living in poverty, so this campaign is vital to protecting them from the risk of homelessness.

"The feedback we've received for our support of the Essentials Guarantee has been overwhelmingly positive. From Big Issue Recruit candidates finding their way into work, to Big Issue vendors, it's been described as 'brilliant' and 'one of the things that would make the biggest difference' to their lives. We'll continue to push for the Government to recognise the urgent need for the Essentials Guarantee and are grateful to the Trussell Trust and JRF for leading the charge."

Zoe Hayward, Group Chief Marketing Officer, The Big Issue

APPG on Ending the Need for Food Banks

The All Party Parliamentary Group (APPG) on Ending the Need for Food Banks has continued to raise the profile of the urgency of tackling the drivers of food bank need and finding common ground across Parliamentarians and partners. The APPG was established in December 2020 to bring



together parliamentarians of all parties with an interest in, and commitment to, ending the need for food banks, with the Trussell Trust providing the secretariat.

Over the year, we supported the APPG to run an inquiry on the subject of 'Cash or food? Exploring effective responses to destitution'. Over the course of the inquiry, members of the committee visited food banks, engaging with staff, volunteers and food bank visitors. Three oral evidence sessions were held, and 66 written submissions received. Crucially, 15 people with lived experience of financial hardship were involved in testing the findings and recommendations.

The final APPG inquiry report was published in March 2023. It made the following recommendations, amplifying our own calls for policy and practice change:

- a long-term strategy for local crisis support, underpinned by the principles for ensuring support is effective and dignified
- cash-first approaches as the default response to financial crisis, whilst ensuring a range of suitable options are available to people depending on their individual needs
- improving data-sharing between all levels of government to develop a holistic picture of local financial hardship
- funding to develop and coordinate strong local support systems which mean no one has to turn to a food bank as a first port of call
- ensuring that local crisis support is accessible to all, and no one is excluded

"Of course, the ultimate goal should be to prevent people from reaching financial crisis by tackling the drivers of destitution. However, as more and more people find themselves unable to afford the essentials, we must recognise the role of crisis responses and the need to get the right support to everyone who needs it."

From APPG inquiry report



In October 2022 a delegation from Trussell Trust food banks, and our partners at IFAN and Feeding Britain, visited Downing Street to deliver a letter to the Prime Minster on behalf of 3,000 food bank staff and volunteers calling for urgent action to end the need for emergency food.

NEXT STEPS

- We will drive forward the campaign for an Essentials Guarantee, working in partnership with the Joseph Rowntree Foundation and the wide range of supporters who stand with us.
- We will build on our innovative participatory work to ensure that people with lived experience of financial hardship shape and are closely involved in our influencing work.

WORKING TOGETHER TO CALL FOR CHANGE

We know that to create lasting change it's vital that we work closely with experts and organisations from across the sector and beyond to tackle the reasons why people face financial hardship and may need to turn to a food bank for emergency support.

Our new flagship Guarantee our Essentials campaign brings together a broad range of partners and builds on our approach of identifying common ground and collaborating to achieve change.

Influencing and partnerships across Scotland, Wales and Northern Ireland

Alongside our work to influence and achieve policy change at the UK level, we have continued to build our relationships and press for change in Scotland, Wales and Northern Ireland.

After securing a commitment in April 2021 from the First Minister to deliver a plan to end the need for food banks in Scotland, we worked with food banks, partners and civil servants throughout 2022/23 to support and shape the development of this plan. This included playing a leading role in the newly established Scottish Government Steering Group on Ending the Need for Food Banks.



As part of the Scottish Food Coalition, we played a leading role in the delivery of a successful Day of Action at the Scottish Parliament in April 2022, aimed at persuading the Scottish Government to strengthen the Good Food Nation Bill. In the run up to the event,

we delivered online training for attendees, including food banks, on engaging with and influencing MSPs. In partnership with the Independent Food Aid Network we hosted the Cash First Futures conference. The event was attended by food banks, local authorities, advice services, the anti-poverty sector, academia, and trade unions. We focused on how to build a cash first future for Scotland, where people have the money to buy food and other essentials for themselves, on sharing learning and best practice and on our ambitions for a Scotland where everyone can afford the essentials.

> *"We've been really delighted to work alongside the Trussell Trust Scotland team on various strands of work in 2022-23 including our successful A Cash First Future conference in Glasgow in March. We were able to bring together over 100 food bank managers and volunteers, academics, local authority teams and advise sector workers from across Scotland. This encouraging strand of work has resulted in a joint resources page, further online event, and a report - A Cash First Future: Case studies, presentations and next steps from our conference. Facilitating local partnership work between food bank teams in our networks has been invaluable as we continue to work together to end the need for charitable food aid in Scotland."*
>
> **Sabine Goodwin, Director, Independent Food Aid Network**

We held briefing events for MSPs on our end of year and mid-year statistics and an event in December 2022, delivered in partnership with the Scottish Parliament, to brief parliamentary caseworkers on the work of the Trussell Trust, our campaigns and referral pathways.

Our commitment to developing strategic partnerships continued to grow, in particular with anti-poverty organisations and advice services, learning from others what we need to do to end the need for foodbanks and sharing what we are learning. This included delivering keynote speeches to a variety of conferences including The Poverty Alliance's 25th anniversary conference in November 2022, and the Scottish Trades Union Congress's (STUC) Cost of living Summit and the Glasgow Advice and Information Network's Cost of Living conferences in June 2022.

In **Northern Ireland** we have continued to engage with political parties across the spectrum, providing effective campaigning in the run up to the Assembly elections. We held our first ever Northern Ireland election hustings with 50 participants and representation from the five biggest political parties.

We supported the delivery of a cross-sectoral event at Parliament Buildings called *'Crushed by the Cost of Living'* which outlined long-term measures to tackle the crisis and immediate policy interventions that could be implemented in the absence of a Northern Ireland Executive.

On World Mental Health Day, we partnered with Inspire, Carers NI and Age NI for the launch of the *'Release the Pressure'* campaign, with the aim of highlighting the mental health pressures exacerbated by the cost of living crisis and call for the restoration of the Northern Ireland Executive.

In **Wales**, in April we joined a Welsh Government stakeholder group to support the development of a draft Welsh Benefits charter. This aims to make it easier for people in Wales to maximise their income and reduce dependency on food banks by creating a coherent and integrated system to means-tested Welsh benefits. The following month we presented evidence about increased food bank use to a Ministerial roundtable on food poverty. This helped to raise awareness about the impact of the cost of living crisis and called on the Welsh Government to reform the Welsh benefits system and develop a national plan to reduce and prevent the need for food banks.

In February 2023 we provided written and oral evidence to the Senedd Equality and Social Justice Committee Inquiry into debt and the cost of living. This resulted in the Committee calling on the Welsh Government to take steps to adopt a more preventative approach to reverse the increases in food bank use.



PUSHING FOR POLICY CHANGE WITH OUR FOOD BANKS

In calling for policy change, we speak on behalf of and alongside the food banks in our network and the people that they serve. We work closely with the network to develop the evidence base behind the need for food banks, to shape the policy response that is needed, and to bring the case for change to decision-makers.

We also support food banks to become powerful advocates for change at the local level – helping them to analyse and deploy data about the levels of need in their local communities, to work with people with lived experience to identify changes that are needed in local policy and practice, and to bring those calls to decision-makers in partnership with other local voices. As an example of this, you can read more about our Organising and Local Mobilisation programme on page 44.

Changing local policy

While changes to policy are urgently needed at the UK level, changes in policy and practice at the local level can also make a vital contribution. To support and empower our food banks, and to catalyse conversations with the local government sector, we launched our Changing Local Policy in England toolkit in July 2022.

This resource, which was developed in collaboration with the network, is designed to empower food banks by building their understanding of the powers that sit at local authority and devolved levels and the opportunities for influencing decision-making.

Shortly after the launch of the toolkit, we ran two workshops with food banks in Greater Manchester and the London area. This particularly helped to build awareness of the role of Mayors in these areas and how this sits alongside the remit of local authorities. Food banks fed back how much their confidence had increased in understanding what needs to change in their local communities and who can bring this about.

We raised awareness of the toolkit and the potential for local authorities to work with food banks on addressing local issues by hosting an event at the Local Government Association annual conference. The toolkit has also provided an important foundation for local organisers who work with food banks to campaign on local issues.

NATIONAL PARLIAMENTARY PRAYER BREAKFAST

The National Parliamentary Prayer Breakfast is an annual recognition of the contribution that Christianity makes to the national life of the UK. The 2022 Breakfast took place in July in Westminster Hall in the Houses of Parliament and was attended by 180 MPs and Peers, alongside church leaders from across the UK.

As part of the series of seminars held following the main event, we hosted a session on 'Stronger communities: working towards financial resilience for all'. This included a panel discussion to explore how churches are working with local and national partners to strengthen communities, and what it will take to create a society where everyone's essential needs are met. The discussion, chaired by the Archbishop of York, drew on the experience of church leaders, Parliamentarians and sector organisations to explore the role we share in building financial resilience in our communities.

NEXT STEPS

- We will continue to empower food banks to influence decision-makers at the local and regional level.
- We will build on our work with partners in Scotland, Wales and Northern Ireland and push together for changes to policy and practice in each nation.

CHANGING MINDS

Building understanding and empathy to inspire action towards a future where we can all afford the essentials.

To create lasting change, we know that society has to think and act differently about an issue. Our changing minds work focuses on helping to build empathy and understanding for the reasons why people are struggling to afford the essentials and need to access emergency food.

By growing this understanding and empathy, we can build public will for the longer term solutions that will end the need for food banks and mobilise more people to work alongside us to reach our vision.

Working collaboratively with food banks and people with lived experience, we are building a movement for change.

We do this in the following ways

1. **Mobilising local communities**
2. **Tackling misconceptions and shifting opinions across the UK**
3. **Building a movement for change**



MOBILISING LOCAL COMMUNITIES

Food banks have unique local knowledge and links into their communities, so working in, and through, food banks is an effective way to unlock the change needed for people facing hardship. In 2021 we launched our organising and local mobilisation programme which supports food banks to maximise their unique local position to engage with the wider community, identify local issues causing hardship and campaign to change those issues.

Food banks are able to take up a package of grant funding, training, and ongoing support to give them the capacity, skills, and resources to identify local issues, develop influencing strategies and campaign to make change happen to address the underlying drivers of destitution.

How are we doing this?

- we're working closely with people with lived experience of financial hardship and bringing them together to share a strong voice to campaign with authority and knowledge
- we know the causes of financial hardship are varied and often complex, so we're working with food banks to identify them, find solutions and achieve these locally and nationally.
- we're providing support to food banks to influence decision-makers to make change happen, whether that's supporting a food bank's own influencing priorities or as part of a Trussell Trust campaign
- we're helping food banks build capacity and expertise through grant funding, training and ongoing support

The organising programme grew from a pilot in 2021 to having 62 food banks participating in the programme by the end of 2022/23.

There are now 43 local organisers working with food bank staff, volunteers, people with lived experience and their wider communities to understand and address local issues and push for change. The local organisers are funded by food banks through our Organising grants stream, empowering food banks to establish and have oversight of the work and receive expert support from our own specialists in this area.

FOOD BANK DAY OF ACTION



In September 2022, we held our very first food bank Day of Action in support of our True Cost of Living campaign. Across the UK, participating food banks organised street stalls and events to engage with their local communities about the campaign, encouraging people to complete a postcard to their MP highlighting the impact of the cost of living crisis on people on the lowest incomes.

Twenty two food banks took part in the day of action and over 80 MPs were contacted as a result. Representatives from food banks and other emergency food charities delivered a letter to Downing Street with over 3,000 food bank staff and volunteer signatures calling for urgent action.

NEXT STEPS

- Food banks will be supported to take action as part of our Guarantee our Essentials campaign, helping them raise awareness and inspire people to take action in their communities.
- We are aiming to expand the organising programme to 30% of the network.

TACKLING MISCONCEPTIONS AND SHIFTING OPINIONS ACROSS THE UK

Amplifying the voices of people with direct lived experience of financial hardship

We continue to ensure that people who have direct experience of financial hardship have opportunities to shape, lead and influence how we end the need for food banks. At its heart, our participation work is about building relationships with people experiencing financial hardship. This partnership helps us to work together to unlock new ways of thinking, generate ideas to drive change together, and seek shared solutions.



Sharing stories to build understanding and empathy

As part of our changing minds work, we work to share the stories of people who are unable to afford the essentials and create powerful storytelling content that increases understanding and empathy and drives lasting change.

We want people with lived experience to feel confident, comfortable and in control of how their stories are told. Decisions are made by the people who are being affected by those decisions the most.

To support this, we:

- provide training and tools to help people feel in control of their story.
- build supportive, mutually beneficial relationships.
- share expertise on how to communicate powerfully in ways that win people's hearts and minds.
- co-create storytelling content and collaborate on opportunities to amplify stories and bring them to new audiences



'GIVE BACK EXPRESS'



In November 2022, Tesco launched an innovative reverse supermarket in central London which encouraged shoppers to donate the products food banks need the most, and leave with nothing, as the products would be donated on their behalf.

The Give Back Express ran for three days and gave a platform to food banks and the people who have experience of accessing their services, and shone a light on their powerful, personal stories through an 'audio corner.' By sharing stories, our aim was to help to remove the stigma around food bank use and change perceptions about poverty in the UK.

The event raised £9,000 for the Trussell Trust and received strong media attention across three days, boosting coverage of the collection and the Give Back Express to a combined 800 pieces. It raised awareness for the Tesco Winter Food Collection and encouraged shoppers to visit their local Tesco stores to make donations.

> *"I'm such a shy person so the fact I can still share with people what I went through is such an empowering feeling! It took me so long to reach out and ask for help because of so many emotions, guilt, shame, despair to name but a few so I hope that sharing this story will help people who struggle to reach out."*
>
> **Deborah*, volunteer at the Give Back Express, who has lived experience of using a food bank.**
> *Name changed to protect anonymity

Stand for Change: Young People Against Poverty

Stand for Change is a group of twelve young people aged between 13 and 21 who have all experienced financial hardship. Delivered in partnership with BBC Children in Need, the group aims to change minds and narratives around the causes and impact of poverty and financial hardship in the UK, with a specific focus on the voices and experiences of children and young people.

In their own words, Stand for Change are:

> *"Young people, from across the UK, who are passionate about a common goal: fighting the causes of poverty and finding solutions for all.*
>
> *We've lived through hard times, experiencing the constant worry of financial hardship. We want a better future for ourselves and others. We want to inspire other young people to join our fight against poverty."*

Over the last year, the Stand for Change group has developed two toolkits to help raise awareness of the impact of financial hardship on young people, and to inspire other young people to take in action in their local communities:

- an educational toolkit was created for people who work with young people, such as teachers, to raise awareness of the impact of poverty on young people in educational settings
- a social action toolkit was created to encourage social action projects and campaigns that will resonate with young people and have a positive impact in local communities

Stand for Change worked with the community arts organisation Get It Done to produce the toolkits. To ensure that their voices are at the centre of all work, the group was involved in each of the stages, from concept to design.

AMPLIFYING VOICES OF PEOPLE WITH LIVED EXPERIENCE THROUGH POETRY



Four of the young people who are based in Belfast took part in a workshop to explore how the pressures of Christmas and celebrations can affect young people living in financial hardship. Working with poet, freelance practitioner, advocate and former looked after child Ty'rone Haughton, they participated in creative activities to get them thinking about how financial hardship impacts them during times of celebration, particularly Christmas. From this workshop, Ty'rone took the young people's words, experiences and stories and created a powerful spoken word piece, which he performed at our Evening of Carols at Southwark Cathedral.

NEXT STEPS

- We will be publishing our Youth Perceptions of Poverty in the UK report, developed and led by the young people in the Stand for Change group.
- We will support people with lived experience of hardship to talk locally about poverty in ways that inspire their community to take action.
- We will put the spotlight on the groups over-represented at food banks to build understanding and empathy to tackle misconceptions.

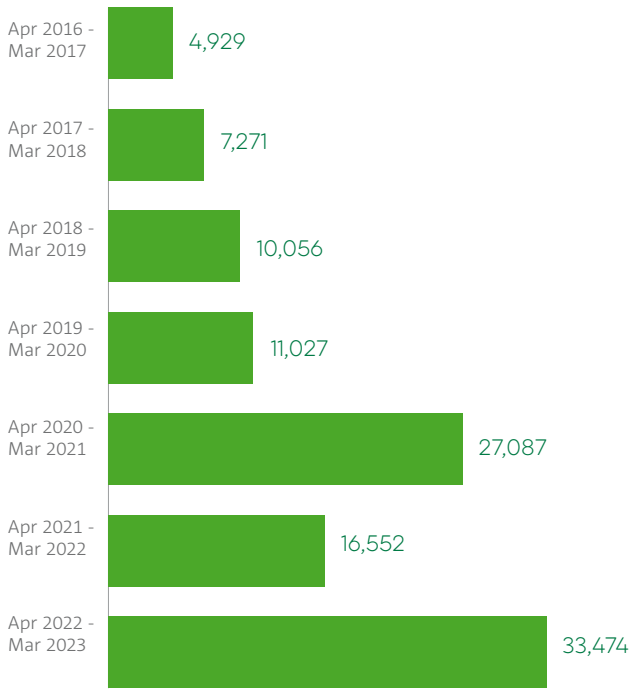
FOCUS: MEDIA AND SOCIAL MEDIA COVERAGE

In order to change minds, we must communicate with audiences effectively about hunger and poverty across a broad range of channels. Through investment in this area, we have seen a significant growth in engagement, reaching new audiences and supporters. During our most challenging winter to date, the Trussell Trust had the most media mentions of any charity in the UK in December 2022 according to Cision's charity barometer, helping us reach audiences and garner support, both to address the immediate crisis through our emergency winter appeal, and longer term calling for change.

Media

As support continues to grow, so does our print and broadcast media coverage. Over the past year we have surpassed a spike seen during the pandemic, indicating a strong public interest in learning more about our work.

Media mentions across print and broadcast media (local, regional, national and international)



Media moments

April 2022: End of Year statistics. 1,872 pieces of coverage across ten days following the announcement of our annual statistics. The story was featured in 23 national outlets including interviews with Times Radio and PA, coverage of a visit by the musician James Morrison to a food bank, an exclusive letter in the Daily Telegraph from the Bishop of Durham, and an interview with a lived experience partner trending on the BBC News homepage. Strong coverage was also seen across the nations and regions, including interviews on BBC regional news.

May 2022: 932 pieces of coverage in seven days in response to comments made in Parliament about food bank need, as well as data released by the Office for National Statistics and a local council declaring a 'cost of living emergency' for the first time. This spike in coverage helped to further build understanding of the drivers of food bank need.

September 2022: YouGov Universal Credit recipient polling. 849 pieces of coverage in the media. The release of research indicating that two out of five Universal Credit recipients were skipping meals to survive was mentioned by broadcast media 296 times including in interview with Emma Revie on Times Radio and LBC coverage.

October 2022: Launch of emergency appeal. 398 pieces of coverage including 187 broadcast mentions. Despite other breaking news occurring on the same day, we secured several live interviews on Sky Breakfast and feature pieces in the Guardian and on Newsbeat.



November 2022: Mid-year statistics. 3,497 media mentions across the week following release. This included 2,300 broadcast mentions, 218 print mentions and almost 1,000 online mentions. Highlights included interviews across several of the BBC radio stations, in-depth coverage in the Guardian and widespread regional interest.

December 2022: We saw a strong media focus on the rising levels of need at food banks, as well as high-profile influencer support, achieving more than 10,300 pieces. The Trussell Trust was the most mentioned charity in the media that month. Publicity tied to the release of singles in aid of the Trussell Trust by Ladbaby and Jason Manford generated coverage in the Sun, NME and on Breakfast TV shows, helping our message reach new audiences. Other peaks were tied to a BBC online and broadcast feature about debt and deductions which included an interview with one of our lived experience representatives.

February 2023: Essentials Guarantee launch. Almost 300 pieces of coverage in the media, including three in-depth interview and feature pieces in the Guardian and 137 broadcast mentions.

Social media

Our work across our digital platforms has developed significantly over recent years, which reflects the increasingly varied ways we communicate with our audiences while enabling us to connect with new supporters. This helps grow support for our network locally and increases understanding of the issues of poverty and hunger, while building the movement of people willing to take action to end the need for food banks in the UK.

Our social media has seen particular growth over the past few years, with the last being no exception. In addition to sharing our work through our own social media channels, we provide our community of food banks with a range of social media posts to share, supporting both their own work in their local community and the work the whole network is collaborating on to end the need for food banks.

Audience growth across Trussell Trust social media platforms

- **Total number of followers** across our social media platforms (Facebook, Twitter, Instagram and LinkedIn): **230,130**
- **Year on year audience growth: 20.8%**
- Number of times **our content has been viewed** across our social media channels: **over 164 million** (**up 55.1%** compared to the previous year)

Social media moments

April 2022: End of year statistics. The statistics reached a particularly high number of people – 1.2 million - and over 48,000 people engaged with these posts by liking, commenting or interacting with these posts in some way, helping to share the messages. Our first post on Twitter for our end of year statistics was our second highest engaging post reaching over a million people.

In the same month, we featured musician **James Morrison's visit to Stroud District Foodbank** reaching 9,551 people.

Emergency appeal 2022. In late 2022 we launched our first ever emergency appeal to support food banks who were facing their toughest winter ever. Working with a specialist agency, we created a powerful video, telling a story about how people are making decisions between the essentials.

We reached more than 925,000 people and over 24,000 people interacted with these posts. In addition to supporting our fundraising, the messaging resonated with our audience, with many showing great empathy for people facing such impossible decisions and calling for a compassionate response.



James Speakman/PA Wire

TV presenter AJ Odudu visited Blackburn Foodbank (below left) to see how they had been affected by the cost of living emergency, raising awareness and attracting support. Our social media posts reached over 40,000 people.

March 2023: Guarantee our Essentials. We used our social media channels to call on the UK government to make sure the basic rate of Universal Credit at least covers life's essentials, reaching almost half a million people.



NEXT STEPS

- We will work to influence the way that media cover the issue of poverty, to dismantle misconceptions and stigma around the causes of poverty and raise awareness of the solutions required to end the need for food banks.
- Encouraged by the knowledge that 77% of people in the UK agree that food banks should not be necessary, we will continue to build upon this growing support by communicating effectively with our audiences across a broad range of channels to share the true story of food bank use and poverty in the UK.

BUILDING A MOVEMENT FOR CHANGE

By working with food banks locally, and through campaigns across the UK, we are inspiring thousands of people to take action towards a more just future. Combining our voices, we stand united, calling for lasting change, so that everyone can afford the essentials.

Guaranteeing our Essentials

In February we launched our most ambitious campaign to date. In partnership with the Joseph Rowntree Foundation, we called on the UK government to ensure that the basic rate of Universal Credit is enough to cover the essentials we all need. The success of the campaign will depend on us building a large movement of people to drive forward our message and show that, as a society, we expect people on the lowest incomes to be protected.

Ahead of the launch, 62 food banks signed up to attend our briefing event. And then across our network, the media, and our digital platforms, we called on people to show their support for our campaign.

During the first weeks of the campaign our objective was to raise awareness of the insufficiency of Universal Credit, and how this is leading to financial hardship and driving people to food banks. Everyone should have enough income to cover the essentials, and by creating awareness that this is not currently the case we are laying the foundations to increase pressure on the UK government to ensure that Universal Credit does what it is supposed to do - provide a safety net for everyone who needs it.

The interest during the first month of the campaign was hugely encouraging. Nearly half a million people were made aware of the campaign across our social media channels. In the first month alone there were almost 300 pieces of coverage in the media, including three in-depth interview and feature pieces in the Guardian and 137 broadcast mentions.

Crucially, 3,882 people joined the campaign, including 1,213 new supporters, demonstrating the feeling from the public that everyone should have enough income to cover the essentials.

> *"Many people who are referred to us are working and receiving UC, but with the rising cost of food and utilities the numbers do not add up and week on week they do not have enough money to afford to live. This is why the Guarantee our Essentials campaign is vital. Right now, it is highly likely there are people on your street struggling to survive."*
>
> **Desiree Ashton, Advocacy and Campaigns Officer, Uttlesford Foodbank**

LINKING THE PROBLEM TO THE SOLUTION

Seven in ten people referred to food banks in the Trussell Trust network are in receipt of Universal Credit. Nine in ten low income families on Universal Credit are currently going without the essentials. It is evident that the single biggest driver of food bank need is our social security system – the system created to protect us all from poverty.

We have conducted extensive research into public attitudes on the social security system. Despite concern around poverty being at an all time high, the public don't link low levels of Universal Credit to the cause of people's hardship or to food bank need. This is because there is universally low awareness and understanding of Universal Credit and often strongly held, negative views about claimants.

The same research highlights that when people have a deeper understanding of Universal Credit, they are extremely supportive of the Essentials Guarantee. 72% of the public support the policy when they find out more about it – only 8% oppose it.

That's why our Guarantee our Essentials campaign aims to build understanding of Universal Credit and hopes to rebuild pride in our social security system.

Changing Minds volunteering sessions

These sessions are an innovative response that offer micro volunteering opportunities for corporate partners. The session opens with a changing minds presentation and talk from a local food bank project manager, before the attendees have an opportunity to assemble hygiene packs of essential toiletries. The packs are paid for by the partner and then delivered to the local food bank. The interactive sessions support our Changing Minds narrative, helping raise awareness of the drivers of food bank use and our work to end the need for foodbanks, as well providing a volunteering experience for participants which supports the local food bank with items that are less frequently donated.

Since launching, we have run seven sessions for major partners such as NatWest, Bank of America, Deliveroo, and Man Group. We have reached over 750 employees across the UK and raised £32,000 in financial support and stock donations for local food banks.

> *"As a key partner in Vodafone's everyone. connected campaign, we are proud to be supporting the Trussell Trust's Guarantee Our Essentials Campaign. For Vodafone, connectivity is as important as other essentials today. We've been working with The Trussell Trust to distribute connectivity and we believe that it's something people can't and shouldn't have to live without. This is key to Vodafone's own commitment to help four million people and businesses cross the digital divide by the end of 2025."*
>
> **Nicki Lyons, Chief Corporate Affairs and Sustainability Officer, Vodafone UK**

NEXT STEPS

- We will build on the early success of the *Guarantee our Essentials* campaign by inspiring and supporting food banks to mobilise their local communities through further days of action.
- We will mobilise over 50,000 people to act through building awareness of the campaign and the link between Universal Credit and food bank need.
- We will take to the streets to raise awareness, staging attention-grabbing events to expose the fact that Universal Credit just doesn't cover the cost of essentials.

AN EVENING OF CAROLS



In November we hosted an Evening of Carols at London's Southwark Cathedral, supported by Vodafone, to highlight the challenging situation faced by people in financial hardship across the UK and pay tribute to the incredible work being done by food banks to offer compassionate, practical support. Attended by supporters, donors, volunteers and food bank teams and people with lived experience of financial hardship, the event was an opportunity to bring people together, sharing a moment of reflection and deepening connections with our shared vision.

Alongside special contributions from people who have first-hand experience of needing to access support from a food bank, the evening also welcomed celebrity guests and the 'Voices of Hope' community choir which featured volunteers from across the network.

OUR VOLUNTEERS

The support from thousands of volunteers is core to everything we do at the Trussell Trust and across the food bank network. They are the beating heart of the network, undertaking one of the nearly 500 volunteering roles that help to meet the immediate needs of people in local communities and to work towards our shared vision of a UK without the need for food banks.

Volunteers have been at the forefront at every stage of the extreme challenges we have faced over the past three years, yet their resolve, resilience and compassion never fade. Their commitment is as inspiring as it is strong, and we are endlessly grateful for the contribution they make, both to people facing immediate hardship, and the long-term, strategic plan of building a better future.

> *"There is always a lovely, friendly atmosphere at the food bank and people have a sense of purpose about doing something important."*
>
> **Sue Middleton, volunteer at Malvern Hills Foodbank**

> *"The food bank has helped me in so many ways. They first provided me with the essentials and that gave me hope. The help that I got from the food bank, and the support that I got from people here, the hope changed everything. They sat down and listened to me. You could talk about anything, and I didn't feel judged. They've given me an opportunity as a volunteer as well. So, from that initial spark of hope, from that provision of essentials, they've given me an opportunity to volunteer, they've given me responsibility and trust, it's things that I definitely had lost."*
>
> **Ben, food bank volunteer, who previously needed to use a food bank**

> *"I know that each food bank will say how wonderful its volunteers are, but I am consistently blown by the support and the wealth of experience that our volunteers bring to the food bank. They are all so passionate about helping us serve those in need as best we can by constantly improving our services."*
>
> **Tamryn Buys, Operations and Volunteer Coordinator, Hammersmith and Fulham Foodbank**





> *"Volunteers are an integral part of the food bank and every project we embrace, we are helped and supported by our wonderful volunteers. Our 'army' of volunteers are always so willing to support our work and without them, we couldn't achieve what we do for people facing food insecurity."*
>
> **Kathleen, Project Manager, West Lothian Foodbank**

SUPPORT FROM CHURCHES

Local churches play a vital role across our community of food banks, with at least 12,000 churches actively involved in donating food, and providing venues, volunteers and financial support for food banks.

As well as providing immediate support to people facing financial hardship, churches are an integral part of our campaigning and influencing work. Churches are so integral to our movement for change because:

- over 800 food bank centres are based in church buildings
- on average, each food bank has had relationships with 16 local churches in the past year
- 61% of Trussell Trust food bank volunteers responding to a recent survey identify as Christian

Through our church engagement work, we have continued to expand and deepen our reach into diverse expressions of church communities and Christian networks, encouraging churches to work within their local communities to consider what more they can do to bring about an end to the need for food banks.



Learning from people with lived experience of financial hardship

Partnering with a panel of lived experts, we created a series of videos to help churches and food banks deepen their understanding of what drives people to food banks and to build relationships to work together in their own local projects to raise awareness and campaign for lasting change. The panel also produced a series of Bible studies that were used on our social media during Lent.

As part of our changing communities work, the following support was made available at food banks in our network:

- a webinar and resources to provide specific support to food banks who operate from a Christian faith-based position.
- prayer events to enable staff and volunteers for whom the Christian faith is important to access spiritual support.

Key events this year

Big Church Day Out
The event gave us a platform to talk about our campaigning work, inviting attendees to take part in activities to highlight the need at food banks and the many causes of financial hardship. It was particularly inspiring to hear young people engaging with their parents and guardians to have insightful chats about UK hunger and poverty.

Summer festivals
We attended Big Church Day Out, New Wine and Greenbelt, giving us an opportunity to reach new audiences, and create better understanding of poverty and hunger in the UK and support for our work to end the need for food banks.



National Parliamentary Prayer Breakfast
In July the annual National Parliamentary Prayer Breakfast took place in Westminster Hall in the Houses of Parliament, as described on page 42.

An Evening of Carols
In November we hosted an Evening of Carols at London's Southwark Cathedral to highlight the challenging situation faced by people in financial hardship across the UK and pay tribute to the incredible work being done by food banks to offer compassionate, practical support. Read more about the event on page 51.



The Bishop of London food bank visit
On Ash Wednesday, the Rt Revd Sarah Mullally, the Bishop of London, visited Ealing Foodbank and called on Christians to pray for all who are facing hunger and struggling to afford the essentials across the UK. During her visit, she met staff and volunteers of the food bank and learned more about the challenges that food banks across the network are facing.

> *"While I am grateful for the incredible work being done by Ealing Foodbank and food banks across the length and breadth of the country, I am deeply saddened by the increasing hardship and hunger faced by thousands every day."*
>
> **Bishop of London, the Rt Revd Sarah Mulally (left)**

OUR COMMITMENT TO EQUITY, DIVERSITY AND INCLUSION

Our research shows that most people who need the support of a food bank are disproportionately likely to have protected characteristics such as disability or race. For example one in four (24%) people from an ethnic minority group experience food insecurity, almost twice the rate (13%) for white people.

Similarly, more than a quarter of disabled people (26%) experience food insecurity, nearly three times higher than the rate amongst non-disabled people (10%).

It is therefore vital that equity, diversity and inclusion (EDI) are central to our work and achieving our vision of a UK without the need for food banks. Like many in the charity sector, we have actively worked on our response to building an equitable, diverse and inclusive organisation. We are pleased that our staff and people who use our food banks are increasingly feeling the impact of this.

PROGRESS IN 2022–23

Within the Trussell Trust

We want our staff to have the required confidence, skills, knowledge and competency to engage with all aspects of EDI - but especially around age, disability, race, gender and sexual orientation. Practical steps we have taken include:

- growing the membership, range and influence of our Safe Space staff groups, and developing their role in advising on our policies and practice
- we've provided training sessions on a range of EDI topics for staff and volunteers at all levels of the organisation.
- carrying out EDI audits of our role profiles to remove unconscious barriers which may have discouraged candidates from applying, and to strengthen diversity-related criteria where these were relevant to the role
- improving accessibility in our communications and campaigns work
- expanding our use of equality impact assessments so that we can show due regard to the impact of any significant changes on protected characteristics
- we continue to use the Be Applied platform for all our external and internal recruitment, ensuring we avoid unconscious bias within our recruitment practice
- we have strengthened the EDI information gathered through our regular internal staff survey. This is increasing our ability to understand and improve the experience of people with protected characteristics in the organisation and any aspects around intersectionality that may arise.

Supporting the network

Food banks in the Trussell Trust network operate across the UK, serving a diverse range of communities and holding great expertise in how to engage and support different groups.

We have continued to support food banks to develop and share their insight and good practice. This has included collaboration with the network to develop and test toolkits, with an initial focus on producing an EDI strategy and action plan.

Over the next year we are building on this work and responding to our food banks' desire to provide inclusive and accessible support in their local communities.

We are also building on our work to support food banks in ensuring the participation of people with lived experience of poverty in their work, which goes hand in hand with our EDI plans. Read more about this work on page 56.

OUR CONTINUED COMMITMENT TO PEOPLE WITH LIVED EXPERIENCE OF FINANCIAL HARDSHIP

We have continued to ensure that people who have direct experience of financial hardship have opportunities to shape, lead and influence how we end the need for food banks. At its heart, our participation work is about building relationships with people experiencing financial hardship and working with them as partners, to unlock new ways of thinking, generate ideas to drive change together, and seek shared solutions.

Embedding lived experience knowledge across our work

We recognise that lasting social change only happens when people who experience struggle participate in generating change. That's why over the last year we have scaled up our participatory work, engaging 118 people in participatory activity, deepening our relationships and collaborating with them through activities and projects such as the Together for Change Panel and Stand for Change: Young People Against Poverty.

Together for Change panel

Our first Together for Change panel was made up of a group of experts from across the UK, all with lived experience of poverty and food bank use and a shared drive to create meaningful change. After meeting together for over a year, the panel's final meeting was in February 2023, where we collaborated to design and shape the next iteration of our participation work. This is allowing us to recruit and sustain a larger and more diverse network of lived experience partners and create new opportunities to connect lived experience partners to influence and shape our work.

At its heart this work (which we call 'participation') is about building relationships with people experiencing financial hardship and working with them as partners, to unlock new ways of thinking, generate ideas to drive change together, and seek shared solutions.

Our grateful thanks go to each member of the Together for Change panel, many of whom have continued to join other projects across the organisation and network to help shape and influence our work.

Stand for Change: Young People Against Poverty

Young people today are the first generation to be born into a world where food banks are widely available to support people facing hardship. They are also the generation who will likely shoulder much of the work needed to end the need for food banks.

As set out on page 46, Stand for Change, delivered in partnership with BBC Children in Need, aims to change minds and narratives around the causes and impacts of poverty and financial hardship in the UK, with a specific focus on the voices and experiences of children and young people.

> *"The collaboration between the Trussell Trust and BBC Children in Need's #iWill grant fund has given young people a new platform to use their voices and raise awareness about the negative impact of poverty and financial hardship on young people. Over the course of the Stand for Change project, it has been inspiring to see young people empowered to use their lived experience of financial hardship to create outputs designed to combat harmful stereotypes and change public opinion. Through the group's co-designed research report Youth Perceptions of Poverty in the UK, we know that young people are concerned about the prevalence of poverty in their communities and that they want to be at the centre of campaigns for change. Stand for Change has demonstrated the power of collaborative work while highlighting the importance of enshrining young people's voices in campaigns for change."*
>
> **Rachel Carter, Head of UK Grants, Partnerships and Programmes at Children in Need**

Supporting participation across the network

Over the year, we continued to support food banks to develop and share their approaches to the participation of people with lived experience of poverty. This has included:

- launching a new participation toolkit and running workshops to help food banks build on the work they are already doing
- supporting food banks on the Pathfinder programme, for example to create an action plan to ensure that people who have used food bank services are increasingly involved in decision-making at all levels of food bank operation
- providing insight from people with lived experience on income maximisation services, to help food banks develop this vital support in a way that will best meet people's needs

Many food banks are already leading the way on participatory work. And as food banks already treat the people they help with dignity and respect, they have the strong foundations and ethos required when setting up participation work.

> *"You're already 'participating' with people just by chatting with them. Asking them what they need, what support, that is participation in a really simple form. All you've got to do then is ask five people if they want to come and have a coffee on a day when the food bank's open. You say: 'We're going to go into a separate room, and we're going to chat about what you've all mentioned'."*
>
> **Helen Edgley, Abergele Foodbank**



Members of our Together for Change panel speaking at our staff gathering in September 2022

HEAT OR EAT DIARIES

In June 2022, we worked with the Guardian to publish the first in a series of articles featuring the stories of people with lived experience of hardship, highlighting the cruel reality of not having enough to afford the essentials.

Supported by our stories team, eight regular contributors from diverse backgrounds and circumstances shared their personal accounts of what hardship is like for them and their families, aiming to shift cultural narratives around poverty.

> *"I've not yet had to turn off appliances like my fridge and freezer to save energy, but I know people who have, and maybe it is something I'll have to consider because this winter it will be even harder to keep warm. Fridges are expensive. This winter I may have to finally turn mine off."*
>
> **James (name changed to protect anonymity), who shared his experiences in a series of Heat or Eat articles**

Over 30 articles were published between April 2022 and March 2023, and the series continued beyond this date. Contributors were offered anonymity, as well as payment for sharing their story. Many have gone on to a greater variety of media involvement and have grown in confidence around sharing their story.

LOOKING FORWARD TO 2023/24

Over the coming year we will continue to see extremely high levels of need at our food banks as the continuing cost of living crisis compounds the challenges people are already facing. Our latest figures show that a record number of food parcels – close to 1.5 million – were provided by food banks across the network between April and September 2023. This is the most parcels that the network has ever distributed at this point in the year; people across the country are still facing impossible decisions.

Standing together as a network

Food banks will do what they always do – meeting the challenge of supporting on the lowest incomes with compassion and resolve. And we will stand alongside our food banks to ensure continuity of operations for people who need to access a food bank. We are continuing our emergency grants programme introduced last winter and will support the network as needed around challenges with sourcing food. Our dedicated area teams will, as always, provide tailored support to each food bank and respond to their particular needs and challenges.

Recognising the pressure that food bank staff and volunteers are under, we will continue to invest in wellbeing initiatives. We will also ensure that our Help through Hardship helpline and its equivalents in Scotland and Northern Ireland help to take some of the immediate pressure off food banks and give people in need easy access to tailored advice and assistance.



As the external environment and economic context changes, we will stand ready to react rapidly in supporting our network and the people that they serve.

Driving forward our shared strategy

Alongside maintaining our operational response to the levels of need our network is seeing, we are firmly committed to progressing our shared Together for Change strategy and achieving our vision of ending the need for food banks in the UK. We will continue to build capacity within the network to undertake transformational strategic activity through our grant programmes and additional central support. We will also expand our partnerships across a range of sectors and through this facilitate new links and relationships at the local level.

Calling for change – the Essentials Guarantee

The launch of our Essentials Guarantee campaign in February, in partnership with the Joseph Rowntree Foundation, saw 90 organisations immediately commit their support for the goal of ensuring social security payments cover the cost of essentials. This is our most ambitious campaign so far and we will be further ramping up the pressure on policy-makers during 2023/24, making the case to new audiences, widening the commitment across existing and new partners, and ensuring the voices of people with lived experience continue to shape our approach.



Our campaigning work will continue to be underpinned by robust evidence developed in partnership with expert research bodies. Releasing our 'Hunger in the UK' report in 2023/24 – which builds on our groundbreaking 'State of Hunger' research programme – has deepened the evidence base on the drivers of food bank use and underlined the urgency with which the UK's social security system must be strengthened.

Maximising learning from our Pathfinder programme

Our Pathfinder programme has continued to gain momentum, and the appetite for food banks to develop and test their local strategies to end the need for their services has remained strong in the face of the enormous operational challenges they are under.

We will work with the 59 food banks on the programme to maintain this momentum, and together we will increase our focus on learning what is making a difference on the ground. By encouraging reflective practice and active learning through the Pathfinder programme, the insights we gather will be shared with the wider network and help to catalyse action across more and more food banks. Our grants stream will continue in to 2023/24.

Rollout of transformative advice and support services in food banks

Food banks across our network have shown a strong appetite for establishing the advice and support services that can help prevent people needing to receive emergency food. With two thirds of food banks providing these services at the end of 2022/23, we will continue to support even more to put these in place and ensure that learning about the most effective approaches is shared. We will continue our financial inclusion grants stream to make sure that more and more people can access this vital support.





Empowering food banks to use their voice

Our organising programme, which supports food banks to organise, influence, and campaign for change locally, has continued to grow. Over 2022/23 we reached our goal of 60 local areas across the UK being represented on the programme, with each of these undertaking an average of three organising activities.

We will continue to support more food banks to join the programme and progress their organising work, enabling them to identify issues that need addressing, develop influencing plans and create lasting change in their communities. Our grants stream will continue in to 2023/24, ensuring food banks have the resource and capacity they need to undertake this innovative work.

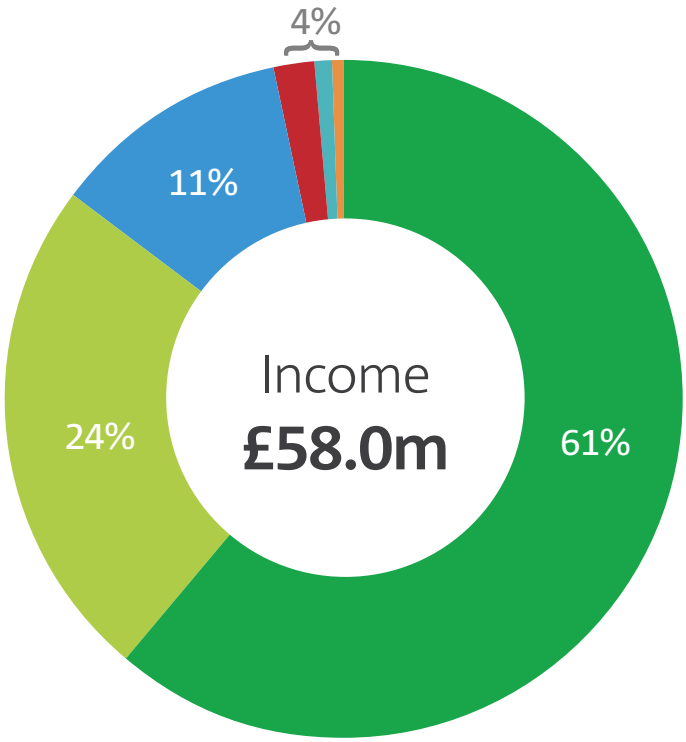
We will always do everything we can to serve our network of food banks. Our shared values of compassion, justice, dignity and community will be at our core. Our vision and Together for Change strategy will drive every decision we make. Our commitment to meaningfully involve people with lived experience and advocate alongside them will help us create the right solutions. And while things may get worse before they get better, we will see a UK without the need for food banks in our lifetime.

> *"What I hope for in the future is that people will have enough money to live on and that people will have the ability to live independently of food banks and of all the support that we give."*
>
> **Linda, Abergele Foodbank**

FINANCIAL REVIEW

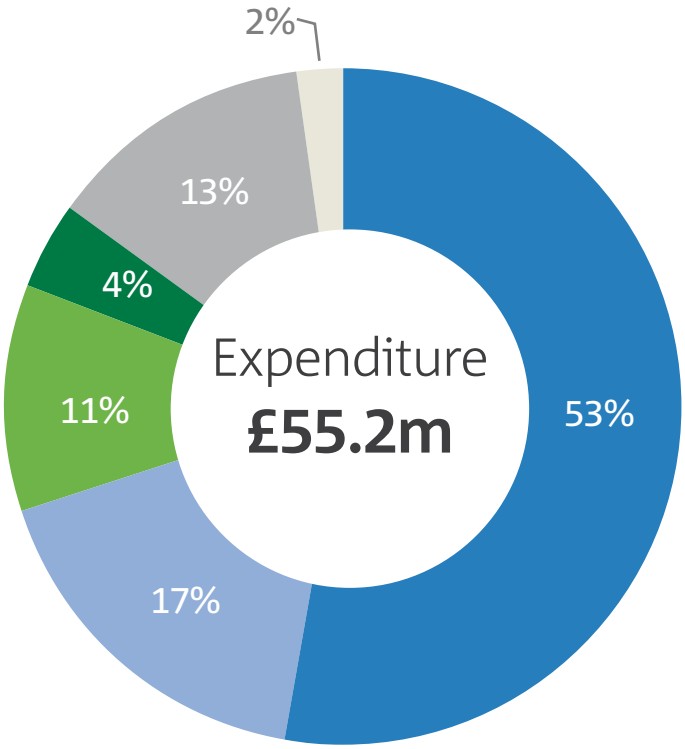
WHERE OUR INCOME COMES FROM

We are reliant upon the generosity of all our supporters to fund our charitable activities and work towards a future where everyone can afford the essentials. Our income is made up of donations (including Gift Aid) and legacies from individuals, plus donations, grants, and contractual partnership payments from corporates, trusts and foundations:



- **Public donations – £35.5m**
- **Corporate supporters – £14.0m**
- **Trusts & Foundations – £6.6m**
- **Charity retail & other trading – £1.1m**
  The majority of this income relates to funds raised by our network of charity shops, selling goods kindly donated to us by members of the public.
- **Investments – £0.6m**
  This relates to interest income earnt on our bank deposits during the year.
- **Donated food – £0.2m**
  This represents the financial value of food and toiletries donated for distribution by Brent Foodbank, which is directly operated by the Trussell Trust.

WHERE WE SPEND OUR INCOME



Changing Communities activities: Grants – £29.2m
This year, we have spent £29.2m (53% of total expenditure) on grant making to support our work towards Changing Communities. £20.8m of grants were made to food banks in our network, including the small amount of support costs needed to facilitate this.

We have also invested further (£7.3m) in the Help Through Hardship helpline, run in partnership with Citizens Advice and Mind. We also have partnerships in place to ensure that those in difficulty across Northern Ireland and Scotland can access expert advice.

Additional Changing Communities activities – £9.5m
In addition to the £29.2m in grants and helpline funding figures above, expenditure for the year included £9.5m of non-financial support to food banks (an increase of 32% from 2021/22). This has enabled them to deliver their services effectively – including operational infrastructure support, tailored programmes and projects, and expert staff. The costs of the Brent food bank, which is directly operated by the Trussell Trust, are also included here.

Changing Minds activities – £6.1m
During the year we invested £6.1m (an increase of 67% from 2021/22) in increasing public understanding of what leads people in our communities to access food banks, and build a movement of change. This is part of our integrated approach to ending the need for food banks across the UK.

Changing Policy activities – £2.3m
Costs included here relate to our research, strategy, and policy work. Together with our partners, including food banks in our network, those with lived experience of poverty and other anti-poverty organisations, we work to change policy at all levels of government to eradicate destitution across the UK.

Fundraising activities – £7.2m
Like every charity, we must invest in our fundraising activity to secure the funding we require to continue and expand our charitable work. In this financial year, we increased our investment in fundraising activities including investment in our first TV advertising campaign which helped us reach more members of the general public than ever before and inform them about the work and mission of the Trussell Trust. Despite our income growth and the increasing generosity from our supporters, we continue to work hard to raise funds to directly support our network as they face unprecedented levels of need and to deliver our strategy. For further information on the way in which we approach fundraising, see page 67.

Charity retail – £1.0m
This expenditure covers the costs of running our charity shops, including staff, buildings, and vehicles.

The expenditure values depicted on this page are shown after the inclusion of support cost allocations (see note 7).

FINANCIAL PERFORMANCE AND POSITION

The year ending 31 March 2023 was a record expenditure year for the Trussell Trust. Our expenditure increased by almost ten per cent, to £55.2m, in line with our plans for the year, in response to the growing levels of need seen at food banks across the network and an acceleration of work across all areas of our shared Together for Change strategy.

Due to the widespread recognition across the country of the challenges faced by people experiencing hunger and poverty, we saw incredible support for our cause. The generosity of supporters, including the response to our first ever emergency appeal, surpassed our expectations and therefore resulted in a small surplus of £2.8m. This surplus will be invested into our strategic work across future years.

A summary of the year's results can be found on page 82 of this report and accounts.

On 1 April 2021 the charity incorporated a wholly owned trading subsidiary, Trussell Trading Limited (company 13310114, registered in England and Wales), to support its income generation activities. For reasons of materiality the financial results of Trussell Trading Limited have not been consolidated within this report.

Income

Thanks to the enormous generosity of our supporters - the general public, corporate partners, trusts and foundations – we saw a substantial increase in our income. This reached levels only previously seen during the pandemic and represented a 70% increase on 2021/22.
A breakdown of total income by source can be seen on page 82 and further analysis seen in notes 2 to 6.

Costs

As the support we receive has increased, so has our commitment to significantly increase the scale of the work that is delivering against our strategy. This has gone hand in hand with recognition of the intense operational pressures food banks have been facing due to the high levels of need in their communities. We have continued to support food banks to hold both of these priorities. We have retained a focus on significant investment in our grants programme for food banks. And we have created additional capacity within the network through investment in our expert area teams to work alongside food bank teams. This has enabled the expansion of their work in key areas such as financial inclusion, local organising and volunteer development work.

Our investment in the Help through Hardship helpline, run in partnership with Citizens Advice and Mind, has ensured that even more people in England and Wales have received free expert advice on benefits entitlement and wider income maximisation. We continue to support the development and delivery of parallel initiatives in Scotland and Northern Ireland to ensure UK-wide coverage.

Overall, this has translated to an increase in total expenditure to £55.2m from £50.6m. A breakdown of total expenditure can be seen on page 82 and further analysis in note 7.

Directly operated food banks

The Trussell Trust directly operates one food bank, in Brent, and the financial results and performance of this food bank are included in this report. Accordingly, all figures presented in these accounts are not a measure of the food donations and disbursements across the food bank network as a whole.

Reserves policy

Our reserves policy aims to ensure our work is protected from the risk of disruption at short notice due to lack of funds. It also preserves some incoming resources for future opportunities that may present themselves, while at the same time ensuring we do not retain income for longer than required. Our policy is designed to ensure we are able to honour our grant commitments and deliver our long-term grant making strategy.

Unrestricted free reserves are not intended to cover a permanent loss of funds. They are intended to provide an internal source of funds for situations such as:

- a temporary fall in income or increase in expenditure, as well as covering working capital requirements
- one-time unbudgeted expenditure, such as uninsured losses or emergency grants to our food banks

- to allow the organisation time to respond to a permanent fall in income or increase in expenditure
- to take advantage of new opportunities in strategic priority areas

The target range for unrestricted free reserves is set in line with a risk-based approach. This approach has regard to the financial impact of risk, working capital and commitments and long-term plans. At 31 March 2023 the policy provided a range of £9.5m to £12.5m.

In July 2023 the Trustees revisited our policy in recognition of the increased risks faced by the food bank network due to significant levels of need, and the increasing likelihood of those risks crystallising. This review led to an increase in our target range to £12.5m to £15.5m.

Funds

Due to the success of our emergency appeal and incredible support from our donors we found ourselves in the privileged position of exiting the year with higher reserves than planned, with total funds of the charity as at 31 March 2023 at £35.5m. This includes £5.4m of restricted funds and £30.1m of unrestricted funds. Within this balance of unrestricted funds, the Trustees have made the following designations.

OUR DESIGNATIONS

Investing for change – £17.4m

Our Pathfinder food banks remain at the forefront of innovating new strategic programmes, focused on reducing the need for emergency food in their areas, and improving food bank practice towards the delivery of long-term change, including financial inclusion, local organising and mobilisation, and increasing access to and provision of crucial support via referral partners. To provide reassurance to our network that this vital work can continue next year, and to drive forward longer-term planning, we have designated funds to this programme.

Alongside ensuring our Pathfinder food banks have funding in place for 2023/24, we are also designating funds to boost strategic capacity at both a local and regional level within all other food banks in our network, supporting their desire to increase campaigning activity over the next year, during this pivotal period for change.

We currently have over 3m people using our website. A third of the visits are by people seeking support. As a key source for help, information on our work, and our primary income channel, we are designating funds to redevelop our website, and 420+ food bank websites, to ensure the technology we are using is up to date, accessible, enables people in crisis to access the right support, and are fit for wider audience's needs.

Top-up designations – £1.1m

Asda and Tesco top-ups – the charity has established the practice of distributing the top-up donations, which are donations made directly from these companies alongside the instore customer product donations. After the deduction of a small percentage for the charity's core costs, these are then distributed to food banks in the network. These monies have therefore been set aside as designated funds – the balance on these funds at 31 March totalled £1.1m.

At the end of March 2021, a total of £26.75m was designated across our three strategic areas of Changing Communities, Changing Policy and Changing Minds to accelerate the delivery of our Together for Change strategy. This has been spent down in line with our plans and our designations for 2023/24 will follow the same process. There remains a balance of £0.8m which will be spent down in the first quarter of 2023/24 on our strategic projects for our policy and advocacy work.

At 31 March 2023, the charity's free reserves, being funds neither restricted nor designated, were £10.8m – this figure is in line with the reserves policy in place at the year end. An analysis of net assets between funds can be found in Note 22.

Investment policy

The Trussell Trust's priority is to spend its resources as promptly, as strategically and operationally as possible and in line with its vision to end the need for food banks in the UK. On occasion and due to significant shifts in income and expenditure trends, the charity may be holding larger than anticipated reserves. At such times the overall objective is:

- to operate within an ethical framework for investment
- to manage counterparty risk of cash holding

Investment decisions are sought to be made in line with the Trussell Trust's:

- values of compassion, justice, community and dignity
- vision to end the need for food banks in the UK
- ethical standards

During the year the charity held instant-access cash deposits with CCLA, and short-term fixed deposits with RBS to ensure that we are able to react swiftly to the emergency needs of the network. There was no investment in equities, other securities, or long-term fixed deposits.

PRINCIPAL RISKS AND UNCERTAINTIES

Following on from the extensive and prolonged impact of Covid-19, we have continued to face a challenging and uncertain environment due to the ongoing cost of living crisis.

Our well-established structures and processes have enabled us to monitor and respond to rapidly-changing external circumstances and to ensure key risks are appropriately managed. These include:

- our long term strategic plan, annual business plan and annual budget, all of which are approved by Trustees
- monthly reviews of our financial position and delivery against our plans
- feep engagement with our network to ensure excellent intelligence on emerging issues
- our risk management policy and approach, whereby the Senior Leadership Group regularly reviews risks, controls and mitigations and informs the oversight maintained by the Finance, Audit and Risk board subcommittee

Key risks faced by the organisation can be broadly categorised as follows:

A highly challenging and rapidly-changing environment

Inflation rates have remained stubbornly higher than anticipated, prolonging the impact that food banks are experiencing. While the cost of living situation is not the main driver of food bank need, the volatility around it has made it harder for the network to plan and respond accordingly.

The cost of living crisis has led to an increase – from already extremely high levels – in the numbers of people needing support from food banks. Specific UK government interventions, such as cost of living payments, have had some positive impact but this has been short-lived and has not addressed the ongoing fundamental issue of social security payments falling short of the cost of the essentials we all rely on.

We have continued to engage closely with our food banks to track the levels of need they are facing so we can pivot to support them in the best way – for example as we did through our Rapid Winter Emergency Grants. We have also launched our Essentials Guarantee campaign with the Joseph Rowntree Foundation, to ramp up the pressure on ensuring the social security system protects people from destitution.



Meeting need today while working to our vision for the future



The operational challenges food banks have been facing mean that their ability to engage with strategic activity and work towards long term change has at times been restricted.

The increased need that food banks have seen has been accompanied by challenges around stock. The public have continued to be extremely generous in their support of food banks and donations of food were slightly higher than the previous year. However, due to the extra food needed to meet the increased need, food banks had to turn to purchasing food to cover the gap. This, for many food banks, is something that they have never had to do previously.

As well as facing more challenges with sourcing food, food banks have seen a change in the range of people needing support – such as more people in work – which often requires different approaches to be put in place.

As a network, we are committed to providing the most compassionate response for as long as we are needed but also recognise the need to address the drivers which ultimately create the need for food banks.

We are supporting the network to hold these two priorities. This is through steps including dedicated day-to-day support from our expanded on the ground team, support with sourcing food, easy to access grant funding to progress strategic activity, and ensuring the voice of food banks and the people who need them is heard by policy-makers.

Building a diverse, inclusive and participatory network

We cannot end the need for food banks without recognising the structures that disproportionately impact particular groups, involving people in the design of services and solutions, or enabling people with lived experience to advocate for change with and be heard by decision-makers.

We have made strong progress in these areas. We are increasingly ensuring that people with lived experience shape the work that we do and how we go about it and supporting food banks to take a participatory approach.

We are also a more diverse and inclusive organisation and our principles around EDI closely inform our thinking at all levels. We are proud of the attentiveness we have given to this and of the relationship we have developed with food banks around EDI where we are able to celebrate and spread good practice and constantly learn from each other's experiences and insight. It is vital that we continue to be intentional.

We also recognise the areas where there is more we need to do and where we need to deepen our understanding. For example, our research suggests that some groups who are at higher risk of food insecurity (such as people from ethnic minority groups, people who are informal carers, and people who are LGBTQ+) are not seen in similar proportions amongst people referred to our food banks.

THANKS TO OUR SUPPORTERS

Everything we do as a charity is only possible because of our generous supporters.

In this section you can read about the generous contributions of individual supporters, our corporate partners, and trusts and foundations. Across the last financial year their generosity and commitment to supporting our work and vision continued to grow.

We are hugely grateful to all of them for their generosity in enabling food banks to meet the immediate needs in their local communities and to continue our shared mission to end the need for food banks in the UK.

DONATIONS FROM THE PUBLIC

In October 2022 we launched our first ever winter emergency appeal to help keep food banks going through the challenging winter months. Our supporters and the general public heard the call and responded with overwhelming compassion. This helped to fund the wide range of activities described on page 18.

LAND'S END TO JOHN O'GROATS

In September, Keith Reynolds took to his bike to take on a mammoth journey - 1,200 miles, over 24 days from Land's End to John O'Groats to raise funds for the Trussell Trust. Cramming everything he needed into pannier bags, his daily average was a staggering 50 miles!

Before setting off, Keith looked forward to being joined by friends and family for some of the stages, but took on the challenge alone, after being inspired by our vision to end the need for food banks.

> *Speaking of his motivation to risk sore legs on his journey, he said: "The Trussell Trust supports a vast network of food banks across the country and provide practical help at the most basic level for those who are hungry. But more than that, they actively work on the bigger picture - treating not just the symptoms – hunger – but also the disease."*

Total raised: £6,380





Once again, our amazing supporters across the UK held a Tea for Trussell, making each cuppa count to raise vital funds.

ROYAL PARKS HALF MARATHON

Daniel Moss started running long distances for something to do during lockdown. Just two years later he completed a half marathon 1hr 57mins, beating his target of two hours!

The stunning 13.1 mile route takes in many of the capital's world-famous landmarks on closed roads, and four of London's eight Royal Parks – Hyde Park, Green Park, St James's Park and Kensington Gardens.

Daniel first became aware of the Trussell Trust in 2020 and was keen to support people struggling to afford the essentials through donations.

Having secured a place in the Royal Parks Half Marathon, he felt it would be a wasted opportunity not to use his efforts to raise funds, explaining:

> *"I wanted to support the Trussell Trust as the cost of living crisis is pushing more people into poverty, increasing food bank use. The fundraising experience was really positive, everybody I spoke to was very supportive and impressed by what good cause it was for."*

Total raised: £700



CORPORATE PARTNERS

The relationships we build with corporate partners are crucial to our ability to deliver on our vision of a future without the need for food banks. We are proud to partner with many different organisations who share that vision and deliver income, access to expertise and resources. As our network responds to the increase in numbers of people needing support, we're grateful for these partners, many of whom have generously given their support over many years.

Tesco

We would like to recognise the support we have received from Tesco in this, our tenth year of partnership together. In addition to the ongoing generosity of Tesco customers at collection events and in stores year-round, at the start of 2023 Tesco worked with us to create a truly one-of-a-kind offer to support a group of food banks in our network who were facing the biggest challenge with stock levels. By delivering regular, large donations of the items the food banks needed most, Tesco not only helped food banks with their emergency food parcels, but also freed up considerable volunteer time and food bank funds. This enabled food banks to prioritise their work to address the underlying drivers of need in their communities.

Waitrose

Waitrose has supported the Trussell Trust since 2011, when permanent collection points were set up in their stores to collect long-life food and essentials for food banks in the Trussell Trust network. As customers donate essential items of food, Waitrose top up all customer donations with an additional 20% donation. Our partnership has expanded to also include online donations on their website and seasonal campaigns across the John Lewis Partnership. Waitrose's long-standing support has helped to expand our financial inclusion programme into more food banks across the network, ensuring that people are able to access support to increase their income and reduce the risk of them needing to use a food bank again. Since 2017, this partnership has also enabled over 3.5m kilos of stock to be donated in stores, providing emergency food to people facing hardship.

Morrisons

We are delighted that our long-standing partnership with Morrisons has now helped to raise over £1 million through the generosity of their customers, who are able to make financial donations online as well as product donations in Morrisons stores. In addition to this support, we were thrilled to be chosen as the Morrisons Foundation's Christmas Charity Partner in 2022 in support of our first ever emergency appeal last winter to help keep food banks going through an exceptionally challenging time.

Asda

Our longstanding partnership with Asda has continued to help us provide much needed food items to the food banks in our network. In 2022/23 in-store donations via the permanent collection points and Asda's summer food drive delivered over 3 million meals to people who are facing hunger. Asda also increased their top-up value this year, meaning they donated over £500,000 to support the food banks in our network. Residual funding from our earlier Fight Hunger Create Change partnership was also donated to help fund our Hunger in the UK research which will be the bedrock of our work over the coming years as we campaign to end the need for food banks.

Cadent

Thanks to the incredible support from the Cadent Foundation, we were able to help thousands of callers through our national Help through Hardship helpline and expand the financial inclusion programme across several of our food banks. Through the financial inclusion advice offered in the food banks, we have been able to maximise income for thousands of people, meaning many no longer need to use a food bank and can afford to pay for the essentials.

Deliveroo

Over the last year our amazing partnership with Deliveroo has helped us to provide on the ground support and grants to food banks across our network. The impactful campaigns that Deliveroo has launched such as Collecteroo have helped us to reach new audiences and been invaluable in helping

us to bring our Changing Minds message to millions of people in the UK.

NatWest

We are delighted to have NatWest as a key partner for our Help through Hardship work across the UK, enabling us to support people facing hardship across all four nations and launching our pilot projects in Scotland. NatWest have also shown amazing support with fundraising and volunteering, for example employees have been involved in over 100 volunteering days at food banks and more widely in support of our work.

Barclays

Across the past year, Barclays has continued to be a key strategic partner for our financial inclusion programme across the UK. This support has enabled us to increase the provision of income advice services to people in financial hardship. The support from Barclays has also helped us build a network of financial inclusion managers and has been pivotal in upskilling volunteers and staff.

TRUSTS AND FOUNDATIONS

We are incredibly grateful for the partnership support we received from many charitable trusts. Their generosity enabled us to respond in a meaningful way for our food banks while they faced significant challenges over the last turbulent year. The cost of living crisis caused additional challenges, but together with our trust funders, we were able to maintain key programmes and ease immediate pressures as we worked together to end the need for food banks.

Our deepest thanks go to all our funders, including:

Julia and Hans Rausing Trust

Stepping up as a catalyst funder for our emergency appeal last year, the Julia and Hans Rausing Trust responded with enormous generosity. The impact of their grant was hugely encouraging to our food banks as they faced into their most difficult winter. Through their contribution, we were able to provide much needed support to our food banks and ease the burden of increased need seen across the network in 2022/23, which outstripped any previous year. We would like to offer our heartfelt thanks to the Trust, for their significant grant and ongoing support.

Moondance Foundation

We are incredibly grateful for the Moondance Foundation's funding, which has enabled us to embed financial inclusion projects in local communities across Wales. Moondance has also provided generous support for food banks in Wales weathering the cost of living crisis, allowing them to remain responsive to the needs of people in their communities. The Foundation's support is underpinned by their deep knowledge of the challenges facing Wales and clarity on the objectives they seek to achieve alongside the Trussell Trust and our food banks.

Oak Foundation

Core funding is an important way for us to remain flexible and meet the needs of our food banks in a rapidly changing economic setting. The Oak Foundation's core funding has enabled us to remain responsive and agile, and we are deeply grateful for their understanding and partnership support. We are looking forward to working closely together over the next year as their support enables us to move closer to our vision of a UK without the need for food banks.

Pears Foundation

The long-term support from the Pears Foundation enabled us to invest in our visionary project of embedding financial inclusion projects in communities across the UK. Over the last three years, we have proved the value and impact of this work, particularly during the ongoing cost of living crisis when these services have been a critical part of the support food banks can offer people facing hardship. We look forward to continuing this partnership with the Pears Foundation, delivering benefits to people who need support in the future.

People's Postcode Lottery

People's Postcode Lottery's commitment to our work is deeply appreciated. Over the last year, their grant delivered support to our Help Through Hardship helpline and supported our food banks to meet warehousing costs required to store and pack food. The helpline continues to be a much-needed service for people facing hardship, offering financial support and a food bank referral if needed. The helpline is also an important service for people who may have difficulty accessing a food bank, for example due to caring responsibilities, disabilities or those living rurally. People's Postcode Lottery has worked with us this year to raise awareness of our services and the impact we are having across England, Scotland and Wales and we are very grateful for their partnership.

Additional thanks

We are particularly grateful to Aldama Foundation, Balcombe Charitable Trust, BBC Children in Need, Benefact Trust, City Bridge Trust, Clara E Burgess Charity, Gemini Trust, The JABBS Foundation, The Mackintosh Foundation, Porticus UK, Vertex Foundation, and William Kessler Charitable Trust.

OUR PROMISE TO SUPPORTERS

We could not continue to work towards our vision without our amazing supporters. We deeply appreciate their generosity.

In response to the support people provide, we promise to:

- safeguard their personal details
- treat them with respect, honesty and openness
- take into account the needs of individuals who may be in difficult circumstances or require additional care and support to make an informed decision
- never put people under pressure to make, or continue making a gift
- use gifts for the purpose for which they are given, and spend donations so they have the most impact
- respect people's wishes and preferences
- be receptive to feedback and use this to improve our approach
- take appropriate action if people are unhappy with our services, and accept the authority of the Fundraising Regulator if we cannot resolve their complaint
- never share, sell or rent personal data to third parties for marketing purposes

How we protect vulnerable people

We care for each and every one of our supporters and follow the Fundraising Code of Practice to ensure they are properly protected and looked after.

Caring for our supporters and fundraisers

We have a dedicated supporter care team who are available and on hand to respond to any supporter needs, queries, feedback, requests or complaints, as well as having specific policies and procedures in place to protect vulnerable people.

We continuously seek to improve the way we do things based on supporter feedback and engagement.

Our fundraising approach

- all our fundraising activities are carried out in compliance with the Fundraising Regulator's Code of Fundraising Practice and guided by our Supporters Promise and organisational values.
- we use professional fundraising agencies to support us with payroll giving (whereby employees of an organisation can make a regular donation to the Trussell Trust from their salary before tax is deducted).
- The Trussell Trust complies with the Fundraising Regulator and the Code of Fundraising Practice. There have been no compliance issues in the year.
- one complaint was received in the year relating to fundraising.

Contact us at supportercare@trusselltrust.org or call 01722 580 178 (Mon-Fri, 9am–5pm).

OUR STRUCTURE, GOVERNANCE AND MANAGEMENT

Organisational structure

Our Trustees are ultimately responsible for the overall control and strategic direction of the charity and the protection of its assets. Day-to-day management is delegated to the Chief Executive Officer, Emma Revie, and the Senior Leadership Group. Our Trustees meet regularly to set the vision, strategic framework, and budgets under which the charity operates and to manage risks. The Board has been chaired by Stephen Hicks since September 2018.

The Board has established five subcommittees with delegated authority for certain matters and to ensure key matters are given increased time and scrutiny.

- Finance, Audit and Risk: ensures that the charity operates within the financial guidelines set out in current legislation, by the Charity Commission, by the charity's governing documents and by the Board. This includes review of the current and forward financial situation, oversight of internal and external audit functions and oversight of the implementation of the organisation-wide risk strategy.
- Strategy and Impact: monitors the progress of the Trussell Trust's organisational strategy, and ensures that there is a robust and effective process for capturing and understanding evidence relating to our strategic objectives, approaches and values of the Trussell Trust and the wider network of food banks.
- People and Governance: advises the Board on effective governance and oversight of strategic HR actions and policies to enable recruitment, development, engagement and retention of the best staff, volunteers, and Trustees. This includes reviewing and approving key policies and oversight of priority areas of people-focused activity such as safeguarding, equity, diversity and inclusion and the participation of people with lived experience of poverty in our work.
- Nominations: leads on the recruitment and selection for appointments to the Board, its subcommittees and its subsidiaries. This includes regular Board appraisals and skills audits to inform future Board development or composition.
- Remuneration: oversees the remuneration policy and strategy of the organisation and agrees the salaries and any other payments to the Chief Executive Officer (CEO) and Senior Leadership Group members.

The full Board formally meets at least three times a year. The subcommittees also meet at least three times a year. An AGM is held each year.
Our governance is underpinned by the Charity Governance Code and put into action via annual appraisals for each Board member and a formal process for the Chair, Treasurer and CEO whose appraisals are reviewed by our People and Governance subcommittee.

The Trustees set the strategic direction of the organisation and are regularly updated on a wide range of activity, including our grant-making to the network, public relations and fundraising campaigns. Trustees receive regular financial updates which form the basis of the routine financial monitoring.

The charity works to ensure all of the organisation's stakeholders are able to participate in its development. We have structures and programmes to ensure that our key stakeholders are at the heart of decision-making, including a panel of people with lived experience of financial hardship, and strategic consultation groups with representatives of 10% of Trussell Trust food banks.

The CEO holds regular accountability meetings to monitor and control the organisation and reporting processes are in place. Oversight groups for our key areas of activity ensure that any issues are escalated and resolved as needed.

Governing document

The Trussell Trust is a charitable company limited by guarantee, constituted under a trust deed dated 12 January 1997 and transferred into the charitable

company (05434524) on 19 September 2005 and is a registered charity, number 1110522. The company also registered as a charity in Scotland on 5 September 2013, number SC044246. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up, members are required to contribute an amount not exceeding £10.

Recruitment and appointment of new Trustees

The Trustees of the company are also charity Trustees for the purpose of charity law. When recruiting new Trustees, we aim to attract a diverse range of candidates who have the skills the charity needs. The Board values the benefits of having members with different backgrounds, expertise and experience, and has committed to increasing our diversity in order to ensure we are benefitting from distinctive perspectives. Overall, our Trustees are appointed on merit, ensuring we have a balance of skills and experience.

No new Trustees joined the Board in the year ending 31 March 2023. Five new Trustees were appointed by the Nominations committee and took up their role in May 2023. This followed a robust interview and engagement selection process to ensure they understand our vision and values. Trustees have been subject to DBS checks where appropriate.

All new Trustees undertake an induction programme, which includes visits to our network, the roles and duties of the Trustees, company and charity law and governance, and financial and risk management. Additional training is arranged as needed for individual Trustees or for the Trustees as whole.

Remuneration policy

In 2021/22 an extensive pay review was completed to ensure that our staff remuneration structure was appropriate and aligned with our values and commitment to EDI. We committed to the following principles in determining pay for all our employees:

- we pay competitively
- we pay the mid-point in our market
- we are committed to equity
- we are transparent

We are proud of the work we have done to continue to ensure through our pay principles that we're a fair, equitable and competitive-paying organisation. This is reflected in our gender pay gap which is a mean of -0.04%, demonstrating the impact and effectiveness these principles have in delivering equitable pay outcomes. It was also reflected in our approach to the cost of living pressures that have continued over the past year. We continue to be accredited as a Living Wage employer and our employee benefits encourage the wellbeing, mental health, and financial resilience of our staff in keeping with our charitable aims. We also hold accreditation under the Good Business Charter.

The key management personnel of the charity comprises of the Trustees, the Chief Executive Officer, Chief Strategy Officer, Chief Operations and People Officer, and the Company Secretary. As disclosed in Note 11 of these financial statements, no Trustees received any remuneration or benefits in their role as Trustee; additional disclosures on key management personnel remuneration and other changes to the organisation's investment in its people can be seen in Note 12.

Modern slavery

The Trussell Trust complies with the Ethical Trading Initiative base code, and we expect our suppliers and their supply chain to comply with this code. There is no modern slavery or human trafficking in any part of our business. When we review our contracts, and develop new ones, we assess the possibility of modern slavery. We continue to monitor and improve how we manage contracts and provide training to staff and the network to raise awareness.

Public benefit disclosure

The Trustees confirm they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives, and in planning future activities. The Trussell Trust is a public benefit entity. The Trustees refer to public benefit throughout this report. The Trustees, who are also directors of the Trussell Trust for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2023. In preparing the report, which also serves as the Strategic Report for the purposes of Company Legislation,

the Trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

Environmental

At the Trussell Trust, we recognise that through our activities we have an impact on the environment. Over the past years, we have taken a considered approach to minimising negative environmental impacts, whilst balancing this commitment with the requirements inherent in delivering our core function as an anti-poverty charity. We recognise that as our activities have grown over successive years, so will our environmental impacts (positive and negative). Therefore, in 2023/24 we will be taking a review of our policies and how we capture and report on our environmental impact - creating a baseline against which we can work to improve in future years.

OUR CHARITY DETAILS

Registered Company Number
05434524 (England and Wales)

Registered Charity Number
1110522 (England and Wales) SC044246 (Scotland)

Registered Office
Unit 9, Ashfield Trading Estate, Ashfield Road, Salisbury, Wiltshire, SP2 7HL

Trustees
Mr S Hicks (Chair)
Mr D Gordon
Mr S Ariaratnam (appointment day 30th May 2023)
Mr T Gibbs (appointment day 30th May 2023)
Dr L Hickman
Mr R Lanyon
Ms S Morgan (appointment day 30th May 2023)
Mr P Morrison
Mr D Shrubsole (appointment day 30th May 2023)
Revd B Thomas
Ms S Vibert (appointment day 30th May 2023)

Company Secretary
Mrs C Leeper

Chief Executive Officer
Mrs E Revie

Bankers
The Royal Bank of Scotland, 36 St Andrews Square, Edinburgh, EH2 2YB

Investment Managers
CCLA Investment Management Limited, 1 Angel Lane, London, EC4R 3AB

Auditors
Buzzacott LLP, 130 Wood Street, London, EC2V 6DL

Lawyers
Bates Wells & Braithwaite London LLP, trading as Bates Wells, 10 Queen Street Place, London EC4R 1BE

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also the directors of The Trussell Trust for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the income and expenditure of the charitable company for that period. In preparing those financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charity SORP
- make judgements and estimates that are reasonable and prudent
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business

The Trustees are responsible for keeping proper accounting records which disclose the reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:
There is no relevant audit information of which the charitable company's auditors are unaware; and
The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Approved by order of the Board of Trustees on **28 November 2023** and signed on its behalf by:



S Hicks - Chair of Trustees

AUDITOR'S REPORT

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE TRUSSELL TRUST

Opinion

We have audited the financial statements of the Trussell Trust (the 'charitable company') for the year ended 31 March 2023, which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements including details of the principal accounting policies adopted. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Annual Report and Financial Statements, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF THE TRUSSELL TRUST (CONTINUED)

the course of the audit:

- the information given in the Trustees' report including the strategic report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' report including the strategic report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report including the strategic report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charitable company through discussions with management, and from our commercial knowledge and experience of the sector;
- the identified laws and regulations were

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF THE TRUSSELL TRUST (CONTINUED)

communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit;

- we focused on specific laws and regulations which we considered may have a direct material effect on the accounts or the activities of the charitable company. These included but were not limited to the Companies Act 2006, the Charities Act 2011, Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102), those that relate to fundraising and are overseen by the Fundraising Regulator, and those that relate to data protection (General Data Protection Regulation); and

- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management, inspecting legal correspondence and reviewing Trustees' meeting minutes.

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management and those charged with governance as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- tested the authorisation of expenditure as part of our substantive testing thereon;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias; and
- used data analytics to identify any significant or unusual transactions and identify the rationale for them.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reviewing the minutes of meetings of the Trustees, as well as the Finance, Audit & Risk Committee, and the People & Governance Committee;
- enquiring of management and those charged with governance as to actual and potential litigation and claims; and
- reviewing any available correspondence with HMRC and the Charity Commission.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the Trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF THE TRUSSELL TRUST (CONTINUED)

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charity's Trustees as a body, in accordance with Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Katharine Patel (Senior Statutory Auditor)
For and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

5 December 2023

FINANCIAL STATEMENTS

STATEMENT OF FINANCIAL ACTIVITIES

(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2023

	Note	Unrestricted £'000	Restricted £'000	**2023 £'000**	2022 £'000
INCOME FROM					
Donations and legacies	**2**				
Fundraising income		34,409	21,215	**55,624**	32,564
Donated goods & services		180	272	**452**	265
Charitable activities	**3**				
Programme Grants and contracts		-	171	**171**	243
Other trading activities	**4**	1,163	-	**1,163**	1,050
Investment income	**5**	628	-	**628**	30
Other income	**6**	-	-	**-**	37
Total income		36,380	21,658	**58,038**	34,189
EXPENDITURE ON					
Raising funds					
Fundraising activities	**7**	6,881	341	**7,222**	4,469
Other trading activities	**7**	997	-	**997**	961
Charitable activities	**7**				
Grants expenditure		12,068	17,096	**29,164**	32,713
Changing Communities		6,261	3,222	**9,483**	7,190
Changing Minds		5,422	648	**6,070**	3,639
Changing Policy		1,858	431	**2,289**	1,595
Total expenditure		33,487	21,738	**55,225**	50,567
Net income/(expenditure) before transfers		2,893	(80)	**2,813**	(16,378)
Transfers between funds		-	-	**-**	-
Net income/ (expenditure)		2,893	(80)	**2,813**	(16,378)
Reconciliation of funds					
Total funds brought forward at 1 April 2022	**23**	27,190	5,515	**32,705**	49,083
Total funds carried forward at 31 March 2023	**23**	30,083	5,435	**35,518**	32,705

The notes form part of these financial statements.

BALANCE SHEET AT 31 MARCH 2023

	Note	2023 £'000	2022 £'000
Fixed assets			
Tangible assets	14	**295**	426
Investments	15	**-**	-
		295	426
Current assets			
Stocks	16	**9**	8
Debtors	17	**5,446**	6,009
Short-term deposits	18	**9,000**	**-**
Cash at bank	18	**49,403**	50,088
		63,858	56,105
Creditors: Amounts falling due within one year	19	**(17,173)**	(19,464)
Net current assets		**46,685**	36,641
Total assets less current liabilities		**46,980**	37,067
Creditors: Amounts falling due after more than one year	20	**(11,298)**	(4,225)
Provisions for liabilities	21	**(164)**	(137)
Total net assets		**35,518**	32,705
Funds			
Unrestricted			
General	23	**10,823**	13,140
Designated	23	**19,260**	14,050
		30,083	27,190
Restricted	23	**5,435**	5,515
Total funds		**35,518**	32,705

The financial statements were approved by the Board of Trustees on: **28 November 2023**

And were signed on its behalf by: Stephen Hill

Company Registration Number: 05434524

CASH FLOW STATEMENT FOR THE YEAR ENDED 31 MARCH 2023

	Note	2023 £'000	2022 £'000
Cash flows from operating activities:			
Cash generated from operations		**7,729**	1,735
Net cash provided by operating activities		**7,729**	1,735
Cash flows from investing activities:			
Purchase of tangible fixed assets	14	**(42)**	(22)
Interest received	5	**628**	30
Interest in short-term deposits		**(9,000)**	-
Net cash used in investing activities		**(8,414)**	8
Change in cash and cash equivalents in the reporting period		**(685)**	1,743
Cash and cash equivalents at the beginning of the reporting period		**50,088**	48,345
Cash and cash equivalents at the end of the reporting period		**49,403**	50,008

Reconciliation of net income to net cash flow from operating activities

	Note	2023 £'000	2022 £'000
Net income / (expenditure) for the reporting period		**2,813**	(16,378)
Adjusted for:			
Depreciation	14	**208**	199
Interest received	5	**(628)**	(30)
Release of provisions	21	**(8)**	-
Decrease / (increase) in stocks	16	**(1)**	15
Decrease/(increase) in debtors	17	**563**	(1,549)
Increase in creditors	19 / 20	**4,782**	19,478
Net cash used in operating activities		**7,729**	1,735

Breakdown of cash and cash equivalents

	Note	2023 £'000	2022 £'000
Cash at bank	18	**49,403**	50,088
		49,403	50,088

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

NOTE 1: ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention except for investments which are included at market value, as modified by the revaluation of certain assets.

The results of the charitable company's wholly owned subsidiary, Trussell Trading Limited, have not been consolidated into these financial statements due to their immateriality in the context of the Group's finances as a whole. A summary of Trussell Trading Limited's results is shown in note 15.

The financial statements are presented in sterling, rounded to the nearest thousand pounds.

Going Concern

The Trustees have considered both the charity's financial position at the year end and the impact of future activities. The Trustees have made this assessment in respect to a period of one year from the date of approval of these financial statements.

Although the organisation and UK society is in the midst of a cost of living crisis, and continues to feel the impacts of the Covid-19 pandemic, the Trussell Trust continues to manage key risks through our well established risk management processes which have been embedded and have proved robust; for more information, please see page 65.

A risk-based reserves policy has been adopted; more details of this can be seen on pages 62. The Trustees therefore have a reasonable expectation that there are no material uncertainties about the charity's ability to continue its operations, including to meets its liabilities, for the foreseeable future. As such, the charity continues to adopt the going concern basis in preparing the financial statements.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received, and the amount can be measured reliably.

Income is only deferred when:

- the donor specified that the grant or donation must only be used in future accounting periods, or
- the donor has imposed conditions which must be met before the charity has unconditional entitlement.

Investment income is recognised on a receivable basis.

Income from charitable activities includes income received under contract or where entitlement to grant funding is subject to specific conditions. Contract income is recognised as earned (as the related good and services are provided). Grant income included in this category provides funding to support activities and is recognised where there is entitlement, probability of receipt and the amount can be measured reliability.

Income from the sale of donated goods via the charity's shops is recognised at the point of sale.

Volunteers and donated goods and services

The value of services provided by volunteers is not incorporated into these financial statements.

Where goods or services are provided to the charity as a donation that would normally be purchased from suppliers, this contribution is included in the

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

NOTE 1. ACCOUNTING POLICIES – CONTINUED

financial statements at an estimate based on the value of the contribution to the charity.

Food and toiletries donated to the charity and held as stock for distribution by Brent Foodbank, are recognised as income within voluntary income when received and as stock; an equivalent amount is included as expenditure when the stock is distributed.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. In the case of grants payable, these conditions are met when the amount of grant awarded has been communicated to the recipient, and there are no conditions attached to the grant which give the charity discretion to avoid this commitment. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with the use of resources.

Provisions

Provisions are recognised when the charity has a legal or constructive obligation, but for which either the timing or the amount of the future expenditure required to settle the obligation is uncertain.

Irrecoverable VAT

All expenditure is classified under activity headings that aggregate all costs related to the category. Irrecoverable VAT is charged against the category of expenditure for which it was incurred.

Raising funds

Raising funds includes all expenditure incurred by the charity to raise funds for its charitable purposes, such as fundraising activities and events, and the costs of charity retail trading (under the sub-heading 'Other trading activities').

Allocation and apportionment of costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs have been allocated based on staff time and the split is shown in Note 8: Support Costs.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

- short leasehold improvements – over the term of the lease
- fixtures and fittings – 25% on cost
- motor vehicles – 25% on cost
- computer equipment – 25% on cost

Individual fixed assets costing £10,000 or more, plus individual assets purchased as part of a capital project costing in excess of £10,000, are capitalised at cost.

Stocks

Stocks comprise food, toiletries and household essentials held for distribution by Brent Foodbank. Stocks are valued at fair value, after allowance for obsolete and slow-moving items.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the Trustees. Restricted funds can only be used for restricted purposes within the objects of the charity.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

NOTE 1. ACCOUNTING POLICIES – CONTINUED

Restrictions arise when specified by the donor or when funds are raised for restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Hire purchase and leasing commitments

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the period of the lease.

Pension costs and other post-retirement benefits

The charity operates a defined contribution pension scheme. Contributions payable to the charity's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Accounting Estimates and Judgements

In preparing the financial statements estimates and judgements have been made when applying the accounting policies. These are evaluated on an ongoing basis and are based on historical experience. The only areas where estimates or judgements have a material effect on the values within the financial statements are:

- depreciation on tangible fixed assets
- the allocation of costs across expenditure categories in the Statement of Financial Activities
- the assumptions used in respect of forecasted income and expenditure for the purpose of concluding that the charity is a going concern.

NOTE 2: DONATIONS & LEGACIES

	2023 £'000	2022 £'000
Fundraised income:		
Donations & grants	**50,424**	29,812
Gift Aid	**4,750**	2,675
Legacies	**450**	77
	55,624	32,564
Donated goods & services		
Food (Brent Foodbank)	**180**	174
Services and other goods	**272**	91
	452	265
	56,076	32,829

During the years ending March 2023 and March 2022, the charity directly operated one food bank, in Brent. During the year the charity received free media, advertising, and IT support, to the value of £272,000 (2022 – £91,000).

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

NOTE 3: CHARITABLE ACTIVITIES

	2023 £'000	2022 £'000
Programme grants & contracts	**171**	243
	171	243

This comprises income earned under performance-related grants, where this is conditional upon the charity's delivery of specific charitable programmes, or under contracts for the provision of services aligned with the Trussell Trust's charitable aims. Other grants received to support the charity's work are included within 'donations and grants' in note 2 above.

NOTE 4: OTHER TRADING ACTIVITIES

	2023 £'000	2022 £'000
Charity retail – shop sales	**1,053**	998
Other income	**110**	52
	1,163	1,050

NOTE 5: INVESTMENT INCOME

	2023 £'000	2022 £'000
Deposit account interest	**628**	30

NOTE 6: OTHER INCOME

	2023 £'000	2022 £'000
Charity retail – Covid-19 government support grants	**-**	37
	-	37

The Trussell Trust's charity shops were temporarily closed at the start of the 2021–22 financial year to comply with Covid-19 restrictions and as such were eligible for funding from the Government's business support schemes.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

NOTE 7: TOTAL EXPENDITURE

	Remuneration Costs 2023 £'000	Office Costs 2023 £'000	Project Costs 2023 £'000	Support Costs 2023 £'000	**Total 2023 £'000**	Total 2022 £'000
Raising funds						
Fundraising activities	1,857	138	4,269	958	**7,222**	4,469
Other trading activities	543	79	342	33	**997**	961
Charitable activities						
Grants payable	202	39	28,802	121	**29,164**	32,713
Changing Communities	5,145	340	1,649	2,349	**9,483**	7,190
Changing Minds	2,443	229	2,241	1,157	**6,070**	3,639
Changing Policy	1,034	65	715	475	**2,289**	1,595
	8,824	673	33,407	4,102	**47,006**	45,137
	11,224	890	38,018	5,093	**55,225**	50,567

Remuneration costs shown above, plus those included within support costs (as shown in note 8 below), relate to the various remuneration costs set out in note 12. Office costs include costs relating to employees, office expenditure, and communications. Project costs relate to expenditure on specific activities; for grants payable this figure equates to the grants made as detailed in note 9. Support costs represent indirect costs which provide the organisational structure enabling the charitable activities to take place. An analysis of support costs in provided in Note 8.

NOTE 8: SUPPORT COSTS

	2023 £'000	2022 £'000
Remuneration	**2,097**	2,009
Agency and contract staff	**411**	41
IT (software, consultancy and equipment)	**823**	929
Premises	**534**	431
Staff recruitment	**192**	158
General consultancy and professional fees	**211**	145
Training and other staff-related costs	**559**	263
Governance	**167**	160
Miscellaneous	**99**	105
	5,093	4,241

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

NOTE 8: SUPPORT COSTS (CONTINUED)

Governance costs	2023 £'000	2022 £'000
Auditor's remuneration		
– Statutory audit	**39**	25
– Tax services	**37**	-
Trustee costs	**13**	8
Accountancy, legal and professional advice	**78**	127
	167	160

NOTE 9: GRANTS PAYABLE RELATED TO THE FOLLOWING PROGRAMMES:

	2023 £'000	2022 £'000
Providing support & advice on money matters for people facing hardship	**18,131**	23,100
Working to reduce the need for emergency food locally	**3,614**	3,975
Warehousing/facilities	**658**	1,114
Volunteering support	**298**	552
Organising & Local Mobilisation	**1,745**	1,492
Food collection top-up	**1,617**	853
Other grants to food bank charities	**2,739**	1,346
Total Grants	**28,802**	32,432

The following was a recipient of material grant funding during the year:

Citizens Advice	£7,302,762

Grants have been awarded to over 400 food bank charities across the Trussell Trust network. The network is based throughout the UK including England, Scotland, Wales, and Northern Ireland. A grant was made to Citizens Advice to increase our shared Help through Hardship helpline to enable more people facing hardship to access advice and support on money matters, as well as receive a food bank referral where required.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

NOTE 10: NET EXPENDITURE IS STATED AFTER CHARGING:

	2023 £'000	2022 £'000
Auditors' remuneration		
– Statutory audit	**39**	25
– Tax services	**37**	-
Depreciation	**208**	199
Operating leases	**476**	466

NOTE 11: TRUSTEES' REMUNERATION & BENEFITS

During both the year ended 31 March 2023 and the previous year, no Trustees received any remuneration or benefits in their role as Trustee. The Memorandum and Articles of Association of the company permit payments to Trustees where certain criteria are met.

Trustees' expenses
During the year, three Trustees were reimbursed for out of pocket expenses totalling £3,792 (2022: three, expenses totalling £1,128). These expenses relate primarily to travel costs incurred on behalf of the charity.

NOTE 12: STAFF COSTS

	2023 £'000	2022 £'000
Wages and salaries	**11,275**	8,882
Social security costs	**1,295**	930
Other pension costs	**666**	538
Other benefits	**85**	61
	13,321	10,411

Other benefits relates to the costs of providing income protection and life assurance, and health plans, which are offered to all employees on an equal basis.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

NOTE 12: STAFF COSTS (CONTINUED)

The average monthly number of employees during the year, on both a headcount and a full-time equivalent basis, was as follows:

	Headcount		FTE	
	2023	2022	**2023**	
Raising funds	**43**	36	**40**	33
Changing Communities	**107**	85	**97**	78
Changing Minds	**47**	33	**48**	32
Changing Policy	**20**	15	**20**	15
Charity retail	**26**	27	**19**	19
Support	**37**	37	**34**	35
Grants	**5**	5	**5**	4
	285	238	**263**	216

The number of employees whose benefits (excluding employer National Insurance contributions and employer pension costs) exceeded £60,000 was:

	2023	2022
£60,001 - £70,000	**18**	16
£70,001 - £80,000	**7**	6
£80,001 - £90,000	**1**	-
£90,001 - £100,000	**2**	2
£100,001 - £110,000	**1**	1
	29	25

Staff are employed in all areas of the Trussell Trust's work, including the charity shops and associated supporting activity, to enable the charity to meet its responsibilities. The lowest rate of pay is aligned to the living wage as set by the Living Wage Foundation.

Key Management Personnel

The key management personnel (KMP) of the charity comprise the Trustees, the Chief Executive Officer, Chief Strategy Officer, Chief Operating Officer and the Company Secretary. The total employee benefits (including employer National Insurance contributions and employer pension costs) of the KMP was £419,205 (2022: £403,599).

Using available pay data for the end of the year to 31 March 2023, the CEO/median pay ratio is 3:1 (2022 - 3:1). That is to say that the CEO earns three times the rate of the median paid employee on a full time equivalent basis, accounting for all salary related benefits.

We believe that this is a reasonable ratio for our organisation and sector, reflecting our commitment to fair pay for our entire staff team and our alignment with the aims of the Good Business Charter following our accreditation in August 2020.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

NOTE 13: COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted 2022 £'000	Restricted 2022 £'000	Total 2022 £'000
INCOME FROM			
Donations and legacies			
Fundraising income	25,115	7,449	32,564
Donated goods and services	174	91	265
Charitable activities			
Programme grants and contracts	-	243	243
Other trading activities	1,050	-	1,050
Investment income	30	-	30
Other income	37	-	37
Total income	26,406	7,783	34,189
EXPENDITURE ON			
Raising funds			
Fundraising activities	4,177	292	4,469
Other trading activities	961	-	961
Charitable activities			
Grants expenditure	28,055	4,658	32,713
Changing Communities	5,969	1,221	7,190
Changing Minds	3,375	264	3,639
Changing Policy	1,485	110	1,595
Total expenditure	44,022	6,545	50,567
Net gains on investments	-	-	-
Net (expenditure) / income before transfers	(17,616)	1,238	(16,378)
Transfers between funds	-	-	-
Net income (expenditure) /	(17,616)	1,238	(16,378)
Reconciliation of funds			
Total funds brought forward at 1 April 2021	44,806	4,277	49,083
Total funds carried forward at 31 March 2022	27,190	5,515	32,705

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

NOTE 14: TANGIBLE FIXED ASSETS

	Leasehold improvements £'000	Motor Vehicles £'000	Computer equipment £'000	**2023 Total £'000**
Cost				
At 1 April 2022	514	41	430	**985**
Additions	68	9	-	**77**
Disposals	(70)	-	-	**(70)**
At 31 March 2023	512	50	430	**992**
Depreciation				
At 1 April 2022	361	13	185	**559**
Charge in year	94	10	104	**208**
Disposals	(70)	-	-	**(70)**
At 31 March 2023	385	23	289	**697**
Net book value				
At 31 March 2023	**127**	**27**	**141**	**295**
At 31 March 2022	153	28	245	**426**

NOTE 15: INVESTMENTS

The charity has a wholly owned subsidiary, Trussell Trading Limited, a company incorporated in the UK from 1 April 2021 (Company Registration No. 13310114), whose principal activity is the management of corporate sponsorship activities on behalf of the charity. As at 31 March 2023, the charity's investment in Trussell Trading Limited was £1. The results of Trussell Trading Limited for the year ended 31 March 2023 are summarised below. Due to their immateriality in the context of the Group's finances as a whole, they have not been consolidated into these financial statements.

	2023 £'000	**2022 £'000**
Turnover	**264**	**102**
Cost of sales	**(33)**	**(4)**
Gross profit	**231**	**98**
Administrative expenses	**(57)**	**(23)**
Operating profit	**174**	**75**
Donation to the Trussell Trust under Gift Aid	**(174)**	**(75)**
Retained profit	**-**	**-**

At both 31 March 2023 and 31 March 2022, Trussell Trading Limited had net assets of £1, made up of called up share capital of £1 and retained earnings of £nil.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

NOTE 16: STOCKS

	Total 2023 £'000	Total 2022 £'000
Food stocks – Brent Foodbank	**9**	8
	9	8

Food stocks relate solely to those held by Brent Foodbank, which is controlled and operated directly by the charity.

NOTE 17: DEBTORS

	Total 2023 £'000	Total 2022 £'000
Trade debtors	**511**	504
Gift Aid due	**448**	560
Prepayments and accrued income	**4,487**	4,945
	5,446	6,009

NOTE 18: SHORT-TERM DEPOSITS AND CASH AT BANK

Short-term deposits
At 31 March 2023, £9 million (£2022: nil) was held in a short term deposit account with The Royal Bank of Scotland.

Cash at bank
The cash balance at 31 March 2023 represents the balance on restricted funds, funds set aside for designated activities (see note 23), and cash required to meet grant commitments to the food bank network for the coming year, in addition to the working capital required for the charity's core operations. All monies are held in interest bearing accounts.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

NOTE 19: CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Total 2023 £'000	Total 2022 £'000
Trade creditors	**963**	1,410
Taxation and social security	**988**	465
Other creditors	**157**	110
Deferred income (see below)	**900**	50
Accrued expenses	**1,108**	433
Accruals for grants payable	**13,057**	16,996
	17,173	19,464
Deferred income:		
Brought forward	**50**	1,130
Amount released to income	**(50)**	(1,130)
Amount deferred at year end	**900**	50
Carried forward	**900**	50

Deferred income relates to grants for which the cash had been received but the recognition criteria for income were not met during the year.

NOTE 20: CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	Total 2023 £'000	Total 2022 £'000
Accruals for grants payable	**11,298**	4,225
	11,298	4,225

To give our food bank network more certainty of funding, while they focus on addressing the impact of the cost of living crisis, we awarded many food banks an additional year of financial inclusion funding which will be paid out in the 2024–25 financial year.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

NOTE 21: PROVISIONS

	Dilapidations £'000	**Total £'000**
At 1 April 2022	137	**137**
Additions during the year	35	**35**
Released during the year	(8)	**(8)**
At 31 March 2023	164	**164**

Provisions have been made for the expected dilapidation costs on the property leases held by the charity.

NOTE 22: ANALYSIS OF NET ASSETS BETWEEN FUNDS

	General fund reserve 2023 £'000	Designated funds 2023 £'000	Restricted funds 2023 £'000	**Total 2023 £'000**	Total 2022 £'000
Fixed assets	295	-	-	**295**	426
Current assets	32,906	19,260	11,692	**63,858**	56,105
Current liabilities	(11,310)	-	(5,863)	**(17,173)**	(19,464)
Long term liabilities	(10,904)	-	(394)	**(11,298)**	(4,225)
Provisions	(164)	-	-	**(164)**	(137)
	10,823	19,260	5,435	**35,518**	**32,705**

NOTE 23: MOVEMENT IN FUNDS

For the year ended 31 March 2023	At 1 April 2022 £'000	Income £'000	Expenditure £'000	Transfer between funds £'000	**At 31 March 2023 £'000**
Unrestricted funds					
General fund reserve	13,140	34,227	(19,144)	(17,400)	**10,823**
Designated funds:					
Changing Communities	5,900	-	(5,900)	-	**-**
Changing Minds	5,525	-	(5,525)	-	**-**
Changing Policy	1,817	-	(1,056)	-	**761**
Pathfinder grant fund	280	-	(280)	-	**-**
Investing for Change	-	-	-	17,400	**17,400**
Asda top-up	158	429	(541)	-	**46**
Tesco (top-up)	370	1,724	(1,041)	-	**1,053**
Total unrestricted funds	27,190	36,380	(33,487)	-	**30,083**

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

NOTE 23: MOVEMENT IN FUNDS (CONTINUED)

	At 1 April 2022 £'000	Income £'000	Expenditure £'000	Transfer between funds £'000	**At 31 March 2023 £'000**
Restricted funds					
Adobe Foundation Help through Hardship helpline	15	-	(15)	-	**-**
Appeal funds: Winter emergency appeal	-	11,227	(11,227)	-	**-**
Asda: Covid-19 response	79	-	(57)	-	**22**
Asda: Fight Hunger phase 2	37	1	(38)	-	**-**
Balcombe Trust Charitable Trust: income maximisation	-	232	(232)	-	**-**
Bank of America Income Maximisation	259	83	(206)	-	**136**
Barclays – Financial Wellbeing	1,725	-	(558)	-	**1,167**
BBC Children in Need & National Lottery Community Fund #iwill fund Grant	131	166	(184)	-	**113**
Benefact Trust: Emergency crisis grants and Help through Hardship helpline	-	100	(100)	-	**-**
Brent Foodbank	53	163	(126)	-	**90**
CAF America: Frontline costs	-	111	(111)	-	**-**
City Bridge Trust	52	65	(63)	-	**54**
Clara E Burgess Charity: Youth participation work	-	54	-	-	**54**
Deliveroo: In-app donations	-	1,454	(1,322)	-	**132**
Food bank network: Covid-19	201	-	(196)	-	**5**
Food bank network: Regional funds	35	101	(125)	-	**11**
Four Daughters Charitable Trust: Fuel vouchers	-	50	(50)	-	**-**
Fuel Bank Foundation	11	5	(16)	-	**-**
The Gemini Trust: Emergency crisis grants and fuel vouchers (FBF)	-	250	(250)	-	**-**
Gifts in kind – Services	-	272	(272)	-	**-**
Grants programme – Emergency grants	-	158	(153)	-	**5**
Grants programme – Financial inclusion	1,362	188	(496)	-	**1,054**
Grants programme – General	142	56	(172)	-	**26**

NOTE 23: MOVEMENT IN FUNDS (CONTINUED)

	At 1 April 2022 £'000	Income £'000	Expenditure £'000	Transfer between funds £'000	**At 31 March 2023 £'000**
continued Restricted funds					
Grants programme – Strategic facilities	276	50	(209)	-	**117**
Grants programme – Volunteering	-	100	-	-	**100**
Help through Hardship helpline	-	70	(70)	-	**-**
The JABBS Foundation: Winter appeal 2022	-	125	(125)	-	**-**
John Reizenstein: Fuel vouchers	-	25	(25)	-	**-**
The Julia and Hans Rausing Trust: Winter appeal 2022	-	3,000	(3,000)	-	**-**
The Mackintosh Foundation: Scotland	-	25	(25)	-	**-**
The Moondance Foundation: Emergency and financial inclusion grants	-	505	(466)	-	**39**
Natwest: Help through Hardship	-	1,000	-	-	**1,000**
Natwest: Scotland and NI helpline projects	-	500	(293)	-	**207**
Other restricted funds	15	36	(48)	-	**3**
Ovo Energy: Winter appeal 2022 and Fuel vouchers	-	500	(433)	-	**67**
The Pears Family Charitable Foundation: Income maximisation	642	-	(198)	-	**444**
People's Postcode Lottery: Help through Hardship helpline and strategic facilities grants	-	200	(170)	-	**30**
Porticus UK	75	-	(52)	-	**23**
Post Office Ltd: Strategic facilities grants and support costs	-	305	-	-	**305**
Sodexo: Helpline	-	150	(50)	-	**100**
Strategic stream – Changing Policy	400	-	(270)	-	**130**
The Vertex Foundation: Help through Hardship helpline and winter appeal 2022	-	142	(142)	-	**-**
Waitrose: Financial inclusion grants	-	189	(188)	-	**1**
Waitrose food bank grants	5	-	(5)	-	**-**
Total restricted funds	5,515	21,658	(21,738)	-	**5,435**
Total funds	32,705	58,038	(55,225)	-	**35,518**

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

NOTE 23: MOVEMENT IN FUNDS (CONTINUED)

Comparative information for the year ended 31 March 2022

	At 1 April 2021 £'000	Income £'000	Expenditure £'000	Transfer between funds £'000	**At 31 March 2022 £'000**
Unrestricted funds					
General fund reserve	14,976	25,110	(22,588)	(4,358)	**13,140**
Designated funds:					
Changing Communities	18,100	-	(16,558)	4,358	**5,900**
Changing Minds	6,740	-	(1,215)	-	**5,525**
Changing Policy	1,905	-	(88)	-	**1,817**
Pathfinder grant fund	3,000	-	(2,720)	-	**280**
Asda top-up	79	416	(337)	-	**158**
Tesco (top up)	6	880	(516)	-	**370**
Total unrestricted funds	44,806	26,406	(44,022)	-	**27,190**
Restricted funds					
3i Group: financial inclusion	-	150	(150)	-	**-**
Adobe Foundation: Help through Hardship helpline	-	180	(165)	-	**15**
Asda: Covid-19 response	137	-	(58)	-	**79**
Asda: Covid-19 reponse grants to network	83	-	(83)	-	**-**
Asda: FHP programme	63	-	-	(63)	**-**
Asda: FHP regrants	-	-	233	(233)	**-**
Asda: Fight Hunger phase 2	-	1534	(1,793)	296	**37**
The Balcombe Charitable Trust: Help through Hardship helpline	-	200	(200)	-	**-**
Bank of America: Income maximisation	152	206	(99)	-	**259**
Barclays: Financial Wellbeing	-	1,841	(116)	-	**1,725**
BBC Children in Need and National Lottery Community Fund #iwill fund Grant	-	208	(77)	-	**131**
Brent Foodbank	39	114	(100)	-	**53**
Cisco	120	-	(120)	-	**-**
City Bridge Trust	42	63	(53)	-	**52**

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

NOTE 23: MOVEMENT IN FUNDS (CONTINUED)

Comparative information for the year ended 31 March 2022

	At 1 April 2022 £'000	Income £'000	Expenditure £'000	Transfer between funds £'000	**At 31 March 2022 £'000**
Restricted funds					
Food Bank Network – Covid-19	1,074	(3)	(870)	-	**201**
Food Bank Network – Regional funds	115	137	(217)	-	**35**
Fuel Bank Foundation	25	20	(34)	-	**11**
Gifts in Kind – Services	-	91	(91)	-	-
Grants Programme – Financial inclusion	1200	952	(790)	-	**1,362**
Grants Programme – General	-	350	(208)	-	**142**
Grants Programme – Strategic facilities	-	456	(180)	-	**276**
Help through Hardship helpline	-	191	(191)	-	**-**
Lloyds	-	300	(300)	-	**-**
Other restricted funds	36	97	(118)	-	**15**
The Pears Family Charitable Foundation: Income maximisation	912	-	(270)	-	**642**
People's Postcode Lottery: Help through Hardship helpline	-	125	(125)	-	**-**
Pepsico: Covid-19	48	-	(48)	-	**-**
Porticus UK	175	-	(100)	-	**75**
Sodexo	35	-	(35)	-	**-**
Step Change	21	-	(21)	-	**-**
Strategic Stream – Changing Policy	-	400	-	-	**400**
Waitrose food bank grants	-	171	(166)	-	**5**
Total restricted funds	4,277	7,783	(6,545)	-	**5,515**
Total funds	49,083	34,189	(50,567)	-	**32,705**

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

FUND DESCRIPTIONS

Designated funds	
Changing Communities, Changing Minds and Changing Policy	Funds designated for the purpose of magnifying and accelerating the delivery of the Trussell Trust's Together for Change strategic plan, enabling us to provide increased funding and support to our network and to expand our impact throughout this challenging period and during the recovery from it. The Changing Communities and Minds funds were fully expended by 31 March 2023.
Investing for Change	This fund represents an expression of Trussell Trust's broadening work to change the landscape which makes food bank use a necessity for people in the UK. This package of initiatives builds on the success of core programmes by fast tracking the impact of the Pathfinder Programme, seeking to empower and equip food banks to advocate for change in the UK's social security system to enable everyone to afford the essentials.
Pathfinder grant fund	Designated for making grants to food banks in our network which have signed up to the Pathfinder programme, one of our grass-roots initiatives to achieve our goal for a future without the need for food banks.
Asda top-up and Tesco top-up	From the neighbourhood food collections. The charity chooses to share this funding with food banks in the the Trussell Trust network.
Restricted funds	
3i Group: Financial inclusion*	To support our financial inclusion project work and teams.
Adobe Foundation: Help through Hardship helpline	To support the Help through Hardship helpline project
Appeal funds: Winter emergency appeal	Cost of living crisis appeal
Asda: Covid-19 response	Asda Covid-19 response programme for operating costs
Asda: Covid-19 reponse grants to network*	Asda Covid-19 response for grants to food banks
Asda: FHP programme*	For use under the Fight Hunger Programme for implementation activities

* Feature in table of comparative information only

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

FUND DESCRIPTIONS

Asda: FHP regrants*	For use under the Fight Hunger Programme for performance related grants to food banks
Asda: Fight Hunger phase 2	For use under phase 2 of the Fight Hunger Programme, including grants to food banks, support for the Help Through Hardship helpline project, and other projects directed at ending the need for food banks
The Balcombe Charitable Trust: Help through Hardship helpline*	To support the Help through Hardship helpline project
The Balcombe Charitable Trust: Income maximisation	Support for food banks via our financial inclusion grants
Bank of America: Income maximisation	Support for our income maximisation work, including financial inclusion grants to food banks and support for the Help through Hardship project
Barclays: Financial Wellbeing	Support for our income maximisation work, including financial inclusion grants to food banks and support for the Help through Hardship project
BBC Children in Need and National Lottery Community Fund #iwill fund Grant	To facilitate a youth participation project run in partnership with BBC Children in Need
Benefact Trust: Emergency crisis grants and Help through Hardship helpline	Support for food banks via our emergency grants, and support for the Help through Hardship helpline project
Brent Foodbank	For the support of the Brent Foodbank
CAF America: Frontline costs	To support our operational teams
Cisco*	IT systems development for e-referral and stock applications
City Bridge Trust	Support for our work with food banks in the London area
Clara E Burgess Charity: Youth participation work	To support our youth participation project
Deliveroo: In-app donations	Support for food banks via our grants programme, and funding for our operational costs
Food Bank Network – Covid-19	Support for food banks via our grants programme
Food Bank Network – Regional funds	To support our regional operations

* Feature in table of comparative information only

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

Four Daughters Charitable Trust: Fuel vouchers	Support for the Fuel Bank Foundation fuel voucher scheme
Fuel Bank Foundation	To support the delivery of Fuel Bank across the UK
The Gemini Trust: Emergency crisis grants and fuel vouchers	Support for food banks via our emergency grants to food banks, and support for the Fuel Bank Foundation fuel voucher scheme
Gifts in Kind – Services	Pro-bono services provided to the charity - see note 2
Grants programme – Emergency grants	Support for food banks via grants, to respond to the demands of the cost-of-living crisis
Grants programme – Financial inclusion	Support for food banks via our financial inclusion grants
Grants programme – General	Support for food banks via our grants programme
Grants programme – Strategic facilities	Support for food banks via our strategic facilities grants
Grants programme – Volunteering	Support for food banks via our volunteering grants
Help through Hardship helpline	For the development and operation of the helpline, run in partnership with Citizens Advice, which offers free financial advice to people experiencing hardship
The JABBS Foundation: Winter appeal 2022	Support for our response to the cost of living crisis, including emergency grants to food banks
John Reizenstein: Fuel vouchers	Support for the Fuel Bank Foundation fuel voucher scheme
The Julia and Hans Rausing Trust: Winter appeal 2022	Support for our response to the cost of living crisis
Lloyds*	To support our public engagement work
The Mackintosh Foundation: Scotland	Support for food banks in Scotland, via our grants programmes, and funding for our operational costs
The Moondance Foundation: Emergency and financial inclusion grants	Support for food banks in Wales, via our emergency and financial inclusion grants
Natwest: Help through Hardship / Scotland and NI helpline projects	To support the Help through Hardship helpline project, and similar projects in Scotland and Northern Ireland
Ovo Energy: Winter appeal 2022 and fuel vouchers	Support for our response to the cost of living crisis, including emergency grants to food banks, and support for the Fuel Bank Foundation fuel voucher scheme

* Feature in table of comparative information only

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

The Pears Family Charitable Foundation: Income maximisation	To support our income maximisation project work and teams
People's Postcode Lottery: Help through Hardship helpline*	To support the Help through Hardship helpline project
People's Postcode Lottery: Help through Hardship helpline and strategic facilities grants	Support for food banks via our strategic facilities grants, and support for the Help through Hardship helpline project
Pepsico: Covid-19'*	To support our Covid-19 emergency response
Porticus UK	For food bank network and anti-poverty initiatives, supporting volunteering, policy and research, and software infrastructure work
Post Office Ltd: Strategic facilities grants and support costs	Support for food banks via our strategic facilities grants, and funding for our operational costs
Sodexo: Helpline	To support the Help through Hardship helpline project
Step Change*	IT systems development for the weights tracker and stock applications
Strategic stream – Changing Policy	To support the Changing Policy pillar of our strategy to end the need for food banks
The Vertex Foundation: Help through Hardship helpline and winter appeal 2022	Support for food banks via our grants programmes, and support for the Help through Hardship helpline project
Waitrose: Financial inclusion grants	Support for food banks via our financial inclusion grants
Waitrose: Food bank grants	Grants to food banks to 'top up' food collections from Waitrose stores

* Feature in table of comparative information only

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

NOTE 24: RELATED PARTY DISCLOSURES

During the year, Mr S Hicks was a Trustee of the Trussell Trust and also of two food bank charities within the Trussell Trust network: Cardiff Foodbank and (from March 2023) Greenwich Foodbank. These two charities receive both financial and non-financial support from the Trussell Trust, under the same terms as other members of the Trussell Trust network. This includes grant funding, applications for which are considered in accordance with the Trussell Trust's grant-making policy (see page 21 for further details), and judged on an equal basis to applications from other members of the network.

Grants paid to Cardiff Foodbank during the year totalled £60,166 (2022: £149,663). At 31 March 2023, grants awarded and scheduled for future payment totalled £127,522 (31 March 2022: £165,530). Cardiff Foodbank was reimbursed £721 for travel costs incurred by its staff while attending Trussell Trust events (2022: £nil).

Grants paid to Greenwich Foodbank during the year totalled £41,620. At 31 March 2023, grants awarded and scheduled for future payment totalled £34,638. Greenwich Foodbank received £1,000 for hosting corporate volunteering events.

The Trustees and key management personnel of the charity donated a combined total of £365 before Gift Aid to the charity in the year (2022: £444).

NOTE 25: ULTIMATE CONTROLLING PARTY

The charitable company is not under the control of another entity or any one individual.

NOTE 26: LEASE COMMITMENTS

At 31 March 2023 the charity had total commitments under non-cancellable operating leases as follows:

	Total 2023 £'000	Total 2022 £'000
Operating leases payable:		
Within one year	**450**	470
Between two and five years	**601**	633
Beyond five years	**81**	-
	1,132	1,103

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www.trusselltrust.org

the trussell trust
Stop UK Hunger

Photo credits: Chris Lacey Photography, Ian Haworth, Richard Haydon, Jess Hurd, Georgie Scott, Robin Prime, Shutterstock, Johnny MIllar Photography.

Registered Charity in England & Wales (1110522) and Scotland (SC044246).
Registered Limited Company in England & Wales (5434524).

Registered with FUNDRAISING REGULATOR

THE TRUSSELL TRUST

England & Wales - Charity number 1110522

Accounts

the trussell trust
Stop UK Hunger

TOGETHER, BUILDING A NETWORK FOR CHANGE

ANNUAL REPORT AND ACCOUNTS, 2021/2022



TOGETHER, WE'RE CREATING A FUTURE WITHOUT THE NEED FOR FOOD BANKS

We should all be free from hunger. We should all have enough money for the essentials. But right now in the UK, more and more people don't have enough money to live on and have no option but to use a food bank. This isn't right.

The Trussell Trust is a network of over 1,300 local food bank centres in communities across the UK. Together we provide practical emergency support to people facing financial hardship.

Our food bank network brings together volunteers, staff and supporters of all faiths and none to make a difference. Local churches play a vital part in this work, with at least 12,000 churches actively involved in donating food, and providing venues, volunteers and financial support for food banks.

But it's not right that anyone needs a food bank. Everyone should have enough income to cover the essentials we all need to live.

Together, we're thousands and thousands of people, working to right this wrong.

Together, we can build a future where none of us need a food bank, because none of us will allow it.

Read more about our work and find our most recent figures for the number of emergency food parcels provided by our network at **trusselltrust.org**

Apart from one food bank which is part of the Trussell Trust charity, all other food banks in the Trussell Trust's network are independent charities or community groups, and therefore their finances and food stocks are not included in our financial statements.



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WELCOME

From Stephen Hicks, Chair of Trustees

On behalf of the Board of Trustees, I would like to warmly welcome you to our Annual Report for 2021-22. This past year has, yet again, been one of great challenge and change. Coming hard on the heels of the pandemic we're faced with the cost of living crisis.

In this report, we set out how we've taken significant, extra steps to meet the needs of the people we serve. Increasing the grants we made to our network to £28m in the last year, which illustrates the scale of change we've needed to respond to. These grants have enabled developments to be made within food banks to meet the short and long-term needs of people facing hardship, helped people become more financially resilient and access further support, and trained people to advocate for social and policy improvements locally, so that nobody needs to visit a food bank again.

I must share my greatest gratitude to our network of food banks, who serve so faithfully and with utter commitment to their communities. I'm grateful too for the immense support of churches, alongside other faith and voluntary groups whose support makes this work possible. And also to all our staff, volunteers, supporters and donors who enable us, together with Trussell Trust food banks, to change communities, policy and minds as we progress towards a future without the need for food banks.

I'm also proud and encouraged by the great number of people with lived experience of hardship now influencing our work. Whether by sharing their own story to raise awareness, or by helping to influence and shape solutions to the causes of hardship; their contribution has been, and remains invaluable to our work and vision. Their courage and dignity in speaking out should never be underestimated.

The board has admirably stepped up to the new challenges we face; we are stronger and more diverse than ever before; this though remains an ongoing journey and there can be no complacency. We have invested significant time in a thorough review of our governance, three years after our last review.

We now benefit from an established subcommittee structure, where much of the detailed and involved governance work takes place and spans Finance, Audit & Risk, People & Governance, Strategy & Impact, Remuneration and Nominations. I'd like to pay tribute to each board member, current and former. Their time and talents are freely given, often not in the limelight but critically important to enabling the executive and staff team to remain resolute and boldly focused on the second full year of our strategy to end the need for food banks in the UK.

While we are so grateful for the support and service, it remains unjust and contrary to the common good that we're needed at all, let alone on such a wide scale across all nations and regions of the UK in what is the sixth largest and wealthiest economy globally.

Our values on which we base our behaviours and decisions are compassion, justice, community and dignity. Particularly during some of the more testing times, these values have served us well. We know it's not right that anyone should need a food bank and we look forward to the day when the need for mass scale distribution of emergency food ends. In the meantime, we, and our network of food banks across the UK, will continue to offer help to everyone who is facing hardship with compassion and dignity while working towards a more just society where everyone can afford the essentials.

Stephen D Hicks
Chair of Trustees



WELCOME

From Emma Revie, Chief Executive Officer

Entering this year in the midst of the Covid-19 pandemic, we knew things were going to be tough. But as we continued to grapple with the devastating effects of a global pandemic, we were faced with a new crisis - a dramatic rise in the cost of life's essentials.

Food banks found themselves on the frontline of yet another crisis. But even with the dedication, compassion and kindness that each of the 36,000 volunteers across our network offer everyone who enters their food bank, an emergency food parcel was simply not enough.

Food banks continued to respond to the needs of their communities; handing out hot water bottles, changing their opening hours to ensure people could get support on their way to work, providing food that didn't need heating as people couldn't afford to use their ovens. But as one food bank manager so poignantly expressed "that's all we can do" - that sense that it feels too little, too insufficient to scale of need we are now confronted with. The sticking plaster food banks had compassionately provided for the last decade was no longer holding.

Our response had to be greater than ever before. We had to drive forward our shared strategy to build capacity within food banks to provide wider support and use this deeply tragic moment to create change.

We were fortunate to enter this year with significant reserves, thanks to the generosity of our partners and supporters during the pandemic. We were able to quickly scale up our support to food banks to help build their capacity in the face of these challenges. We committed £28 million in grants to food banks, almost seven times what has previously been awarded, to help them continue to meet the immediate need but also take huge steps forward in their local strategies to help ensure no one needs emergency food to get by.

Two thirds of these grants were awarded to food banks to help provide advice and support that gets more money into people's pockets - helping to address the underlying causes of hardship so they don't need to use a food bank again.

This advice helps people access money they are entitled to and on average increases someone's income by over £3,500 a year, providing them with the dignity of going to the supermarket and buying their own food. With expert insight and predictions suggesting that the cost of living crisis is only set to get worse, I know it can be difficult to hold on to a sense of hope. But I also know that while we are all feeling the impact of the rising price of essentials and it remains at the forefront of our minds, we are becoming increasingly united in our determination that this just isn't right. In a country as wealthy as the UK, people should not be turning to charity to afford essentials like food.

In the past year alone, the Trussell Trust has been mentioned in the media nearly 50% more than in 2019/20, and more people say that they are likely to contact their MP and other elected representatives about hunger and its causes.

Together with our food bank network, staff and volunteers, our partners, the generosity of businesses, churches and supporters and the guidance of our Board of Trustees, I'm choosing to look forward with hope. A hope that things can and must change. A hope that's rooted in the strength of our network, backed up by our evidence, and bolstered by all of our partners and supporters.

Thank you for working with us to build a future where we can all afford the essentials.



Emma Revie
Chief Executive Officer



2021-22 HIGHLIGHTS

APRIL

END OF YEAR STATS RELEASE

We secure widespread media coverage and attention for our latest stats showcasing that more people than ever needed to use a food bank.



2.5 MILLION
emergency food parcels given to people in crisis by food banks in the Trussell Trust network in the financial year 2020/21

CHURCH LEADERS' BREAKFAST

We hold our first Church Leaders' Breakfast to explore our vision. Between April and June, more than 300 church leaders join a breakfast meeting to learn more about our work, and how they can support a future without the need for large scale emergency food distribution.

MAY

A PLAN TO END THE NEED FOR FOOD BANKS IN SCOTLAND

Following specific calls from our supporters, as part of the Hunger Free Future campaign and, in advance of the elections to the Scottish Parliament, First Minister, Nicola Sturgeon commits the Scottish government to set out a plan to end the need for food banks in the first year of the new parliament.



STATE OF HUNGER 2021

We publish 'State of Hunger 2021', the latest part of the largest ever study into hunger and food bank use in the UK. The research helps us understand the scale of hunger and destitution and the solutions needed to reach our vision.

JUNE

TEA FOR TRUSSELL

During a challenging year for in-person fundraising events, our supporters find new and innovative ways to join together and raise vital funds and awareness for our work.



NATIONAL VOLUNTEER WEEK

We celebrate the 36,000 volunteers who give their time to support people in their communities who are facing hardship.



JULY

HUNGER FREE FUTURE POETRY COMPETITION

As part of our nationwide campaign, we launch a children's poetry competition, inspired by a poem written by someone who used a food bank. The competition gains widespread attention from celebrities and media helping to raise awareness and build understanding of what drives people to food banks.



AUGUST

KEEP THE LIFELINE LAUNCHES

As the government pledges to go ahead with their decision to cut Universal Credit by £20 a week, we join forces with a coalition of over 100 charities, faith groups, academic organisations and business groups to call on them to Keep the Lifeline.

SEPTEMBER

LEVI ROOTS LENDS HIS VOICE TO HELP KEEP THE LIFELINE

Dragon's Den star Levi Roots volunteers at Brixton Foodbank and calls on supporters to contact their MP and ask them to help stop the £20 cut to Universal Credit.



> **"If we all shout with one voice, we can make change happen, and that is why I want to get involved to say enough is enough."**

RACE AGAINST HUNGER



Hundreds of people across the UK take to the streets and parks to Race Against Hunger. On their own, or with teammates, their efforts raise awareness and funds, representing a growing movement of people taking a stand against the issues that drive people to use food banks.

OCTOBER

THOUSANDS CALL ON THEIR MP FOR CHANGE

25,000 people across the UK join the movement for change and write to their MP urging them not to cut Universal Credit by £20 a week.

BBC LIFELINE APPEAL

Rev Kate Bottley hosts a national fundraising and awareness appeal on BBC1, bringing the issue of hunger and food bank need to a mainstream, large scale audience.



NOVEMBER

MID YEAR STATS RELEASE

We release our latest stats showing that every day almost 2,000 emergency food parcels were provided to children across the UK by food banks in our network.

IMPOSSIBLE DECISIONS

We launch our winter campaign to raise vital funds and awareness. The campaign reaches new audiences and helps to build empathy for why people need to use food banks.



DECEMBER

SAUSAGE ROLLS FOR EVERYONE!

LadBaby joins forces with Sir Elton John and Ed Sheeran for a record-breaking fourth Christmas Number 1, donating 100% of the profits to support our work towards a future without the need for food banks.



TOGETHER FOR CHANGE PANEL

Our Together for Change panel meets for the first time, helping to ensure that the voices, experiences and views of people with lived experience of using food banks are at the heart of our work.

FOOD BANK DONATIONS

Generous supporters across the UK donate nearly 3,000 tonnes of food over December. The Christmas period is typically a busy period for food banks, but the beginning of the cost of living crisis and the recent cut to Universal Credit create additional challenges.

JANUARY

FOOD BANKS PREPARE FOR THE YEAR AHEAD

As we move into the new year, food banks in our network brace themselves for the impact of the £20 cut to Universal Credit and the growing cost of living crisis.



FEBRUARY

GOVERNMENT DEBT RESEARCH RELEASE

We release 'Debt to Government, Deductions and Destitution', which explores the experiences of people with government debt, its impact and ways towards a more just and sustainable approach.

THE TRUE COST OF LIVING CAMPAIGN IS LAUNCHED

As the cost of living crisis deepens, we launch a national campaign to work towards a future where everyone has enough income to cover the essentials - not just during a time of national crisis, but every day.

MARCH

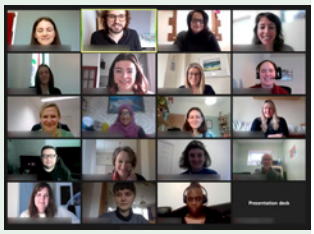
COST OF LIVING RESEARCH CALLS FOR URGENT UPRATING

We publish 'The True Cost of Living' research which shares findings on the rising price of essentials and on people receiving Universal Credit, highlighting why the UK government must urgently uprate benefits in line with inflation.



FIRST ORGANISING PROGRAMME TRAINING SESSION

Using grant funding to recruit local organisers, 15 food banks join the first round of our Organising Programme and receive six weeks of training to enable them to campaign for change within their local area.



PATHFINDER FOOD BANK WORKSHOP

23 Pathfinder food banks attend a Participation workshop, exploring how food banks can engage more deeply with people with lived experience of poverty, and ensure that their views and experiences help shape the direction of local services.

A BUSY MONTH FOR THE HELPLINE

The Help through Hardship helpline team faces one of its busiest ever months, answering 14,213 calls from people needing support and advice.



STRATEGIC REPORT



OUR VISION AND STRATEGY

OUR VISION

Our vision is for a UK without the need for food banks.

We should all be free from hunger - we're a network of food banks providing emergency support to people who can't afford the essentials, and campaigning for a future where none of us need emergency food to get by.

OUR VALUES



Compassion:

We're motivated to stand alongside people facing hardship and provide support and care for individuals.



Justice:

We are driven by the fact that it is not right that somebody should experience hunger or poverty, and we take action to change this.



Community:

As people, we are all interconnected, and because of this we have a responsibility to support one another.



Dignity:

We recognise the value of every individual, prioritising other people's needs and concerns in the spirit of friendship.

OUR STRATEGIC PRIORITIES

We are working to end the need for food banks in the UK in three key ways:



1. Changing Communities

We're helping unlock even more of the potential of food banks to become places where the underlying drivers of destitution are addressed, as well as supporting food banks to develop strategies to reduce the need for emergency food locally.



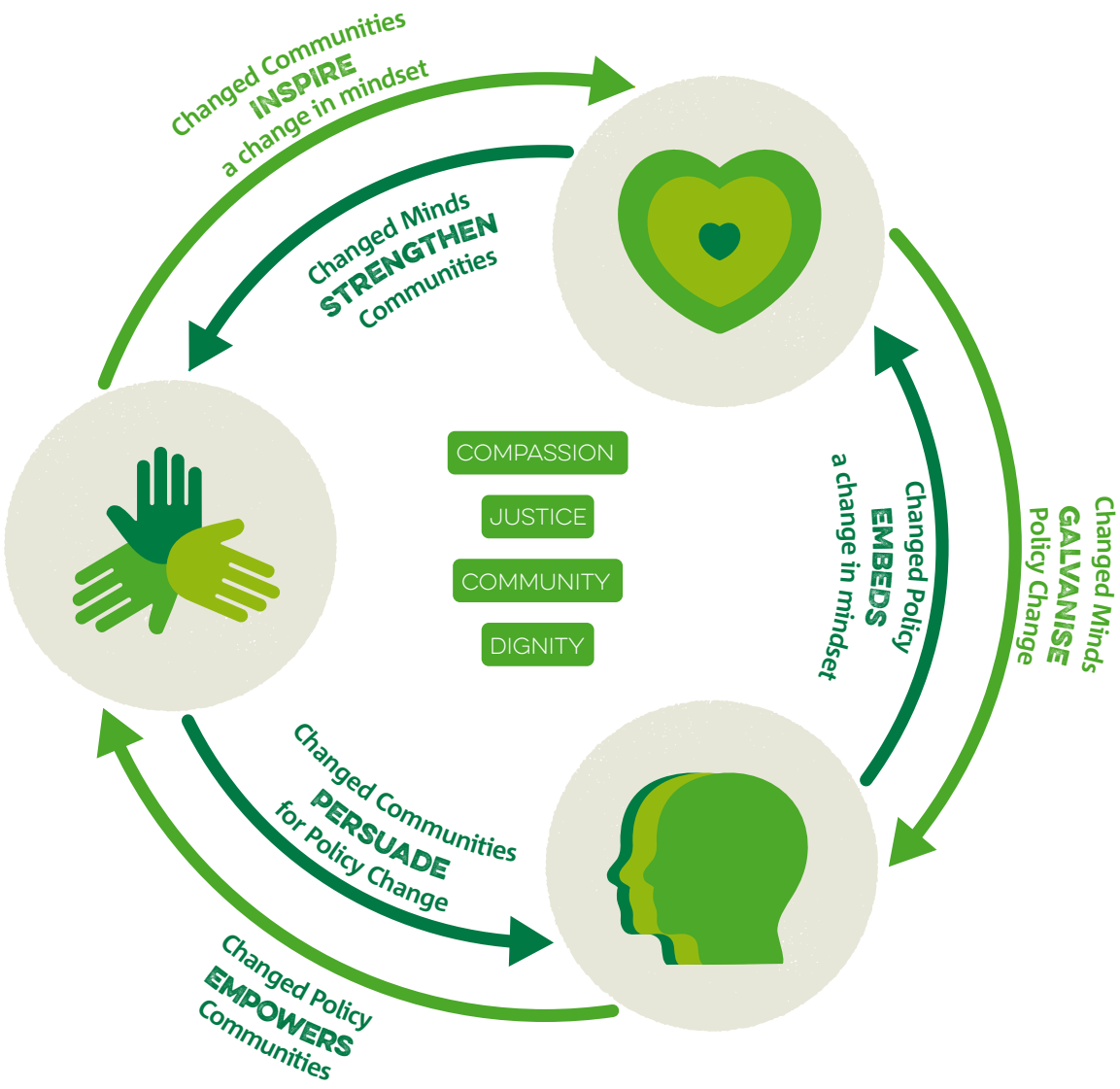
2. Changing Policy

Government decisions can have a huge impact on people facing hunger and poverty. We use evidence gathered through our network of food banks to drive policy change that will make sure we're helping shape a future where no one needs to use a food bank.



3. Changing Minds

Lasting change happens when wider society thinks and acts differently about an issue, so we're building understanding and empathy about the drivers of food bank use and calling on people to take action.



OUR STRATEGIC APPROACHES

Service

We serve the work of the food banks in our network, listening attentively and seeking the good of our shared mission, rather than our own agenda.

Expertise

We work to be the very best we can be in the areas where others rely on us to be expert.

Collaboration

We seek, wherever possible, to collaborate with others - most especially with people who have direct experience of living in poverty.

Transparency

We are clear and open with information and plans, acknowledge where things haven't gone right, and demonstrate integrity and authenticity.

OUR COMMITMENT TO EQUITY, DIVERSITY AND INCLUSION

Equity, diversity and inclusion (EDI) are central to our work to achieving our vision of a UK without the need for food banks. We must ensure people with direct experience of poverty in their own lives shape every aspect of our work. Equally, we must do our part in dismantling the structural discrimination that cuts across our society and locks people in poverty. We are committed to being an anti-racist, equitable and inclusive organisation which acknowledges areas of improvement and is not afraid of challenging the status quo.

Our research has shown that most people who need the support of a food bank are more likely to face obstacles that can make it harder to afford the essentials. Discrimination and health inequality can create barriers for people with protected characteristics like race, disability and gender. This isn't right. And that's why meaningful EDI work is core to our vision of ending the need for food banks.

Like many in the charity sector, we have actively worked on our response to building an equitable, diverse and inclusive organisation. We are pleased that our staff and people who use our food banks will have begun to feel some of that impact. This might have been by including people who have experience of poverty to co-create and influence our work, increasing diversity within our workforce, or how our board and senior leadership group address, and are accountable for EDI matters.



Key areas of progress include:

- The Trussell Trust board has established a formal commitment to our EDI strategy and goals and commissioned an EDI audit around their governance role.
- The Senior Leadership team has designated our Director of People and Inclusion as a sponsor to help maintain accountability within their respective work areas.
- We have continued to provide opportunities for staff and volunteers with a disability, throughout the organisation including our charity shops.
- We are striving to learn and better understand with initiatives such as sharing articles on key EDI dates, such as Pride Month, Black History Month, Disability Month, Mental Health Day and have gained accreditation as a Menopause friendly employer.
- We have provided guidance and resource to our campaigns and marketing materials, ensuring that they are representative of our current and future supporters, as well as ensuring our image library better reflects the communities that we serve and work within.
- Our new impact assessments ensure that our policies, practices and key projects are fair and do not present barriers to participation or disadvantage any protected groups from participation.
- Through our EDI food bank pilot, we have provided one-to-one support to a cohort of food banks to create their own EDI strategies and plans, influenced by their own unique local knowledge of their communities. Food banks have been supported to ensure that they have EDI training and resources around best practice within employment, so that nobody, whether they wish to work or volunteer in a food bank, or need to access support, faces barriers to prevent that from happening.

COVID-19, THE COST OF LIVING CRISIS AND THE IMPACT ON FOOD BANKS

A year after the start of the pandemic, food banks were still recovering from its devastating impact.

Food banks were exhausted from constantly navigating and responding to an ever-changing and ever-demanding external environment. Faced with a year of unprecedented need, food banks were hopeful that any 'new normal' would begin to create a future where everyone could afford the essentials and that number of food parcels needed would drop substantially.

Universal Credit is reduced by £20 a week

But as society started to return to 'normal', people on the lowest incomes were hit with another blow as the UK government chose to remove their £20 a week Universal Credit uplift payment - the biggest overnight cut to social security payments since the Second World War.

Despite pleas from over a hundred organisations, who warned of the devastating effect it would have, and the thousands of people who joined our call to Keep the Lifeline, the cut went ahead - and food banks braced themselves for the impact on people who could least afford it.

> *"I'm very worried about what is around the corner for the people of Antrim, with rising fuel costs and, of course, the cut to Universal Credit - many people are unable to buy the basics. We will do everything we can to provide support. However, with winter around the corner, things will be getting even harder for people and it's likely that we will be seeing many more through our doors."*
>
> **Fionnuala O'Donnell, Project Manager at Antrim Foodbank, Autumn 2021**



> *"It's the difference between being able to have the heating on when I need it or not. Also, between me having meals or just my child."*
>
> **Mother, on Universal Credit, speaking of her fears ahead of the cut**

Yet another crisis emerges

Just as people's Universal Credit payments were reduced, they were faced with the costs of essentials dramatically rising and food banks found themselves at the frontline of yet another crisis.

> *"We are seeing more and more families having to turn to the food bank for help due to the rise in the cost of living. Many people who would normally be able to manage are being tipped over the edge and having to use food banks as they simply do not have enough money for food.*
>
> *"We had a nurse who came to us and explained that after paying rent and bills that there was just no money left to buy food for her and her son. I feel that we are in the midst of a poverty pandemic.*
>
> *"It is not just the cost of food that is rising, but the price of toiletries, sanitary items and cleaning products are all increasing. If you have a very limited budget, it is impossible now to make it stretch to cover everyday essentials."*
>
> **Debbie Waller, Operations Manager at Newquay Foodbank**



For the first time outside of a pandemic year, food banks in our network provided over **2 million emergency food parcels** to people struggling to afford the essentials, an increase of 14% compared to the same period just before the pandemic. 832,000 of these parcels went to children.

Calls to our Help through Hardship helpline increased, as more and more people found themselves with an income too low to afford life's essentials.

Over the past year

96,738
calls handled

£19,188,288
total income unlocked

46,883
food bank vouchers issued

90,031
people provided with emergency food

Adapting to the cost of living crisis

Not only were food banks responding to more people needing support, but the impact of the cost of living crisis was starting to hit them too.

Many food banks in the network had to adapt their support; some changed their opening hours to ensure people could get support on their way to work, and many provided food parcels that didn't need cooking as people couldn't afford to use their oven.

> *"We have to open our food bank earlier in the day at 8am so people can pick up their parcels on the way to work. Although we have a large proportion of people referred to us who are on benefits, we are seeing more and more people who are working, but whose wages have not increased in line with the rise in the cost of food, fuel and other items needed for a basic living standard."*
>
> **Gill Fourie, Operational Manager, Blackburn Foodbank**



OUR RESPONSE TO THE CRISIS

In numbers (as at 31 March 2022)

The Trussell Trust network of food banks

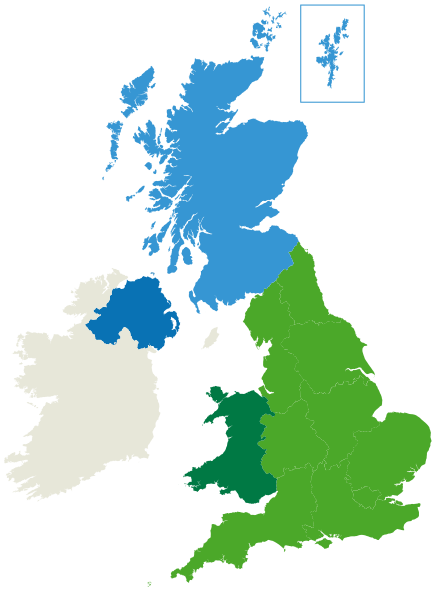
Over **1,300** food bank centres

Run by **422** charities across the UK

Around **40%** of food bank charities run one food bank centre

Around **42%** of food bank charities run between two and five food bank centres

Around **18%** of food bank charities run more than five food bank centres



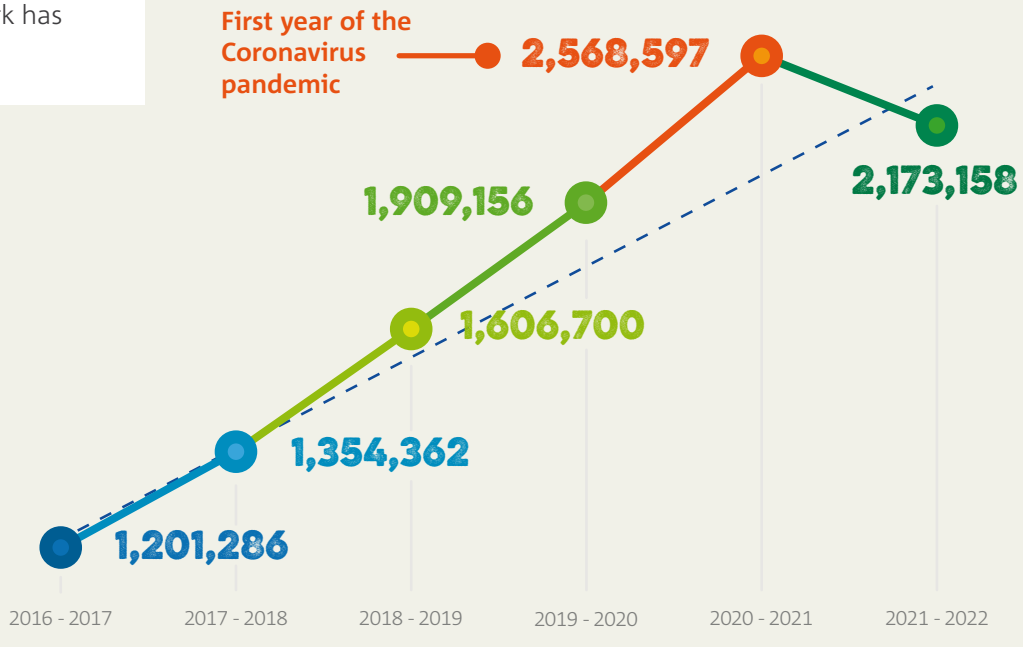
76% are in England

10% are in Scotland

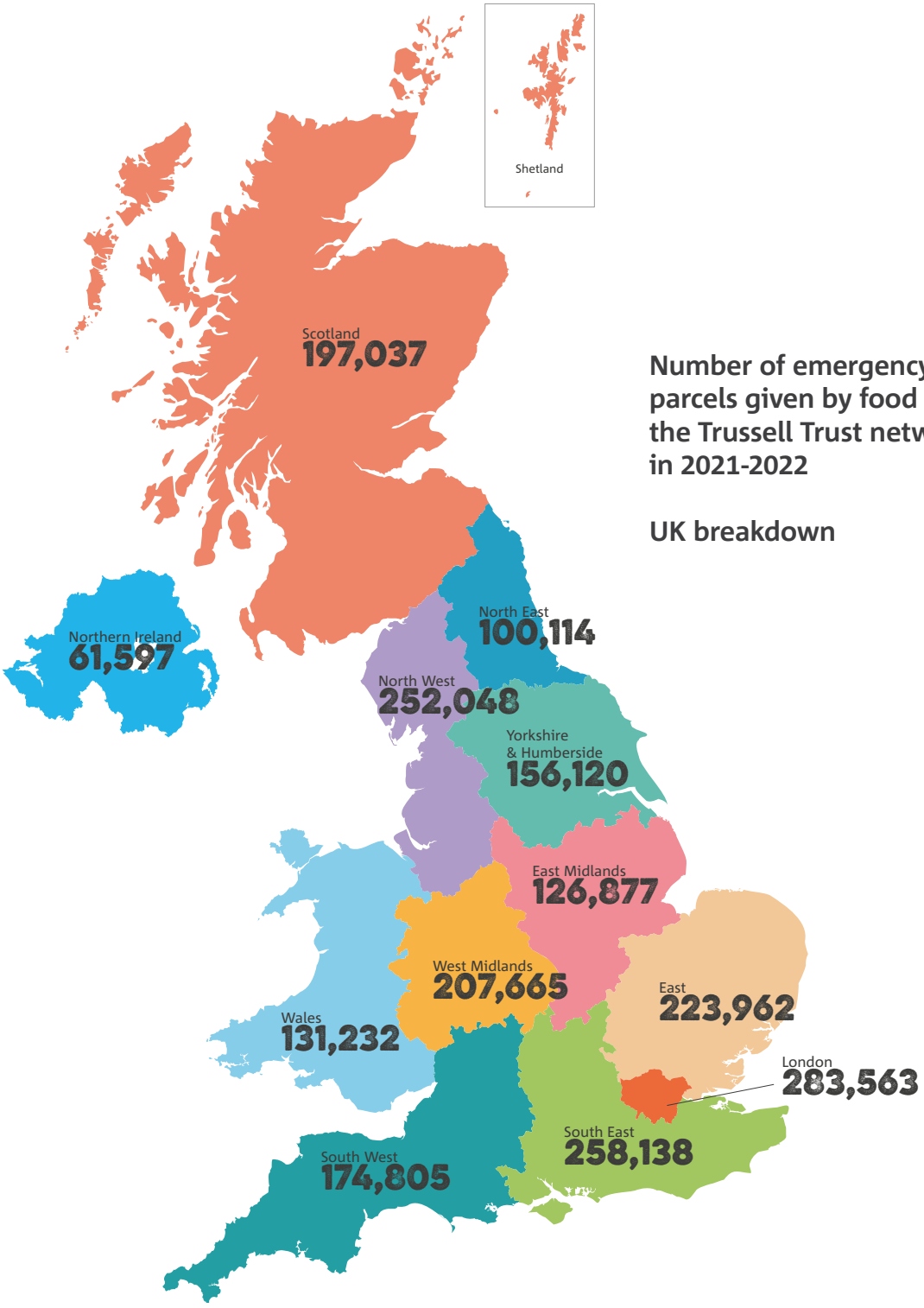
9% are in Wales

5% are in Northern Ireland

Since 2017, the need for emergency food parcels in our network has increased by 81%.



1 Because of the impact of the first year of the pandemic, 2020/21 was a highly unusual year for food banks in our network, so a comparison of the number of emergency food parcels distributed in 2019/20 and 2021/22 is more representative of the overall trend.



Number of emergency food parcels given by food banks in the Trussell Trust network in 2021-2022

UK breakdown

Behind each of these statistics is an individual or family facing hunger and financial hardship.

> *"I do skip meals. The kids don't, but I do. I can go three days without eating. When I first started doing it, it was like, oh my God, I feel ill. Now, I'm used to it."*
>
> **Person who needed a food bank**

> *"Imagine not having £1 in your purse when your child's tooth falls out. Imagine sitting watching your child eat whilst your own stomach grumbles with hunger..."*
>
> **Caroline, childminder, and mother who has experience of poverty**

Our vision is clear. But the reality of the cost of living crisis meant that hundreds of thousands of people were needing food banks, many for the first time.

At the frontline of yet another crisis, food banks responded with compassionate, practical support.

> *"The Trussell Trust's vision for there to be no need for food banks in the future struck a chord with me and led me to want to work with them, along with the excellent work they do in the community. Although, of course, there is still an immediate necessity for us to be here, I hope this will lessen; in the meantime, we will continue to provide care and commitment with dignity to people in need and be respectful of the trust they put in us."*
>
> **Natasha Copus (pictured right), Project Manager at Southend Foodbank**



Over the past year

More than
20,000 TONNES OF FOOD
was donated by the public to food banks in our network

36,000 PEOPLE
volunteered at food banks across our network

Food banks worked with
23,706 REFERRAL PARTNERS
to support people facing hardship with emergency support

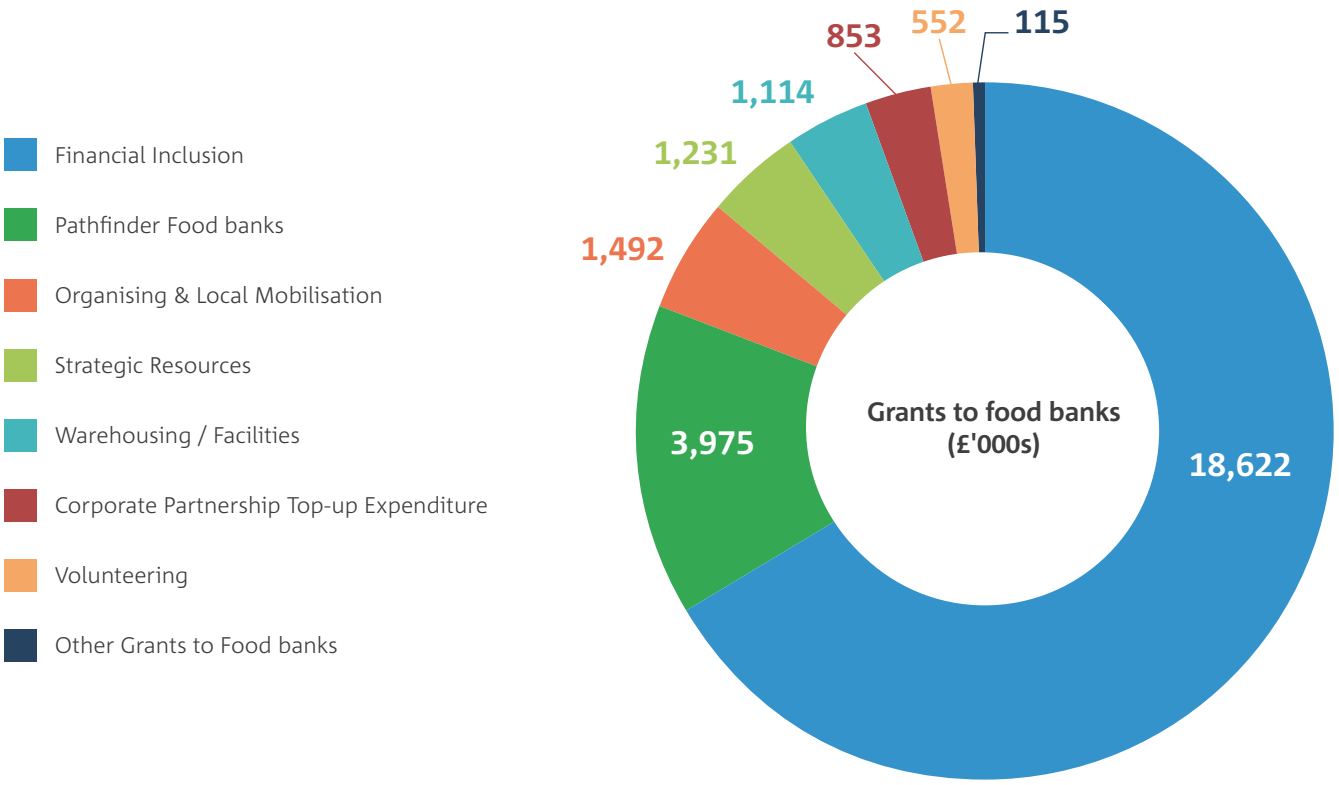
£28M OF GRANTS
committed to food banks to support people today and work towards a tomorrow where everyone can afford life's essentials



GRANTS

'In 2021/22 we saw continued significant support for our mission, through donations from generous organisations and individuals. This has enabled us to increase our grants programme and commit £28 million in grants to support the network.

In 2021/22, a total of 397 grants (excluding supermarket top-up grants) were committed to food banks. The grants helped deliver both immediate support to people facing hardship and longer-term activities that will work towards our shared vision.



Grants were used to:

Embed 91 full-time specialist advisers within food banks.
This means that, along with receiving an emergency food parcel, people could get advice on benefits, debt, and other areas, helping prevent them from needing support in the future.

Mobilise food banks' local community to campaign for change.
This new programme supported food banks to organise, influence, and campaign for change locally. We provided a package of grant funding, training, and ongoing support to give food banks the capacity, skills, and resources to identify local issues, develop influencing strategies and campaign to make change happen to address the underlying drivers of destitution.

Develop the skills and expertise of food bank volunteers.
Our Volunteer Development Programme helped increase the skills of volunteers in food banks across our network, and of the food bank staff who manage them.

Create and deliver strategic plans to end the need for their services locally.
Strategic resources grants have enabled food banks to recruit new strategic roles or administrative staff to free up time for leaders to pursue their food bank's longer-term goals. This means they can also strengthen their relationships with referral agencies which can help address the underlying drivers that lead to people being referred to food banks.

Continue the growth of our Pathfinder Programme to focus on testing different approaches to reducing the need for food banks locally.
We established a dedicated grant fund (which enables strategic activity across a range of disciplines) and provided intensive support to Pathfinder food banks through a specialist team and a range of online and in- person training and learning events. This programme helped to learn what works and pave the way to our vision.

CHANGING COMMUNITIES

Supporting food banks to actively reduce the need for emergency food in their communities.

The work of food banks goes beyond providing emergency food parcels. A growing number of food banks also provide additional services with the support of skilled staff and volunteers, expert advisors from other agencies or through partnerships with organisations who individuals that visit the food bank can be referred to. Through this work, Changing Communities empowers food banks to tackle the underlying drivers that push people to their food bank and work towards ending the need for their services in their local communities.

We do this in the following ways:

1. **Local plans of action**
2. **Maximising peoples' incomes**
3. **Transforming volunteering**

LOCAL PLANS OF ACTION

Throughout 2021-22, we have continued to work alongside food banks in the network to develop and execute a strategic plan for reducing the need for their services locally. Alongside their Area Managers, food banks have initiated their own strategic plan to support Changing Communities across the UK.

Abergavenny Foodbank

Abergavenny Foodbank successfully recruited Kate into the role of Strategic Food Bank Manager last year. Kate brought a strong strategic mindset to the role which has made a huge difference in driving the food bank's longer term aims and transforming their approach. Alongside the food bank team, Kate worked to create annual action plans rooted in a strategy built together with the food bank Trustees and our local Area Manager at the Trussell Trust. More than this, Abergavenny Foodbank has a close relationship with their local authority who provided money to Abergavenny and Monmouth food banks to provide fuel vouchers. The food banks worked together to establish how they can best distribute these across their areas. Abergavenny Foodbank was also selected for the financial inclusion programme and want to see this area of work benefit people across the whole of Monmouthshire.



Changing Communities Programme boost

We know that localised support is vital in enabling food banks to create their own strategic plans. Building on the excellent work done to date, we want to further empower food banks as they work with their volunteers, Trustees, people with lived experience of poverty, referral partners and their local community towards ending the need for food banks. That's why we boosted our Changing Communities work by offering increased bespoke support to every food bank in our network to tackle the underlying drivers of food bank need. We recruited a team of Financial Inclusion Managers, Pathfinder Leads and Senior Organisers who work within particular regions, alongside existing Area Managers and Network Leads to provide hands-on support to food banks as they execute their strategic plans.

MAXIMISING PEOPLES' INCOME

Our financial inclusion projects exist to address the underlying causes of financial hardship. Through these projects, food banks provide people with high-quality, timely support to help them to maximise their incomes; this might be through helping people to access benefits or other sources of income that they're entitled to but not receiving, by making debt repayments more affordable, or addressing wider factors that force people to use food banks.

> *"My client had suffered years of domestic abuse both physical and mental. She has two young children. Her partner abused her financially by taking out loans in her name. We referred her to the Benefits Adviser, and she is in the process of making a PIP application. We arranged a Debt Management Plan for her of £28,000 debt."*
>
> **Debt Advisor**

> *"I was desperately trying to support my children and keep up with paying my bills. I was suffering from anxiety and depression and receiving help from the doctor and a mental health practitioner. I was referred to the food bank and they suggested that I speak to one of the advisers from Community Money Advice. I now have a Debt Management Plan in place, and I am managing my finances much better. My mental health has improved and I am working again. The food parcels have been an enormous help too. Thank you so much."*
>
> **Person visiting Abergele Foodbank**



Help through Hardship helpline

At the start of the pandemic, we joined forces with Citizens Advice to establish the Help through Hardship helpline in England and Wales. This partnership provides free, personalised advice and support to help address the underlying causes of hardship, as well as a referral to a food bank if required.

In the past year:

3x Need for the service rocketed and **we trebled the number of advisers**.

Helpline advisers handled **96,738 calls** and provided advice to **31,726 people** facing hardship.

The helpline **unlocked £19.2 million of income** for 5,391 people.

The average gain was over £3,500 per person, with the highest gains going to people with a disability. For many, this increase in income is the difference between needing a food bank or being able to buy their own food from the supermarket.

89% of callers found the advice given on how to manage or understand their income helpful.

Supporting Jarad and his family

Jarad, an asylum seeker, arrived in the UK with his family in 2021. He called the Help through Hardship helpline and, with the support of an interpreter, Jarad explained that his children, some of whom had additional needs, were not in school and he didn't know how to arrange this.

The Help through Hardship team contacted Salusbury World, an organisation that works with refugee and migrant families helping children, young people and parents to realise their rights and potential. They were able to support Jared in finding school places for his children.

Jarad was also referred to his local Citizens Advice who have an Arabic-speaking adviser and was given information on checking his Asylum Support payment was correct, local free food collections and the National Zakat Foundation's Hardship Relief Fund.

Thanks to the Help through Hardship helpline, the family is now receiving the right specialist support.

Mind partnership

1 in 2 callers to the Help through Hardship helpline described themselves as having poor mental health, showing a clear link between poverty and mental health.

As a result, we welcomed the mental health charity Mind to the Help through Hardship partnership. Now, if a caller needs mental health support, seamless transfers take place from the helpline to Mind's Infoline. We are also exploring how we can further facilitate specialist mental health support for people struggling to afford the essentials at a national and a local level. The partnership's vision is to treat people's needs holistically, offering both immediate help and longer-term support, tackling both poverty and mental health together.

> *"The adviser obviously could tell I needed the help and I'm happy she passed me through to Mind. I ended up getting some help from my GP. Without talking to the helpline and Mind I don't think I would have done that or at least I wouldn't have done it for a long time or until it got really bad."*
>
> **Person benefiting from a referral to Mind**

TRANSFORMING VOLUNTEERING

We are constantly inspired by the generosity and commitment of the thousands of volunteers who give their time and expertise to the Trussell Trust and our food bank network. This inspiration has only been fortified as volunteers have demonstrated their incredible resilience and resounding passion for making a difference in their communities within the challenging context of the growing cost of living crisis and the ongoing devastating impact of the pandemic.

Volunteer training

Investing in our volunteers is a critical part of both our short-term goal to offer support when people are facing immediate hardship, and the long-term, strategic plan of building a future where emergency food is no longer needed.

Half of the food banks in our network took part in our Volunteer Management training over the past year, providing an overview of best practice in relation to recruiting volunteers, supporting them through their journey and recognising the huge contribution they make to our collective ability to offer support.

The feedback we received was incredibly positive and we'll be building on this in the coming year, adding further modules to increase the impact each volunteer brings.

Assemble: our volunteer support system

Over the past year a third of the food banks have regularly used our new volunteer management system, Assemble, which is invaluable for communicating with volunteers, fostering a sense of community, sharing news, organising rotas, accessing training and providing a secure location for volunteering data. It also provides a support journey for new recruits.



275,016
hours were logged on Assemble last year

Assemble also provides a platform for advertising volunteering roles, making it easy to see where there are vacancies and providing a place where new roles can be shared. Whilst the focus of volunteer roles has previously been on traditional warehouse, centre and driver roles, food banks are increasingly recruiting for more varied positions, including data and communications specialists, further developing the reach of volunteers and increasing their impact within individual food banks.

92% **of volunteers would recommend the food bank as a great place to volunteer**

92% **of volunteers feel that they are making a difference to other people**

96% **of volunteers think their contribution is valued by the food bank**

> *"It's so wonderful and encouraging to be working with such a fabulous team of people, who come from a wide variety of backgrounds, but all hold the same goal - to help others."*
>
> **Louise Creasey - volunteer for the Trussell Trust Network Support team**



Pathfinder Referral Pathways workshop, Manchester in November 2021

PATHFINDER FOOD BANKS

The food banks in our network have long demonstrated their innovative and creative approach to tackling issues around hardship and hunger, tracking a variety of approaches to see what has the greatest impact locally. The Pathfinder programme was established to work with 60 food banks from across the UK, to introduce and test different approaches to reduce the need for food banks in a local setting. This includes looking at what happens when multiple interventions and initiatives happen at the same time, with the aim of introducing successful approaches across the wider network.

In 2021/22 the programme achieved its intended scale, with 14% of the network joining the programme, covering every area in the UK. Food banks who have joined the programme have committed to align their energy and resources towards strategic anti-poverty activity, and to sharing their learnings with the wider network of food banks. In response, we have established a dedicated grant fund (which enables strategic activity across a range of disciplines) and provide intensive support to Pathfinder food banks through a specialist team and a range of online and in-person training and learning events.

There are five key principles of the Pathfinder programme, including a shared commitment to:

1. **A UK without the need for food banks** - while the food banks in the network continue to respond to the impact of the pandemic and the cost of living crisis, the drive to see a future without the need for emergency food provision has not diminished.
2. **Developing a locally designed strategic plan that aims to reduce the need for emergency food in that community** - while a certain approach might work in one area, it might not have the same impact elsewhere, so a local approach is critical to delivering the greatest impact.
3. **Adopting a proactive approach towards involving people with direct experience of poverty in the food bank's work** - food bank teams are experts at building relationships with people who have experience of hardship or who may have even sought support from the food bank. This first-hand experience helps forge solutions and perspectives to some of the main drivers of food bank use and financial hardship.
4. **Working in partnership with a variety of local stakeholders** - building a future without the need for food banks is a collaborative process, so the Pathfinder food banks have worked hard to build relationships with stakeholders across their communities. From people who visit a food bank to referral agencies, from other support services to local churches and community groups, these partnerships are developing long-term approaches on how best to offer support to people.
5. **Actively learning together as we trial new, locally appropriate approaches** - by sharing approaches that have worked - or not - food banks can learn from one another. Some ideas may be adapted to better support different communities, but by trying a new approach in one area and testing it elsewhere, we can start to map out key approaches that can be applied to the whole of the network.

The Pathfinder programme focusses on experimentation and learning. We expect, over the coming two to three years, to identify a range of new approaches which can be tested more widely, before scaling up to achieve greater impact across the Trussell Trust network. In order to ensure that there are short-to-medium term benefits, we have also tasked each Pathfinder food bank to begin work in the three priority areas of financial inclusion, managing referral pathways and participation.

"Pathfinders opened my mind to see what we need to do to help the most people in the best way - what we need to change, what we need to stop and what we need to start doing. It feels like there is a whole new world of opportunities opening up. Learning from the network of food banks has helped us to 'steal' their ideas and meld them with ours to serve our community better. We see a lot that other people won't and until you understand your community, you won't know what to do to change it. The data we collect told us that debt was consistently the biggest underlying driver for people coming to the food bank and, as there wasn't an existing debt service in our community, we were free to set one up in the food bank.

"But we want to end the need for our food bank, and, if we are to do so, it will have to be on the basis of good relationships. We are developing good relationships with our referral partners and, although it takes longer for them to collect data from their clients, we encourage them to do so because it's really useful.

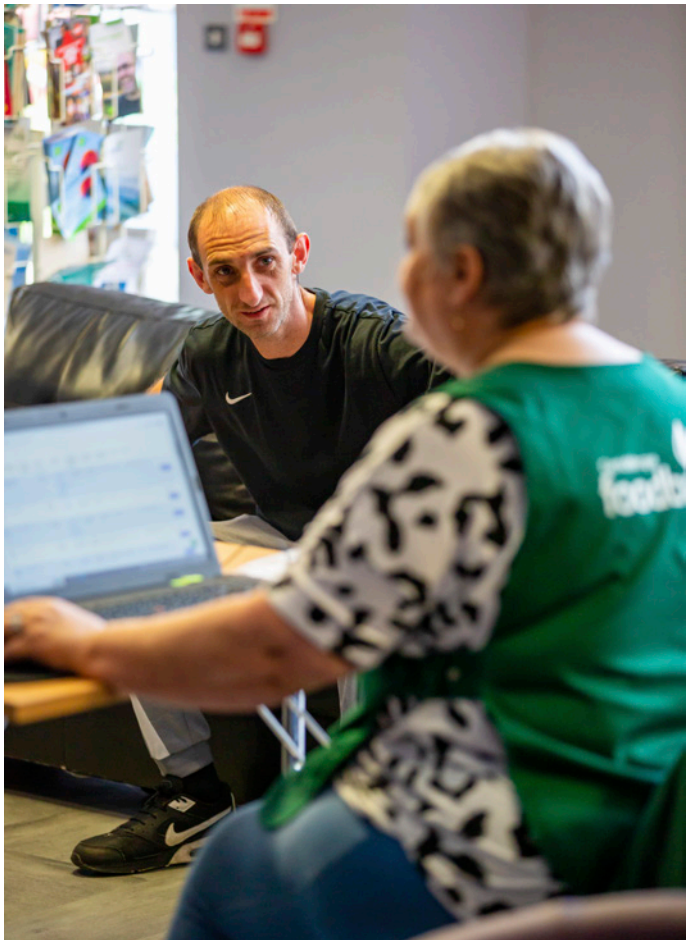
The data gives us the evidence to approach decision-makers and explain the reasons people are coming to the food bank. We're not just talking abstractly about what's going wrong - we know what's going wrong."

Miriam Jones (pictured below), Carmarthen Foodbank





Pathfinder cluster meetings provide an opportunity for food banks to share their experiences and collaborate with each other.



CHANGING POLICY



Gathering robust evidence to influence and drive policy change so that everyone can afford the essentials.

Working with the food banks in our network, we gather data which helps us to understand what's behind the number of food bank parcels distributed across the UK every day. With this data, and together with food banks, partners and people with lived experience of poverty, we work to change policy and eradicate destitution across the UK. We also work closely with other anti-poverty organisations in the UK to recommend policies which will stop people from experiencing financial hardship in the first place.

We do this in the following ways:

1. **Providing robust data, evidence and research**
2. **Influencing policymakers**
3. **Working together to call for change**

PROVIDING ROBUST DATA, EVIDENCE AND RESEARCH

Over the last 12 months, we have published an array of research including:

April 2021: We released our End of Year Statistics showing that a record 2.5 million emergency food parcels were provided to people from April 2020 to March 2021 by food banks in our network.

May 2021: We published State of Hunger 2021, the latest part of the largest ever study into hunger and food bank use in the UK. Carried out by researchers at Heriot-Watt University, this research is helping us to understand the scale of hunger and destitution in the UK and learn how we can work together to build a future where we can all be free from hunger. Key findings include:

- 95% of people referred to food banks in our network in early 2020 were destitute, meaning they were unable to afford to eat or stay warm and dry.
- 18% of households referred to food banks in our network during the pandemic were single parents - this is more than twice the rate in the general population.
- 62% of working aged people referred to a food bank in early 2020 had a disability, over three times more than in the general population.

The State of Hunger project (2018-2021) has shown how debt to central and local government plays a significant role in pushing people into destitution and towards food banks. In mid-2020, nearly half of people referred to food banks in the Trussell Trust network were in debt to the DWP (Department for Work and Pensions) alone, a significant rise on previous years.

June 2021: The Scottish Affairs Select Committee published its inquiry into welfare reform in Scotland, citing evidence submitted by the Trussell Trust.

August 2021: We provided evidence to the UK Parliament's Welsh Affairs Select Committee inquiry into the benefit system in Wales.

October 2021: We organised a public event, jointly with IFAN, on ending the need for emergency food aid in Scotland. Other speakers represented FareShare, the Scottish Pantry Network and Citizens Advice Scotland. This event was the first time that these organisations had spoken alongside each other publicly.

November 2021: We released our Mid Year Statistics, showing that, between 1 April 2021 and 30 September 2021, food banks in our network distributed 5,100 emergency food parcels a day to people facing hardship, which was an increase of 11% compared to the same period in 2019.

February 2022: We released Debt to Government, Deductions and Destitution, a participatory research report exploring the experiences of people with government debt, its impact, and ways towards a fairer approach.

March 2022: Tackling Child Poverty and Destitution was released. This report, commissioned by the Trussell Trust in conjunction with Save the Children and authored by the IPPR Scotland, found the new Scottish Child Payment has not yet reduced the need for food banks, but could, if it were increased. It also found the Scottish Welfare Fund to be an essential part of our social security system to support people experiencing destitution. The findings were presented at a roundtable of MSPs, with the Cabinet Secretary for Social Justice, Housing and Local Government giving a keynote speech.

March 2022: We published The True Cost of Living, which shares findings on the impact of the cost of living crisis on people on Universal Credit, highlighting why the government must urgently uprate benefits in line with inflation.

INFLUENCING POLICYMAKERS

APPG on Ending the Need for Food Banks

The All Party Parliamentary Group (APPG) on Ending the Need for Food Banks was established in December 2020 to bring together parliamentarians of all parties from both Houses of Parliament with an interest in and commitment to ending the need for food banks. The APPG discusses the solutions that are needed to eradicate the destitution which drives the need for food banks and makes recommendations to the relevant government departments that are key to achieving this goal.

Over the last year, the APPG held a number of meetings to promote and discuss the Trussell Trust's latest work and to explore the key issues which our research shows drive the need for food banks. Highlights included:

State of Hunger report launch and discussion

In May 21, the APPG hosted an expert panel discussion exploring the findings of the Trussell Trust's State of Hunger report with Baroness Louise Casey (Crossbench Peer and former government advisor on social policy), Baroness Philippa Stroud (Conservative Peer and Chief Executive, Legatum Institute) and Helen Barnard (Director, Joseph Rowntree Foundation), as well as a speaker with lived experience. With more than 170 attendees, including 20 Parliamentarians from four political parties, this was our most popular event of the year.



AGM

At the AGM in December 21, the APPG elected two co-chairs - Wendy Chamberlain MP (Liberal Democrat) and Neil Coyle (former Labour MP, currently independent) - demonstrating our commitment to cross-party working. We also increased the breadth of our Officers with three Conservative MPs elected.

Joint event on destitution, debt and deductions

In February 22, the APPG hosted a joint event with the APPG on Personal Debt and Finance to launch and discuss the Trussell Trust's report on tackling government debt and deductions. Speakers included Wendy Chamberlain, Shadow Work and Pensions Secretary Jonathan Ashworth and Conservative MP and member of the Work and Pensions Committee, Nigel Mills MP. Two members of the research project, who had co-designed the report and recommendations, spoke movingly about their personal experiences with government debt and the devastating impacts this has had on their lives, including their physical and mental health and morale.

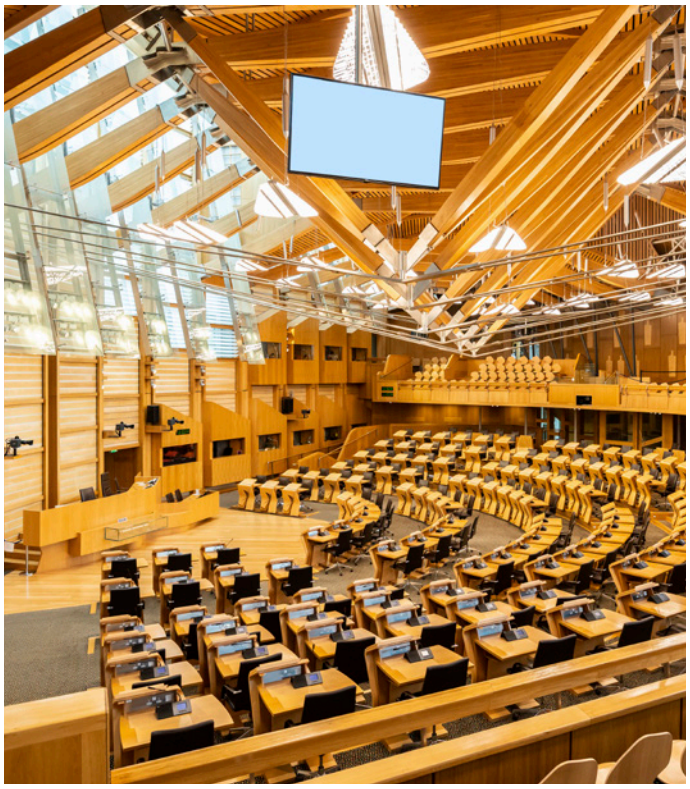


We met with 22 MPs between April 21 - March 22. MPs were from across the political spectrum and included all of the major political parties in Westminster.

The Trussell Trust was mentioned 74 times in the House of Commons in 2021-22 - that's 20 more times than 2020-21

42 MPs from across the political spectrum mentioned the Trussell Trust in 2021-22

> *"Any of us could end up needing to go to a food bank. This can happen to any of us, but important though food banks have become, I want a government that seek to end the need for them. Is that too much to ask? Do we just have to accept food banks as a permanent feature of our country now, or might we one day have a government that set out to end the need for them?"*
>
> **Alison McGovern MP, (Shadow Employment Minister), 25 January 2022**



Influencing at Holyrood, Scottish parliament - key activities

- We produced a Trussell Trust manifesto for the May 2021 Scottish Parliamentary elections, calling on all candidates to act to end the need for food banks and engaging our Scottish supporters in activity to promote this call.
- We delivered an Election Hustings event, in partnership with Glasgow SW & Glasgow NE food banks and secured the leaders of the SNP and Scottish Labour as panellists.
- We responded to the Scottish government's consultation on *Ending the Need for Food Banks*, including organising roundtables with key partners and briefings for food banks in our Scottish network.
- We participated in the *Scottish Parliamentary Cross Party Group on Poverty*.
- We briefed food banks in our Scottish network on our policy asks of the Scottish government, to facilitate local influencing and media work.
- We successfully launched our *Tackling Child Poverty and Destitution* research in the Scottish Parliament and securing the Cabinet Secretary for Social Justice, Housing and Local Government, as our keynote speaker.

Policy successes during last financial year

May 2021: We discussed the design and implementation of the Covid Local Support Grant with ministers and officials in advance of the announcement in May of an additional £160m for households most affected by the pandemic.

May 21: We secured a commitment from the First Minister to deliver an action plan to end the need for food banks in Scotland

September 2021: A new £500m Household Support Fund was announced. This contained an explicit emphasis on helping vulnerable households to afford the essentials. We advocated a lessening of the restrictions associated with this fund, so that it could be better targeted at those in greatest need.

September 21: Through our partnership with the Scottish End Child Poverty Coalition, we secured a doubling of the Scottish Child Payment from £10 a week to £20 a week from April 2022.

October 2021: A change to the taper rate for Universal Credit was announced, permanently providing £3bn a year more money to some groups receiving benefits. This was a response to the Keep the Lifeline campaign to retain the £20 uplift to Universal Credit Standard Allowance, which we supported.

June 21 - March 22: The Trussell Trust was represented on an independent panel of experts appointed by the Communities Minister, Deirdre Hargey, to complete a comprehensive review of the Discretionary Support scheme in Northern Ireland - which provides emergency financial support to people on low incomes - and to make recommendations for improvements.

Extension of welfare reform mitigations in Northern Ireland

The Trussell Trust is part of the working group for the Cliff Edge Coalition - a group that is campaigning to extend and strengthen the welfare mitigations package in Northern Ireland. Legislation was finally passed in March 22 to extend the benefit cap and bedroom tax mitigations.

The focus of work will now be on strengthening the package with some possible new recommendations. The coalition has been calling for new support around the two-child limit, the Universal Credit five-week wait and improvements in the private rented sector. We await the publication of the Review into Welfare Mitigations and look forward to the important recommendations.

WORKING TOGETHER TO CALL FOR CHANGE

If we are to reach our vision, it's vital that we form partnerships with experts and organisations from across the anti-poverty sector and beyond to tackle the causes of financial hardship.

In the last year we have continued to unite our voices to call for the changes we need to see across all four corners of the UK to ensure that we all have enough income to afford the essentials.

- 25,000 people wrote to their MPs as part of the Keep the Lifeline campaign calling on the government not to cut the £20 increase to Universal Credit. Although the UK government did make the cut, it announced a £500m Household Support Fund, and the taper rate at which Universal Credit is withdrawn as claimants' earnings increase was reduced. The Keep the Lifeline campaign was supported by a coalition of over 100 charities, faith groups, academic organisations and business groups, including the Joseph Rowntree Foundation, Citizens Advice, Mind, Christians Against Poverty, Crisis and the Child Poverty Action Group. The coalition has continued to work together to coordinate activities and key messages to maximise the impact of campaigns to protect households on low incomes during the cost of living crisis.
- The Trussell Trust hosted a webinar on Just Communities: Towards a future without the need for food banks as part of the 2021 National Parliamentary Prayer Breakfast, organised by Christians in Parliament. It was chaired by Trussell Trust Trustee Revd Bev Thomas, and the panel included Emma Revie, CEO of the Trussell Trust, Conservative MP for Devizes, Danny Kruger, Labour MP for Battersea, Marsha de Cordova and Paul Woolley, CEO of the London Institute for Contemporary Christianity. During the event, Danny praised the work of his local Trussell Trust food bank (Devizes) and the wide range of ways they supported their local community throughout the Covid-19 pandemic and recognised the limitations of emergency food parcels as a response to more complex needs. Danny also recognised that benefit levels were too low and the great challenge for the UK was how to put "a strong floor under people's incomes".

Partnering to power change

We partnered with people with lived experience of the social security system to advocate for policy change around deductions from benefits payments and the repayment of debt to the UK government. A total of 48 participants, with experience of repaying debt to government, contributed through interviews, contributions to an online community, and then group discussions to develop policy ideas. Since then, members of the group have gone on to advocate for policy change through contributions to an APPG event, and through the media.

The feedback from participants has been overwhelmingly positive, both during the research phase and during the advocacy phase. Some have described feeling like they have had their voice heard, and that working together with the Trussell Trust has given them opportunities to make a difference they wouldn't have otherwise had.

The research itself received significant attention. At the APPG event launching the research, which participants spoke at, the Shadow Secretary of State for Work and Pensions Jonathan Ashworth voiced his commitment to ending the need for food banks. Conservative MPs also spoke positively about the research and the contributions of the participants to the event.

Since the research was published, the conclusions have shaped our own position on deductions, keeping it at the forefront of our asks, as well as keeping it on the policy-influencing agenda of anti-poverty charities that we partner with too.

Partnerships across the nations

In Wales:

- We collaborated with the Anti-Poverty Coalition to develop key policy asks in advance of the Senedd elections in May 2021 and in February 2022 we collaborated with the Anti-Poverty Coalition to provide evidence to Senedd ministerial cost-of-living summit.
- We joined the Senedd cross party group for poverty and are involved in a Welsh Government working group to support the development of a Basic Income Pilot for care leavers.



In Northern Ireland:

- The Trussell Trust was represented on the Anti Poverty Strategy co-design group for the development of an anti-poverty strategy for Northern Ireland which has continued to work in collaboration with the Department for Communities to produce Northern Ireland's first cross-cutting policy in this area.
- We were represented on the independent panel to review the Department for Communities' Discretionary Support scheme. Our involvement in the panel ensured that food banks and rural community groups had their voices and experiences heard in the review process.



In Scotland:

- Through our partnership with the Scottish End Child Poverty Coalition, we delivered a joint manifesto to influence the Scottish Parliamentary elections; participated in fringe meetings at SNP and Green Party Conferences and supported a successful campaign to double the Scottish Child Payment.
- Working together with IFAN, we hosted a successful event during Challenge Poverty Week 2021 attracting over 80 attendees online to discuss how we end the need for charitable food aid in Scotland.
- We actively supported campaigns delivered by the Poverty Alliance, including Everyone Aboard and Scrap the Cap.
- We worked with the Scottish Food Coalition, on the launch of their Plenty report to encourage MSPs to strengthen the Good Food Nation Bill, to put tackling food insecurity at its heart.

Working together and drawing on different expertise and influence have been crucial to making a lasting difference towards ending the need for food banks, and we look forward to building upon our existing partnerships - and developing new ones - over the coming year.



CHANGING MINDS

Building understanding and empathy to inspire action towards a more just future

We know that lasting change happens when wider society thinks and acts differently about an issue. Through our changing minds work, we want people to not only see the compassion of providing emergency food but also recognise the longer-term solutions and take action towards our vision. Working collaboratively with food banks and people with lived experience, we are building greater understanding and empathy for the underlying reasons why food banks exist, and we will call on greater numbers of people to change their behaviours and encourage others to do the same.

We do this in the following ways:

1. **Mobilising local communities**
2. **Tackling misconceptions and shifting opinions across the UK**
3. **Building a movement for change**

Mobilising local communities

With their unique local knowledge and links into communities, food banks are an essential key to unlock the change needed for people facing hardship. That's why, this year, we launched our new Organising and Local Mobilisation project which supports food banks to organise, influence, and campaign for change locally. We provided a package of grant funding, training, and ongoing support to give food banks the capacity, skills, and resources to identify local issues, develop influencing strategies and campaign to make change happen to address the underlying drivers of destitution.



Organising and Local Mobilisation project Zoom meeting

The programme supported food banks to maximise their unique local position and use their power to influence and campaign for change in communities right across the UK.

How are we doing this?

- We're working closely with people with lived experience of hardship and bringing them together to bring a strong voice to campaign with authority and knowledge.
- We're working with food banks to identify issues that cause hardship and find solutions, building skills and confidence to create meaningful change by campaigning. That issue might be local and led by the food bank or could be regional, national or UK wide and link in with a larger campaign, led by the Trussell Trust or wider change-making community.
- Working with colleagues across the Trussell Trust, we're providing support to food banks to influence decision-makers to make change happen, whether that's supporting a food bank's own influencing priorities or as part of a Trussell Trust campaign.
- We're helping food banks build capacity and expertise through grant funding, training and ongoing support.

> *"I see this role as a very exciting role to enable people to have a voice heard. And not just heard, but also take action from as well, to give people the platform to let their voices be heard within the city.*
>
> *"As a local organiser, it's empowering to know I'm not just on my own. I'm part of a network up and down the country, which is being formed by the Trussell Trust to support people when there are times of crisis, but also as a campaign to end the need for food banks within the UK."*
>
> **Colin Pryor, Feeding Liverpool, in partnership with North Liverpool Foodbank**

Our commitment to people with lived experience

We must ensure that people who have direct experience of financial hardship have opportunities to shape, lead and influence how we end the need for food banks.

At its heart, our participation work is about building relationships with people experiencing financial hardship and working with them as partners, to unlock new ways of thinking, generate ideas to drive change together, and seek shared solutions.

In March 2022 we launched The Living Change report, a key piece of research, which sheds light on the stories and experiences of how eight Pathfinder food banks in the network have introduced participatory approaches to their work. The case studies share the learnings and experiences of the food banks, as well as their aspirations to build on what they have learnt. It also explores what participation means, and how we can work alongside people with lived experience of using food banks, and how participation can help us to change minds within our local communities.

You can read more about our work alongside people with direct experience of financial hardship on page 35.

TACKLING MISCONCEPTIONS AND SHIFTING OPINIONS ACROSS THE UK

As part of our UK Changing Minds work, we work to share the stories of people struggling to afford the essentials and create powerful storytelling content that increases understanding and empathy and drives lasting change.

We want people with lived experience to feel confident, comfortable and in control of how their stories are told. Decisions are made by the people who are being affected by those decisions the most. To support this, we:

- Provide training and tools to help people feel in control of their story.
- Build supportive, mutually beneficial relationships.
- Share expertise on how to communicate powerfully in ways that win people's hearts and minds.
- Co-create storytelling content and collaborate on opportunities to amplify stories and bring them to new audiences.

Putting this into action:

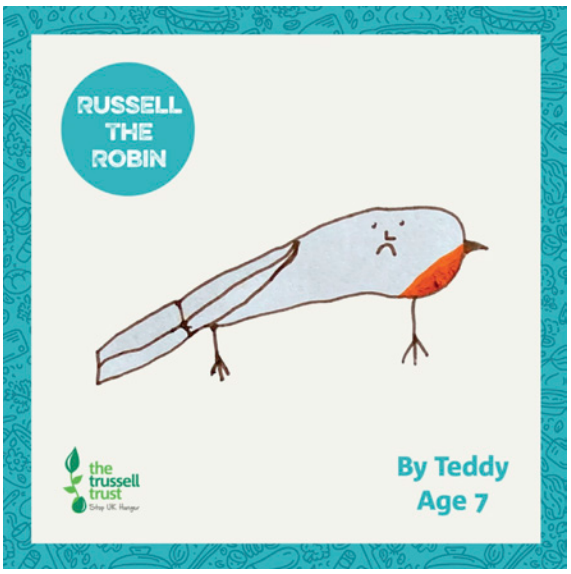
Working with Charlotte, a person with lived experience of using a food bank and a passion for poetry, we organised a masterclass with a leading spoken word poet.

Charlotte's poem formed the base of our Hunger Free Future campaign and even inspired a children's poetry competition.

The 'Acceptable' poem (trusselltrust.org/acceptable/) has been viewed over **51,000** times on YouTube, featured in **144** pieces of media and was shared by seven celebrities including **Emma Bunton**, **Tamzin Outhwaite**, **Dom Joly** and **Dawn French**.

The campaign received **277** pieces of targeted media coverage. Our CEO hosted a radio day, alongside some celebrity judges and featured homepage of the Guardian following an in-depth interview.

Bye Bye Hunger, our children's poetry competition, led to a compilation of poems written by children under 10 helping to raise awareness for hunger and poverty in the UK.



'Russell the Robin', the winning entry of our children's poetry competition, by Teddy, aged 7

BUILDING A MOVEMENT FOR CHANGE

By working with food banks locally, and through campaigns across the UK, we are inspiring thousands of people to take action towards a more just future.

Keep the Lifeline

We worked in coalition with over 100 charities, faith groups, academic organisations and business groups to campaign against the cut to Universal Credit through Keep the Lifeline.

Generating a groundswell of public concern, we mobilised the public:

- Over 25,000 people wrote to their MP, covering every constituency in the UK bar two
- The campaign had 771 media mentions
- 1,000 messages were sent to the Chancellor as part of our *text Rishi* action



The government felt the pressure from the public. During the campaign:

- The Trussell Trust was mentioned five times and food banks generally 55 times in the House of Commons in just the first two weeks of Parliament after recess.
- We secured a question at Prime Minister's Questions about the launch of survey results with Labour MP Mick Whitley.
- We built relationships with a range of Conservative MPs who spoke out against the government's position.
- There was open acknowledgment from a variety of MPs that the social security was inadequate.

25,000 people wrote to their MP

20,626 new supporters joined the campaign for change

771 media mentions

Nearly 2m social media impressions

87 food banks actively participated in the Keep the Lifeline campaign

55 mentions of food banks in the UK parliament

Spring Statement campaign activity

In the run up to the Chancellor's Spring Statement, we mobilised our campaigners and supporters to write to their MP calling for urgent intervention to support people on the lowest incomes, with an uprating of benefits in line with the cost of living. In the build up to our end of year stats, we spotlighted our debt and deductions insights and told the story of the rising need against the backdrop of a cost of living crisis.

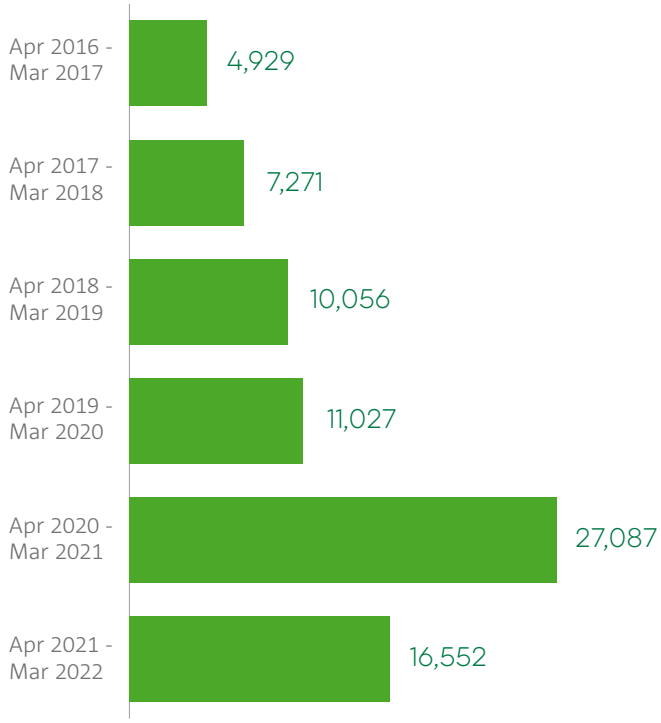
Elections

We also engaged campaigners in local elections in Scotland and Assembly elections in Northern Ireland respectively. Campaigners in these regions used our template letter to engage their candidates ahead of the elections, calling for support of our pledge to end the need for food banks.

At the end of March 2022 32,932 campaigners had joined our movement to take further action towards a more just future.

Media and social media coverage

Our media coverage continues to grow year upon year, aside from the spike during the pandemic.



Media moments:

April 2021: End of Year statistics: 1,125 pieces of coverage across nine days following the release. This equated to a total news reach of 60.39 million people. The story was featured in 13 printed pieces in UK national newspapers and 35 printed pieces in UK Key regional papers. Emma Revie, was interviewed by Sky News and BBC News Channel

May 2021: State of Hunger 2021. Gained almost 500 pieces of coverage across nine days. This equated to a total news reach of 32.78 million people. This included 12 print pieces in UK national newspapers and 32 print pieces in UK Key regional papers. Channel 4 news included the findings in a news package.

September 2021: Keep the Lifeline campaign. 750 mentions in the media, with a spike of 124 mentions on one day. We received 216 mentions in broadcast alone, including LBC, Virgin Radio and various BBC Stations.

November 2021 Mid-year statistics: 740 media mentions across the week following the release of our Mid-Year Stats. In total there was a combined news reach of over 28.38 million people through print and TV coverage alone. This included 289 broadcast mentions and 97 print mentions, on top of over 311 online mentions. Highlights included ITV news and Newsround.

December 2021: HRH King Charles III and Queen Consort Camilla (then, the Duke and Duchess of Cornwall) visited Wandsworth Foodbank in London, meeting staff and volunteers while taking a look at the emergency food parcels provided to people in need over Christmas. This captured much media attention, including a long story on the Mail Online and Big Issue.



Christmas 2021: LadBaby: social media stars LadBaby scooped the UK's Christmas number one single for a record-breaking fourth year in a row - with help from Sir Elton John and Ed Sheeran. They secured 27 high profile, mass reach pieces of media coverage including on The One Show, and our post about their support was our most engaged with social post, with almost 8,000 engaging with our tweet.



March 2022 Debt to Government, Deductions and Destitution report. This report allows people directly experiencing issues with the benefits system to tell their story. Our research participants John, Dee and Rosa featured in a range of news pieces, including You and Yours on Radio 4 and BBC Scotland.

Support from Churches

More than 300 church leaders took part in a series of breakfasts between April and June 2021 to explore our vision of ending the need for food banks.

Churches are vital to the ongoing delivery of food bank operations across the UK, as well as our campaigning and fundraising, so we produced resources designed specifically for them as part of our Keep the Lifeline campaign and our Tea for Trussell fundraising event.

Through our church engagement work, we have expanded and deepened our reach into diverse expressions of church communities and Christian networks, encouraging churches to work within their local communities to consider what more they can do to bring about an end to the need for food banks.

Our work with churches is so integral to our movement for change, because:

- Over 800 food bank centres are based in church buildings
- On average, each food bank has relationships with 17 local churches in the past year
- 52% of Trussell Trust food bank volunteers identify as active Christians, compared to 12% of the UK population







“It has given me a voice in an area where we rarely are heard.

I feel I am of some use in the fight to eradicate poverty and the need for food banks and can ensure the voiceless hidden in communities are heard through my voice.”

Caroline, panel member from Northern Ireland

OUR COMMITMENT TO PEOPLE WITH LIVED EXPERIENCE

We must ensure that people who have direct experience of financial hardship have opportunities to shape, lead and influence how we end the need for food banks.

At its heart, our participation work is about building relationships with people experiencing financial hardship and working with them as partners, to unlock new ways of thinking, generate ideas to drive change together, and seek shared solutions.

Together for Change panel

Our Together for Change panel is a group of experts from across the UK, all with lived experience of poverty and food bank use and a shared drive to create meaningful change.

During monthly meetings, panel members split into the three groups, each focussing on the area of the strategy that interested them the most and where they felt they could make the greatest impact.

Working together, we have designed projects that work towards our vision, and are influenced and driven by the participant's unique understanding and experience.

> *By using my experiences to help others identify with the stigma, shame and know that they are not alone, and to enlighten and inform wider society that poverty isn't a choice, its an enforcement of circumstances, it has no preference and only united will we as a society as a whole, make real genuine changes.*
>
> **Katrina, Together for Change panel member**

> *It's meant a lot.. being in the panel has been one of the best things I've taken part in for a number of reasons. As a panel we are standing up and making a change to the way people see food poverty, I've learnt so much from the people on the panel and my self confidence has grown.*
>
> **Laura, Together for Change panel member**

Stand for Change - Young People Against Poverty

In March 2022, we shared that over the past year 832,000 emergency food parcels were given to children.

Young people today are the first generation to be born into a world where food banks are available to support people facing hardship. They are also the generation who will likely shoulder much of the work needed to end the need for food banks.

The unique perspective of young people who are affected by the issues of hardship and hunger is integral to our work to build a better future for generations who follow. Stand for Change, delivered in partnership with BBC Children in Need, aims to change minds and narratives around the causes and impacts of poverty and financial hardship in the UK, with specific focus on the voices and experiences of children and young people.

The project works directly with children and young people, aged 13-21, with lived experience of poverty and financial hardship to:

- Shape and co-design all aspects of the project
- Develop their skills and experience in storytelling, social action campaigning, use of digital and media tools and platforms, and more
- Create interactive, educational resources and digital media content for use in schools and youth projects to increase awareness of the structural causes of poverty and increase empathy and will for change among the wider population
- Improve media literacy and salience of the issues faced by young people who experience poverty amongst journalists and filmmakers.

During the year, we formed a group of young people to participate and steer the project, and look forward to sharing an update on what this incredible group have achieved in next year's annual report.

LOOKING AHEAD

2022-23

Over the coming year we will continue to face the challenges caused by the pandemic, the cost of living crisis and the inadequate social security system, which all pose a threat to people living on low incomes. People will face impossible decisions, like whether to heat their homes or put food on the table. Parents will have to skip meals so their children can eat. We are braced for further challenges as we face uncertain times, nationally and globally.

Strategic direction and resourcing

Food banks are gearing themselves up for the increase in need in communities across the UK, as the cost of living crisis and soaring energy prices continue to impact on people who can least afford it.

When we developed our strategy, 'Together for Change' to reach our vision, the challenges of Covid-19 and the cost of living crisis were still to unfold. The work we have done so far to implement our strategy has gone hand-in-hand with the fast-paced, reactive response to these challenges. The projects launched over the past year will continue to grow and develop, yielding results that will help us get closer to that future.

In the coming year, we will continue our work to strengthen and build upon progress made towards our vision of a future without the need for food banks. We will continue to reinforce and increase capacity across the network, to both deal with the coming pressures and find long-term solutions. We will expand our partnerships with organisations and continue to provide platforms for people who have lived experience of financial hardship to speak their truth through our channels to help bring about lasting change.

Our commitment to EDI and working with people with lived experience of financial hardship and hunger will continue to be central to all strands of our work

Although we are making progress, our commitment to authentic and meaningful EDI must be long-term, if we are to reach our vision of a future where everyone has enough to afford the essentials.

Across our organisation and our network of food banks, we will continue to challenge inequalities and structural discrimination for people experiencing barriers through evidence collected through our data and changing minds work.

We will ensure that diverse groups of people with lived experience of poverty are included and central to informing our work and will continue to build on the foundational relationships that we have started to cultivate with people who have had direct experience of financial hardship.

Our Together for Change panel will move into its second phase and expand the opportunities for members to speak into, and influence decision-making throughout the Trussell Trust.

We will continue to build on our Stories work and policy projects, bringing the voices of people who have experienced financial hardship to key public and policy makers. We're excited to support this work to flourish more widely in food banks across the UK, as our central support team, combined with the peer leadership of food banks who have adopted participatory approaches, inspire others to ensure that lived experience is at the heart of our work together.

All Party Parliamentary Group (APPG) on ending the need for food banks

In the coming year we will continue to work on the foundations built by the APPG. The first phase has focused on the solutions that are needed to eradicate the destitution and hardship that drives the need for food banks and made recommendations to the relevant government departments that are key to achieving this goal.

The next stage is to undertake a call for evidence on the most effective and dignified ways for communities and all levels of government to support people experiencing a financial hardship. This will involve a cross-party group of MPs gathering evidence from food banks, people needing to use food banks, and other partners to make recommendations in a report to the government. We will also develop participatory research with people who have lived experience of poverty and destitution to understand how people can be better supported, as we continue to explore how best to end the need for food banks in the UK.

The APPG will evaluate the effectiveness of emergency food and cash as responses to destitution. This 'cash first' principle is about offering money to people facing financial hardship. Emergency food is a short-term solution to hardship, so we are interested in the ways in which a cash first approach might reduce the need for food banks.

Organising and Local Mobilisation

Our new Organising Programme, which supports food banks to organise, influence, and campaign for change locally, will continue to grow and reach greater numbers of people and organisations who can help create lasting change. Over 2022-23, more food banks will join the programme, with an aim of 60 local areas being represented across the UK. Once trained, they will build teams of volunteers and work with people with lived experience, mapping and reaching out to others in the community, identifying issues, developing influencing strategies and creating lasting change in their communities.

New forms of volunteering

Our volunteers are the very backbone of our network, and we recognise their contribution to not only support people facing hardship, but to ending the need for food banks. Building upon the foundation of our strategy, 'Together for Change', we have identified and prioritised five key roles to introduce into food banks to support them as they look to raise their profile, campaign and further the service for people needing a food bank:

Together for Change Trustee - to unite volunteers behind the food bank's vision.

Communications Lead - to use social media to bring to life the stories and statistics behind food bank use.

Community Inspirer - to proactively engage in local, regional, and national campaigns.

Data and Impact Support - to delve into local data to better understand local demographics and drivers to the food bank.

Community Connector - to strengthen the relationship with local referral partners to ensure improved, up to date and comprehensive signposting for visitors.





Our response to the external environment

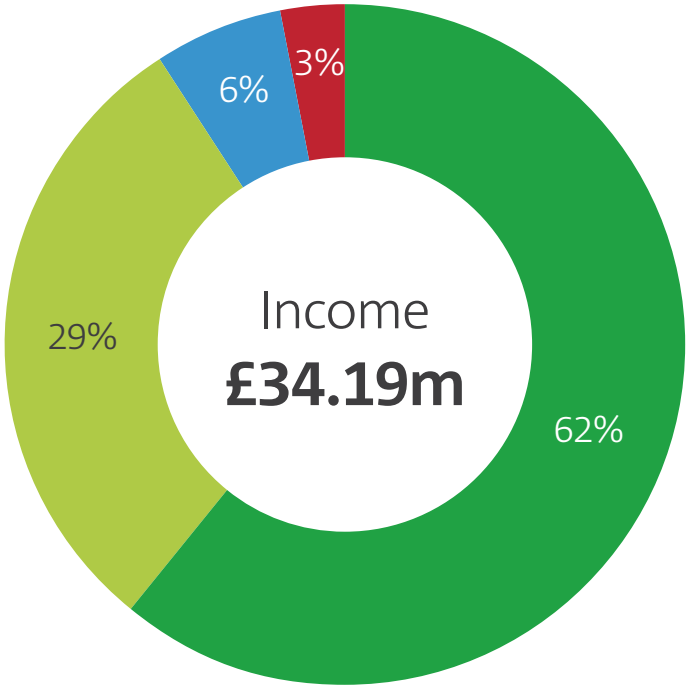
Economic and political uncertainties are providing an enormously challenging context for food banks and for people experiencing financial hardship. As we look ahead to winter 2022, increasing food costs and rising energy costs will disproportionately impact people on the lowest incomes - which we anticipate to drive a significant increase in numbers of people referred to food banks. Alongside this, food banks themselves will have to deal with hikes to utility bills and needing to top up food donations by purchasing food like never before.

A key challenge for us in this situation is to ensure the continuity of our operations for people who need to access a food bank while retaining a firm and tangible commitment to ending the need for emergency food aid. The capacity building we have undertaken through grant making and additional central support in 2021/22 will help us to maintain this orientation, but we know that we will need to remain nimble and adaptive to ensure we maximise those programmes, initiatives and approaches that embed positive long lasting change.

During this uncertain time, we must hold on to what we know for sure. We will always do everything we can to serve our network of food banks. Our shared values of compassion, justice, dignity and community will be at our core. Our vision and Together for Change strategy will drive every decision we make. Our commitment to meaningfully involve people with lived experience and advocate alongside them will help us create the right solutions. And while things may get worse before they get better, we will see a UK without the need for food banks in our lifetime.

FINANCIAL REVIEW

WHERE OUR INCOME COMES FROM



We are reliant upon the generosity of all our supporters to fund our charitable activities and work towards a future where no one is left without enough income to afford the essentials. Our income is made up of donations (including Gift Aid) and legacies from individuals, plus donations, grants, and contractual partnership payments from corporates, trusts and foundations.

Public donations - £21.00m

Corporate supporters - £9.75m

Trusts & Foundations - £2.15m

Charity retail & other trading - £1.09m
The majority of this income relates to funds raised by our network of charity shops, selling goods kindly donated to us by members of the public.

Donated food - £0.17m
This represents the financial value of food and toiletries donated for distribution by Brent Foodbank, which is directly operated by the Trussell Trust.

Investments - £0.03m
This relates to interest income earnt on our bank deposits during the year.

Food bank network fees - £nil
Following the decision in 2020/21 in light of the Covid-19 pandemic to not charge food banks the annual membership fee, this approach was continued for the 2021/22 financial year.

WHERE WE SPEND OUR INCOME

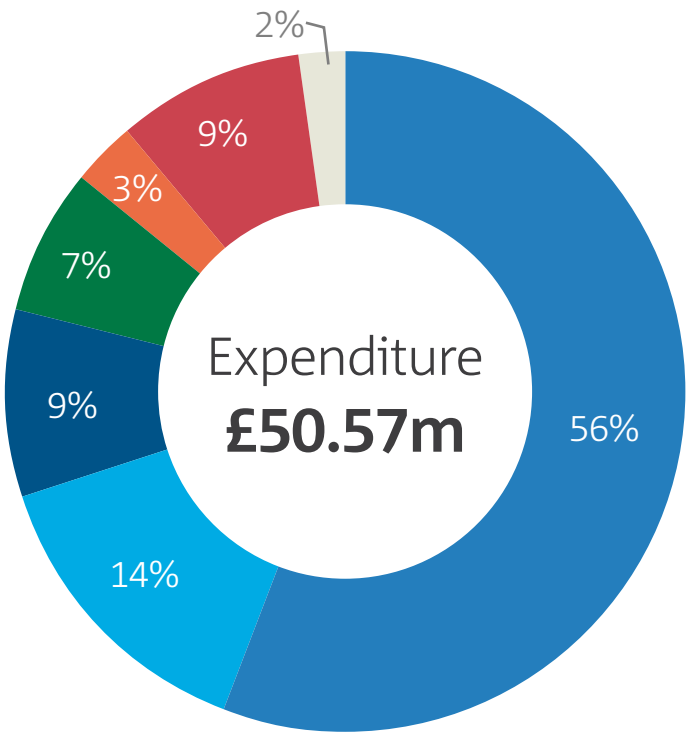
Changing Communities activities: Grants to food bank network - £28.27m
This year, 56% of our expenditure consists of grants (comprised of £28m of grants to food banks as previously stated plus an allocation of support costs to administer those grants) made to the food banks in our network. As described in detail in this report, these grant programmes are designed to support food banks both to respond to immediate need and to enable them to work towards a future without the need for food banks. The significant increase in grant support to food banks on the prior year recognises the extraordinary challenges they face and our commitment to direct support for front-line activities which help to deliver effective anti-poverty activities, across Changing Communities, Changing Minds and Changing Policy strands.

Other Changing Communities activities (excluding grants & helpline funding) - £7.19m
In addition to the £28.3m grants figure above, expenditure for the year included £7.19m of non-financial support to food banks to enable them to deliver their services effectively - including expert staff and infrastructure support. The costs of the Brent Foodbank, which is directly operated by the Trussell Trust, are also included here.

Changing Communities activities: Helpline funding - £4.44m
Building on the work we started in the previous year, we are partnered with Citizens Advice to deliver the Help through Hardship helpline, which acts as a referring agent to food banks, but also provides free expert advice to people experiencing acute financial difficulty.

Changing Minds activities - £3.64m
In the year we invested £3.64m in increasing the public understanding of poverty and what leads people in our communities to access food banks, as part of our integrated approach to ending the need for food banks across the UK.

Changing Policy activities - £1.60m
Costs included here relate to our research, strategy, and policy work. Together with partners, including food banks in our network and those with lived experience of poverty, we work to change policy at all levels of government to eradicate destitution across the UK.



Fundraising activities - £4.47m
Like every charity, we must invest in our fundraising team to enable them to secure the funding we require to continue and expand our charitable work. In this financial year we significantly increased our investment in fundraising activities so that we can continue to generate funds to directly support our network and to deliver our strategy. For further information on the way in which we approach fundraising, see page 46.

Charity retail - £0.96m
This expenditure covers the costs of running our charity shops, including staff, buildings, and vehicles. As the UK continued to deal with the impacts of the Covid-19 pandemic, trading remained very challenging, but during this financial year the charity shops returned to generating a surplus.

The expenditure values depicted on this page are shown after the inclusion of support cost allocations (see note 7). To aid understanding, this breakdown is now described with relation to the activities in our organisational strategy, Together for Change. Note 7 provides restated comparator figures for the prior financial year.

FINANCIAL PERFORMANCE AND POSITION

For the year to 31 March 2022, the Trussell Trust made a net deficit of £16.38m compared to a surplus of £39.07m for the year to 31 March 2021. This significant change represented an unprecedented level of planned investment in our strategy and critically in supporting our food bank network through the extraordinary challenges they face. It would not have been possible without the historic levels of support from new and existing supporters that the organisation received in the year ending 31 March 2021.

A summary of the year's results can be found on page 59 of this report and accounts.

On 1 April 2021 the charity incorporated a wholly owned trading subsidiary, Trussell Trust Limited (company 13310114, registered in England and Wales), to support its income generation activities. For reasons of materiality the financial results of Trussell Trust Limited have not been consolidated within this report.

Income

Thanks to our generous supporters - the general public, corporates, trusts and foundations - the Trussell Trust received £34.19m of income. This represents a 41% decrease on income received in the previous financial year, which was understood to be atypical as it covered the start of the Covid-19 pandemic. We are deeply grateful for this support and have robust plans in place for future years to continue to grow our income, in order to deepen and accelerate our impact.

A breakdown of total income by source can be seen on page 38 and further analysis seen in notes 2 to 6.

Costs

As described in last year's Annual Report and Accounts, our plan for the year ending 31 March 2021 was to significantly increase the scale of the work designed to deliver our strategy, making use of the extraordinary volume of support we received from the start of the Covid-19 pandemic. Overall, this has translated to an increase in total expenditure from £18.72m to £50.57m, with increased investment in each of our strategic goals.

Centrally, we were able to very significantly increase the value of grants made to our food bank network and to support the Help through Hardship helpline, to £32.71m, compared to £5.78m in the previous year.

As described earlier in this report, grants to food banks were specifically designed to both support food banks to meet their immediate needs, and to help build a future where no one needed to use a food bank. Further, these grant programmes were designed with a range of different durations in mind, ensuring that support to food banks is as sustainable and impactful as possible. In addition, we were able to support the successful operation of the helpline across the financial year, following its establishment part-way through the prior financial year.

In the year to 31 March 2022, the organisation increased its investment in fundraising activities with the ambition of generating further additional income in future years to support this expansion in our impact. As a proportion of total expenditure, our fundraising activities in this year decreased to 9%, compared to 12% in the prior year.

A breakdown of total expenditure can be seen on page 39 and further analysis in note 7.

Directly operated food banks

The Trussell Trust directly operates one food bank, in Brent and the financial results and performance of this food bank are included in this report. Accordingly, all figures presented in these accounts are not a measure of the food donations and disbursements across the food bank network as a whole.

Reserves policy

Given our vision for a UK without the need for food banks, our reserves policy aims to ensure our work is protected from the risk of disruption at short notice due to lack of funds and preserve some incoming resources for future opportunities that may present themselves whilst at the same time ensuring we do not retain income for longer than required. Our policy is also designed to ensure we are able to honour our grant commitments and deliver our longer-term grant-making strategy.

Unrestricted free reserves are not intended to cover a permanent loss of funds. They are intended to provide an internal source of funds for situations such as:

- a temporary fall in income or increase in expenditure as well as covering working capital requirements
- one-time unbudgeted expenditure, such as uninsured losses or emergency grants to our network partners
- to allow the organisation time to respond to a permanent fall in income or increase in expenditure
- to take advantage of new opportunities in strategic priority areas

The current target range for unrestricted free reserves is set in line with a risk-based approach. We have calculated an appropriate reserves range for our organisation of £9.5m to £12m based on financial impact of risk, working capital and commitments and long-term plans.

Funds

The total funds of the charity as at 31 March 2022 were £32.71m. This includes £5.52m of restricted funds and £27.19m of unrestricted funds.

Within this balance of unrestricted funds, the Trustees have made the following designations:

- Together for Change strategy - at 31 March 2021, a total of £26.75m was designated across these three funds (Changing Communities, Changing Minds and Changing Policy) to be spent over a two year period on magnifying and accelerating the delivery of the Trussell Trust's Together for Change strategic plan, enabling us to provide increased funding and support to our network and to expand our impact throughout this challenging period and during the recovery from it. By 31 March 2022, £17.86m of this balance had been spent. A further £4.36m has been designated in light of planned expenditure on our Changing Communities boost programme, so that the balance on these funds as at 31 March 2022 was: Changing Communities - £5.90m; Changing Minds - £5.53m; Changing Policy - £1.82m. These are intended to be spent down over the coming year.
- Pathfinder grant programme - at 31 March 2021, £3.00m was designated for grants to food banks signed up to our Pathfinder programme. The vast majority of this was spent during the year, leaving £0.28m remaining at 31 March 2022 to be used over the coming year.
- Asda and Tesco top-ups - the charity has established the practice of distributing the top-up donations received by Asda and Tesco, after the deduction of a small percentage for the charity's core costs, to the food bank network. These monies have therefore been set aside as designated funds - the balances on these funds at 31 March totalled £0.53m.

At 31 March 2022 the charity's free reserves, being funds neither restricted nor designated, were £13.14m. This figure falls just above the upper end of the reserves policy above and is reflective of the highly unpredictable and challenging operating environment we find ourselves in, providing free reserves available to allow us to quickly act where needed across the network whether to take advantage of opportunities to collaborate with other organisations who share our vision and values or support the food bank network with additional resources to meet their needs.

An analysis of net assets between funds can be found in Note 22.

Investment policy

The Trussell Trust's priority is to spend its resources as promptly as strategically and operationally possible and in line with its mission to end the need for food banks in the UK.

On occasion and due to significant shifts in income and expenditure trends, the charity may be holding larger than anticipated reserves. At such times the overall objective is:

- to operate within an ethical framework for investment
- to manage counterparty risk of cash holding

Investment decisions are sought to be made in line with:

- the Charity's values of compassion, justice, community and dignity
- the Charity's vision to end the need for food banks in the UK
- the Charity's ethical standards

During the year the charity held only instant-access cash deposits with CCLA and did not invest in equities, other securities, or long-term fixed deposits.



PRINCIPAL RISKS AND UNCERTAINTIES

The on-going fallout from the pandemic, Brexit and energy crisis continues to create a significant amount of uncertainty and disruption. The resulting risks have been managed through our well-established risk management system which has been embedded and has proven robust.

This includes our long-term strategic plan, annual business plan and annual budget, all of which are approved by the Trustees. The monthly review of both our financial position (including quarterly rolling forecasts) and review of our business plan ensures visibility of our priorities, activities, and risks to identify any emerging issues and allow us to act accordingly.

The Senior Leadership Group (SLG) assesses likelihood and impact of risks on a rolling monthly basis and reviews potential mitigating actions. The Finance, Audit and Risk board subcommittee reviews risk processes and significant risks as a standing agenda item and the Board of Trustees is updated on key risks at each meeting.

At present, key risks faced by the organisation can be broadly categorised as follows:

A highly challenging and unpredictable operating environment

The current political and economic uncertainty - removal of key temporary government support such at the £20 uplift to Universal Credit, supply chain issues facing supermarkets and cost of living crisis - are all adversely affecting the numbers of people requiring the support of a food bank, and the amount of food donated to food banks by the general public. We are working closely with our supermarket partners and network to monitor food flow, we have launched an emergency appeal for food and funding in the public space, and continue to press for policy solutions and mitigations which reduce levels of food bank need.

Food bank capacity

Operational demands on food banks mean that their ability to engage with strategic activity is restricted, leading to slower long-term change. As a network, we are committed to providing the most compassionate response for as long as we are needed. But we also recognise that we need to implement strategic solutions which address the drivers of increased food bank need. To mitigate this risk, we have expanded our dedicated support through our on the ground area manager team, tailored easy to access grant funding, increased resources through our digital hub and helpline, and are increasing access to specific well-being support for volunteers.

Diversity, Inclusion and Participation

In the area of equity, diversity and inclusion, we risk being insufficiently attentive to the barriers which prevent people feeling included in our service provision, and to the structures which disproportionately impact particular groups within the UK population. We also risk failing to design and deliver our work with a breadth and depth of experience.

Over the past twelve months, we have started to address some of the cultural change needed to reach meaningful equity, delivery and inclusion across our organisation and the food bank network. You can read more about this on p12. Over the coming twelve months, we will continue to focus on delivering our EDI strategy and action plan in order to ensure we're making our intention a reality.



OUR SUPPORTERS

There's no doubt, our vision of a future without the need for food banks is ambitious, but we could not get there without our generous supporters.

FUNDRAISING IN THE COMMUNITY

The restrictions dictated by the pandemic required us to make substantial changes to many of our fundraising events and challenges. We introduced a number of virtual events, so supporters could take part regardless of their location, whilst still feeling like they were part of a team working towards the same goal.

Race Against Hunger

Race Against Hunger 2021 exceeded our expectations, with 860 people signing up to take part across the UK, raising a staggering £130,000 between them.

The team at Scottish company Warmworks, was determined to raise funds to support people facing hardship and raise awareness of our work. The five runners took to the streets to Race Against Hunger in March, aiming to run the 5K in their best possible time.

But Race Against Hunger was just the start! The company have continued to support the Trussell Trust with regular events and fundraising initiatives.



Three Peaks challenge

In June, Saoirse, Emily and Catherine (pictured above) took on the challenge to climb the Three National Peaks (Snowdon, Scarfell Pike and Ben Nevis). As if this wasn't demanding enough, the team decided to make things even more challenging by cycling the 450 miles between the peaks.

Intent on breaking the previous record for this challenge, the team set out to complete this mammoth undertaking in under 72 hours. Despite some challenging weather they completed their challenge in 67.5 hours- beating the previous women's record by a staggering 20 hours.

The team wanted to support the Trussell Trust because they recognised the challenges the pandemic brought and were keen to support food banks, not only to distribute emergency food, but also in tackling the underlying issues that bring people through their doors.

Total raised: £2,924



Freddie's 1,000 night tent challenge

At the start of lockdown in 2020, Freddie, (who was just nine at the time) asked if he could sleep in the family tent for a few nights. Fast forward two years and Freddie has turned 'a few nights' into a phenomenal fundraising challenge and is still sleeping in a tent in the garden, in all weathers! His goal is to spend 1,000 nights under canvas to raise vital funds for the Trussell Trust.

Freddie was keen to raise funds to support our work towards a future without the need for food banks.

> *"It is not fair that many children have to live off school meals due to the fact that their parents can't afford enough food for their families."*
>
> **Freddie**

So far, Freddie has raised over £21,000

CORPORATE PARTNERS

The relationships we build with corporate partners are crucial to our ability to deliver on our vision. We are proud to partner with many different organisations who share that vision and deliver income, access to expertise and resources. Some of these partnerships have been valued supporters for some years and some are new to the cause, but as the cost of living crisis deepens, and more people are struggling to make ends meet, these partnerships are critical to both support the immediate hardship and work towards a future without the need for food banks.

Tesco

Our relationship with Tesco spans a number of years, delivering a huge impact to food banks across the network. This year, we worked together to build stronger communities by supporting food banks in our network with customer donations from over 500 stores. 1.6 million meals were donated to food banks over the course of two food collection events and Tesco's generous customers have provided additional help through the donation of Clubcard points. Many food banks simply couldn't continue to meet the need in their communities without the support of Tesco, their customers and colleagues.

Cadbury

We are delighted to be one of Cadbury's trusted charity partners in the UK, working together at Christmas and Easter to make these seasons a touch more special for everyone. This year, Cadbury generously provided direct support to food banks through donations of seasonal products, as well as helping our wider work to change the things that push people to need a food bank through charitable donations of £196,650 to the Trussell Trust. As part of the 2021 Cadbury Secret Santa campaign, we were able to reach new audiences and build understanding and empathy for food bank use through features in Times Magazine, The Sunday Times and social content with LadBible and George the Poet.

Asda

We believe that in order to reach a future where everyone has enough income to afford the essentials, financial resilience is crucial. That's why we were so grateful for Asda's support last year to help fund financial inclusion grants for food banks in our network and to support our Help through Hardship helpline. The helpline, which seeks to address financial hardship for callers, has already been able to unlock £19.2 million of income for 5,391 people. Asda will continue to support us via permanent collection points, as well as their annual food drive. Last year over 2 million meals were donated by Asda's generous customers.

Lloyd's

After an incredibly tough year for many, Lloyd's of London's support came at a crucial time. A variety of public engagement campaigns, supported by Lloyd's of London, have helped us reach over 34 million people in the UK through social media, press, and online, enabling the Trussell Trust to increase the number of our active supporters.

Bank of America

In the final year of the two-year partnership with Bank of America, employees across the UK offices have supported the Trussell Trust in a variety of ways, from volunteering to piano recitals, mountain treks to dragon boat races. The annual Thanksgiving auction and fundraising day was bigger than ever with no covid restrictions in place.

Bank of America also pledged to support the Trussell Trust Helpline event in May 2022, which will be a unique event to raise vital funds which will support our Help through Hardship helpline. Bank of America firmly supports our long-term vision of a UK without the need for food banks and has helped secure communications coverage of our work to raise awareness and support our Together for Change strategy, and this will continue into 2022.

Barclays

The Trussell Trust and Barclays share a common goal to support people to get the help they need to be more financially resilient. Since 2020 Barclays has supported the Trussell Trust's Help through Hardship helpline, which has helped thousands of people facing financial hardship. Barclays colleagues have also raised more than £65,000 to support the Trussell Trust over the last two years. In March 2022, we launched a three-year financial wellbeing partnership which aims to build awareness of the help available to people facing financial hardship and increase access to the support they are entitled to but not receiving.

Vodafone

For many people coming to food banks, being unable to afford phone and internet access prevents them being able to access vital support services and stay in touch with loved ones. In partnership with the Trussell Trust, Vodafone's initiative "Buy One Give One" means that, for every Vodafone Together customer, they will provide people facing hardship with a SIM card, loaded with data and free calls and texts each month. To ensure the scheme reaches people who are struggling to afford the essentials, the SIMs are being distributed through the Trussell Trust's UK network of food banks.

Post Office

In November 2021, PostOffice partnered with the Trussell Trust for their 'Take out cash, take on hunger' campaign where they gave 1p to the Trussell Trust for every cash withdrawal made in their branch until 30th March 2022, raising £295,956. Their donation went towards strategic facilities grants to enable food banks to make substantial changes in their warehouse and distribution facilities, increasing the support they could offer to people. Post Office has encouraged postmasters to link up with their local foodbanks and set up food collection points in stores. Since January 2022, these branches have provided an additional 2.1 tonnes of food across the network.

We consider all new partnership proposals very carefully to ensure they align with our organisational vision, values and priorities. Each partnership is subject to a robust internal due diligence process and approval by our senior leadership group and Board of Trustees.

TRUSTS AND FOUNDATIONS

We are so very grateful for the generosity and partnerships we have received from numerous charitable trusts and foundations. These grants have played a critical role in allowing us to scale up the support we are able to offer to our food banks during uncertain times and significantly expand our key programmes to end the need for food banks.

Pears Foundation

The long-term support of the Pears Foundation is deeply appreciated. To reach our vision without a need for food banks, we know that financial resilience is crucial to people facing hardship.

Thanks to their core support for our financial inclusion work, 177 food banks were able to provide high quality benefits advice to people facing hardship. We look forward to building on this work together over the next few years, continuing to provide benefits and debt advice to people who visit food banks and hopefully preventing people from needing emergency food and support in the future.

People's Postcode Lottery

Our close partnership with People's Postcode Lottery delivered another highly successful year, thanks to their continued support towards our Help through Hardship helpline. The helpline has grown in capacity to meet the increase in call volumes from people needing support and advice, with 120 FTE advisors now working to unlock benefits and grants for people facing hardship.

Vertex Foundation

The incredibly generous grant from the Vertex Foundation played a significant role in our Help through Hardship helpline. Their support from inception was pivotal in attracting more funding. This programme of work has delivered real success in identifying financial gains for individuals and tackling the drivers of hardship. Our continuing partnership is delivering real impact across our work, and we look forward to building upon this in the future.

Other highlights

We are also particularly grateful for the transformational support from Adobe Foundation, Aldama Foundation, Balcombe Charitable Trust, City Bridge Trust, PDB Foundation, Portrack Charitable Trust and The Julia and Hans Rausing Trust, to name but a few.

OUR PROMISE TO SUPPORTERS

We could not continue to work towards our vision without our amazing supporters. We deeply appreciate their generosity.

In response to their support, we promise to:

- Safeguard their personal details
- Treat them with respect, honesty and openness
- Take into account the needs of individuals who may be in vulnerable circumstances or require additional care and support to make an informed decision
- Never put them under pressure to make or continue a gift
- Use their gifts for the purpose for which they are given, and spend donations so they have the most impact
- Respect their wishes and preferences
- Listen to them about how they want to be contacted and honour their choices
- Be receptive to feedback and use this to improve our processes and procedures
- Take appropriate action if they are unhappy with our services, and accept the authority of the Fundraising Regulator if we cannot resolve their complaint
- Never share, sell or rent their personal data to third parties for marketing purposes
- Go above and beyond our legal requirements
- Provide the services of a dedicated Support Care Team.

How we protect vulnerable people

We care for each and every one of our supporters and follow the Fundraising Code of Practice to ensure they are properly protected and looked after.

How we support our vulnerable fundraisers

It is important to ensure that all our fundraising is conducted in an ethical way and we are committed to fair treatment of all our supporters. Our dedicated community and events team work with our community fundraisers who notify us that they are organising their own event in aid of the Trussell Trust. We provide all the appropriate support, information resources, and acknowledgement. If we have not been notified in advance, we provide a receipt and acknowledgement after the donation has been made.

Volunteer fundraisers who are appointed by the charity must provide their contact details and two references before they are able to begin their roles. All volunteers have a designated point of contact at the Trussell Trust and are supported in their role. They are also reimbursed for relevant expenses, upon proof of purchase.

Our fundraising approach

- All fundraising is carried out by our in-house fundraising team and volunteer fundraisers, who are supported by our Supporters Promise.
- No external professional fundraisers work on behalf of the Trussell Trust.
- The Trussell Trust complies with the Fundraising Regulator and the Code of Fundraising Practice. There have been no compliance issues in the year.
- No complaints were received in the year relating to fundraising.

Contact us by email at supportercare@trusselltrust.org or call 01722 580 178 (Mon-Fri, 9am - 5pm)

OUR VOLUNTEERS

The support from volunteers across the UK is core to everything we do at the Trussell Trust and the food bank network. With nearly 500 different roles available the volunteers who give their time are supporting the immediate, and long-term goals of the organisation.

Now, as we move past the pandemic and into the cost of living crisis, their passion, commitment and resilience is a constant inspiration of what can be achieved by groups of people who want to make a difference in their communities.

That's why we're so grateful to the volunteers across the network. Their contribution, both to people facing immediate hardship, and the long-term, strategic plan of building a better future is invaluable.







> *"Volunteers are an integral part of the food bank and every project we embrace, we are helped and supported by our wonderful volunteers. Our 'army' of volunteers are always so willing to support our work and without them, we couldn't achieve what we do for people facing food insecurity."*
>
> **Kathleen Neilly (pictured above), West Lothian Foodbank, General Manager**

GRANT MAKING

GRANTS AWARDED TO FOOD BANKS

In 2021/22, grants worth £28m were committed to food banks in our network. Food banks are best placed to understand the needs and circumstances of their local communities, so our grants programme helps them to invest in personnel and activities that are tailored to meet these needs and move them towards their strategic goals. These grants help food banks to develop strategic plans, improve their facilities, employ skilled advisors, provide training for their volunteers, and much more.

In many cases, our grant commitments represent guaranteed project funding over 2 or 3 years, giving food banks the certainty they require to embark upon longer-term projects with confidence.

Summary of our grant-making policy in 2021/22

The Trussell Trust only awards food bank grants to the governing charities of food banks that are members of our food bank network. Grants are awarded towards the costs of food bank activity, or associated activities designed to alleviate or reduce poverty amongst people referred to food banks. Awards are determined by awarding panels, compiled of suitably skilled and experienced members of the Trussell Trust staff, and with representation from food banks in the network. Grant-funded activity is monitored by Area Managers as part of their relationship with food banks; written reports are normally required and are a condition of a grant award.

The exception to the above is top-up grants received from Tesco, Asda and Waitrose - after the deduction of a small percentage for Trussell Trust core costs, this money is distributed out to the food bank network in proportion to the weight of food donated by the public to each food bank at Tesco, Asda and Waitrose stores.



Together for Change Grant Programme

Financial Inclusion

Amount awarded	Grants
£18,622,000	231

Aston and Nechells Foodbank received a grant award for two part time advisers from a local partner organisation, Birmingham Settlement.

> *"I regularly speak to clients who feel lost and helpless after phoning several different contact numbers and either not getting through or receiving mixed advice. This leaves our clients feeling frustrated and helpless. Just a few short minutes with the debt advisers and you can see the difference in them, they seem like a weight has been lifted."*
>
> **Suzi Lea - Programme Coordinator**

Organising & Local Mobilisation

Amount awarded	Grants
£1,492,000	14

Pathfinder

Amount awarded	Grants
£3,975,000	45

Strategic Resources

Amount awarded	Grants
£1,231,000	44

Strategic Facilities

Amount awarded
£1,114,000

Grants
38

Bath Foodbank was awarded a grant to fit out and project management costs of new warehouse premises

> *"The new warehouse provides us with a better, flexible and above all, safer workspace. This meant we could adapt our service as needed and maintain our support of people facing crisis throughout the pandemic.*
>
> *The improved location has also meant that we have been able to recruit many new volunteers to support Bath Foodbank after many of our existing volunteers needed to shield or decided they were not comfortable volunteering in the challenging environment of a pandemic."*
>
> **Kelly Hall - Bath Foodbank**



Volunteer Development

Amount awarded
£552,000

Grants
29

Leicester South Foodbank was awarded a grant for volunteer training

> *"I completed Safeguarding Adults, Customer Service, Conflict Resolution and Equality, Diversity and Inclusivity. I found these courses to be extremely useful and insightful. I find my understanding has increased and I'm a little more confident when responding to clients and understanding different needs. Thank you."*
>
> **Call centre volunteer**



Supermarket top-up grants

Top-up

Amount awarded
£853,000

Grants
346

OUR STRUCTURE, GOVERNANCE AND MANAGEMENT

Organisational structure

We have a clear and compelling programme of strategic initiatives designed to reach more people facing hardship and whilst there continues to be uncertainty in the external environment, we will continually evolve our structure to meet the needs operationally.

Our Trustees are ultimately responsible for the overall control and strategic direction of the charity and the protection of its assets. Day-to-day management is delegated to the CEO, Emma Revie, and the Senior Leadership Group. Our Trustees meet regularly to set the vision, strategic framework, and budgets under which the charity operates and to manage risks. The Board has been chaired by Stephen Hicks since September 2018.

The Board has established five committees with delegated authority for certain matters and to ensure key matters are given increased time and scrutiny.

- **Finance, Audit and Risk:** ensures that the charity operates within the financial guidelines set out in current legislation, by the Charity Commission, by the charity's governing documents and by the Board. This includes review of current and forward financial situation, oversight of internal and external audit functions and oversight of the implementation of the organisation-wide risk strategy.
- **Strategy and Impact:** monitors the progress of the Trussell Trust's organisational strategy, and ensures that there is a robust and effective process for capturing and understanding evidence of the strategic objectives, approaches and values of the Trussell Trust and wider network of food banks.
- **People and Governance:** advises the board on effective governance and oversight of strategic HR actions and policies to enable recruitment, development, engagement and retention of the best staff, volunteers, and Trustees. This includes reviewing and approving key policies and oversight of key areas of people-focused activity such as safeguarding, equity, diversity and inclusion and the participation of people with lived experience of poverty in our work.
- **Nominations:** leads on the recruitment and selection for appointments to the Board, its subcommittees and its subsidiary. This includes regular Board appraisals and skills audits to inform future Board development or composition.
- **Remuneration:** oversees the remuneration policy and strategy of the organisation and agrees the salaries and any other payments to the Chief Executive Officer (CEO) and Senior Leadership Group (SLG) members.

The full board formally meet at least three times a year and operate with subcommittees for Finance, Audit & Risk; People & Governance, Strategy & Impact, Remuneration, and Nominations. The subcommittees also meet at least three times a year. An AGM is held each year.

Our governance is underpinned by the Charity Governance Code and put into action via annual appraisals for each board member and a formal process for the Chair, Treasurer and CEO whose appraisals are reviewed by our People & Governance subcommittee.

The Trustees set the strategic direction of the organisation and are regularly updated on grants, budgets, public relations, and fundraising campaigns. New initiatives are normally developed by project managers in consultation with the CEO, supported by an assessment of project needs. Trustees receive regular financial updates which form the basis of the routine financial monitoring. The charity works to ensure all stakeholders in the organisation are able to participate in its development. We have structures and programmes to ensure that key stakeholders are at the heart of decision-making, including a panel of people with lived experience of financial hardship, and strategic consultation groups with representatives of 10% of Trussell Trust food banks.

The CEO holds regular team meetings to monitor and control the organisation. Specific projects are managed through teams and cross-organisational programme boards. Each manager shares regular project updates which are circulated to stakeholders, including volunteers, staff, and Trustees as appropriate.

Governing document

The Trussell Trust is a charitable company limited by guarantee, constituted under a trust deed dated 12 January 1997 and transferred into the charitable company (05434524) on 19 September 2005 and is a registered charity, number 1110522. The company also registered as a charity in Scotland on 5 September 2013, number SC044246. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is

governed under its Articles of Association. In the event of the company being wound up, members are required to contribute an amount not exceeding £10.

Recruitment and appointment of new Trustees

The Trustees of the company are also charity Trustees for the purpose of charity law.

When recruiting new Trustees, we aim to attract a diverse range of candidates who have the skills the charity needs. It values the benefits of having members with different backgrounds, expertise and experience, and the board has committed to increasing our diversity in order to ensure we are benefitting from distinctive perspectives. Overall, our Trustees are appointed on merit, ensuring we have a balance of skills and experience.

No new Trustees joined the Board in the year ending 31 March 2022, and the organisation continues to keep under active review the size and composition of the Board. This work is led by the Nominations committee, which was established in the year. When a new Trustee is appointed, this follows a robust interview and engagement selection process to ensure they understand our vision and values. Trustees are subject to DBS checks where appropriate.

Induction

The Trussell Trust actively promotes a learning culture and encourages development training across the charity. All new Trustees undertake an induction programme, which includes visits to our network, the roles and duties of the Trustees, company and charity law and governance, and financial and risk management. Additional training is arranged as needed for individual Trustees or for the Trustees as whole.

Remuneration policy

During the year the organisation completed an extensive pay review to ensure that its staff remuneration structure was appropriate and in line with its values and commitment to EDI. This review, as described below, made use of benchmarked salary data and principles from specialist firm Mercer.

The lowest rate of pay is equal to the Living Wage Foundation rate and the charity is accredited as a Living Wage employer.

Our employee benefits encourage the wellbeing, mental health, and financial resilience to our staff in keeping with our charitable aims.

The key management personnel (KMP) of the charity comprise the Trustees, the Chief Executive Officer, Chief Strategy Officer, Chief Operations and People Officer (formerly the Chief Operating Officer), and the Company Secretary. As disclosed in Note 11 of these financial statements, no Trustees received any remuneration or benefits in their role as Trustee; additional disclosures on the impact of this pay review, key management personnel remuneration and other changes to the organisations investment in its people can be seen in Note 12.

Our pay principles

As part of our work to be an equitable and inclusive employer, this year we undertook a pay review to define our pay principles.

Our new pay principles give us a clear and defined approach to pay that is deeply rooted in equity, diversity and inclusion (EDI), helping us ensure we have consistency and transparency. The principles work towards our vision by helping us to recognise, retain and attract high-quality talent by paying fairly and competitively, while embedding our values and putting our commitment to EDI at our core.

1. **We pay competitively**
   We are a responsible employer paying competitively and fairly within the charity sector. We use a robust, industry-leading methodology to define our market to ensure we're aligned with other organisations of similar size, with similar roles. We regularly review the external market to ensure we are competitive and well positioned for the future.

2. **We pay the mid-point in our market**
   We pay the mid-point (or median) within this defined charity market - i.e., some organisations within our market pay slightly less for similar roles and some organisations pay slightly more. We are confident this allows us to be a responsible employer, paying fairly and competitively, helping us to retain and attract talent. We are a responsible organisation that looks at cost-of-living and applies where appropriate.

3. **We are committed to equity**
   We pay each role a 'spot rate' which means one salary for each role, with no range or room for variance. Pay is not based on performance as this is subjective, which would create inequities. Instead, performance and skills are linked to learning and development, and career progression opportunities. New employees cannot negotiate salaries as this can also lead to discretions. As roles can be based anywhere in the UK, and there is no ongoing requirement to be based in an office, there is no geographical differentiation between roles. We regularly carry our equity impact assessments to ensure there are no unintended consequences of this principle.

4. **We are transparent**
   We are committed to being transparent in how we calculate and talk about pay. We have a defined level and a spot rate for each role. Roles are not recognised just for people management but also specialist expertise, allowing everyone to have more meaningful conversations with their manager about career development.

These pay principles were embedded this year as part of a full pay review. We are proud of our commitment to these principles, as part of our EDI strategy.

Modern slavery

The Trussell Trust complies with the Ethical trading initiative base code, and we expect our suppliers and their supply chain to comply with this code. There is no modern slavery or human trafficking in any part of our business. When we review our contracts, and develop new ones, we assess the possibility of modern slavery. We continue to monitor and improve how we manage contracts and provide training to staff and the network to raise awareness.

Public benefit disclosure

The Trustees confirm they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives, and in planning future activities. The Trussell Trust is a public benefit entity. The Trustees refer to public benefit throughout this report.

The Trustees, who are also directors of the Trussell Trust for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2022. In preparing the report, which also serves as the Strategic Report for the purposes of Company Legislation, the Trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

OUR CHARITY DETAILS

Registered Company Number
05434524 (England and Wales)

Registered Charity Number
1110522 (England and Wales) SC044246 (Scotland)

Registered Office
Unit 9, Ashfield Trading Estate, Ashfield Road, Salisbury, Wiltshire, SP2 7HL

Trustees
Mr S Hicks (Chair)
Mr D Gordon
Dr L Hickman
Mr R Lanyon
Mr D Marshall (until June 2021)
Mr P Morrison
Rt Revd J Packer (until August 2021)
Revd B Thomas
Ms N Williams (until November 2021)

Company Secretary
Mrs C Leeper

Chief Executive Officer
Mrs E Revie

Bankers
The Royal Bank of Scotland, Drummond House (BL) Branch, Customer Service Centre, Drummond House, 1 Redheughs Avenue, Edinburgh, EH12 9JN

Investment Managers
CCLA, Senator House, 85 Queen Victoria Street, London, EC4V 4ET

Auditors
Buzzacott LLP, 130 Wood Street, London, EC2V 6DL

Lawyers
Bates Wells & Braithwaite London LLP, trading as Bates Wells, 10 Queen Street Place, London EC4R 1BE

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also the directors of The Trussell Trust for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the income and expenditure of the charitable company for that period. In preparing those financial statements, the Trustees are required to

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charity SORP.
- Make judgements and estimates that are reasonable and prudent.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records which disclose the reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware; and
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Approved by order of the Board of Trustees on **30 November 2022** and signed on its behalf by:

S Hicks - Chair of Trustees

AUDITOR'S REPORT



INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE TRUSSELL TRUST

Opinion

We have audited the financial statements of the Trussell Trust (the 'charitable company') for the year ended 31 March 2022, which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements including details of the principal accounting policies adopted. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Annual Report and Financial Statements, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' report including the strategic report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' report including the strategic report has been prepared in accordance with applicable legal requirements.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF THE TRUSSELL TRUST (CONTINUED)

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report including the strategic report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charitable company through discussions with management, and from our commercial knowledge and experience of the sector;
- the identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit;
- we focused on specific laws and regulations which we considered may have a direct material effect on the accounts or the activities of the charitable company. These included but were not limited to the Companies Act 2006, the Charities Act 2011, Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102), those that relate to fundraising and are overseen by the Fundraising Regulator, and those that relate to data protection (General Data Protection Regulation); and

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF THE TRUSSELL TRUST (CONTINUED)

- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management, inspecting legal correspondence and reviewing Trustees' meeting minutes.

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management and those charged with governance as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- tested the authorisation of expenditure as part of our substantive testing thereon;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias; and
- used data analytics to identify any significant or unusual transactions and identify the rationale for them.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reviewing the minutes of meetings of the Trustees, as well as the Finance, Audit & Risk Committee, and the People & Governance Committee;
- enquiring of management and those charged with governance as to actual and potential litigation and claims; and
- reviewing any available correspondence with HMRC and the Charity Commission.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the Trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charity's Trustees as a body, in accordance with Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Katharine Patel (Senior Statutory Auditor)

For and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

14 December 2022

FINANCIAL STATEMENTS



STATEMENT OF FINANCIAL ACTIVITIES

(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2022

	Note	Unrestricted £'000	Restricted £'000	**2022 £'000**	2021 £'000
INCOME FROM					
Donations and legacies	**2**				
Fundraising income		25,115	7,449	**32,564**	54,905
Donated goods & services		174	91	**265**	1,128
Charitable activities	**3**				
Programme Grants and contracts		-	243	**243**	906
Other trading activities	**4**	1,050	-	**1,050**	466
Investment income	**5**	30	-	**30**	13
Other income	**6**	37	-	**37**	364
Total income		26,406	7,783	**34,189**	57,782
EXPENDITURE ON					
Raising funds					
Fundraising activities	**7**	4,177	292	**4,469**	2,326
Other trading activities	**7**	961	-	**961**	1,025
Charitable activities	**7**				
Grants expenditure		28,055	4,658	**32,713**	5,782
Changing Communities		5,969	1,221	**7,190**	6,421
Changing Minds		3,375	264	**3,639**	2,135
Changing Policy		1,485	110	**1,595**	1,034
Total expenditure		44,022	6,545	**50,567**	18,723
Net gains on investments		-	-	**-**	15
Net (expenditure) / income		(17,616)	1,238	**(16,378)**	39,074
Reconciliation of funds					
Total funds brought forward at 1 April 2021	**23**	44,806	4,277	**49,083**	10,009
Total funds carried forward at 31 March 2022	**23**	27,190	5,515	**32,705**	49,083

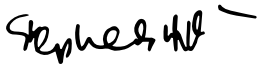
The notes form part of these financial statements.

BALANCE SHEET AT 31 MARCH 2022

	Note	2022 £'000	2021 £'000
Fixed assets			
Tangible assets	14	**426**	603
Investments	15	**-**	-
		426	603
Current assets			
Stocks	16	**8**	23
Debtors	17	**6,009**	4,460
Cash at bank	18	**50,088**	48,345
		56,105	52,828
Creditors: Amounts falling due within one year	19	**(19,464)**	(4,203)
Net current assets		**36,641**	48,625
Total assets less current liabilities		**37,067**	49,228
Creditors: Amounts falling due after more than one year	20	**(4,225)**	(8)
Provisions for liabilities	21	**(137)**	(137)
Total net assets		**32,705**	49,083
Funds			
Unrestricted			
General	23	**13,140**	14,976
Designated	23	**14,050**	29,830
		27,190	44,806
Restricted	23	**5,515**	4,277
Total funds		**32,705**	49,083

A cash balance has been reclassified within the comparator figures to more accurately describe its nature, as detailed in Note 18.

The financial statements were approved by the Board of Trustees on: **30 November 2022**

And were signed on its behalf by: 

Company Registration Number: 05434524

CASH FLOW STATEMENT FOR THE YEAR ENDED 31 MARCH 2022

	Note	2022 £'000	2021 £'000
Cash flows from operating activities:			
Cash generated from operations		**1,735**	35,779
Net cash provided by operating activities		**1,735**	35,779
Cash flows from investing activities:			
Purchase of tangible fixed assets	14	**(22)**	(322)
Purchase of fixed asset investments		**-**	(16)
Sale of fixed asset investments		**-**	122
Interest received	5	**30**	13
Net cash used in investing activities		**8**	(203)
Change in cash and cash equivalents in the reporting period		**1,743**	35,576
Cash and cash equivalents at the beginning of the reporting period		**48,345**	12,769
Cash and cash equivalents at the end of the reporting period		**50,088**	48,345

Reconciliation of net income to net cash flow from operating activities

	Note	2022 £'000	2021 £'000
Net (expenditure) / income for the reporting period		**(16,378)**	39,074
Adjusted for:			
Depreciation	14	**199**	227
Gains on investments		**-**	(15)
Loss on disposal of fixed assets	10	**-**	6
Interest received	5	**(30)**	(13)
Decrease in stocks	16	**15**	74
(Increase) in debtors	17	**(1,549)**	(3,281)
Increase / (decrease) in creditors	19 & 20	**19,478**	(293)
Net cash used in operating activities		**1,735**	35,779

Breakdown of cash and cash equivalents

	Note	2022 £'000	2021 £'000
Cash at bank	18	**50,088**	48,345
		50,088	48,345

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

NOTE 1: ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention except for investments which are included at market value, as modified by the revaluation of certain assets.

The results of the charitable company's wholly owned subsidiary, Trussell Trading Limited, have not been consolidated into these financial statements due to their immateriality in the context of the Group's finances as a whole. A summary of Trussell Trading Limited's results is shown in note 15.

The financial statements are presented in sterling, rounded to the nearest thousand pounds.

Going concern

The Trustees have considered both the charity's financial position at the year end and the impact of future activities. The Trustees have made this assessment in respect to a period of one year from the date of approval of these financial statements.

Although the organisation and UK society more broadly continues to feel the impacts of the Covid-19 pandemic, the cost of living crisis and other challenges, the Trussell Trust continues to manage key risks through our well-established risk management processes which have been embedded and have proved robust; for more information, please see page 42.

A risk-based reserves policy has been adopted; more details of this can be seen on pages 40-41. The Trustees therefore have a reasonable expectation that there are no material uncertainties about the charity's ability to continue its operations, including to meet its liabilities, for the foreseeable future. As such, the charity continues to adopt the going concern basis in preparing the financial statements.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received, and the amount can be measured reliably.

Income is only deferred when:

- The donor specified that the grant or donation must only be used in future accounting periods; or
- The donor has imposed conditions which must be met before the charity has unconditional entitlement.

Investment income is recognised on a receivable basis.

Income from charitable activities includes income received under contract or where entitlement to grant funding is subject to specific conditions. Contract income is recognised as earned (as the related goods and services are provided). Grant income included in this category provides funding to support activities and is recognised where there is entitlement, probability of receipt and the amount can be measured reliably.

Income from the sale of donated goods via the charity's shops is recognised at the point of sale.

Volunteers and donated goods and services

The value of services provided by volunteers is not incorporated into these financial statements.

Where goods or services are provided to the charity as a donation that would normally be purchased from suppliers, this contribution is included in the financial statements as an estimate based on the value of the contribution to the charity.

Food and toiletries donated to the charity and held as stock for distribution by the food bank directly operated by the charity, are recognised as income within voluntary income when received and as stock; an equivalent amount is included as expenditure when stock is distributed.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

NOTE 1. ACCOUNTING POLICIES - CONTINUED

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. In the case of grants payable, these conditions are met when the amount of grant awarded has been communicated to the recipient, and there are no conditions attached to the grant which give the charity discretion to avoid this commitment. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with the use of resources.

Provisions

Provisions are recognised when the charity has a legal or constructive obligation, but for which either the timing or the amount of the future expenditure required to settle the obligation is uncertain.

Irrecoverable VAT

All expenditure is classified under activity headings that aggregate all costs related to the category. Irrecoverable VAT is charged against the category of expenditure for which it was incurred.

Raising funds

Raising funds includes all expenditure incurred by the charity to raise funds for its charitable purposes, such as fundraising activities and events, and the costs of charity retail trading (under the sub-heading 'Other trading activities').

Allocation and apportionment of costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs have been allocated based on staff time and the split is shown in Note 8: Support costs.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

- Short leasehold improvements - over the term of the lease
- Fixtures and fittings - 25% on cost
- Motor vehicles - 25% on cost
- Computer equipment - 25% on cost

Individual fixed assets costing £10,000 or more, plus individual assets purchased as part of a capital project costing in excess of £10,000, are capitalised at cost.

Stocks

Stocks comprise food, toiletries and household essentials held for distribution by the food bank directly operated by the charity. Stocks are valued at fair value, after allowance for obsolete and slow-moving items.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the Trustees.

Restricted funds can only be used for restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Hire purchase and leasing commitments

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the period of the lease.

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

NOTE 1. ACCOUNTING POLICIES - CONTINUED

Investments

Investments are stated at market value as at the balance sheet date. The Statement of Financial Activities include the net gains and losses arising on revaluation and disposal throughout the year.

Realised gains and losses

All gains and losses are taken to the statement of financial activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and opening market value (purchase date if later). Unrealised gains and losses are calculated as the difference between the market value at the year end and opening market value (or purchase date if later).

Accounting estimates and judgements

In preparing the financial statements estimates and judgements have been made when applying the accounting policies. These are evaluated on an ongoing basis and are based on historical experience. The only areas where estimates or judgements have a material effect on the values within the financial statements are:

- the anticipated value of grants payable to the food bank network in future periods, where these have been committed or designated at the balance sheet date
- depreciation on tangible fixed assets;
- the allocation of support costs across expenditure categories in the Statement of Financial Activities; and
- the assumptions used in respect of forecasted income and expenditure for the purpose of concluding that the charity is a going concern.

NOTE 2: DONATIONS & LEGACIES

	2022 £'000	2021 £'000
Fundraised income:		
Donations & grants	**29,812**	51,299
Gift Aid	**2,675**	3,525
Legacies	**77**	81
	32,564	54,905
Donated goods & services		
Food (Trussell Trust - owned food banks)	**174**	1,008
Services and other goods	**91**	120
	265	1,128
	32,829	56,033

In the year the Trussell Trust directly operated one food bank, in Brent (2021: in addition to Brent, the Trussell Trust directly operated food banks in Coventry and Salisbury for part of the year).

During the year the charity received free social media advertising to the value of £91,000 (2021 - £120,000).

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

NOTE 3: CHARITABLE ACTIVITIES

	2022 £'000	2021 £'000
Programme grants & contracts	**243**	906
	243	906

This comprises income earned under performance-related grants, where this is conditional upon the charity's delivery of specific charitable programmes, or under contracts for the provision of services aligned with the Trussell Trust's charitable aims. Other grants received to support the charity's work are included within 'donations and grants' in note 2 above.

NOTE 4: OTHER TRADING ACTIVITIES

	2022 £'000	2021 £'000
Charity retail - shop sales	**998**	448
Other income	**52**	18
	1,050	466

NOTE 5: INVESTMENT INCOME

	2022 £'000	2021 £'000
Deposit account interest	**30**	12
Investment income	**-**	1
	30	13

NOTE 6: OTHER INCOME

	2022 £'000	2021 £'000
Charity retail - Covid government support grants	**37**	364
	37	364

The Trussell Trust's charity shops were closed at start of the financial year to comply with Covid-19 restrictions and as such were eligible for funding from the government's business support schemes.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

NOTE 7: TOTAL EXPENDITURE

	Remuneration Costs 2022 £'000	Office Costs 2022 £'000	Project Costs 2022 £'000	Support Costs 2022 £'000	**Total 2022 £'000**	Total 2021 £'000
Raising funds						
Fundraising activities	1,482	50	2,087	850	**4,469**	2,326
Other trading activities	514	82	314	51	**961**	1,025
Charitable activities						
Grants payable	148	31	32,432	102	**32,713**	5,782
Changing Communities	3,820	204	1,140	2,026	**7,190**	6,421
Changing Minds	1,635	64	1,108	832	**3,639**	2,135
Changing Policy	803	15	397	380	**1,595**	1,034
	6,406	314	35,077	3,340	**45,137**	15,372
	8,402	446	37,478	4,241	**50,567**	18,723

Remuneration costs shown above plus those included within support costs (as shown in note 8 below) relate to the various remuneration costs set out in note 12. Office costs include costs relating to employees, office expenditure and communications. Project costs relate to expenditure on specific activities; for grants payable this figure equates to the grants made as detailed in note 9. Support costs represent indirect costs which provide the organisational structure that enables the charitable activities to take place. An analysis of support costs is provided in Note 8. The comparative figures for the year ending 31 March 2021 have been restated in line with the current year figures to match the organisation's strategic goals.

NOTE 8: SUPPORT COSTS

	2022 £'000	2021 £'000
Remuneration	**2,009**	1,238
IT (software, consultancy and equipment)	**929**	767
Premises	**431**	415
Recruitment and general consultancy	**344**	246
Training and other staff-related costs	**263**	80
Governance	**160**	77
Miscellaneous	**105**	57
	4,241	2,880

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

NOTE 8: SUPPORT COSTS (CONTINUED)

Governance costs	2022 £'000	2021 £'000
Auditor's remuneration - statutory audit	**25**	24
Trustee costs	**8**	1
Accountancy and legal fees	**127**	52
	160	77

NOTE 9: GRANTS PAYABLE

	2022 £'000	2021 £'000
Grants to the food bank network		
Together for Change programmes:		
Financial inclusion	**18,622**	967
Pathfinder food banks	**3,975**	289
Strategic resources	**1,231**	55
Warehousing/facilities	**1,114**	176
Food supply support	**-**	77
Volunteering	**552**	33
Organising & Local Mobilisation	**1,492**	-
Corporate Partnership top-up expenditure	**853**	983
Covid response grant expenditure	**-**	1,146
Other grants to food banks	**115**	512
Total grants to the food bank network	**27,954**	4,238
Citizens Advice - Help through Hardship helpline	**4,354**	1,418
Other grants	**124**	-
Total Grants	**32,432**	5,656

The following was a recipient of material grant funding during the year:

Citizens Advice	£4,353,605

Grants have been awarded to over 400 food bank charities across the Trussell Trust network totalling almost £28 million. The network is based throughout the UK including England, Scotland, Wales and Northern Ireland.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

NOTE 10: NET EXPENDITURE IS STATED AFTER CHARGING:

	2022 £'000	2021 £'000
Auditors' remuneration	**25**	24
Depreciation - owned assets	**199**	227
Operating leases	**466**	496
Deficit on disposal of fixed assets	**-**	6

NOTE 11: TRUSTEES' REMUNERATION & BENEFITS

During both the current year and prior year, no Trustees received any remuneration or benefits in their role as Trustee. The Memorandum and Articles of Association of the company permit payments to Trustees where certain criteria are met.

Trustees' expenses

During the year, three Trustees were reimbursed for out of pocket expenses totalling £1,128 (2021: two, expenses totalling £346). These expenses relate primarily to travel costs incurred on behalf of the charity.

NOTE 12: STAFF COSTS

	2022 £'000	2021 £'000
Wages and salaries	**8,882**	5,712
Social security costs	**930**	530
Other pension costs	**538**	316
Redundancy	**-**	11
Other benefits	**61**	46
	10,411	6,615

Other benefits relates to costs of providing income protection and life assurance, and health plans, which are offered to all employees on an equal basis.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

NOTE 12: STAFF COSTS (CONTINUED)

The average monthly number of employees during the year, on both a headcount and a full-time equivalent basis, was as follows:

	Headcount		FTE	
	2022	2021	**2022**	2021
Raising funds	**36**	19	**33**	16
Changing Communities	**85**	66	**78**	61
Changing Minds	**33**	16	**32**	16
Changing Policy	**15**	11	**15**	10
Charity retail	**27**	31	**19**	22
Support	**37**	25	**35**	23
Grants	**5**	2	**4**	2
	238	170	**216**	150

The number of employees whose benefits (excluding employer National Insurance contributions and employer pension costs) exceeded £60,000 was:

	2022	2021
£60,001 - £70,000	**16**	3
£70,001 - £80,000	**6**	-
£80,001 - £90,000	**-**	2
£90,001 - £100,000	**2**	-
£100,001 - £110,000	**1**	1
	25	6

Staff are employed in all areas of the Trussell Trust's work, including the charity shops and associated supporting activity, to enable the charity to meet its responsibilities. The lowest rate of pay is aligned to the living wage as set by the Living Wage Foundation.

Key Management Personnel

The key management personnel (KMP) of the charity comprise the Trustees, the Chief Executive Officer, Chief Strategy Officer, Chief Operating Officer and the Company Secretary. The total employee benefits (including employer National Insurance contributions and employer pension costs) of the KMP amounted to £403,599 (2021: £349,983).

The main reason for the difference between the figures for 21/22 and 20/21 is the inclusion of a full year of costs for the Company Secretary, a role created towards the end of 20/21.

Using available pay data for the end of the year to 31 March 2022, the CEO/median pay ratio is 3:1 (for the end of the year to 31 March 2021 - 3:1). That is to say that the CEO earns 3 times the rate of the median paid employee on a full time equivalent basis, accounting for all salary related benefits.

We believe that this is a reasonable ratio for our organisation and sector, reflecting our commitment to fair pay for our entire staff team and our alignment with the aims of the Good Business Charter following our accreditation in August 2020.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

NOTE 13: COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted 2021 £'000	Restricted 2021 £'000	Total 2021 £'000
INCOME FROM			
Donations and legacies			
Fundraising income	45,090	9,815	54,905
Donated goods and services	1,008	120	1,128
Charitable activities			
Programme grants and contracts	248	658	906
Other trading activities	466	-	466
Investment income	13	-	13
Other income	364	-	364
Total income	47,189	10,593	57,782
EXPENDITURE ON			
Raising funds			
Fundraising activities*	2,188	138	2,326
Other trading activities	988	37	1,025
Charitable activities			
Grants expenditure*	1,840	3,942	5,782
Changing Communities*	4,372	2,049	6,421
Changing Minds*	1,902	233	2,135
Changing Policy*	846	188	1,034
Total expenditure	12,136	6,587	18,723
Net gains on investments	15	-	15
Net income before transfers	35,068	4,006	39,074
Transfers between funds	2	(2)	-
Net income	35,070	4,004	39,074
Reconciliation of funds			
Total funds brought forward at 1 April 2020	9,736	273	10,009
Total funds carried forward at 31 March 2021	44,806	4,277	49,083

*As described in Note 7, the Statement of Financial Activities for the year ending 31 March 2021 has been updated to re-describe the organisation's charitable activities under the pillars within our strategy Together for Change, to allow comparability with the current year figures.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

NOTE 14: TANGIBLE FIXED ASSETS

	Leasehold improvements £'000	Motor Vehicles £'000	Computer equipment £'000	**2022 Total £'000**
Cost				
At 1 April 2021	514	45	430	**989**
Additions	-	22	-	**22**
Disposals	-	(26)	-	**(26)**
At 31 March 2022	514	41	430	**985**
Depreciation				
At 1 April 2021	270	35	81	**386**
Charge in year	91	4	104	**199**
Disposals	-	(26)	-	**(26)**
At 31 March 2022	361	13	185	**559**
Net book value				
At 31 March 2022	**153**	**28**	**245**	**426**
At 31 March 2021	244	10	349	**603**

NOTE 15: INVESTMENTS

Investment in subsidiary company

The charity has a wholly owned subsidiary, Trussell Trading Limited, a company incorporated in the UK from 1 April 2021 (Company Registration No. 13310114), whose principal activity is the management of corporate sponsorship activities on behalf of the charity. As at 31 March 2022, the charity's investment in Trussell Trading Limited was £1. The results of Trussell Trading Limited for the year ended 31 March 2022 are summarised below; due to their immateriality in the context of the Group's finances as a whole, they have not been consolidated into these financial statements.

	2022 £'000
Turnover	**102**
Cost of sales	**(4)**
Gross profit	**98**
Administrative expenses	**(23)**
Operating profit	**75**
Donation to the Trussell Trust under Gift Aid	**(75)**
Retained profit	**-**

At 31 March 2022, Trussell Trading Limited had net assets of £1, made up of called up share capital of £1 and retained earnings of £nil.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

NOTE 16: STOCKS

	Total 2022 £'000	Total 2021 £'000
Food stocks - Brent Foodbank	**8**	23
	8	23

Food stocks relate solely to those held by Brent Foodbank, which is controlled and operated directly by the charity.

NOTE 17: DEBTORS

	Total 2022 £'000	Total 2021 £'000
Trade debtors	**504**	201
Gift Aid due	**560**	724
VAT	**-**	72
Prepayments and accrued income	**4,945**	3,463
	6,009	4,460

NOTE 18: CASH AT BANK

Cash at bank is mainly held to meet the day to day running costs of the charity as they fall due. The cash balance at the year end is held in anticipation of spending in the coming year, on both core costs and grant-making.

A cash balance held with CCLA which was described in the prior year annual accounts as an investment has been reclassified as cash at bank, as this investment does not have a fixed maturity (i.e. it is readily accessible). This mirrors its classification in these accounts.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

NOTE 19: CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Total 2022 £'000	Total 2021 £'000
Trade creditors	**1,410**	224
Social security and other taxes	**282**	175
Other creditors	**279**	215
VAT	**14**	-
Deferred income (see below)	**50**	1,130
Accrued expenses	**433**	387
Accruals for grants payable	**16,996**	2,072
	19,464	4,203
Deferred income:		
Brought forward	**1,130**	3,725
Amount released to income	**(1,130)**	(3,725)
Amount deferred at year end	**50**	1,130
Carried forward	**50**	1,130

Deferred income relates to grants where cash has been received but the recognition criteria for income were not met during the year.

NOTE 20: CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	Total 2022 £'000	Total 2021 £'000
Accruals for grants payable	**4,225**	-
Other creditors	**-**	8
	4,225	8

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

NOTE 21: PROVISIONS

	Dilapidations £'000	**Total £'000**
At 1 April 2021	137	**137**
Additions during the year	-	**-**
At 31 March 2022	137	**137**

Provisions have been made for the expected dilapidation costs on the property leases held by the charity.

NOTE 22: ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds 2022 £'000	Restricted funds 2022 £'000	**Total 2022 £'000**	Total 2021 £'000
Fixed assets	426	-	**426**	603
Current assets	49,628	6,477	**56,105**	52,828
Current liabilities	(18,502)	(962)	**(19,464)**	(4,203)
Long term liabilities	(4,225)	-	**(4,225)**	(8)
Provisions	(137)	-	**(137)**	(137)
	27,190	5,515	**32,705**	49,083

NOTE 23: MOVEMENT IN FUNDS

	At 1 April 2021 £'000	Income £'000	Expenditure £'000	Transfer between funds £'000	**At 31 March 2022 £'000**
Unrestricted Funds					
General fund reserve	14,976	25,110	(22,588)	(4,358)	**13,140**
Designated funds:					
Changing Communities	18,100	-	(16,558)	4,358	**5,900**
Changing Minds	6,740	-	(1,215)	-	**5,525**
Changing Policy	1,905	-	(88)	-	**1,817**
Pathfinder grant fund	3,000	-	(2,720)	-	**280**
Asda top-up	79	416	(337)	-	**158**
Tesco (top up)	6	880	(516)	-	**370**
Total unrestricted funds	44,806	26,406	(44,022)	-	**27,190**

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

NOTE 23: MOVEMENT IN FUNDS (CONTINUED)

	At 1 April 2021 £'000	Income £'000	Expenditure £'000	Transfer between funds £'000	**At 31 March 2022 £'000**
Restricted funds					
3i Group financial inclusion	-	150	(150)	-	**-**
Adobe Foundation Help through Hardship helpline	-	180	(165)	-	**15**
Asda: Covid response	137	-	(58)	-	**79**
Asda: Covid reponse grants to network	83	-	(83)	-	**-**
Asda: FHP programme	63	-	-	(63)	**-**
Asda: FHP regrants	-	-	233	(233)	**-**
Asda: Fight Hunger phase 2	-	1,534	(1,793)	296	**37**
Balcombe Trust Helpline	-	200	(200)	-	**-**
Bank of America Income Maximisation	152	206	(99)	-	**259**
Barclays - Financial Wellbeing	-	1,841	(116)	-	**1,725**
BBC CiN & National Lottery Community Fund #iwill fund Grant	-	208	(77)	-	**131**
Brent Foodbank	39	114	(100)	-	**53**
Cisco	120	-	(120)	-	**-**
City Bridge Trust	42	63	(53)	-	**52**
Food bank network: COVID-19	1,074	(3)	(870)	-	**201**
Food bank network: Regional funds	115	137	(217)	-	**35**
Fuel Bank Foundation	25	20	(34)	-	**11**
Gifts in Kind - Services	-	91	(91)	-	**-**
Grants Programme - Financial inclusion	1,200	952	(790)	-	**1,362**
Grants Programme - General	-	350	(208)	-	**142**
Grants Programme - Strategic facilities	-	456	(180)	-	**276**
Help through Hardship helpline	-	191	(191)	-	**-**
Lloyds	-	300	(300)	-	**-**
Other restricted funds	36	97	(118)	-	**15**
Pears Foundation - Income maximisation	912	-	(270)	-	**642**
People's Postcode Lottery Helpline	-	125	(125)	-	**-**
Pepsico Covid	48	-	(48)	-	**-**
Porticus Foundation	175	-	(100)	-	**75**
Sodexo	35	-	(35)	-	**-**
Step Change	21	-	(21)	-	**-**
Strategic Stream - Changing Policy	-	400	-	-	**400**
Waitrose food bank grants	-	171	(166)	-	**5**
Total restricted funds	4,277	7,783	(6,545)	-	**5,515**
Total funds	49,083	34,189	(50,567)	-	**32,705**

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

NOTE 23: MOVEMENT IN FUNDS (CONTINUED)

Comparative information for the year ended 31 March 2021

	At 1 April 2020 £'000	Income £'000	Expenditure £'000	Gains and losses £'000	Transfer between funds £'000	**At 31 March 2021 £'000**
Unrestricted funds						
General fund reserve	9,736	46,123	(11,153)	15	(29,745)	**14,976**
Designated funds:						
Changing Communities	-	-	-	-	18,100	**18,100**
Changing Minds	-	-	-	-	6,740	**6,740**
Changing Policy	-	-	-	-	1,905	**1,905**
Pathfinder grant fund	-	-	-	-	3,000	**3,000**
Asda top-up	-	299	(220)	-	-	**79**
Tesco (top up)	-	767	(763)	-	2	**6**
Total unrestricted Funds	9,736	47,189	(12,136)	15	2	**44,806**
Restricted funds						
Asda: FHP personnel	-	458	(458)	-	-	**-**
Asda: FHP programme	1	170	(108)	-	-	**63**
Asda: FHP regrants	2	-	(2)	-	-	**-**
Asda: Covid response	44	800	(707)	-	-	**137**
Asda: Covid response grants to network	-	1,000	(917)	-	-	**83**
Bank of America	-	156	(4)	-	-	**152**
Brent Foodbank	-	83	(44)	-	-	**39**
Cisco	-	143	(23)	-	-	**120**
City Bridge Trust	-	92	(50)	-	-	**42**
Coventry Foodbank	1	171	(172)	-	-	**-**
Cummins	39	-	(39)	-	-	**-**
Food Bank Network: COVID-19	11	2,685	(1,622)	-	-	**1,074**
Food Bank Network: Regional funds	58	412	(355)	-	-	**115**
Fuel Bank Foundation	28	30	(33)	-	-	**25**
Gifts in Kind - Services	-	120	(120)	-	-	**-**
Grants programme - Financial inclusion	-	1,200	-	-	-	**1,200**
Help through Hardship helpline	-	1,114	(1,114)	-	-	**-**
Martin Lewis Hub Trial	18	-	(18)	-	-	**-**
Other restricted funds	4	110	(78)	-	-	**36**
Pears Foundation	-	1,000	(88)	-	-	**912**

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

NOTE 23: MOVEMENT IN FUNDS (CONTINUED)

	At 1 April 2020 £'000	Income £'000	Expenditure £'000	Gains and losses £'000	Transfer between funds £'000	**At 31 March 2021 £'000**
PepsiCo	-	469	(421)	-	-	**48**
Porticus Foundation	-	300	(125)	-	-	**175**
Salisbury Foodbank	1	45	(46)	-	-	**-**
Step Change	64	-	(43)	-	-	**21**
Sodexo	-	35	-	-	-	**35**
Tesco top up	2	-	-	-	(2)	**-**
Total Restricted Funds	273	10,593	(6,587)	-	(2)	**4,277**
Total funds	10,009	57,782	(18,723)	15	-	**49,083**

FUND DESCRIPTIONS

Designated funds	
Changing Communities, Changing Minds and Changing Policy	Funds designated for the purpose of magnifying and accelerating the delivery of the Trussell Trust's Together for Change strategic plan, enabling us to provide increased funding and support to our network and to expand our impact throughout this challenging period and during the recovery from it. These funds were partially expended in the year to 31 March 2022; a summary of our work undertaken during the year, and the progress we have achieved against each of our strategic objectives, can be seen on pages 15-33. The remainder of these funds are intended to be spent in the 2022-23 year; a further designation into the Changing Communities funds has been made, in light of planned expenditure on our Changing Communities boost programme in 2022-23.
Pathfinder grant fund	Designated for making grants to food banks in our network which have signed up to the Pathfinder programme, one of our grass-roots initiatives to achieve our goal for a future without the need for food banks. The majority of this fund was expended during the year to 31 March 2022
Asda top-up & Tesco top-up	From the neighbourhood food collections. The charity chooses to share this funding with member organisations of the Trussell Trust's Food Bank Network.
Restricted funds	
3i Group financial inclusion	To support our financial inclusion project work and teams.
Adobe Foundation Help through Hardship	To support the Help through Hardship helpline project

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

FUND DESCRIPTIONS

Asda Fight Hunger phase 2	For use under phase 2 of the Fight Hunger Programme, including grants to food banks, support for the Help through Hardship helpline, and other projects directed at ending the need for food banks
Asda: Covid response	Asda Covid-19 response programme for operating costs
Asda: Covid response grants to network	Asda Covid-19 response for grants to food banks
Asda: FHP operating personnel*	For use under the Fight Hunger Programme for operating personnel
Asda: FHP programme	For use under the Fight Hunger Programme for implementation activities
Asda: FHP regrants	For use under the Fight Hunger Programme for performance related grants to food banks
Balcombe Trust Helpline	To support the Help through Hardship helpline project
Bank of America Income Maximisation	Income maximisation
BBC Children in Need & National Lottery Community Fund	To facilitate a youth participation project run in partnership with BBC Children in Need
Brent Foodbank	For the support of the Brent Food Bank
Cisco	IT systems development for e-referral and stock applications
City Bridge Trust	London area food bank network support
Coventry Foodbank*	For the support of the Coventry Foodbank
Cummins*	Building an 'evidence base' to help end hunger and poverty in the UK
Food Bank Network: Covid-19	Support and development to the food bank network via grants programme
Food bank network: Regional funds	Support TT regional operations
Fuel Bank Foundation	To support the delivery of Fuel Bank across the UK
Gifts in kind - Services	Pro-bono services provided to the charity - see note 2
Grants programme - Financial inclusion	Grants to support food banks develop a provision for offering financial advice to clients, to help address the causes of food bank use
Grants programme - General	Grants to support food banks via our various programmes
Grants programme - Strategic facilities	Grants to support food banks with the costs of warehousing and other facilities

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

FUND DESCRIPTIONS

Help through Hardship helpline	For the development and running of the helpline, in partnership with Citizens Advice, offering free financial advice to people experiencing hardship
Lloyds	To support our public engagement work
Martin Lewis Hub Trial*	Funding received from the Martin Lewis Charitable Foundation for the trial provision of financial triage within food banks
Other restricted funds	Relates to amounts which are immaterial individually and in aggregate
Pears Foundation - Income maximisation	To support our income maximisation project work and teams.
People's Postcode Lottery Helpline	To support the Help through Hardship helpline project
PepsiCo Covid	To support Covid-19 emergency response
Porticus Foundation	For food bank network & Anti-Poverty Initiatives, supporting volunteering, policy & research and DCS work
Salisbury Foodbank*	For the support of the Salisbury Foodbank
Sodexo	To support the Help through Hardship helpline project
Step Change	IT systems development for the weights tracker and stock applications.
Strategic stream - Changing Policy	To support the Changing Policy pillar of our strategy to end the need for food banks
Waitrose food bank grants	Grants to food banks to 'top up' food collections from Waitrose stores

* Feature in table of comparative information only

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

NOTE 24: RELATED PARTY DISCLOSURES

Several of the charity's Trustees were also Trustees of individual food bank charities within the Trussell Trust network, for all or part of the year. These food bank charities receive both financial and non-financial support from the Trussell Trust, under the same terms as other members of the network. This includes grant funding, applications for which are considered in accordance with the Trussell Trust's grant-making policy (see page 48 for further details), and judged on an equal basis to applications from other members of the network. The charity's Trustees do not sit on the grant awarding panel and are not involved in the awarding of grants.

- Cardiff Foodbank, of which Mr S Hicks was a Trustee, received cash grants totalling £149,663, with a further £165,530 having been awarded but not yet paid at 31 March 2022.
- Dundee and Angus Foodbank (formerly two separate charities, Dundee Foodbank and Angus Foodbank), of which Mr D Marshall was a Trustee, received cash grants totalling £8,298 (2021: Dundee Foodbank and Angus Foodbank together received a total of £6,549, with £2,794 awarded but not yet paid at 31 March 2021).
- East Dunbartonshire Foodbank (part of Kirkintilloch Baptist Church), of which Mr D Gordon was a Trustee, received cash grants totalling £17,773, with a further £700 having been awarded but not yet paid at 31 March 2022 (2021: £15,518 received, with £10,487 awarded but not yet paid at 31 March 2021)
- Hastings Foodbank (part of The Hastings Community Trust), of which Mrs N Williams was a Trustee, received cash grants totalling £4,920, with a further £805 having been awarded but not yet paid at 31 March 2022 (2021: £42,342, with £2,153 awarded but not yet paid at 31 March 2021).

The Trustees and key management personnel of the charity donated a combined total of £444 before Gift Aid to the charity in the year (2021: £355).

NOTE 25: ULTIMATE CONTROLLING PARTY

The charitable company is not under the control of another entity or any one individual.

NOTE 26: LEASE COMMITMENTS

At 31 March 2022 the charity had total commitments under non-cancellable operating leases as follows:

	Total 2022 £'000	Total 2021 £'000
Operating leases payable:		
Within one year	**470**	353
Between two and five years	**633**	388
	1,103	741

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the trussell trust
Stop UK Hunger

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Registered with FUNDRAISING REGULATOR

Registered Charity in England & Wales (1110522) and Scotland (SC044246).
Registered Limited Company in England & Wales (5434524).

THE TRUSSELL TRUST

England & Wales - Charity number 1110522

Accounts

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Annual Report and Accounts | 31 March 2021



LOCKDOWN, LIFELINES AND THE LONG ROAD AHEAD

The Trussell Trust Reg. Charity in England & Wales (1110522) and Scotland (SC044246).
Reg. Ltd. Co. in England & Wales (05434524)

ABOUT THE TRUSSELL TRUST

We're here to ensure everyone can afford the essentials in life and create a future where no one needs to use a food bank.

We support a UK-wide network of more than 1,300 food bank centres and together we provide emergency food and support to people locked in poverty, and campaign to ensure everyone can afford the essentials in life, like food.

Our food bank network brings together volunteers, staff and supporters of all faiths and none to make a difference. Local churches play a vital part in this work, with at least 12,000 churches actively involved in donating food, and providing venues, volunteers and financial support for food banks.

We share our data and evidence with policy makers and politicians across the political spectrum so no one can be unaware of what's going on and what needs to change. Our most recent figures for the number of emergency food parcels provided by our network, and our latest research, are available here: **trusselltrust.org/news-and-blog/latest-stats/andtrusselltrust.org/what-we-do/research-advocacy/**

It's simply not right that some of us can't afford to put food on the table. This isn't the kind of society we want to live in. If we work together, we have the power to create change for the better. With thousands of people involved in food banks, alongside national and local partnerships, we mobilise communities, businesses and people to campaign for change through one united voice.

You can read more about our work at **trusselltrust.org**

Apart from three food banks which are part of the Trussell Trust charity (for all or part of the year under review), all other food banks in the Trussell Trust's network are independent charities or community groups, and therefore their finances and food stocks are not included in our financial statements.



Overview

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WELCOME

From Stephen Hicks, Chair of Trustees

On behalf of the board, I'd like to welcome you to our Annual Report for 2020/21. Many years are rightly described as periods of significant, even extensive, change. This, though, was a year like no other.



'THIS IS THE FIRST TIME WE HAVE GIVEN OUT OVER 2M PARCELS IN OUR 24 YEAR HISTORY'

2020/21 was (and remains) epochal in how Covid-19 caused, created and was the catalyst for so much fundamental change.

Sadly, this year saw the highest ever need for food banks in our 24-year history, with 2.5 million emergency food parcels provided to people facing hardship, including 980,000 for children. This is up 33% year on year and is a 128% increase over the last five years.

This year, much of our time was spent in devising and implementing completely new ways of working at food banks, with home deliveries across the country rapidly becoming the norm. Also, forming an anti-poverty coalition with JRF, The Children's Society, CPAG, StepChange, IFAN and Turn2Us to enable joint calls for change and a more powerful, unified voice across the anti-poverty sector.

We developed a new national helpline partnership with Citizens Advice while retaining our relentless focus on data and research, enabling the report *"Dignity or Destitution"* to be published in February.

I'd like to pay tribute to all the volunteers at food banks, those long in service and those who are new to us; you each gave selflessly and unstintingly to people most in need. For you and your commitment and efforts, we and the communities you serve are truly grateful. Our staff too – they were tested and not found wanting; in fact, each stepped up way beyond the call of duty for what was not just the short haul. Adversity and challenge puts leadership into sharp focus; in our CEO we have a gifted and inspiring leader. The board is proud of everyone who has helped support people facing hardship in one way or another. We remain determined not to be deflected from ending the need for emergency food in the UK.

I am sincerely grateful to the board for their wisdom, insight and contributions. The board remain committed to our governance role and will continue to support the relief of the immediate need as well as creating just solutions to tackle the root causes of poverty. We stand strongly together, and alongside food banks and people experiencing poverty, to say it's simply not right that in the fifth largest GDP globally, there are so many people, families and children who cannot afford to put food on the table.

We will continue to work with all our supporters, partners, the churches up and down the UK, the public and so many who give so generously of their time and talents; with you we will realise our vision for a UK without the need for foodbanks.

Yours sincerely

Stephen D. Hicks
Chair of Trustees

WELCOME

From Emma Revie, Chief Executive Officer

Year after year, more people are needing to use a food bank, unable to afford the essentials we all need to get by. But the devasting economic and personal consequences of the pandemic have tipped more people than ever into financial crisis and to the doors of food banks.



Year after year, we have seen more people needing to use a food bank, unable to afford the essentials we all need to get by. But the devastating economic and personal consequences of the pandemic have tipped more people than ever into financial crisis and brought them to the doors of food banks.

This year has been difficult for many of us. Food banks have been at the frontline of the pandemic, serving their communities during the most challenging of times. Together they have provided over 2.5 million emergency food parcels, nearly 1 million of these went directly to children. This is a 33% increase on last year and a 128% increase in just five years.

As I reflect on the past year, my feelings are conflicted. I'm filled with great sadness as more and more people struggle to afford the essentials. Like many of us, I have deep concern for what's ahead after the immense pressure this year has put on our society. But I also must be optimistic. This year has shown the power of our communities, the power of people coming together, and the power we have collectively to instigate change. I'm filled with pride at the compassionate response of people and communities across the UK. Pride at the way our food bank network and thousands of volunteers rose to meet the enormous challenges posed by Covid-19. They tirelessly provided crucial support to people on a scale that has never been seen before. I'm proud of the way we have been able to support our food banks: working with partners to set up a national delivery infrastructure in a matter of weeks, providing quick and easy access to emergency grants, rapidly accelerating our e-referral system and establishing the Help Through Hardship helpline with Citizens Advice. In addition, we've campaigned alongside key partners to increase investment in local welfare assistance, which helped secure an extra £233 million for community support. We also helped to mobilise thousands and thousands of people with our Hunger Free Future campaign, helping to build understanding and empathy of food bank use on a scale like never before.

I'm hugely grateful and humbled by the generosity we have received. It's thanks to the kindness and compassion of businesses, partners and supporters that we have been able to assist food banks to serve their communities, and ensure more people than ever could access practical assistance during such a challenging time. We really could not have responded without such an outpouring of compassion.

Looking ahead to next year, when the pressures of the pandemic will continue to unfairly impact people on the lowest income, we must accelerate the delivery of our Together for Change strategy to ensure everyone can afford the essentials in life, and work towards a future where no one needs a food bank to get by. If this year has taught us anything, it's that we are at our best when we stand together in the face of adversity. Food banks have shown enormous resilience, but this cannot go on. We must harness the power we have when we come together and then make the changes that are needed to prevent people from needing a food bank.

We can choose a different path for our society, and we must. That's why we launched our Together for Change strategy in the teeth of the pandemic. Alongside supporting food banks and communities today, we must work towards a better tomorrow. By focusing on three strategic goals – Changing Communities, Changing Minds and Changing Policy – we are dedicated to making the changes that are needed to prevent people from needing a food bank in the future.

As we emerge from the pandemic, our commitment has never been stronger, our ambition never higher and our resolve never fiercer: we will do everything in our power to end the need for food banks in the UK.

Thank you for your joining us in this mission.



Emma Revie
Chief Executive Officer

MAR APR MAY JUN JUL AUG

March

The first national lockdown is announced on 23rd March, followed by a series of lockdowns in each nation in the months ahead

Emergency grants fund opened for food banks

£222K

awarded in emergency grants in March



April

Food banks see an

89%

increase in need for emergency parcels compared to the same month in 2019

As supermarket shelves empty, we create national partnerships with **TESCO, Palletforce, XPO Logistics,** the **Entertainer** and **British Gas** to ensure food banks have access to enough food to support their community

citizens advice

We launch the first stage of our Help through Hardship helpline in partnership with **Citizens Advice** to ensure everyone can continue to access emergency support safely when food bank centres had to close

The government increase **Universal Credit** payments by **£20 a week** a week as a temporary measure and in recognition that payments were not enough to survive on

May

Alongside **Children's Society, Joseph Rowntree Foundation, Turn2Us, Step Change IFAN** and **CPAG,** we call on the government to introduce a Coronavirus Emergency Support Scheme including increased funding for local welfare assistance schemes

British Gas engineers work with food banks up and down the country to deliver emergency food parcels. More than

58,000

hours are volunteered by over **1,700 British Gas** employees, helping to deliver over 4 million meals to people unable to afford the essentials



June

The government announces

£63M

in additional funding to be distributed to local authorities in England and Wales to help people who are struggling to afford food and other essentials due to Covid-19



We present evidence to the **Department of Work and Pensions (DWP)** Select Committee's Inquiry on the five week wait for a first **Universal Credit** payment. We highlighted the negative impact of the wait and the subsequent repayment of advance loans to the DWP, on people's ability to afford food and other essentials.

Marcus Rashford launches his campaign for change and helps raise child poverty up the national agenda.
His tireless campaigning ensures thousands of children were protected from hunger over the school holidays, and inspires millions to care about poverty and take action towards a more just future

July

We open our first Financial Inclusion grant round. Food banks are invited to apply for funding to provide income maximisation advice at their food bank centres

£570K

awarded

ASDA organise a food collection in their stores across the UK, inspiring their customers to donate almost

18,000kg

in food to support their local community

ASDA FIGHT HUNGER CREATE CHANGE

August

Coronavirus emergency grant awards to food banks pass the

£1M mark



SEP

September
We release **Lockdown, Lifelines and the Long Road Ahead** report which found that



100,000
households received support from food banks for the first time in the first six months of the pandemic



We call on the government to invest a further
£250M
in local welfare assistance

We launch our food bank **Pathfinder Programme** to support 10% of Trussell Trust food banks to pilot new ways to sustainably reduce the need for emergency food in their communities, by providing a combination of intensive support, specialist expertise and peer learning activity

OCT

October
Our latest food banks statistics show that a record
1.2M
parcels were provided to people in crisis between April and September, the highest ever figure. This includes
2,600
parcels to children every day

We open a second financial inclusion grant round, providing
£386K
in funding for food banks



NOV

November
In response to our campaigning efforts, the government announces a **Covid-19 winter grant scheme,** including
£170M
to be given to councils in England to spend on supporting people worst affected by the pandemic



We launch **Hunger Free Future**, our largest ever public campaign, inspiring over
100,000
people to join the movement and donate their time, money or voice to our cause

DEC

December
We release **Lift the Burden,** a report showing that almost three out of four households on **Universal Credit** using food banks over the summer were repaying an advance payment to the government



Ladbaby secures a third Christmas number one in support of our work and helps raise awareness of the increasing need for food banks

Marcus Rashford donates a pair of his boots for us to auction as part of our **Hunger Free Future** campaign

JAN

January
Over
3,300
people email their MP calling for a continuation of the **£20** uplift to **Universal Credit**

We contribute to the Social Renewal Advisory Board's report to the Scottish Government, **If Not Now, When?**, calling for action to deliver enough money for a decent life



FEB

February
We launch a new report **Dignity or Destitution,** calling on the government to keep the **£20** uplift to **Universal Credit** for at least 12 months



Successful lobbying leads to the **Scottish Government** aligning its funding of advice services to the objective of reducing the need for food banks

MAR

March
We report our end of year statistics: a record
2.5M
parcels were distributed by food banks in our network between April 2020 and March 2021, with
980,000
going to children



This is a
33% year on year increase

STRATEGIC REPORT

Our Vision and Strategy



OUR VISION

Our vision is for a UK without the need for food banks.

We support a nationwide network of food banks to provide emergency support to people locked in severe poverty and work collaboratively with our network and other partners to create the change needed to build a future where all of us have enough money for the essentials.

OUR VALUES

Our values are:



Compassion:
We're motivated to stand alongside people in crisis and provide support and care for individuals.



Justice:
We are driven by the fact that it is not right that somebody should experience hunger or poverty, and we take action to change this.



Community:
As people, we are all interconnected, and because of this we have a responsibility to support one another.



Dignity:
We recognise the value of every individual, prioritising other people's needs and concerns in the spirit of friendship.

OUR STRATEGIC PRIORITIES

We are working to end the need for food banks in the UK in three key ways:

1. Changing Communities

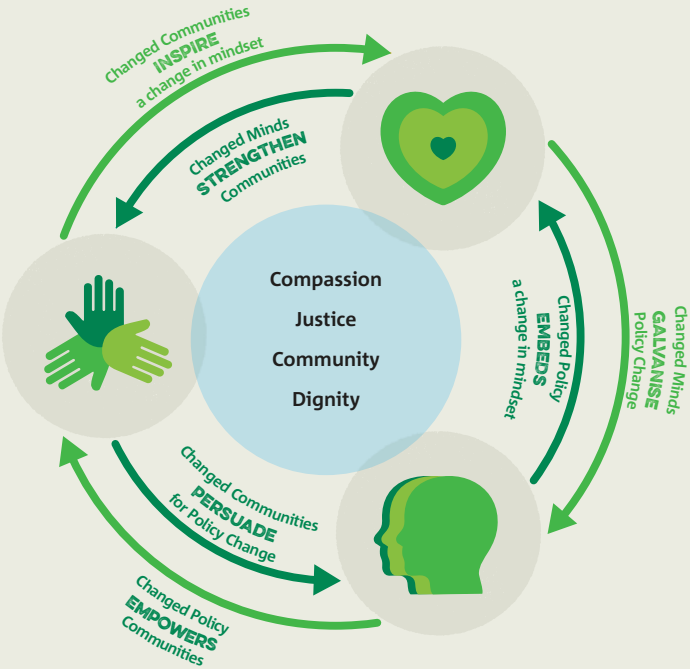
We're helping unlock even more of the potential of food banks to become places where the underlying drivers of severe poverty are addressed, and supporting food banks to develop strategies to reduce the need for emergency food locally.

2. Changing Policy

Government decisions can have a huge impact on people in poverty. We use evidence gathered through our network of food banks to drive policy change that will make sure we're helping shape a future where no one needs to use a food bank.

3. Changing Minds

Lasting change happens when wider society thinks and acts differently about an issue, so we're building understanding and empathy about the drivers of food bank use and calling people to take action.



OUR STRATEGIC APPROACHES

At the Trussell Trust, we believe we can best deliver change by how we work, as well as what we do. To help guide how we work, we've identified four strategic approaches, which underpin our behaviours. These are:

Service:
we serve the work of the food banks in our network, listening attentively and seeking the good of our shared mission, rather than our own agenda.

Expertise:
we work to be the very best we can be in the areas where others rely on us to be expert.

Collaboration:
we seek, wherever possible, to collaborate with others – most especially with people who have direct experience of living in poverty.

Transparency:
we are clear and open with information and plans, acknowledge where things haven't gone right, and demonstrate integrity and authenticity.

OUR COMMITMENT TO EQUITY, DIVERSITY AND INCLUSION

Equity, Diversity and Inclusion (EDI) are central to our work to achieving our vision of a UK without the need for food banks. We must ensure people with direct experience of poverty in their own lives shape every aspect of our work. Equally, we must do our part in dismantling the structural discrimination that cuts across our society and locks people in poverty.

We know that most people who need the support of a food bank are more likely to face obstacles that can make it harder to afford the essentials. Discrimination and health inequality can create barriers for people with protected characteristics like race, disability and gender. This isn't right. And that's why meaningful EDI work is core to our vision of ending the need for food banks.

We must be honest – we haven't been a leader in EDI. We're at the beginning of a longer journey and we know we have much more work to do. We need to work alongside communities and people with direct experience of poverty in their own lives to ensure all of this work is meaningful, clear and adopted by everyone.

You can read more about what we have implemented over the last 12 months on page 26.



The challenges of Covid-19

Covid-19 presented huge challenges to our food bank network, as it did to our society as a whole. More people than ever were forced to turn to a food bank for support. This increased need was met with huge operational challenges.

We were faced with six key risks:

1. **Food banks not having enough food donations to support their communities**
   With supermarket shelves empty in the early months of the pandemic and people turning to online delivery so there were fewer people in stores to donate, food banks were at serious risk of not having sufficient food supplies to serve their communities.

2. **Food banks unable to reach people**
   With millions of people shielding, and many food banks unable to safely open their centres, people were unable to get the support they needed face-to-face. The compassionate, practical support that was provided over a cup of tea at the food bank was no longer possible.

3. **People unable to be referred safely to a food bank**
   Everyone coming to a food bank needs a prior referral from care professionals such as health visitors, staff at schools and social workers. Most of these professional services had to stop in-person consultations during lockdown periods. This left people potentially struggling to access a referral and therefore unable to access the emergency food they needed.

4. **More people than ever pushed into financial crisis**
   Food banks were already incredibly busy responding to significant year on year increases in need. Staff, volunteers and space were already stretched to the limit in many cases.

OUR NETWORK IS POWERED BY A SMALL ARMY OF 28,000+ VOLUNTEERS



5. **Volunteers needing to shield or self-isolate**
   As we entered the year, our network was powered by 28,000+ volunteers. A significant proportion had to self-isolate or shield during the various lockdown periods. This left food banks facing increased need at a time with fewer volunteers and less resources.

6. **Lack of co-ordinated response and government funding**
   The pandemic put huge pressure on an already failing social security system. There was a real risk that a lack of co-ordination and misdirection of funding could have exacerbated the already perilous situation.

Our Response

Ensuring food banks could get support to people who needed it.
In the early stages of the pandemic, some food items were difficult to obtain locally. Tesco donated £7.5 million worth of food to support food banks in our network, building on our existing partnership with them.

Volunteers from British Gas worked alongside with other businesses, including Palletforce, XPO, and The Entertainer, to help us coordinate the rapid set-up of a distribution network which made bulk deliveries to food banks in England, Wales, and Scotland. 22 regional warehouses were established and British Gas teams delivered food to 391 food banks over a period of thirteen weeks between April and June.

We adapted our operations model and supported food banks to move to a home delivery service. Food banks were able to deliver emergency food to people's homes in a safe, dignified way. We also explored new signposting mechanisms and other practical support to help address the underlying causes of why someone needs a food bank. With the easing of lockdown, food donations from people and communities across the UK began to pick up on a scale never seen before. A staggering 27,000 tonnes of food was distributed over the course of the year.

Thankfully, we have not needed to continue a central distribution model and no food bank has run out of food. However, around 25% of food banks are continuing to offer home delivery (often alongside a centre-based service), as it works well for their community.



Allowing people who needed emergency support to access it safely
To deal with the lack of in-person referrals, we rapidly rolled out our e-referral system. To do this, we distributed over 1,000 tablets with pre-loaded bespoke software to food banks.

In March 2019, 15% of all referrals to food banks in the Trussell Trust network were e-referrals. Use of e-referrals was rapidly accelerated in response to the pandemic, such that from May onwards, over 50% of referrals made every month have been e-referrals. More than 300 food banks are now regularly using e-referrals.

We also established a national helpline – Help through Hardship – with Citizens Advice to ensure that people in crisis could access a referral quickly. Between the launch in April and the end of March 2021, the helpline team answered 47,260 calls and almost 60,000 people were provided with emergency food.

Our hope for the helpline was always that it would provide advice first, at the right time so that callers would not need to use a food bank. From May 2020 onwards, all callers could receive a full benefit check and have any wider advice need such as debt, immigration, or housing assessed. Between September 2020 and March 2021, the helpline has unlocked over £7m in financial gains for people who were facing hardship. For some people, this increase in the income they were entitled to has been the difference between needing a food bank and buying their own food.

Providing emergency grants to food banks to help them adapt to the challenging environment
To address the increase in need for food banks, we immediately opened an emergency grant fund to all food banks in the network. Grants of £5,000 were available to cover PPE purchase, extra staff hours, delivery costs, warehouse space and food purchase. Grants were received, assessed, and awarded within 72 hours on average.

In total, 368 grants were awarded to more than half of the food banks in the Trussell Trust Network. The total value of the grants distributed as part of this emergency response programme was in excess of £1m. These grants ensured food banks could continue to serve their communities and react to the challenging external environment.

Recruiting and engaging volunteers so that food banks could continue to operate
38% of food bank volunteers had to stop volunteering due to the lockdown. This came at a time of highest need for food banks. In addition to their local volunteer engagement efforts, we rolled out a new web-based volunteering platform, Assemble. This enabled food banks to easily advertise and recruit to specific volunteer roles, as well as enabling them to manage volunteers and communicate with them more easily.

We were also able to engage 6,000 people to become social media volunteers or micro volunteers through our Time for Trussell programme, enabling them to support our work from their own homes.

£233M IN LOCAL WELFARE ASSISTANCE PROGRAMMES IN 2020-21

Presenting evidence and influencing policy makers
Together with key sector partners, we presented compelling evidence of the impact of Covid-19 on the ground to UK government. In response to this robust evidence and targeted influencing, the government announced an additional £233 million in local welfare assistance programmes in 2020-21. You can read more about this in the Changing Policy section of this report, on page 22.



Responding to increasing need: Key Facts

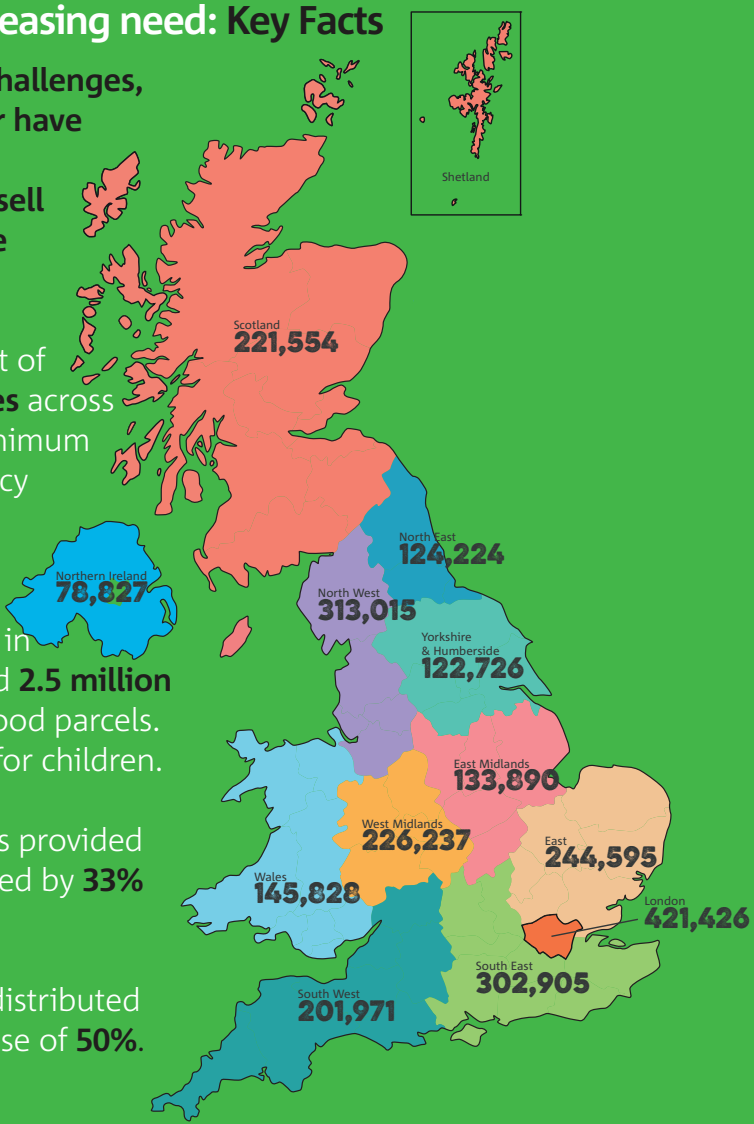
In the midst of these challenges, more people than ever have needed the support of food banks in the Trussell Trust Network over the past year.

Food banks operate out of more than **1,300 centres** across the UK to provide a minimum of three days' emergency food and support to people in crisis.

In 2020/21, food banks in our network distributed **2.5 million** three-day emergency food parcels. **980,000** of these were for children.

Emergency food parcels provided by our network increased by **33%** on the previous year.

Total tonnage of food distributed was a **27,000**, an increase of **50%**.



STORIES FROM THE COVID FRONT LINE



‘IT HAS BEEN WONDERFUL TO SEE THE SUPPORT FROM THE LOCAL COMMUNITIES ACROSS THE NORTH WEST’

Gareth Duffield, Area Manager
It has been a privilege to work alongside our food banks in Lancashire, Merseyside, Warrington and Halton. The pressures have been immense. Need has increased across the region. Covid-19 has also meant that the normal way of doing things at food banks has been turned upside down. Many food banks have had to set up a home delivery service from scratch for people who couldn’t leave their homes. They have had to move their whole referral process online as people couldn’t access frontline referral partners in person.

It has also been wonderful to see the support from the local communities across the North West. People have been so kind, donating food, offering to volunteer, giving financial support.

I’m so proud of all the food banks in my area, and across the UK. The road ahead will not be easy but I’m sure that together we’ll be able to meet the challenge and ultimately see an end to the need for food banks.

Burngreave Foodbank
At Burngreave Foodbank, volunteers Mark and Trish were unable to do their normal volunteering at the centre. Instead, they volunteered from home, supporting every local organisation that normally refers people to the food bank to move from paper vouchers onto the digital system.

Their hard work and dedication in helping these organisations understand the new system meant local people could still access emergency help from the food bank safely throughout the outbreak. Rachel Snow, Project Manager at Burngreave Foodbank said:

“I honestly don’t know what I’d have done without their support in this way in the midst of all the chaos of the last few weeks. We moved to delivering all food parcels and using e-referrals only, and it’s mainly been down to their handling the entire e-referral transition for me that has enabled it to go as smoothly as it has.”





Helpline
*Rachel had experienced domestic abuse for over 11 years. The relationship with her ex-partner ended last year. She now lives in rented accommodation, but she is suffering from the consequences of the abuse, including anxiety and panic attacks which have left her unable to work. Rachel called the Help through Hardship helpline as she was struggling to make ends meet. During the call, the advisor provided advice on her energy costs and discretionary housing payments, reducing the money she needed to pay for rent by £40 per month. The advisor was also able to provide information about Personal Independence Payments (PIP) and healthy start vouchers for her daughter.

Following the call, Rachel said *'You were the light in my darkness today. I felt so comfortable talking with you and you never made me feel embarrassed or ashamed. Thank you so, so much.'*

'YOU WERE THE LIGHT IN MY DARKNESS TODAY. THANK YOU SO, SO MUCH'

*Names have been changed

'PEOPLE FOUND SIGNIFICANCE IN MAKING A TANGIBLE DIFFERENCE TO THE LIVES OF PEOPLE IN NEED'

Hugh McNeil, Project Manager Coventry Food Bank
When the pandemic hit, it came with the force of a tsunami. Overnight everything about the food bank changed. It felt like we wouldn't be able to cope. However, help arrived in the shape of new volunteers, businesses, corporate partners and organisations, turning up to help us tackle some of the issues facing our communities.

Throughout the pandemic, my heart was warmed by seeing more people than ever volunteering and supporting food banks right across the country. People found significance in making a tangible difference to the lives of people in need.

As we enter this new season, let us not forget why we did this, we did it because there was a need. This need has not gone away, if anything, things will probably get worse before they get better. Now is the time to go the extra mile, let's not look backwards at the things that were, but forward to a "new norm" where serving becomes part of our everyday lives.



Edel Diamond and her team at South-West Belfast Foodbank.

Food Bank Focus:
South-West Belfast Foodbank
Edel Diamond, Manager of South-West Belfast Foodbank tells us about their work over the past year:

How did you adapt to the impacts of the pandemic?
We've been able to stay open throughout. We changed the way we were getting food to people. At the food bank centre, we installed a perspex hatch, so that we could serve people safely. We introduced a delivery model too and run deliveries three times a week. We've been doing more over the phone, including triaging people and providing basic welfare advice.

What changes in needs have you seen over the past year?
Things have changed significantly in terms of the issues affecting people using the food bank. People are increasingly facing multiple challenges – not just one thing, and are often needing more extended support. People on zero hours contracts are facing real difficulties at the moment.

How have local churches been involved?
We've had some great support from local churches. The building we're based in is an inter-faith building. West Belfast is a majority Catholic area and there is a small Protestant community that lives near the building. We've seen so many churches – from both communities – stepping up and supporting us practically. We've had really good prayer support too, which is really important.

What about other groups in the community?
We are based in a very close-knit community. The amount of kindness that has been shown has been incredible: the food donations, the finance, and the support has been brilliant. Typically, people who come to us in need of emergency food are being well-supported on other issues by organisations.

THE AMOUNT OF KINDNESS THAT HAS BEEN SHOWN HAS BEEN INCREDIBLE: THE FOOD DONATIONS, THE FINANCE, AND THE SUPPORT HAS BEEN BRILLIANT.

Our strategic priorities

Our Together for Change strategy (2020 to 2025) is based on three key themes: **Changing Communities, Changing Policy** and **Changing Minds.**

CHANGING COMMUNITIES

Our changing communities work supports food banks to actively reduce the need for emergency food in their communities.

To achieve this, we aim to:

- **Improve access to support that helps people increase their income**
- **Ensure that people can easily access services, such as debt advice, mental health support and relational support directly from statutory agencies or civil society groups**
- **Mobilise people to make a difference through volunteering and activism**

By supporting food banks to work towards these outcomes, we aim to reduce the number of people who will need to use a food bank, as well as preventing repeat visits.

Changing Communities:
Financial inclusion programme
Low income and problems with benefits are two of the main reasons why people end up needing emergency food. Helping resolve these problems and increasing people's incomes can play a huge part in reducing the need for using a food bank. Our financial inclusion programme has a particular focus on maximising income from the social security system and enabling access to debt advice.

Mapping of financial inclusion provision found that 28% of the network (119 food banks) were offering financial inclusion services of some kind. This figure is increasing steadily and many food banks who don't provide this in-house have close working relationships with local advice agencies, to whom they can refer people for support.

We have supported more than 50 food banks with grants for financial inclusion work over the past year. These have mainly been used to provide income maximisation through welfare benefit advice and debt advice.

Financial inclusion in practice
At Hammersmith and Fulham Foodbank, with grant funding from the Trussell Trust two full-time advisers were employed, assisting 130 people on hundreds of advice issues in the first six months of the project. These advisers were able to support people with a range of issues including welfare benefits, debt, utilities and housing. This local partnership with Citizens Advice secured £73,326 in financial gains for clients between October 2020 and March 2021, averaging £564 per client.

Help through Hardship helpline
During the first lockdown, many agencies who usually referred people to food banks became difficult for people to access. To ensure people could get the support they needed, we partnered with Citizens Advice to set up Help through Hardship, a free helpline for people struggling to afford the essentials across England and Wales. In line with our aim of improving access to support that helps people increase their income, the helpline ensures that this support is offered at the earliest stage possible – before a food bank referral is made. Callers to the helpline can receive benefits advice, signposting to other specialist advice (e.g. debt, housing, immigration), and a referral to a food bank, if needed. The helpline hopes to increase people's incomes by ensuring they are receiving all the benefits and any other income they are entitled to, so they do not need to use a food bank at all, or can avoid a repeat visit. Since the helpline opened in late April 2020, by the end of March 2021 more than 49,000 calls have been answered and over 21,000 unique people have spoken to an adviser. Almost 60,000 food bank parcels have been issued.

In September 2021, we began collecting more data about the impact of the helpline. By the end of March 2021 2,347 people had identified financial gains as a result of the support provided. The average identified increase in annual income per household was £3,131.

Help through Hardship Impact

Rob* lost his job during the pandemic and his partner had been furloughed. Rob called Help through Hardship because he was not able to afford food and was concerned about paying his rent. A benefit check was conducted, and Rob was advised to apply for Universal Credit and to request a council tax reduction. The adviser also issued a food bank voucher.
The Universal Credit award and council tax reduction meant that Rob did not need help from the food bank again.

Imogen* had recently separated from her partner and was worried about how she would pay her bills once her maternity pay ended as she was not going to be able to return to work due to childcare commitments. The adviser completed a benefit check which established Imogen's eligibility for Universal Credit. A food bank voucher was also issued to support Imogen in the short term. After receiving Universal Credit, Imogen was able to afford the basics for her family.

Rachel* received support from the helpline, and got back in touch to say:

" You were the light in my darkness today, I felt so comfortable talking with you and you never made me feel like I was embarrassed or ashamed thank you so so much."

*Names have been changed

Changing Communities:
Expanding volunteering

Our food bank network would not exist without the support of thousands of volunteers across the UK. During the pandemic, we've seen thousands more volunteers coming forward to join the Food Bank Network's strong volunteer base increasing to 36,000+. We've also supported food banks with managing their existing and new volunteers by rolling out a new digital platform to help with rotas, communication and access to training.

Here is what a few of them had to say about it:

Anthony, Middlesbrough Foodbank:

"I had to use a food bank myself a few years ago and decided to repay them by bringing a tray of canned tomatoes to donate, as well as asking if they needed volunteers – to which they quickly replied yes! I have found it an enjoyable and rewarding experience."

Marian, Norwich Foodbank:

"As a result of my work with children in schools, nurseries and in their own homes, I have met families who struggle to meet the basic needs of their children. I am ashamed to live in a wealthy country where so many children are inadequately fed. I have learned a bit about gratitude, humour and positivity from folk who are a lot less privileged than I am."

80%
of food bank volunteers said that volunteering at the food bank had a positive impact on their connection with others in the local community.

78%
% of food bank volunteers said that volunteering at the food bank had a positive impact on their understanding of poverty

63%
of food bank volunteers said that volunteering at the food bank had a positive impact on their sense of being able to change society for the better.

18%
of food bank volunteers have direct experience of living in poverty

Source: Trussell Trust survey of food bank volunteers and staff, conducted July 2020.

Changing Communities:
Supporting food banks to form local strategies for change

In Autumn 2020, we officially launched our new Together for Change strategy, which had been co-created with food banks in our network during 2019-20.

Throughout October 2020, we ran a series of virtual events to launch the strategy with food banks in the Trussell Trust Network. To support this new strategy, we also set up a new grants stream to provide food banks with the strategic resources needed to deliver Together for Change in their community. These grants have since been used to help food banks develop and deliver comprehensive strategic plans, provide immediate access to specialist debt or welfare benefits advice, relocate to fit-for-the-future premises, increase participation of people with recent direct experience of severe poverty, engage partners and communities in changing local policy and attitudes, implement advanced signposting, enhance inter-agency working, volunteer development and schools liaison.

'WE RAN A SERIES OF VIRTUAL EVENTS TO LAUNCH THE TOGETHER FOR CHANGE STRATEGY WITH FOOD BANKS IN THE TRUSSELL TRUST NETWORK.'

During the remainder of 2020-21 and into 21-22, every food bank will continue to receive bespoke support from their area manager to help them consider the opportunities of Together for Change in their locality, and how they can start to build a plan for long-term solutions to increased food bank use.



CHANGING POLICY



Government decisions can have a huge impact on people in poverty. We're using the evidence gathered through our Foodbank Network to drive policy change that will make sure we're helping to shape a future where no one needs to use a food bank.

Specifically, our Changing Policy work aims to:

- **Build strong cross-party support for social and economic policies that protect households from poverty and destitution**
- **See people with lived experience of poverty playing an ongoing part in informing national and local policies to alleviate destitution**
- **Ensure that the social security system provides timely and sufficient financial support and is available to all households who need it.**

Over the past year, we have engaged with politicians and policymakers in each UK nation, sharing data and research findings to make the case for policy changes that will reduce the need for food banks.

Changing Policy:
Working together to call for change
We know that we can only see an end to the need for food banks if we work together within the anti-poverty sector and beyond. In May, we formed a new coalition of charities including Child Poverty Action Group (CPAG), Children's Society, Joseph Rowntree Foundation (JRF), StepChange, IFAN and Turn2Us to call for a temporary Coronavirus Emergency Income Support Scheme to ensure people facing financial hardship can access the resources needed to stay afloat.

Throughout the last 12 months, we've worked closely with these partners to continue to call for changes that will help end the need for food banks.

Changing Policy:
Providing robust data, evidence and research
Over the last year, we have released regular data to help raise awareness of the increasing need for food banks, and to share insight on the solutions that can ensure everyone can afford the essentials.

Data from food banks showed the devasting impact of the pandemic with:

- an 81% increase in emergency food parcels during the last two weeks of March 2020, compared to the same period in the previous year
- an 89% increase in need for emergency food parcels in April 2020 compared to April 2019.

In September 2020, we released 'Lockdown, lifelines and the long haul ahead' charting the existing and likely future impact of the pandemic on food bank use. The following month, we released our 'Local Lifelines' report to highlight the vital role that local authorities' local welfare assistance schemes in England have played during Covid-19, calling for the extension of the additional funding, as well as long-term investment.

In October, we released our mid-year stats, revealing that more people than ever have needed to use a food bank and highlighting that 2,600 food parcels were provided to children every day on average for the first six months of the pandemic.

At the end of 2020, we launched 'Lift the Burden', a report showing that almost three in four households on Universal Credit using food banks over summer were repaying debt to the government.

Our report 'Dignity or Destitution', which launched in February 2021, made the case for keeping the £20 uplift to Universal Credit, showing how it helped people afford the essentials and highlighting people's fears about the impact its removal will have on their lives.

Changing Policy:
Influencing policy makers
Using this data and research, and working alongside partners, we called for policy changes that would help create a more just future, and ensure that more people can afford the essentials.



THE TRUSSELL TRUST SUPPORTS MEASURES TO REDUCE THE NEED FOR FOOD BANKS ACROSS ALL PARTIES AND LEVELS OF GOVERNMENT.

Thanks to our campaigning alongside partners, in June 2020 the government announced £63 million in additional funding to be distributed to local authorities in England to people struggling to afford food and other essentials due to the pandemic. Following our successful lobbying, the Scottish Government aligned its funding of advice services to the objective of reducing the need for food banks.

We called on the government to lock the £20 weekly increase to Universal Credit brought in at the start of the pandemic and invest further funding in local welfare assistance. In response the government announced a Covid-19 Winter Grant Scheme, in November, including £170 million for councils in England to support people worst affected by crisis.

In March 2021, in line with our recommendations, the UK government brought forward plans to ease the impact of debt deductions and extend the repayment period. The UK government also agreed to a six-month extension of the £20 weekly increase to Universal Credit. To achieve our Changing Policy goals, we recognise the need to work with government and elected officials across all four nations. In Scotland we contributed to the Social Renewal Advisory Board's report to the Scottish Government, 'If not now, when?' which called for government action to deliver enough money for a decent life from paid work and social security and to reduce poverty. Building on this, successful lobbying efforts led to the Scottish Government aligning its funding of advice services to the objective of reducing the need for food banks.

Furthermore, at a hustings hosted by a Trussell Trust food bank in Glasgow in advance of elections to the Scottish Parliament in May, Nicola Sturgeon gave a commitment to work towards the end for the need for food banks in Scotland. In Wales, we worked with partners in the anti-poverty coalition to highlight the impact of the five week wait for Universal Credit and the need for cash first solutions to mitigate the impact of welfare benefit changes.

In May 2020, the Welsh government announced an additional £11m for the Discretionary Assistance fund along with increased flexibilities which allow people to make claims up to five times a year. The coalition also successfully called on the Welsh government to ensure local authorities were able to offer direct cash payments to children entitled to free school meals during school closures and through school holidays.

Changing Policy:
APPG on Ending the Need for Food Banks
The All-Party Parliamentary Group (APPG) on Ending the Need for Food Banks held its inaugural AGM in December 2020. Chaired by Labour MP Neil Coyle, the group brings together parliamentarians from all parties who have an interest in, and commitment to, ending the need for food banks. The Trussell Trust serves as the secretariat to the APPG, which provides a forum for discussion, scrutinises government policies that affect food bank use, and works to build support for measures to reduce the need for food banks across all parties and levels of government.

We held a joint event with the APPG for Universal Credit on retaining the £20 Universal Credit uplift, as well as events focusing on strengthening local welfare assistance. This work is playing a strategic and vital part in our efforts to build strong, cross-party support for social and economic policies that protect households from destitution.

50 MEETINGS
with MPs and UK Government ministers and officials

£233 MILLION
in additional funding for local welfare assistance committed by UK Government

CHANGING MINDS

We know that lasting change happens when wider society thinks and acts differently about an issue. Our Changing Minds work is about influencing attitudes and beliefs about UK poverty, and building support for solutions.

We aim to:

- **Increase public will for long-term solutions to end the need for food banks**
- **Increase understanding of, and empathy with, food bank use**
- **Mobilise people to take action to help bring about long-term solutions to end the need for food banks**

We're working collaboratively with food banks and people with experience of living in severe poverty to build greater public awareness and understanding about the drivers of food bank use, and to call more people to take action to create change.

Changing Minds:
Forming a movement for change

In November 2020, we launched an ambitious campaign to build a movement of people who will work alongside us to create a hunger free future. This campaign, 'Hunger Free Future', helped to build awareness, understanding and consideration of hunger and poverty in the UK. Together we called for a future where everybody had enough money for the essentials, asking people to stand with us and make this future a reality. The campaign gained support from Marcus Rashford, Liam Payne, Ladbaby and many more influencers, as well as partners like Facebook, Asda and New River. In the first phase of the campaign, it achieved over 34 million social media impressions, engaged over 100,000 people to join the movement for change and raised over £4 million to work towards a future where no one needs the support of a food bank to get by.



Changing Minds:
Putting people with experience of severe poverty at our heart

We are committed to putting people who have needed to use a food bank at the heart of our decision making. We define 'participation' as the process of building relationships and collaborating with people who have lived experience of struggling with severe financial hardship. From helping us design and deliver our services to helping a wider audience understand the impact of hunger and destitution, we want people with personal knowledge and experience of severe poverty to be involved in every part of our work, as frequently and meaningfully as possible.

Every week, food banks across the UK welcome people with this experience of severe poverty with hospitality, respect and care. Together, we stand in solidarity with one another. But we also recognise there's much more we could and should be doing to move towards the full participation of people who need to access a food bank's services in every aspect of our work together.

To support this ambition, during 2019-20, we worked with a specialist advisor to help identify key opportunities for the further embedding of this experience in every aspect of our work. This project highlighted a range of ways in which we should improve access, representativeness and involvement – including by forming a new team at the Trussell Trust to focus specifically on helping us as an organisation and a network of food banks improve our work in this area.

We look forward to sharing our progress in this area in next year's annual report.

100,000 PEOPLE SIGN UP TO BE PART OF THIS MOVEMENT FOR CHANGE AND £4 MILLION RAISED.

Changing Minds:
Highlights of media coverage

- **April 2020 Liam Payne** donates to Trussell Trust and tweets about his visit to a food bank reaching an audience of 34m.
- **November 2020 We release our mid year statistics** showing that 2,600 emergency food parcels were provided for children every day on average by food banks in our network during the first six months of the pandemic.
- **December 2020 Ladbaby** reaches number one in the charts for the third consecutive Christmas in support of Trussell Trust.
- **January 2021 Hastings Foodbank** features on Newsnight, highlighting the impact of Covid-19.
- **February 2021 Emma Revie** features in an ITV special *'On the Breadline: Foodbank Britain?'*

We aim to:

Increase public will for long-term solutions to end the need for food banks

Increase awareness of the problem of destitution and its structural causes

Mobilise people to take action to help bring about long-term solutions to end the need for food banks.



Our commitment to Equity, Diversity and Inclusion (EDI)

You can read more about why we are committed to EDI on page 11. We are at the beginning of our journey, and we know we have much more work to do. But we are proud that we've made some positive steps over the last 12 months.



Over the last year, we have:

- Appointed a Director for Diversity and Inclusion and Director of Participation to drive forward and embed our approach across the organisation and network.
- Launched our EDI Strategy Activity Plans embedding EDI across all of our work and tackling structural inequalities and discrimination.
- Implemented an online recruitment platform that reduces unconscious bias from our recruitment processes, and supports our managers to be diversity-confident in how they recruit.
- Launched several safe spaces focusing on race, disability LGBTQIA+, and faith.
- Implemented EDI training for our trustees, senior leadership team and managers including induction for all new starters.
- Run EDI challenges for teams to reflect and strengthen their EDI learning, run smaller knowledge hubs, created EDI guidance and best practice resources.
- Continued to provide opportunities for staff and volunteers with a disability, throughout the organisation including our charity shops.
- Gained accreditation as a Disability Confident Employer.

WE'VE GAINED ACCREDITATION AS A DISABILITY CONFIDENT EMPLOYER.

We've also supported Trussell Trust food banks across the UK with resources and EDI advice including:

- Providing translation and interpretation services, focusing on the translation of packing lists into a range of languages.
- Building links with support groups for asylum seekers and refugees in Glasgow.
- Working with the Roma community in partnership with a local Roma community centre, in particular their translators, who help the food bank make sure they understand what support someone might be looking for from them.
- Supporting food banks in Northern Ireland which have been building equality, diversity and inclusion into food bank activity through sessions run by the South Belfast Roundtable against Racism.
- We have identified gaps in our work across communities in Northern Ireland and have developed a strategic plan to begin to address these gaps in 2021/22.



Over the next 12 months, we will:

- Continue to challenge inequalities and structural discrimination for people experiencing barriers
- Continue to ensure that diverse groups of people with lived experience of poverty are included and central to informing our work.
- Continue to ensure that EDI is embedded through all our work and be able to articulate the impact that this has had.
- Roll out an equality impact assessment to ensure that our policies, practices and key projects are fair and do not present barriers to participation or disadvantage any protected groups from participation.
- Provide further learning and development around EDI across our board of trustees, senior leadership, staff, volunteers and the network.
- Co-create, where requested, EDI approaches that take account of local context.
- Ensure that we have robust equality data that can help monitor progress across our employees and the impact that we are having in local communities.

WE HAVE LAUNCHED SEVERAL SAFE SPACES FOCUSSING ON RACE, DISABILITY LGBTQIA+, AND FAITH.

- Continue to create psychologically safe spaces where all of our employees and volunteers are celebrated for their diversity, experience equity, feel included and have a sense of belonging, launching additional safe spaces for carers and menopause in 2022.
- We aim to be an exemplar of an inclusive employer of choice within the charity sector.

Looking forward:
Building a future without the need for food banks

In the months following this annual report, lockdown restrictions and social distancing measures continued across the UK. The focus of our operational service continued to be supporting food banks to operate safely and securely, responding appropriately to distinct national guidelines across the four nations.

As a result of the significant generosity of donors throughout the whole of 2020-21, we entered the new financial year with a surplus of £49.08m carried forward. We are forecasting a full year income in 2021-22 above pre-pandemic levels although reduced from 2020-21 – recognising the commitment of many donors and partners to continue their support of our vision for a UK without the need for food banks.

Changing Communities programme boost
Our Together for Change strategy is based on three thematic areas of impact: Changing Communities, Changing Policy and Changing Minds. In response to this extraordinary level of in-year income, we have made the decision to prioritise investment in the area of Changing Communities, as a foundational building block for our wider work in public engagement and policy influencing.

In 2021/22, we are beginning this investment, through a focus on four areas of work:-

i) Increasing the availability and accessibility of services focused on maximising the income of people who are experiencing severe poverty – through expansion of our central partnerships to provide advice services via dedicated helplines, and by providing additional grants for food banks in the Trussell Trust network to fund advisors to support in food bank sessions.

ii) More broadly, to increase availability of grant funding to food banks to help them strengthen their ability to directly address the causes and symptoms of severe poverty in their locality as the UK begins to experience the longer-term economic consequences of the pandemic.

iii) To increase the specialist support which the Trussell Trust provides to food banks in the network, by improving the ratio of regional staff to food banks, releasing time and specialist skills to help support food banks in bringing about longer-term solutions locally. We'll also be increasing the range of practical tools and methods – often developed in partnership with other community development specialists – which are available to food banks to help them deliver long-lasting impact.

iv) Finally, we'll also be stepping up our Pathfinder Programme, doubling its capacity to accommodate 60 food banks dedicated to piloting new forms of anti-poverty strategies locally.

Although we are prioritising investment in our Changing Communities area through these four strands, this investment will continue to add value into our Changing Policy and Changing Minds strands of activity. We continue to see stronger and stronger links between work that is delivered through community development work and public and policy change – locally and across the UK – building on our larger range of expertise and capabilities unlocked through new volunteers and paid staff, both in food banks and at the Trussell Trust.



Changing Minds and Changing Policy
Specifically, in the area of Changing Minds, we'll continue to extend our Hunger Free Future movement-building activity and galvanise this movement for action.

In Changing Policy, we'll strengthen our work with the All Party Parliamentary Group on Ending the Need for Food Banks, and grow our research base to demonstrate both the scale of the problem and potential solutions.

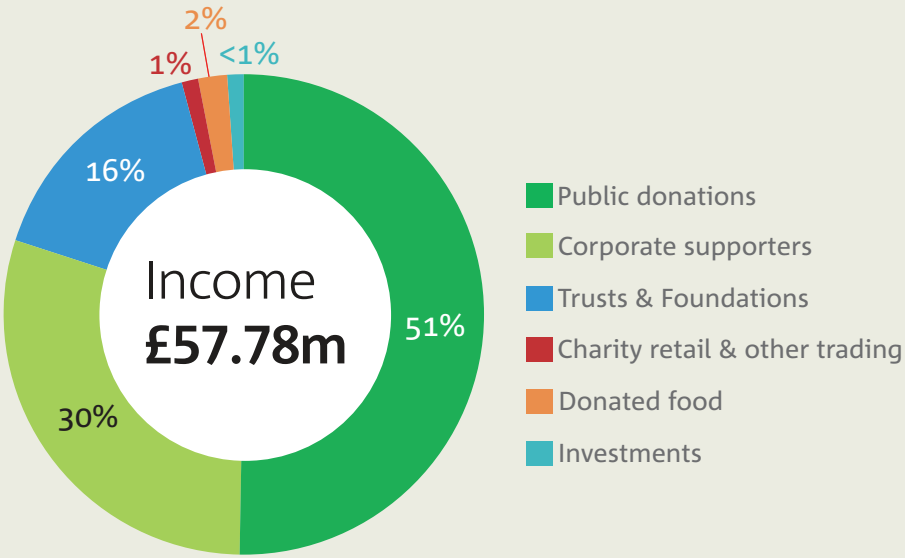
Combining our expertise in policy influencing and public engagement, we have launched a new organising project, which includes grant funding in the area of Organising and Local Mobilsation to enable food banks to galvanise change locally, and will back this up centrally with the development of a peer training network to initially enable food banks in 30 areas across the UK to employ specialist staff.

It's our intention that the deployment of our resources across these strategic priority areas, all of which are focused on addressing the long-term drivers of food bank use, will be partially completed in 21/22 and fully complete in 22/23.

WE'LL CONTINUE TO EXTEND OUR HUNGER FREE FUTURE MOVEMENT-BUILDING ACTIVITY, AND GALVANISE THIS MOVEMENT FOR ACTION.

FINANCIAL REVIEW

Where our income comes from



Public donations – £29.53m
Corporate supporters – £17.43m
Trusts & Foundations – £8.97m
We are reliant upon the generosity of all our supporters to fund our charitable activities and work towards a future where no one goes hungry. Our income is made up of donations (including Gift Aid) and legacies from individuals, plus donations, grants, and contractual partnership payments from corporates, trusts and foundations.

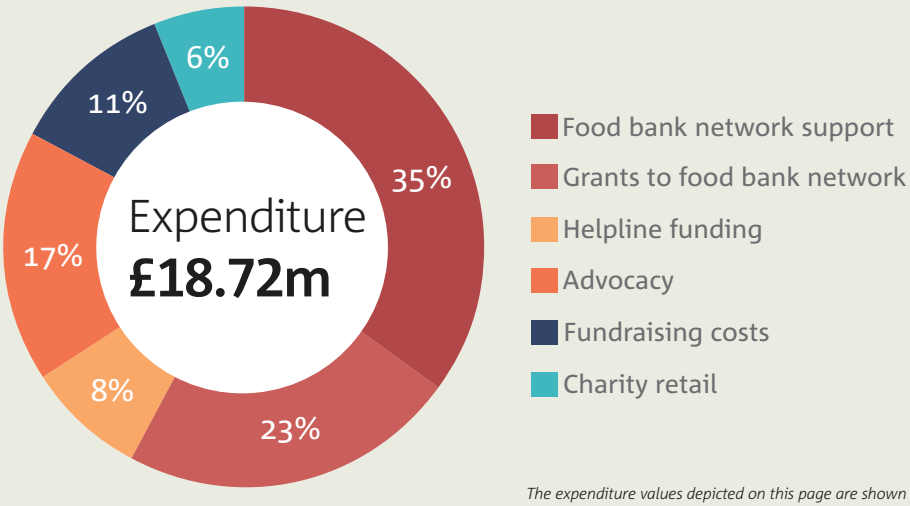
Charity retail (& other trading) – £0.83m
This relates primarily to funds raised by our charity shops. As a result of government Covid-19 restrictions, these were closed for six months of the year and as such received government business support grants to partially compensate for lost income.

Donated food – £1.01m
This represents the financial value of food and toiletries donated for distribution by the food banks directly operated by the Trussell Trust (Brent Foodbank and for part of the year, Salisbury Foodbank and Coventry Foodbank).

Investments – £0.01m
We received a modest amount of income from bank interest and from our small share portfolio before its closure.

Food bank network fees – £nil
At the beginning of the year, in light of the pandemic, we took the decision not to charge food banks the annual membership fee. This will continue for at least the 2021-22 financial year.

Where we spend our income



The expenditure values depicted on this page are shown after the inclusion of support cost allocations (see note 7).

Food bank network costs and benefits – £6.61m
Over a third of our expenditure relates to our provision of non-financial support to food banks in our network, to enable them to deliver their services effectively. Also included here are the running costs of the food banks directly operated by the Trussell Trust.

Grants to food bank network – £4.36m
Around a quarter of our expenditure consists of grants (plus a small amount of support costs needed to facilitate this) made to the food banks in our network, both to address short term need and to enable them to work towards a future without the need for food banks.

Helpline funding – £1.42m
We partnered with Citizens Advice to establish the Help Through Hardship helpline, which acts as a referring agent to food banks, but also provides free expert advice to people experiencing acute financial difficulty.

Advocacy – £3.18m
Costs included here relate to our research, strategy, and policy work. In order to achieve our ultimate charitable aim of ending hunger and poverty in the UK, we must identify the structural issues that drive people to food banks and influence policy makers to address these issues.

Fundraising costs – £2.12m
Like every charity, we must invest in our fundraising team to enable them to secure the funding we require to continue and expand our charitable work. For further information on the way in which we approach fundraising, see page 40.

Charity retail – £1.03m
This expenditure covers the costs of running our charity shops, including staff, buildings, and vehicles. Our shops were closed for six months of the year, and for the remainder of the year saw lower than typical footfall. Extraordinarily, this resulted in a net financial deficit.

FINANCIAL PERFORMANCE & POSITION

For the Year Ended 31 March 2021

For the year to 31 March 2021, the Trussell Trust generated a surplus of £39.07m, an increase from a surplus of £7.35m in the year to 31 March 2020 – our supporters, both new and existing, have responded to the demands of the Covid-19 pandemic with overwhelming generosity. This both enabled us to step up our operations during this difficult period, and also creates a strong financial platform to enable us to build upon and expand our Together For Change strategy over the next four years.

A summary of the year's results can be found on page 52 of this report and accounts.

Income
Thanks to our generous supporters – the general public, corporates, trusts and foundations – substantially increasing their support for our work, our income rose 171% to £57.78m. A breakdown of total income by source can be seen on page 30 and further analysis seen in notes 2 to 6.

Costs
As our support increased, so did our commitment to deliver impact. As well as the direct support to the Food Bank network during this critical time, we have had the opportunity to accelerate our ambitious plans to end the need for food banks in the UK through resourcing our key strategy areas of Changing Minds, Changing Communities and Changing Policy, and as we have geared up to have greater impact this year have seen an increase in expenditure of 34% to £18.72m.

This year saw the launch of the Help through Hardship helpline, which created a new area of expenditure for the charity, primarily consisting of £1.42m in direct funding provided to Citizens Advice.
A breakdown of total expenditure can be seen on page 31 and further analysis in note 7.

In 2020-21 the rate of increase in expenditure did not match the rate of increase in income. This largely reflects the fact that at the peak of the pandemic, food banks faced significant logistical and capacity challenges, preventing many of them from investing in and developing strategic services within a short time frame. However, even with these capacity challenges, we were able to significantly increase investment into the food bank network via our grant-making in year (£4.2m), which has continued into 21/22, with an anticipated grant-making support of the network of £30m.

This increase in 2021-22 and subsequent years, will enable impact delivery through our Changing Communities Programme Boost, Changing Minds and Changing policy strategic plans (see page 28 for more details).

Directly operated food banks
As of 1 April 2020, the charity directly operated three food banks: Salisbury, Coventry and Brent. Income and expenditure recognised in the charity's statement of financial activities relates only to food donated to and distributed by these food banks and is not a measure of food donations and disbursements across the Food Bank network as a whole.

Salisbury Foodbank (on 1st November 2020) and Coventry Foodbank (on 1st February 2021) each transferred out of the Trussell Trust charity and now operate as members of the wider Food Bank network. Stock shown on the balance sheet for 31st March 2021 therefore relates solely to food held by Brent Foodbank.

Reserves policy
The purpose of the reserves policy for The Trussell Trust is to ensure the stability of the delivery of the mission, programmes, employment, and ongoing operations of the Trussell Trust, recognising that the charity has committed to long-term support of the Food Bank network.

Unrestricted free reserves are not intended to cover a permanent loss of funds. They are intended to provide an internal source of funds for situations such as:

- a temporary fall in income or increase in expenditure as well as covering working capital requirements
- one-time unbudgeted expenditure, such as uninsured losses or emergency grants to our network partners
- to allow the organisation time to respond to a permanent fall in income or increase in expenditure
- to take advantage of new opportunities in strategic priority areas

The current target range for unrestricted free reserves is set following a risk-based approach. When calculated this equates to three months of projected operating expenditure including grants to the network.

Funds
The total funds of the charity at 31 March 2021 were £49.08m. This includes £4.28m of restricted funds, so that the funds available for use at the charity's discretion totalled £44.81m. Of these the trustees have made the following designations:

- Together for Change strategy – these three funds (Changing Communities £18.1m, Changing Minds £6.74m and Changing Policy £1.905m) together totalling £26.75m represent funds that will be spent down over the next two years to magnify and accelerate the delivery of the Trussell Trust's Together for Change strategic plan, enabling us to provide increased funding and support to our network and to expand our impact throughout this challenging period and during the recovery from it.
  This represents approximately 45% of the projected expenditure of £58.6m in 2021-22.
- Pathfinder grant programme – £3m has been designated, based on budgeted levels of grants to be awarded in 2021-22 to food banks signed up to our Pathfinder programme.
- Asda and Tesco top-ups – the charity has established the practice of distributing the top-up donations received by Asda and Tesco, after the deduction of a small percentage for the charity's core costs, to the Food Bank Network. These monies have therefore been set aside as designated funds – the balances on these funds at 31 March totalled £0.09m.

At 31 March 2021 the charity's free reserves, being funds neither restricted nor designated, were £14.98m – this figure is in line with the reserves policy above and is reflective of the highly unpredictable and challenging operating environment we find ourselves in. Having reserves available allows us to quickly act where needed across the network whether to take advantage of opportunities to collaborate with other organisations who share our vision and values or support the food bank network with additional resources to meet their needs. An analysis of net assets between funds can be found in Note 22.

Investment policy
In March 2021 the charity's portfolio of shares (valued at £0.1m) was liquidated and closed, while £25m was invested in a cash deposit account with CCLA.

The Trussell Trust's priority is to spend its resources as promptly as strategically and operationally possible and in line with its mission to end the need for food banks in the UK. On occasion and due to significant shifts in income and expenditure trends, the charity may be holding larger than anticipated reserves. At such times the overall objective is:

- to operate within an ethical framework for investment
- to manage counterparty risk of cash holding

Investment decisions are sought to be made in line with:

- The Charity's values of Compassion, Justice, Community and Dignity.
- The Charity's vision to end the need for food banks in the UK.
- The Charity's ethical standards.

PRINCIPAL RISKS AND UNCERTAINTIES

The pandemic has inevitably created a significant amount of uncertainty and disruption. The resulting risks have been managed through our well-established risk management processes which have been embedded and have proved robust.

The Senior Leadership Group (SLG) assesses likelihood and impact of risks on a rolling monthly basis and review potential mitigating actions. The Finance, Audit and Risk board subcommittee reviews risk processes and significant risks as a standing agenda item and the Board of Trustees is updated on key risks at each meeting. During the early months of the pandemic the SLG met daily and reviewed key emerging risks on a weekly basis in conjunction with members of the Board. As the pandemic progressed into the summer months, the meeting reverted to monthly but with interim meetings where necessary.

At present, key risks faced by the organisation can be broadly categorised as follows:

A highly challenging and unpredictable operating environment
As detailed above, the pandemic has radically disrupted our normal operating model. The food bank network has responded with agility and creativity but there is still the risk of Covid-19 restrictions impacting food banks' ability to support their communities. We remain particularly concerned about the impact any continued reduction in face-to-face contact might have on the ability of food banks to provide wraparound support for people referred to their services. To mitigate this, we continue to offer support with guidelines and advice around virtual signposting and socially distanced in-person meetings. Our Help through Hardship helpline has provided an effective alternative advice route as well.

In addition, economic uncertainty – caused both by the pandemic and the removal of key temporary government support such as the £20 uplift to Universal Credit – will likely see a continued rise in the need for emergency food. Supply chain issues facing supermarkets also risk affecting the amount of the food the public are able to donate via permanent collection points. We are working closely with our supermarket partners and network to monitor food flow.

Food bank capacity
The past year has been exceptionally difficult for food banks. They have been stretched to the limit and have been on the frontline, in daily contact with people who deeply affected by the pandemic. This has taken a heavy toll. As the impact of the pandemic continues, there is a risk of stress and fatigue built up over the year reducing the capacity of food banks to put in place long term solutions. To mitigate this risk, we are providing dedicated support through our on the ground area manager team, tailored easy to access grant funding, increased resources through our digital hub and helpline, and access to specific well-being support for volunteers.

Diversity, inclusion and participation
If we are to successfully end the need for food banks, we need to design and implement effective programmes that put the perspectives of people with lived experience of poverty front and centre. Without this, our programmes risk being ineffectual. This is of particular importance in our Changing Minds and Changing Policy work where diverse voices of people with lived experience are notably lacking. We recognise the need to improve in this area and continue to make it a top priority. Practically this means we have recruited two senior level posts to drive forward this agenda and have developed robust and long term strategies which we are now in the process of implementing, both within the charity and the wider food bank network.

The fragmentation of emergency food provision
The past year has seen numerous community groups come forward to provide food to people within their local communities. While this has provided additional support during the pandemic, there is a risk that these 'food-response' initiatives become embedded and that the systemic drivers of hunger are not addressed. Our approach is clear: food is not the long-term answer to hunger and that there is a need for anti-poverty solutions that go far beyond provision of emergency food. It is crucial that new local and national food-provision entities share and support this message. To this end, we are engaging widely with local councils and national providers, alongside increasing our on the ground support to food banks to navigate the new environment.

Decrease in coverage and support for food banks
With the significant increase in need over the past year, food banks have been at the forefront of the national conversation. Widespread media coverage has helped contribute to a rise in financial support for the charity and individual food banks. It has provided a spur to our changing minds and changing policy work. As we emerge from the crisis there is a risk that the national conversation moves on and the issue of food banks is less salient, resulting in a potential reduction in support. To counteract this risk, we created a new Public Engagement directorate with expanded capacity and expertise. This new team will expand our media and campaigning footprint and build on the support received during Covid-19, ensuring that the cause remains high on the national agenda.

OUR SUPPORTERS

THANKS TO OUR SUPPORTERS

Through our fundraising, we aim to ensure the financial resilience and sustainability of the Trussell Trust and the food banks in our network by nurturing supportive relationships, raising funds, collecting food, and more.

Our fundraising approach continues to be based on the following principles:

- **We put supporters and food banks at the heart of everything we do.**
- **We diversify our income mix and strive to increase our unrestricted income.**
- **We aim to develop more predictable and sustainable income streams.**
- **We invest for long-term returns.**
- **We use data and insight to inform our fundraising planning.**

Last year, we generated income through fundraising of £57.8m. This astonishing level of support was driven by an outpouring of support from the public.

Individual donations accounted for £29.5m alone, including community events and sponsored fundraising. We have also benefitted from huge support from corporate partners – £17.4m – and trust and foundations, £9.0m.

Our inspirational supporters

Our supporters are central to everything we do. We are acutely aware of the sacrifice supporters make to support us financially and are committed to providing the best possible experience for all our supporters, from our individual regular givers, to our community fundraiser, corporate and trust partners.

We have had thousands of people support us for the first time this year. People have displayed amazing ingenuity and creativity: from climbing the height of Everest at home, to running in fancy dress, walking the virtual length of the Thames Path and much more.

To ensure that we recognise these amazing efforts and give supporters the best possible experience, we have created a specific team focused on creating excellent tailored communications and expanded our supporter care team to ensure we are responsive to any questions our supporters may have and that gifts are processed quickly and accurately. We continue to use data insights to make sure our communications are up-to-date and personalised to each supporter.



Corporate partners



Asda
Our partnership with Asda was launched in 2018 to help tackle poverty in the UK. The transformational Fight Hunger Create Change programme worth £10 million across three years provided over one million people with food and support, as well as distributing £5.8 million in grants to food banks in the network. Grant money was provided to support the recruitment of specialist advisors, transforming services on the ground. The partnership commissioned State of Hunger, an in-depth piece of independent research into food bank use and hunger in the UK, enabling us to map referral pathways, build a demographic picture of people who use food banks, and understand the most common drivers of food bank usage. This has helped transform our policy work with government and our public campaigning to create lasting change. Asda donated an additional £2.5 million right at the start of the pandemic to help people facing hardship. This enabled us to respond quickly to the crisis and put in place key support services. This included the launch of our Help through Hardship Helpline which ensured online referrals for emergency food parcels were quickly and easily accessible.

Tesco
We have hugely valued working with Tesco for the last nine years – and thanks to the generosity of customers and colleagues, together we have provided over 50 million meals for people in crisis over that time. In the early stages of the pandemic, when some food items were difficult to obtain locally, Tesco donated £7.5 million worth of food. This was a huge boost to our network at a critical time. Tesco is committed to building stronger communities, and this year, our partnership includes both a Summer and Winter National Food Collection. With over 500 Tesco stores across the UK collecting donations and raising awareness for the Trussell Trust, these collections are vital in ensuring that food banks in our network can continue to provide compassionate and dignified support to people in crisis.

British Gas
Our partnership with British Gas played a vital role in sustaining and strengthening the food banks' support for people in crisis during the pandemic. More than 1,700 British Gas engineers and staff offered their invaluable support to 391 food banks in our network by providing transport and delivery services of food from supermarkets to food banks and then home deliveries to people's homes. We continue to work together in partnership, focusing on support in local communities.

Cadent Foundation
In December 2020, we were awarded a £1.5 million grant from the Cadent Foundation as part of a new three-year strategic partnership. The funding is being used to tackle destitution through income maximisation and debt advice services, providing support and information to help people manage existing debt and gain access to benefits and grants they may be entitled to but are not already claiming. This will support the creation of sustainable services needed locally and help make sure people have enough money for the essentials. The Cadent Foundation is funded by local gas network Cadent and has been established to support projects that help people living in vulnerable situations and disadvantaged communities.

Bank of America
We launched a two-year employee fundraising partnership across their offices in the UK. Bank of America employees are raising funds in lots of exciting ways, including virtual skill sharing sessions, a graduate challenge, running, walking, cycling and obstacle events and their annual Thanksgiving auction and fundraising day. These funds will help people in crisis by supporting our food bank network through grants and operations support. The funding will also support our Help through Hardship helpline. This is delivered in partnership with Citizens Advice and provides specialist income maximisation advice for people and families in crisis. Bank of America firmly supports our long-term vision of a UK without the need for food banks and has helped secure communications coverage of our work to raise awareness and support our Together for Change strategy, and this will continue into 2022.

Corporate partners

Cadbury
Cadbury has supported us during their seasonal campaigns at Christmas and Easter through both cash and in-kind donations. Together we aim to bring a little bit of extra joy to people during the holidays.

Mars Food
Our partnership with Mars Food, Stand Against Hunger, which began in 2020, features on millions of packs of Dolmio and Ben's Original and helps us to bring the issue of hunger in the UK to a mass audience.



Waitrose
Waitrose continued to support our work with a cash donation in the summer of this year. They also encouraged their customers to donate food in store, helping food banks in the network to support over 55,000 families in the first quarter of this year.

Morrisons
Morrisons has generously provided numerous ways for their customers to support us during the pandemic when fewer shoppers were able to go in store, including an online donation mechanism which has so far raised more than £500,000.

WW
Since the start of our partnership in 2019, WW has raised more than £500,000 through a number of campaigns, challenges and members' generosity. We've been inspired by the number of members who have redeemed their WellnessWins for a donation to help support families in crisis.



New River
We are thrilled to have continued working with New River for the second year. The partnership provides vital support to food banks in our network, enabling them to collect food supplies through donation drop-off points in its shopping centres, as well as having access to storage facilities to be able to store the donated food.



Cisco
Cisco continue to support our work for the ninth year with a generous donation helping to develop stronger e-referral pathways for our network and driving forwards our Together for Change strategy.

We'd also like to thank the following companies who supported us throughout the past year, including Tropic Skincare, XTX Markets, Revolut, Experian, National Grid, and 3i.

Trusts and Foundations



Pears Foundation
We continue to deeply appreciate the long-term support of the Pears Foundation. Thanks to their core support for our financial inclusion work, we were able to launch our income maximisation programme, providing over £1m in grants to food banks to provide high quality benefits advice, free of charge. We look forward to working together over the next five years with the aim of providing high quality benefits and debt advice to everyone referred to a food bank.

Indigo Trust, Gatsby Charitable Foundation and Three Guineas Trust
Right at the beginning of the pandemic, the Indigo Trust, Gatsby Charitable Foundation and the Three Guineas Trust awarded grants of £1m each. This early support was critical in allowing us to respond quickly and confidently to the unfolding crisis. All three trusts have played a pivotal role in helping food banks to remain open and operating throughout the pandemic. We are indebted to them for their wonderfully generous and timely support.

Vertex Foundation
An incredibly generous grant from the Vertex Foundation played a key role in allowing us to launch the Help Through Hardship helpline in April 2020. Their support in the early months allowed us to rapidly expand the helpline capacity, adding the crucial advice element that has proved so successful identifying financial gains and thus tackling the drivers of crisis. We deeply appreciated their additional grant in support our food banks in London. We look forward to continuing and deepening our partnership in the coming years.

Other highlights
We are incredibly grateful for the generosity and partnership we have received from numerous charitable trusts and foundations during this most difficult of years. These grants have played a critical role in allowing us to radically increase our support of food banks during the pandemic and significantly expand our key programmes to end the need for food banks. We are particularly grateful for the transformational support from Portrack Charitable Trust, Allchurches Trust, Dulverton Trust, St James Place Foundation, Ricard Foundation, Tanlaw Foundation, City Bridge Trust, and the Scotshill Charitable Trust.

Our promise to supporters

We could not continue to work towards our vision without our amazing supporters. We deeply appreciate their support. In response to their generosity, we promise to:

- Safeguard their personal details
- Treat them with respect, honesty and openness
- Take into account the needs of individuals who may be in vulnerable circumstances or require additional care and support to make an informed decision
- Never put them under pressure to make or continue a gift
- Use their gifts for the purpose for which they are given, and spend donations so they have the most impact
- Respect their wishes and preferences
- Listen to them about how they want to be contacted and honour their choices
- Be receptive to feedback and use this to improve our processes and procedures
- Take appropriate action if they are unhappy with our services, and accept the authority of the Fundraising Regulator if we cannot resolve their complaint
- Never share, sell or rent their personal data to third parties for marketing purposes
- Go above and beyond our legal requirements
- Provide the services of a dedicated Support Care Team.



How we protect vulnerable people
We care for each and every one of our supporters and follow the Fundraising Code of Practice to ensure they are properly protected and looked after.

How we support our vulnerable fundraisers
It is important to ensure that all our fundraising is conducted in an ethical way and we are committed to fair treatment of all our supporters. Our dedicated community and events team work with our volunteer fundraisers who notify us that they are organising their own event in aid of the Trussell Trust. We provide all the appropriate support, information resources, and acknowledgement. If we have not been notified in advance, we provide a receipt and acknowledgement after the donation has been made.



Volunteer fundraisers who are appointed by the charity must provide their contact details and two references before they are able to begin their roles. All volunteers have a designated point of contact at the Trussell Trust and are supported in their role. They are also reimbursed for relevant expenses, upon proof of purchase.

Our fundraising approach

- All fundraising is carried out by our in-house fundraising team and volunteer fundraisers, who are supported by our Supporters Promise.
- No external professional fundraisers work on behalf of the Trussell Trust.
- The Trussell Trust complies with the Fundraising Regulator and the Code of Fundraising Practice. There have been no compliance issues in the year.
- No complaints were received in the year relating to fundraising.

Our volunteers

Our food bank network is powered by a small army of volunteers who give their time and talents freely each week. Coming from all ages and backgrounds, we are always astounded by their motivation, commitment and resilience, which has never been more evident than in the past year.

Research we conducted with over 2,800 volunteers during June/July 2020 shows that around 38% of existing volunteers in food banks stopped volunteering due to the pandemic, counterbalanced by around 27% of existing volunteers who are doing more volunteering, and a cohort of new regular volunteers.

In addition to this 'on-the-ground' volunteering via food banks, over 10,000 people came forward at the beginning of the pandemic offering to volunteer. Thankfully, most food banks had already been able to fill any shortfall in volunteer hours independently, so we offered these applicants an invitation to join our micro-volunteering programme, and around 6,000 took this opportunity forward.

Shunu, Lewisham Foodbank: *"For me it's sharing food that builds friendship. I've loved making new friends over a cup of tea as the food parcels stack up around us – a real privilege."*

IN ADDITION TO THIS 'ON-THE-GROUND' VOLUNTEERING VIA FOOD BANKS, OVER 10,000 PEOPLE CAME FORWARD AT THE BEGINNING OF THE PANDEMIC OFFERING TO VOLUNTEER.



OUR GRANT-MAKING

Our grants programmes play a key role in the support we provide for our network of food banks, both providing emergency funding in response to the Covid-19 pandemic and assisting food banks' work in furthering our long-term strategy.

In addition, the Help Through Hardship helpline launched in partnership with Citizens Advice was partly funded through the provision of a grant to Citizens Advice.

Examples of what we have achieved via our grant-making can be found earlier in this Report, and the financial details have been set out on in Note 9 of the Financial Statements.

Grants to food banks – summary of our grant-making policy in 2020/21

The Trussell Trust only awards grants to the governing charities of food banks that are members of its food bank network. Grants are awarded towards the costs of food bank activity, or associated activities designed to alleviate or reduce poverty amongst people referred to food banks. Awards are determined by awarding panels, compiled of suitably skilled and experienced members of the Trussell Trust staff, and with representation from food banks in the network. Grant-funded activity is monitored by Area Managers as part of their relationship with food banks; written reports are normally required and are a condition of a grant award.

The exception to the above is top-up grants received from Tesco and Asda – after the deduction of a small percentage for Trussell Trust core costs, this money is distributed out to the food bank network in proportion to the weight of food donated by the public to each food bank at Tesco and Asda stores.



STRUCTURE, GOVERNANCE AND MANAGEMENT

Organisational structure
We have a clear and compelling programme of strategic initiatives designed to reach more people living with poverty and whilst there continues to be uncertainty in the external environment, we will continually evolve our structure to meet the needs operationally.

Our trustees are ultimately responsible for the overall control and strategic direction of the Charity and the protection of its assets. Day-to-day management is delegated to the CEO, Emma Revie, and the Senior Leadership Group. Our Trustees meet regularly to set the vision, strategic framework, risks and budgets under which the charity operates; during the pandemic this has been by digital means. The Trustees have been chaired by Stephen Hicks since September 2018.

The full board formally meet at least three times a year and operate with sub committees for Finance, Audit & Risk; People & Governance and also Strategy & Impact. During the year steps were put in place to establish two additional subcommittees: Remuneration and also Nominations. The subcommittees also meet at least three times a year. An AGM is held each year and the board and senior leadership also usually attend an away day together each year; during the pandemic the away day has not been possible in person and the organisation is considering how best to do this in future.

Our governance is underpinned by the Charity Governance Code and put into action via annual appraisals for each board member and a formal process for the Chair, Treasurer and CEO whose appraisals are reviewed by our People & Governance sub committee.

The trustees set the strategic direction of the organisation and are regularly updated on grants, budgets, public relations, and fundraising campaigns. New initiatives are normally developed by project managers in consultation with the CEO, supported by an assessment of project needs. Trustees receive regular financial updates which form the basis of the routine financial monitoring. The charity works to ensure all stakeholders in the organisation are able to participate in its development. We listen to our client groups and many of the service delivery improvements come from our stakeholders.

The CEO holds regular team meetings to monitor and control the organisation. Specific projects are managed through teams and cross-organisational programme boards. Each manager shares regular project updates which are circulated to stakeholders, including volunteers, staff, and trustees as appropriate.

During 2021, the charity established a wholly owned subsidiary company, Trussell Trading Limited (company 13310114, registered in England and Wales) which was incorporated on 1 April 2021.

Governing document
The Trussell Trust is a charitable company limited by guarantee, constituted under a trust deed dated 12 January 1997 and transferred into the charitable company (05434524) on 19 September 2005 and is a registered charity, number 1110522. The company also registered as a charity in Scotland on 5 September 2013, number SC044246. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up, members are required to contribute an amount not exceeding £10.

Recruitment and appointment of new trustees
The trustees of the company are also charity trustees for the purpose of charity law.

When recruiting new trustees, we aim to attract a diverse range of candidates who have the skills the charity needs. It values the benefits of having members with different backgrounds, expertise and experience, and the board has committed to increasing our diversity in order to ensure we are benefitting from distinctive perspectives. Overall, our Trustees are appointed on merit, ensuring we have a balance of skills and experience.

During 2019 we recruited two new Trustees, making our total number nine during the year. Since the year end, two trustees have left the Board and the charity is planning to recruit new trustees during 2022. There is a robust interview and engagement selection process to ensure they understand are vision and values. Trustees are subject to DBS checks where applicable.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Induction
The Trussell Trust actively promotes a learning culture and encourages development training across the charity. All new trustees undertake an Induction programme, which includes visits to our network, the roles and duties of the trustees, company and charity law and governance, and financial and risk management. Additional training is arranged as needed for individual trustees or for the trustees as whole.

Remuneration policy
Our People & Governance sub-committee meet at least three times annually and its terms of reference during 20-21 included setting the CEO's remuneration and considering staff remuneration, making recommendations in relation to setting salary scales and increments, and reviewing our current remuneration policy. During the year, steps were put in place to establish a Remuneration subcommittee to focus specifically on these items in future.

More broadly, the People & Governance sub-committee continue to be responsible for ensuring fairness, consistency, equality and objectivity in the charity's dealings with its staff and facilitate the effective management and development of staff at all levels in the company thereby promoting an inclusive working environment.

They advise the Board on their financial and legal responsibilities to employees and to recommend measures to be put in place as required to ensure compliance with these responsibilities.

They also provide updates to the Board as appropriate on significant human resources- related issues within the charity, as they arise. The lowest rate of pay is equal to the Living Wage Foundation rate and the charity is accredited as a Living Wage employer.

Our employee benefits encourage the wellbeing, mental health and financial resilience to our staff in keeping with our charitable aims.

The key management personnel (KMP) of the charity comprise the trustees, the Chief Executive Officer, Chief Strategy Officer, Chief Operating Officer, and from January 2021 the Company Secretary (prior to this the Company Secretary role was filled by the Chief Executive Officer). As noted in Note 11 of these financial statements, no trustees received any remuneration or benefits in their role as trustee; details of key management personnel remuneration can be seen in Note 12.

Public benefit disclosure
The trustees confirm they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives, and in planning future activities. The Trussell Trust is a public benefit entity. The trustees refer to public benefit throughout this report.

The trustees, who are also directors of the Trussell Trust for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2021. In preparing the report, which also serves as the Strategic Report for the purposes of Company Legislation, the trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

OUR DETAILS

Registered company number
05434524 (England and Wales)

Registered charity number
1110522 (England and Wales) SC044246 (Scotland)

Registered office
Unit 9, Ashfield Trading Estate, Ashfield Road, Salisbury, Wiltshire, SP2 7HL

Trustees
Mr S Hicks (Chair)
Mr D Gordon
Dr L Hickman
Mr R Lanyon
Mr D Marshall (resigned June 2021)
Mr P Morrison
Rt Revd J Packer (resigned August 2021)
Revd B Thomas
Ms N Williams (resigned November 2021)

Company Secretary
Mrs E Revie (June 2018 to January 2021)
Mrs C Leeper (since January 2021)

Chief Executive Officer
Mrs E Revie (since February 2018)

Bankers
The Royal Bank of Scotland, Drummond House (BL) Branch, Customer Service Centre, Drummond House, 1 Redheughs Avenue, Edinburgh, EH12 9JN

Investment Managers
CCLA, Senator House, 85 Queen Victoria Street, London, EC4V 4ET (since March 2021)
GBIM, Chequers Court, 37 Brown Street, Salisbury, Wiltshire, SP1 2AS (portfolio closed March 2021)

Auditors
Buzzacott LLP, 130 Wood Street, London, EC2V 6DL

Lawyers
Bates Wells & Braithwaite London LLP, trading as Bates Wells, 10 Queen Street Place, London EC4R 1BE

STATEMENT OF TRUSTEES' RESPONSIBILITES

The trustees (who are also the directors of The Trussell Trust for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the income and expenditure of the charitable company for that period. In preparing those financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charity SORP;
- Make judgements and estimates that are reasonable and prudent;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

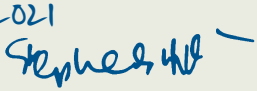
In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware; and
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Approved by order of the board of trustees on ...

11th December 2021

and signed on its behalf by:



Stephen Hicks

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE TRUSSELL TRUST

Opinion
We have audited the financial statements of the Trussell Trust (the 'charitable company') for the year ended 31 March 2021, which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements including details of the principal accounting policies adopted. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Basis for opinion
We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern
In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information
The Trustees are responsible for the other information. The other information comprises the information included in the Annual Report and Financial Statements, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE TRUSSELL TRUST

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' report including the strategic report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' report including the strategic report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report including the strategic report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees
As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Responsibilities of Trustees (continued)

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;

- we identified the laws and regulations applicable to the charitable company through discussions with management, and from our commercial knowledge and experience of the sector;
- the identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit;
- we focused on specific laws and regulations which we considered may have a direct material effect on the accounts or the activities of the charitable company. These included but were not limited to the Companies Act 2006, the Charities Act 2011, Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102), those that relate to fundraising and are overseen by the Fundraising Regulator, and those that relate to data protection (General Data Protection Regulation); and
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management, inspecting legal correspondence and reviewing Trustees' meeting minutes.

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management and those charged with governance as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- tested the authorisation of expenditure as part of our substantive testing thereon;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias; and
- used data analytics to identify any significant or unusual transactions and identify the rationale for them.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reviewing the minutes of meetings of the Trustees, as well as the Finance, Audit & Risk Committee, and the People & Governance Committee;
- enquiring of management and those charged with governance as to actual and potential litigation and claims; and
- reviewing any available correspondence with HMRC and the Charity Commission.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the Trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at **www.frc.org.uk/auditorsresponsibilities.** This description forms part of our auditor's report.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE TRUSSELL TRUST

Use of our report
This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charity's trustees as a body, in accordance with Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Katharine Patel (Senior Statutory Auditor)

For and on behalf of
Buzzacott LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

21 December 2021

Financial Statements

STATEMENT OF FINANCIAL ACTIVITIES

(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)

For the Year Ended 31 March 2021

	Note	Unrestricted £'000	Restricted £'000	2021 £'000	2020 £'000
INCOME FROM					
Donations and legacies	2				
Fundraising income		45,090	9,815	**54,905**	14,675
Donated goods & services		1,008	120	**1,128**	737
Charitable activities	3				
Programme grants & contracts		248	658	**906**	4,325
Food bank network fees		–	–	**–**	131
Other trading activities	4	466	–	**466**	1,438
Investment Income	5	13	–	**13**	24
Other income	6	364	–	**364**	–
Total income		47,189	10,593	**57,782**	21,330
EXPENDITURE ON					
Raising funds					
Fundraising activities	7	1,984	138	**2,122**	1,622
Other trading activities	7	988	37	**1,025**	988
Charitable activities	7				
Grants expenditure		2,368	3,414	**5,782**	4,780
Food bank network support		4,265	2,348	**6,613**	4,882
Advocacy		2,531	650	**3,181**	1,713
Total expenditure		12,136	6,587	**18,723**	13,985
Net Gains on Investments	15	15	–	**15**	1
Net Income before transfers		35,068	4,006	**39,074**	7,346
Transfers between funds		2	(2)	**–**	–
Net Income		35,070	4,004	**39,074**	7,346
Reconciliation of funds					
Total funds brought forward at 1 April 2020	23	9,736	273	**10,009**	2,663
Total funds carried forward at 31 March 2021	23	44,806	4,277	**49,083**	10,009

BALANCE SHEET

As at 31 March 2021

	Note	2021 £'000	2020 £'000
Fixed assets			
Tangible assets	14	603	377
Investments	15	25,000	91
		25,603	468
Current assets			
Stocks	16	23	97
Debtors	17	4,460	1,179
Cash at bank	18	23,345	12,769
		27,828	14,045
Creditors:			
Amounts falling due within one year	19	(4,203)	(4,488)
Net current assets		23,625	9,557
Total assets less current liabilities		49,228	10,025
Creditors: Amounts falling due after more than one year	20	(8)	(16)
Provisions for liabilities	21	(137)	–
Total net assets		49,083	10,009
Funds			
Unrestricted			
General	23	14,976	9,736
Designated	23	29,830	–
		44,806	9,736
Restricted	23	4,277	273
Total funds		49,083	10,009

The financial statements were approved by the Board of Trustees on: 11th December 2021

and were signed on its behalf by: Stephen Hicks

Company Registration Number: 05434524

Stephen Hicks

STATEMENT OF CASH FLOWS

For the Year Ended 31 March 2021

	Note	2021 £'000	2020 £'000
Cash flows from operating activities:			
Cash generated from operations	A	**35,779**	7,925
Net cash provided by operating activities		**35,779**	7,925
Cash flows from investing activities:			
Purchase of tangible fixed assets		**(322)**	(247)
Purchase of fixed asset investments		**(16)**	–
Sale of fixed asset investments		**122**	–
Interest received		**13**	24
Net cash used in investing activities		**(203)**	(223)
Change in cash and cash equivalents in the reporting period		**35,576**	7,702
Cash and cash equivalents at the beginning of the reporting period		**12,769**	5,067
Cash and cash equivalents at the end of the reporting period	B	**48,345**	12,769

A. Reconciliation of net income to net cash flow from operating activities

	2021 £'000	2020 £'000
Net Income for the reporting period	**39,074**	7,346
Adjusted for:		
Depreciation	**227**	87
Gains on investments	**(15)**	(1)
Loss on disposal of fixed assets	**6**	–
Interest received	**(13)**	(24)
Decrease/(Increase) in stocks	**74**	(12)
(Increase)/decrease in debtors	**(3,281)**	96
(Decrease)/Increase in creditors	**(293)**	433
Net cash provided by operating activities	**35,779**	7,925

B. Breakdown of cash and cash equivalents

	2021 £'000	2020 £'000
Cash at bank	**23,345**	12,769
Cash deposit investments	**25,000**	–
	48,345	12,769

NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 31 March 2021

Note 1: Accounting policies

Basis of preparing the financial statements
The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention except for investments which are included at market value, as modified by the revaluation of certain assets.

The financial statements are presented in sterling, rounded to the nearest thousand pounds.

Going concern
The Trustees have considered both the charity's financial position at the year end and the impact of future activities. The Trustees have made this assessment in respect to a period of one year from the date of approval of these financial statements. The pandemic has inevitably created a significant amount of uncertainty and disruption. The resulting risks have been managed through our well-established risk management processes which have been embedded and have proved robust; for more information please see pages 34-35.

A risk-based reserves policy has been adopted; more details of this can be seen on pages 32-33. The Trustees therefore have a reasonable expectation that there are no material uncertainties about the charity's ability to continue its operations, including to meet its liabilities, for the foreseeable future. As such, the charity continues to adopt the going concern basis in preparing the financial statements.

Income
All income is recognised in the Statement of Financial Activities. Once the charity has entitlement to the funds, it is probable that the income will be received, and the amount can be measured reliably. Such income is only deferred when:

- The donor specified that the grant or donation must only be used in future accounting periods; or
- The donor has imposed conditions which must be met before the charity has unconditional entitlement.

Investment income is recognised on a receivable basis.

Income from charitable activities includes income received under contract or where entitlement to grant funding is subject to specific conditions. Contract income is recognised as earned (as the related goods and services are provided). Grant income included in this category provides funding to support activities and is recognised where there is entitlement, probability of receipt and the amount can be measured reliably.

Income from the sale of donated goods via the charity's shops is recognised at the point of sale.

Volunteers and donated goods and services
The value of services provided by volunteers is not incorporated into these financial statements.

Where goods or services are provided to the charity as a donation that would normally be purchased from suppliers, this contribution is included in the financial statements at an estimate based on the value of the contribution to the charity.

Food and toiletries donated to the charity and held as stock for distribution by food banks directly operated by the charity, are recognised as income within voluntary income when received and as stock; an equivalent amount is included as expenditure when stock is distributed.

Expenditure
Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. In the case of grants payable, these conditions are met when the amount of grant awarded has been communicated to the recipient, and there are no conditions attached to the grant which give the charity discretion to avoid this commitment. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with the use of resources.

NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 31 March 2021

Note 1: Accounting policies
(continued)

Provisions
Provisions are recognised when the charity has a legal or constructive obligation, but for which either the timing or the amount of the future expenditure required to settle the obligation is uncertain.

Irrecoverable VAT
All expenditure is classified under activity headings that aggregate all costs related to the category. Irrecoverable VAT is charged against the category of expenditure for which it was incurred.

Raising funds
Raising funds includes all expenditure incurred by the charity to raise funds for its charitable purposes, such as fundraising activities and events, and the costs of charity shop trading (under the sub-heading 'Other trading activities').

Allocation and apportionment of costs
Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs have been allocated based on staff time and the split is shown in Note 7.

Tangible fixed assets
Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.
Short leasehold improvements – over the term of the lease
Fixtures and Fittings – 25% on cost
Motor Vehicles – 25% on cost
Computer Equipment – 25% on cost
Individual fixed assets costing £10,000 or more, plus individual assets purchased as part of a capital project costing in excess of £10,000, are capitalised at cost.

Stocks
Stocks comprise food and toiletries held for distribution by the food banks directly operated by the charity. Stocks are valued at fair value, after allowance for obsolete and slow-moving items.

Taxation
The charity is exempt from corporation tax on its charitable activities.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Hire purchase and leasing commitments
Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the period of the lease.

Pension costs and other post-retirement benefits
The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Investments
Investments are stated at market value as at the balance sheet date. The Statement of Financial Activities include the net gains and losses arising on revaluation and disposal throughout the year.

Realised gains and losses
All gains and losses are taken to the statement of financial activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and opening market value (purchase date if later). Unrealised gains and losses are calculated as the difference between the market value at the year end and opening market value (or purchase date if later).

Accounting estimates and judgements
In preparing the financial statements estimates and judgements have been made when applying the accounting policies. These are evaluated on an ongoing basis and are based on historical experience. The only areas where estimates or judgements have a material effect on the values within the financial statements are:

- depreciation on tangible fixed assets;
- the fair value of food stocks;
- the allocation of support costs across expenditure categories in the Statement of Financial Activities; and
- the assumptions used in respect of forecasted income and expenditure for the purpose of concluding that the charity is a going concern.

Note 2: Donations and legacies	2021 £'000	2020 £'000
Fundraising income:		
Donations & Grants	**51,299**	13,753
Gift Aid	**3,525**	892
Legacies	**81**	30
	54,905	14,675
Donated goods & services:		
Food (Trussell Trust-owned food banks)	**1,008**	585
Services & other goods	**120**	152
	1,128	737
	56,033	15,412

During the year the charity received free social media advertising to the value of £120,000. In the prior year the charity received IT hardware and licensing to the value of £152,000.

Note 3: Charitable activities	2021 £'000	2020 £'000
Programme grants & contracts*	**906**	4,325
Food bank network fees	**–**	131
	906	4,456

At the beginning of the year, in light of the pandemic, we took the decision not to charge food banks the annual membership fee. This will continue for at least the 2021-22 financial year.

* This comprises income earned under performance-related grants or contracts, where this is conditional upon the charity's delivery of specific charitable programmes. Other grants received to support the charity's work are included within 'donations and grants' in note 2 above.

Note 4: Other trading activities	2021 £'000	2020 £'000
Fundraising events	**–**	341
Charity retail – shop sales	**448**	1,040
Other income	**18**	57
	466	1,438

NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 31 March 2021

Note 5: Investment income

	2021 £'000	2020 £'000
Deposit account interest	**12**	21
Investment income	**1**	3
	13	24

Note 6: Other income

	2021 £'000	2020 £'000
Charity retail – Covid Government support grants	**364**	–
	364	–

The Trussell Trust's charity shops were closed for part of the year to comply with Covid-19 restrictions and as such were eligible for funding from the government's business support schemes.

Note 7: Total expenditure

	Remuneration Costs 2021 £'000	Office Costs 2021 £'000	Project Costs 2021 £'000	Support Costs 2021 £'000	2021 £'000	2020 £'000
Raising funds						
Fundraising activities	715	47	937	423	**2,122**	1,622
Other trading activities	559	74	286	106	**1,025**	988
Charitable activities						
Grants payable	73	–	5,656	53	**5,782**	4,780
Food bank network support	2,597	166	2,212	1,638	**6,613**	4,882
Advocacy	1,433	16	1,072	660	**3,181**	1,713
	4,103	182	8,940	2,351	**15,576**	11,375
	5,377	303	10,163	2,880	**18,723**	13,985

Remuneration costs shown above plus those included within support costs (as shown in note 8 opposite) relate to the various remuneration costs set out in note 12. Office costs include costs relating to employees, office expenditure and communications. Project costs relate to expenditure on specific activities; for grants payable this figure equates to the grants made as detailed in note 9. Support costs represent indirect costs which provide the organisational structure that enables the charitable activities to take place. An analysis of support costs in provided in Note 8.

Note 8: Support costs	2021 £'000	2020 £'000
Remuneration	**1,238**	703
IT (software, consultancy & equipment)	**767**	774
Premises	**415**	305
Recruitment & general consultancy	**246**	191
Training & other staff-related costs	**80**	99
Governance	**77**	35
Miscellaneous	**57**	53
	2,880	2,160

Governance costs	2021 £'000	2020 £'000
Auditors remuneration – Statutory audit	**24**	8
Trustee costs	**1**	8
Accountancy and legal fees	**52**	19
	77	35

Note 9: Grants payable	2021 £'000	2020 £'000
Grants payable related to the following programmes:		
Together for change programmes:		
Financial inclusion	**967**	–
Pathfinder	**289**	–
Strategic resource	**55**	–
Warehousing/facilities	**176**	–
Food supply support	**77**	–
Volunteering	**33**	–
Citizens Advice – Help through Hardship helpline	**1,418**	–
Corporate partnership top-up expenditure	**983**	1,706
Covid response grant expenditure	**1,146**	185
Other grants to food bank charities	**510**	53
Fight Hunger, create change programme	**2**	2,784
Total Grants	**5,656**	4,728

NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 31 March 2021

Note 9: Grants payable *(continued)*

The following was a recipient of material grant funding during the year:

Citizens Advice	£1,417,589

Grants have been awarded to over 400 food bank charities across the Trussell Trust network totalling over £4.2million. The network is based throughout the UK including England, Scotland, Wales and Northern Ireland.

Note 10: Net Income is stated after charging:	**2021 £'000**	2020 £'000
Auditors' remuneration	**24**	8
Depreciation – owned assets	**227**	87
Operating leases	**496**	482
Deficit on disposal of fixed assets	**6**	–

Note 11: Trustees' Remuneration & Benefits

During both the current year and prior year, no trustees received any remuneration or benefits in their role as trustee. The Memorandum and Articles of Association of the company permit payments to trustees where certain criteria are met.

Trustees' expenses
During the year, two trustees were reimbursed for out of pocket expenses totalling £346 (2020: seven trustees, expenses totalling £4,437). These expenses relate primarily to travel costs incurred on behalf of the charity.

Note 12: Staff costs

	2021 £'000	2020 £'000
Wages and salaries	**5,712**	4,005
Social security costs	**530**	350
Other pension costs	**316**	225
Redundancy	**11**	147
Other benefits	**46**	34
	6,615	4,761

Other benefits relates to costs of providing income protection and life assurance, and health plans, which are offered to all employees on an equal basis.

The average monthly number of employees during the year, on both a headcount and a full-time equivalent basis, was as follows:

	Headcount		FTE	
	2021	2020	**2021**	2020
Raising Funds	**19**	14	**16**	14
Operations	**67**	59	**62**	48
Advocacy	**26**	17	**25**	17
Charity Retail	**31**	33	**22**	24
Support	**25**	17	**23**	16
Grants	**2**	2	**2**	2
	170	142	**150**	121

The number of employees whose benefits (excluding employer National Insurance contributions and employer pension costs) exceeded £60,000 was:

	2021	2020
£60,001 – £70,000	**3**	2
£70,001 – £80,000	**–**	1
£80,001 – £90,000	**2**	–
£90,001 – £100,000	**–**	1
£100,001 – £110,000	**1**	–
	6	4

Staff are employed in all areas of the Trussell Trust's work, including the charity shops and associated supporting activity, to enable the charity to meet its responsibilities. The lowest rate of pay is aligned to the living wage as set by the Living Wage Foundation.

NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 31 March 2021

Note 12: Staff costs *(continued)*

Key Management Personnel
The key management personnel (KMP) of the charity comprise the trustees, the Chief Executive Officer, Chief Strategy Officer, Chief Operating Officer, and from January 2021 the Company Secretary (prior to this the Company Secretary role was filled by the Chief Executive Officer). The total employee benefits (including employer National Insurance contributions and employer pension costs) of the KMP was £349,983 (2020: £210,007).

The reason for the difference between the figures for 20/21 and 19/20 is a change in the personnel included within KMP, reflecting the current leadership structure. In particular the 20/21 figure includes a full year of costs for the Chief Operation and Strategy Officers, roles which were created near the end of 19/20 and at the beginning of 20/21 respectively.

Using available pay data for the end of the year to 31 March 2021, the CEO/median pay ratio is 3:1 (for the end of the year to 31 March 2020 – 3:1). That is to say that the CEO earns three times the rate of the median paid employee on a full time equivalent basis, accounting for all salary related benefits.

We believe that this is a reasonable ratio for our organisation and sector, reflecting our commitment to fair pay for our entire staff team and our alignment with the aims of the Good Business Charter following our accreditation in August 2020.

Note 13: Comparatives for statement of financial activities

	Total 2020	Total 2020	Total 2020
Income from:	£'000	£'000	£'000
Donations and legacies			
Fundraising Income	11,625	3,050	14,675
Donated goods & services	737	–	737
Charitable activities			
Programme grants & contracts	411	3,914	4,325
Food bank network fees	131	–	131
Other trading activities	1,417	21	1,438
Investment income	24	–	24
Total income	14,345	6,985	21,330
EXPENDITURE ON			
Raising funds			
Fundraising activities	1,474	148	1,622
Other trading activities	972	16	988
Charitable activities			
Grants expenditure	84	4,696	4,780
Food bank network support	3,331	1,551	4,882
Advocacy	1,168	545	1,713
Total expenditure	7,029	6,956	13,985
Net gains on investments	1	–	1
Net income	7,317	29	7,346
Reconciliation of funds			
Total funds brought forward at 1 April 2019	2,419	244	2,663
Total funds carried forward at 31 March 2020	9,736	273	10,009

NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 31 March 2021

Note 14: Tangible Fixed Assets	Leasehold improvements £'000	Fixtures and Fittings £'000	Motor Vehicles £'000	Computer equipment £'000	**2021 TOTAL £'000**
Cost					
At 1 April 2020	465	22	71	131	**689**
Additions	160	–	–	299	**459**
Disposals	(111)	(22)	(26)	–	**(159)**
At 31 March 2021	514	–	45	430	**989**
Depreciation					
At 1 April 2020	234	17	44	17	**312**
Charge in year	147	5	11	64	**227**
Disposals	(111)	(22)	(20)	–	**(153)**
At 31 March 2021	270	–	35	81	**386**
Net book value					
At 31 March 2021	**244**	**–**	**10**	**349**	**603**
At 31 March 2020	231	5	27	114	**377**

Note 15: Fixed Asset Investments	**2021 £'000**	2020 £'000
Cash deposits*	**25,000**	–
Listed investments	**–**	91
*CCLA – COIF Charities Deposit Fund	**25,000**	91

The charity liquidated its portfolio of listed investments during the year as shown below:	**2021 £'000**	2020 £'000
Listed investments		
Market value at 1 April 2020	**83**	82
Additions	**16**	–
Disposal proceeds	**(114)**	–
Revaluations	**15**	1
Market value at 31 March 2021	**–**	83
Cash held by investment manager for reinvestment	**–**	8
Total investments as at 31 March 2021	**–**	91
Historical cost of listed investments at 31 March 2021	**–**	75

Note 16: Stocks

	Total 2021 £'000	Total 2020 £'000
Food Stocks	**23**	97
	23	97

Food stocks relate solely to food banks controlled and operated directly by the charity. At 31 March 2021 this was Brent Foodbank only (2020: Brent, Salisbury and Coventry – Salisbury Foodbank and Coventry Foodbank both became independent members of the Food Bank Network during the year to 31 March 2021).

Note 17: Debtors

	Total 2021 £'000	Total 2020 £'000
Trade debtors	**201**	165
Gift Aid due	**724**	435
VAT	**72**	60
Prepayments and accrued income	**3,463**	519
	4,460	1,179

Note 18: Cash at Bank

Cash at bank is mainly held to meet the day to day running costs of the charity as they fall due. The high cash balance at the year end is held in anticipation of increased spending in the coming year, on both core costs and grant-making.

Note 19: Creditors: Amounts falling due within one year

	Total 2021 £'000	Total 2020 £'000
Trade creditors	**224**	392
Social security and other taxes	**175**	103
Other creditors	**215**	73
Deferred income (See below)	**1,130**	3,725
Accrued expenses	**387**	191
Accruals for grants payable	**2,072**	4
	4,203	4,488

NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 31 March 2021

Note 19: Creditors: Amounts falling due within one year *(continued)*	**Total 2021 £'000**	Total 2020 £'000
Deferred Income:		
Brought forward	**3,725**	3,318
Amount released to incoming resources	**(3,725)**	(3,318)
Amount deferred at year end	**1,130**	3,725
Carried forward	**1,130**	3,725

Deferred income relates to grants received, where the funder has specified they are to be spent during the year to 31 March 2022.

Note 20: Creditors: Amounts falling due after more than one year	Total 2021 £'000	Total 2020 £'000
Other creditors	8	16
	8	16

Note 21: Provisions	Dilapidations £'000	Total £'000
At 1 April 2020	–	–
Additions during the year	137	137
At 31 March 2021	137	137

Provisions have been made for the expected dilapidation costs on the property leases held by the charity.

Note 22: Analysis of net assets between funds	Unrestricted funds 2021 £'000	Restricted funds 2021 £'000	Total 2021 £'000	Total 2020 £'000
Fixed assets	603	–	603	377
Investments	25,000	–	25,000	91
Current assets	20,849	6,979	27,828	14,045
Current liabilities	(1,501)	(2,702)	(4,203)	(4,488)
Long term liabilities	(8)	–	(8)	(16)
Provisions	(137)	–	(137)	–
	44,806	4,277	49,083	10,009

Note 23: Movement in funds

	At 1 April 2020 £'000	Income £'000	Expenditure £'000	Gains and losses £'000	Transfer between funds £'000	At 31 March 2021 £'000
Unrestricted funds						
General fund reserve	9,736	46,123	(11,153)	15	(29,745)	**14,976**
Designated funds:						
Changing Communities	–	–	–	–	18,100	**18,100**
Changing Minds	–	–	–	–	6,740	**6,740**
Changing Policy	–	–	–	–	1,905	**1,905**
Pathfinder grant fund	–	–	–	–	3,000	**3,000**
Asda Top-up	–	299	(220)	–	–	**79**
Tesco (top up)	–	767	(763)	–	2	**6**
Total Unrestricted funds	9,736	47,189	(12,136)	15	2	**44,806**
Restricted funds:						
ASDA: FHP Personnel	–	458	(458)	–	–	**–**
ASDA: FHP Programme	1	170	(108)	–	–	**63**
ASDA: FHP Regrants	2	–	(2)	–	–	**–**
ASDA: Covid Response	44	800	(707)	–	–	**137**
ASDA: Covid Response Grants to Network	–	1,000	(917)	–	–	**83**
Bank of America	–	156	(4)	–	–	**152**
Brent Foodbank	–	83	(44)	–	–	**39**
Cisco	–	130	(23)	–	–	**107**
City Bridge Trust	–	92	(50)	–	–	**42**
Coventry Foodbank	1	171	(172)	–	–	**–**
Cummins	39	–	(39)	–	–	**–**
Food Bank Network: COVID-19	11	2,685	(1,622)	–	–	**1,074**
Food Bank Network: Regional funds	58	412	(355)	–	–	**115**
Fuel Bank Foundation	28	30	(33)	–	–	**25**
Gifts in Kind – Services	–	120	(120)	–	–	**–**
Grants programme – Financial Inclusion	–	1,200	–	–	–	**1,200**
Help Through Hardship helpline	–	1,114	(1,114)	–	–	**–**
Martin Lewis Hub Trial	18	–	(18)	–	–	**–**
Other restricted funds	4	123	(78)	–	–	**49**
Pears Foundation	–	1,000	(88)	–	–	**912**
PepsiCo	–	469	(421)	–	–	**48**
Porticus Foundation	–	300	(125)	–	–	**175**
Salisbury Foodbank	1	45	(46)	–	–	**–**
Sodexo	–	35	–	–	–	**35**
Step Change	64	–	(43)	–	–	**21**
Tesco Top Up	2	–	–	–	(2)	**–**
Total Restricted funds	273	10,593	(6,587)	–	(2)	**4,277**
Total funds	10,009	57,782	(18,723)	15	–	**49,083**

NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 31 March 2021

Note 23: *(continued)* Comparative information for the year ended 31 March 2020	At 1 April 2019 £'000	Incoming resources £'000	Resources expended £'000	Gains and losses £'000	Transfer between funds £'000	At 31 March 2020 £'000
Unrestricted funds						
General fund reserve	1,200	14,345	(6,017)	1	207	9,736
Designated funds:						
Food bank network	207	–	–	–	(207)	–
5 Year strategy fund	1,012	–	(1,012)	–	–	–
Total Unrestricted Funds	2,419	14,345	(7,029)	1	–	9,736
Restricted Funds						
ASDA : FHP Personnel	(8)	669	(661)	–	–	–
ASDA : FHP Programme	28	404	(431)	–	–	1
ASDA : FHP Regrants	1	2,759	(2,758)	–	–	2
ASDA : Covid Response	–	450	(406)	–	–	44
Big Lottery Fund Scotland	–	101	(101)	–	–	–
Brent Foodbank	–	12	(12)	–	–	–
Comic Relief	50	34	(84)	–	–	–
Coventry Foodbank	1	106	(106)	–	–	1
Cummins	–	127	(88)	–	–	39
Food Bank Network: COVID-19	–	176	(165)	–	–	11
London Midland	(1)	–	–	–	–	(1)
Martin Lewis Hub Trial	75	–	(57)	–	–	18
Fuel Bank Foundation	–	82	(54)	–	–	28
Other restricted funds	12	140	(92)	–	–	60
Persula Foundation	–	50	(50)	–	–	–
Salisbury Foodbank	–	14	(13)	–	–	1
Step Change	–	100	(36)	–	–	64
Tesco (top up)	56	1,651	(1,705)	–	–	2
The 29th May 1961 Fund	30	–	(29)	–	–	1
Waitrose	–	110	(108)	–	–	2
Total restricted funds	244	6,985	(6,956)	–	–	273
Total funds	2,663	21,330	(13,985)	1	–	10,009

FUND DESCRIPTIONS

Designated funds	
Changing Communities, Changing Minds and Changing Policy	Funds that will be spent over the next two years to magnify and accelerate the delivery of the Trussell Trust's Together for Change strategic plan, enabling us to provide increased funding and support to our network and to expand our impact throughout this challenging period and during the recovery from it. For more detail on each part of our strategy, please see pages 19-29.
Pathfinder grant fund	Designated for making grants to food banks in our network which have signed up to the Pathfinder programme, one of our grass-roots initiatives to achieve our goal for a future without the need for food banks.
ASDA Top-up & Tesco Top-up	From the neighbourhood food collections. The charity chooses to share this funding with member organisations of the Trussell Trust's Food Bank Network. (Note: the Tesco Top-up was erroneously classified in the previous year as a restricted fund and thus a transfer has been made to move the brought forward balance into unrestricted designated funds).
Restricted funds	
ASDA: FHP Operating Personnel	For use under Fight Hunger Programme for Operating Personnel
ASDA: FHP Programme	For use under Fight Hunger Programme for Implementation Activities
ASDA: FHP Regrants	For use under Fight Hunger Programme for performance related grants to food banks
ASDA: Covid Response	Asda Covid-19 Response Programme for Operating costs
ASDA: Covid Response Grants to Network	Asda Covid-19 Response for Grants to food banks
Bank of America	Income Maximisation
Brent Foodbank	For the support of the Brent Food Bank
Cisco	IT systems development for e-referral and stock applications
City Bridge Trust	London area food bank network support
Coventry Food Bank	For the support of the Coventry Food Bank
Cummins	Building an 'evidence base' to help end hunger and poverty in the UK
Food Bank Network: Covid-19	Support and development to the Food Bank Network via Grants programme
Food Bank Network Regional	Support TT regional operations
Fuel Bank Foundation	To support the delivery of Fuel Bank across the UK
Gifts in Kind – Services	Pro-bono services provided to the Charity – see note 2
Grants programme – Financial Inclusion	Grants to support food banks develop a provision for offering financial advice to clients, to help address the causes of food bank use
Help Through Hardship helpline	For the development and running of the helpline, in partnership with Citizens Advice, offering free financial advice to people experiencing hardship
Martin Lewis Hub Trial	Funding received from the Martin Lewis Charitable Foundation for the trial provision of financial triage within food banks
Other Restricted Funds	Relates to amounts which are immaterial individually and in aggregate

FUND DESCRIPTIONS

Designated funds	
Pears Foundation	To support our income maximisation project work and teams.
PepsiCo	To support Covid-19 emergency response.
Porticus Foundation	For Food Bank Network & Anti-Poverty Initiatives, supporting volunteering, policy & research and Data Collection System work.
Salisbury Foodbank	For the support of the Salisbury Food Bank.
Sodexo	Funding from Sodexo to support the Help Through Hardship project (see above).
Step Change	IT systems development for the food weights tracker and stock applications.
Tesco Top-up	See above.

Note 24: Related party disclosures

Mr D Marshall is a trustee of two food banks within the Trussell Trust network, Dundee Foodbank and Angus Foodbank. During the year the Trussell Trust provided both financial and non-financial support to these food banks, under the same terms as other members of the network. This included cash grants of £4,642 (2020: £10,953) paid to Dundee Foodbank and £1,907 (2020: £13,616) paid to Angus Foodbank. As stated in Note 3, no network membership fees were charged to food banks during the year (2020: Dundee Foodbank and Angus Foodbank, in common with other network members, were each charged £300 + VAT).

The trustees and key management personnel of the charity donated a combined total of £355 before Gift Aid to the charity in the year (2020: £330).

Note 25: Ultimate controlling party

The charitable company is not under the control of another entity or any one individual.

NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 31 March 2021

Note 26: Lease commitments	Total 2021 £'000	Total 2020 £'000
At 31 March 2021 the charity had total commitments under non-cancellable operating leases as follows:		
Operating leases payable:		
Within one year	353	416
Between two and five years	388	741
Beyond five years	–	25
	741	1,182

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A volunteer at a Rotherham Foodbank wears gloves and face mask PPE
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Stephen Hicks_378 and Emma Revie_1071
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Salisbury Foodbank Manager in PPE_1344
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A volunteer at a Rotherham Foodbank wears gloves and face mask PPE
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Participant looking at the ingredients of a tin of food_901
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Tesco Food Collection volunteer_195
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Volunteer talking with someone with lived experience of poverty_323
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Back Page
Overhead shot of creates and volunteers holding items_1338
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the trussell trust
Stop UK Hunger

The Trussell Trust Reg. Charity in England & Wales (1110522) and Scotland (SC044246).
Reg. Ltd. Co. in England & Wales (05434524)

THE TRUSSELL TRUST

England & Wales - Charity number 1110522

Accounts

PREPARING A NETWORK FOR CHANGE

the trussell trust
Stop UK Hunger

ANNUAL REPORT AND ACCOUNTS
31 MARCH 2020







ABOUT THE TRUSSELL TRUST

We're here to end the need for food banks in the UK.

We support a UK-wide network of more than 1,200 food bank centres and together we provide emergency food and support to people locked in poverty, and campaign for change to end the need for food banks in the UK.

Our most recent figures for the number of emergency food supplies provided by our network: **trusselltrust.org/news-and-blog/latest-stats/**

The Trussell Trust's food bank network brings together volunteers, staff and supporters of all faiths and none to make a difference. Local churches play a vital part in this work, with around 12,000 churches actively involved in donating food, and providing venues, volunteers and financial support for food banks.

You can read more about our work at **trusselltrust.org**

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WELCOME

From Stephen Hicks, Chair of Trustees



On behalf of the Board, I'd like to thank you for your interest in our Annual Report and Accounts, which cover an extraordinary period of change for The Trussell Trust.

This year's review is titled Preparing a Network for Change, which alludes to the different ways in which we are proactively responding to the dramatically changing environment in which we and the food banks we serve, operate.

In the current and continuing climate of immense political and economic change, I'm always struck how it's the most vulnerable who bear the brunt of the impact. We've experienced an 18% year-on-year increase in the three-day emergency food parcels distributed by food banks across the Trussell Trust network. Whilst we remain deeply grateful for the dedication of food bank teams and the generosity of the general public and many other partners to meet this growing need, we cannot and will not simply satisfy ourselves with continuing to increase our efforts every year in a bid to respond to these external pressures and growing demand.

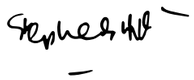
So, during the course of 2019-20, as a Board we engaged in our Network for Change strategy development process, alongside our staff and volunteer teams, food bank teams, those who need to access emergency food, partners and supporters. This concerted focus has enabled us to forge a new strategic plan for the coming five years and to do so in a way which includes and involves a huge range of stakeholders in the process. I'd personally like to thank my fellow trustees, all the staff and volunteers and all those who contributed in so many ways to the Network for Change process for their efforts in forming a compelling, ambitious and achievable strategic plan for working towards a UK without the need for food banks.

In the latter part of the year, the Covid-19 pandemic brought significant challenges and introduced additional complexity to our work. Our focus throughout 2019-20 in preparing for the implementation of our emerging strategic plan meant that we were well placed to handle the transition for staff to work remotely and were able to maintain excellent levels of support and service for food banks in the Trussell Trust network.

In particular, I'd like to pay tribute to all our volunteers and staff, also the network of food-banks we serve and those directly managed by the Trussell Trust who continued to serve those experiencing crisis in the very early period of national lockdown. The sheer determination to continue serving those most in need was and remains inspirational. We are indebted to you. You can read more about the extraordinary response to the pandemic later in the report.

Finally, I would like to extend my thanks to my fellow trustees who have profoundly engaged with the shaping of our new strategic plan, Together for Change. Their hard work, courage and wise counsel has served us well. I'm also delighted to welcome two new trustees to the Board, Rev Beverley Thomas and Dr Louise Hickman. The board remain committed to bringing rich and diverse experiences to our discussions and decisions in support of our continued work to meet the immediate need with compassion and continue to work for just solutions where our services are no longer needed. We're also acutely aware that our work would not be possible without all those who so generously support us, all our supporters, churches, the public, trusts and grant giving bodies, corporate partners and many others. They like us recognise that by working together we can realise our vision for a UK without the need for food banks.

Yours sincerely,



Stephen Hicks
Chair of Trustees

WELCOME

From Emma Revie, Chief Executive Officer



No one should need to use a food bank. But this year the food banks in our network have faced record levels of need across the UK.

This isn't right. In 2019/20, food banks in our network distributed a record 1.9 million food parcels to people in crisis, including 700,000 for children. That's an 18% increase on the previous year, and the initial impact of the Covid-19 pandemic has caused a further increase in need. Food banks have been working as tirelessly as ever to support their local communities, but that support simply shouldn't be necessary.

Year-on-year, more and more people cannot afford the essentials in life - and when we look to the year ahead, it's likely that even more people will be pushed into destitution as we are all impacted by the storm caused by the Covid-19 pandemic.

We need change, and quickly. That's why, looking to the future, we'll be implementing our Together for Change strategy, focusing on tackling the root causes that sweep hundreds of thousands of people into poverty each year and ending the need for food banks entirely.

While doing so, we are dedicated to continuing to support our network to serve their local communities for as long as they're needed – but we must not allow food banks to become institutionalised, viewed as a normal part of our society. As a nation, we believe in justice and compassion – in helping one another. And we believe that everyone should have enough money for the essentials.

Together with our network of food banks, with people who have direct experience of living in poverty and other key partners, we have built solid foundations for the work ahead and achieved a great deal.

As we look back over the past year, I'm particularly grateful for the support and encouragement of Stephen and the wider Board of Trustees as they have worked closely with me and the staff team to form our new strategic plan. Their advice, challenge and engagement (both through formal meetings, and via food bank events and visits) has helped to bring additional clarity, focus and ambition to our work.

We know that together we can ensure no one needs a food bank to get by. Together, we can ensure everyone can afford the basics in life.

Thank you for your continued support.



Emma Revie
Chief Executive Officer

2019-20 HIGHLIGHTS

APRIL

END OF YEAR STATS RELEASE



Our 2018-19 statistics gain significant media coverage, but continue to show a worrying year-on-year growth in need, with 1.6m emergency food supplies distributed.

MAY

ROLLING ROADSHOWS



Throughout May and June, over 600 food bank leaders attend one of our 7 roadshows to help shape the future of our work together.



TOUR DE TRUSSELL

A group of enthusiastic volunteers (including our Chair and CEO) cycle 126 miles from Coventry to Salisbury to raise funds for our work.

JUNE

NATIONAL VOLUNTEERS WEEK



We send out a postcard to every regular volunteer across the Trussell Trust network via their food bank, to thank them for their amazing dedication and hard work.

UNIVERSAL CREDIT UNCOVERED



As part of our work to push for a reduction to the five week waiting time for Universal Credit, we challenge the claims of the 'mythbusting' adverts launched by the Department for Work and Pensions.

JULY

STAFF CONFERENCE



Our Trussell Trust team gather for our annual two-day conference, which provides an opportunity for every staff member to help shape our future strategy.

AUGUST

GREENBELT



We're at the popular music, arts, faith and social justice festival where we're cooking up a storm with Jack Monroe. 550 people signed up for our campaign to end the five week wait for Universal Credit.

SEPTEMBER

REGIONAL FORUMS

We're on the road again, this time across 13 locations for regional forums to offer another opportunity for input to Network for Change, and offer training around mental health issues at food banks.

STRATEGY CONSULTATION GROUPS

A group representing 42 food bank charities (around 10% of our network) meet for a second time to continue to hone our strategic plan – in total, they will meet 5 times throughout Network for Change.

OCTOBER

PARTY CONFERENCES

Trussell Trust speakers contribute to fringe events at both the Conservative and Labour Party Conferences, with a view to building stronger cross-party consensus for an end to the need for food banks.

NOVEMBER

STATE OF HUNGER IS LAUNCHED



Our landmark research with Heriot Watt University highlights that 94% of those referred to Trussell Trust food banks meet the criteria for destitution.



TESCO COLLECTION

Food banks around the UK are able to generate additional food donations in advance of Christmas by running an in-store collection at Tesco stores.

DECEMBER

TIME FOR TRUSSELL LAUNCHES



We launch our first microvolunteering opportunity, with 5,000 volunteers receiving a pack complete with 21 small actions they can take to support food banks.

NATIONAL CHURCH LEADERS BREAKFAST

16 national leaders representing a wide range of Christian denominations gather in London to respond to and shape our strategic plan – much of which is enabled through the Christian community's on-the-ground support for food banks.

CHRISTMAS NUMBER 1



Ladbaby reaches Christmas Number 1 for the second year running with 'I Love Sausage Rolls' - a charity song to support our work at the Trussell Trust.

JANUARY

20TH ANNIVERSARY OF SALISBURY FOODBANK



Salisbury Foodbank, the first Trussell Trust food bank, marks its 20th Anniversary, and we celebrate the dedication and commitment of 3 volunteers who have served for the whole period.

FEBRUARY

CELEBRATED TWO YEARS SINCE THE ASDA FHCC PROGRAMME WAS ANNOUNCED

We celebrate 2 years since the Asda Fight Hunger, Create Change programme was announced. By March, we have awarded over £5m in grants thanks to this partnership.

ASDA FIGHT HUNGER CREATE CHANGE

MARCH

LOCKDOWN



As Covid-19 radically changes life across the UK, our central offices shut – but food banks continue to offer an essential service, seeing an 81% increase in need in the last two weeks of March.

OUTPOURING OF SUPPORT

In the first month of Covid-19, we see a remarkable public support for the work of food banks and the Trussell Trust – with extraordinary community fundraising and online events, celebrities such as Liam Payne speaking on our behalf, transformational support from grant-making trusts, and companies like Asda, Tesco and British Gas donating money, food and people to help others in crisis.

STRATEGIC REPORT



OUR VISION AND STRATEGY

OUR VISION

Our vision is for a UK without the need for food banks.

We say this because it's not right that anyone can't afford their own food and needs to use a food bank to get by.

OUR VALUES

Our values are:

Compassion:

We stand alongside people in crisis and provide support and care.

Justice:

It isn't right that anyone should experience hunger or poverty, and we must change this.

Community:

We're all connected, and we all have a responsibility to support one another.

Dignity:

Every person matters, and every person should be treated with respect.

OUR STRATEGIC PRIORITIES

We are working to end the need for food banks in the UK by focusing on three strategic priorities:

1. Changing Communities

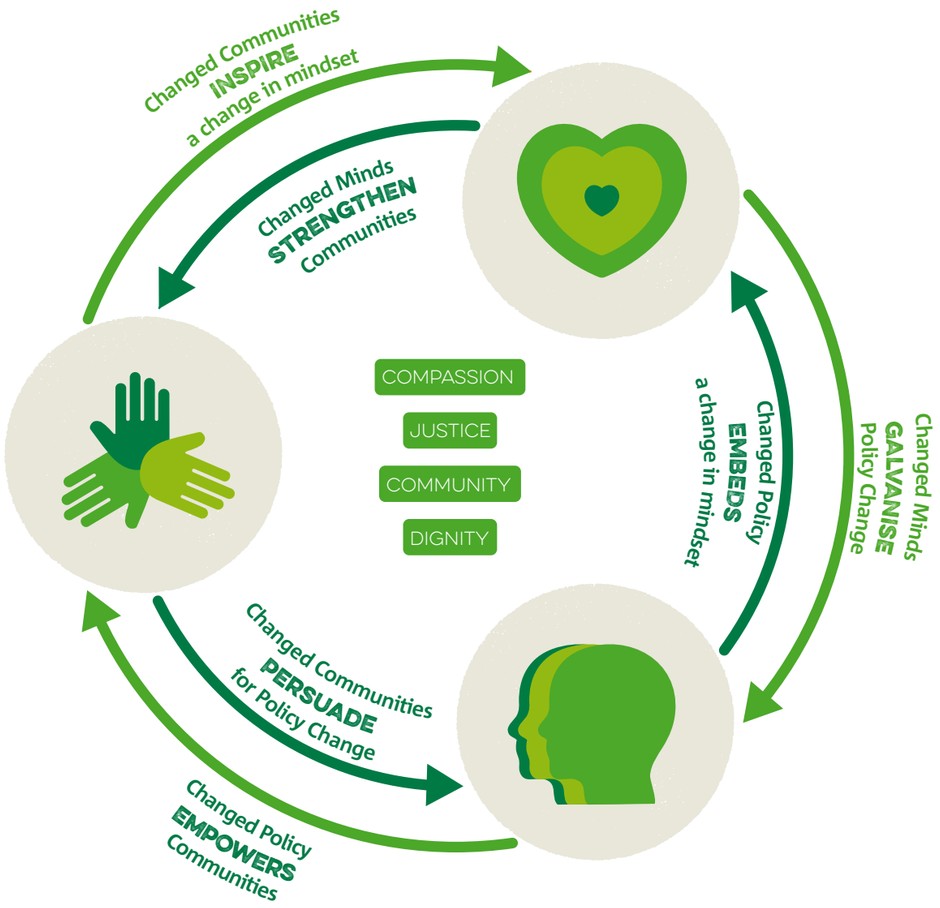
Empowering food banks to orientate their work towards ending the need for the services in their local communities.

2. Changing Policy

With partners, achieving evidence-based policy change through all levels of government to eradicate destitution in the UK.

3. Changing Minds

Increasing public will for long-term solutions to end the need for food banks and building a movement for change.



OUR STRATEGIC APPROACHES

At the Trussell Trust, we believe we can best deliver change by how we work, as well as what we do. The strategic approaches we champion are:

Service

We serve the work of the food banks in our network, listening attentively and seeking the good of our shared mission, rather than our own agenda.

Expertise

We work to be the very best we can be in the areas where others rely on us to be expert.

Collaboration

We seek, wherever possible, to collaborate with others – most especially with people who have direct experience of living in poverty.

Transparency

We are clear and open with information and plans, acknowledge where things haven't gone right, and demonstrate integrity and authenticity.

PARTICIPATION, DIVERSITY AND INCLUSION

Our values and approaches are not only descriptive of our current reality, but also inspire us to become more fully who we need to be in order to achieve our vision.

In particular, the board and the executive team are actively focusing on two responses to our values and approaches.

Firstly, how we more fully embody dignity and collaboration by working more deliberately to embed the involvement of people with lived experience of poverty at every level of our work. In focusing on Participation in this way, we are seeking to acknowledge the inherent dignity of each person pushed into poverty, and to recognise that we can only create effective long-lasting change when we achieve this meaningful level of collaboration. To support this, we have:

- Commissioned a wide-ranging review of our approach to Participation, resulting in 12 recommended actions we will make in 2020-21
- Appointed a new senior role within the organisation, responsible for implementing these actions
- Embedded a common commitment to Participation within our updated franchise agreement with food banks

Secondly, how we act with justice and transparency to build an inclusive and diverse organisation, proactively taking steps to reflect the diversity of the communities we serve in the make-up of our staff and volunteer teams. In focusing on Diversity and Inclusion in this way, we are seeking to build an organisation which is rooted in equity, anti-racist, open and transparent, and which embodies the warmth of welcome and sense of community which are the hallmarks of food banks in the Trussell Trust network. To support this, we have:

- Started a far reaching cultural transformation programme to ensure we are an increasingly diverse and inclusive organisation
- Appointed a new senior role within the organisation, responsible for supporting staff, trustees and food banks to improve our approach to diversity and inclusion
- Implemented a new recruitment platform designed to improve equitable access to roles through tackling unconscious bias
- Improved and committed to further improvement, in the ethnic diversity of both our board and our senior team throughout 19-20 and 20-21.



KEY ACHIEVEMENTS

RESPONDING TO GROWING NEED

Whilst we are clear that we are working towards a future where our services are no longer needed, we continue to support food banks across the UK to respond for as long as we are needed.

Trussell Trust food banks operate out of more than 1,200 centres across the UK to provide a minimum of three days' emergency food and support to people in crisis.

The shape of the Trussell Trust network

Over **1200** food bank centres are run by **426** charities across the UK

Around **40%** of food bank charities run one food bank centre

Around **45%** of food bank charities run between two and five food bank centres

Around **15%** of food bank charities run more than five food bank centres

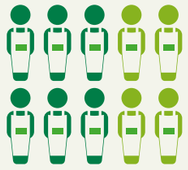


74% of food bank charities are in England

12% are in Scotland

9% are in Wales

5% are in Northern Ireland



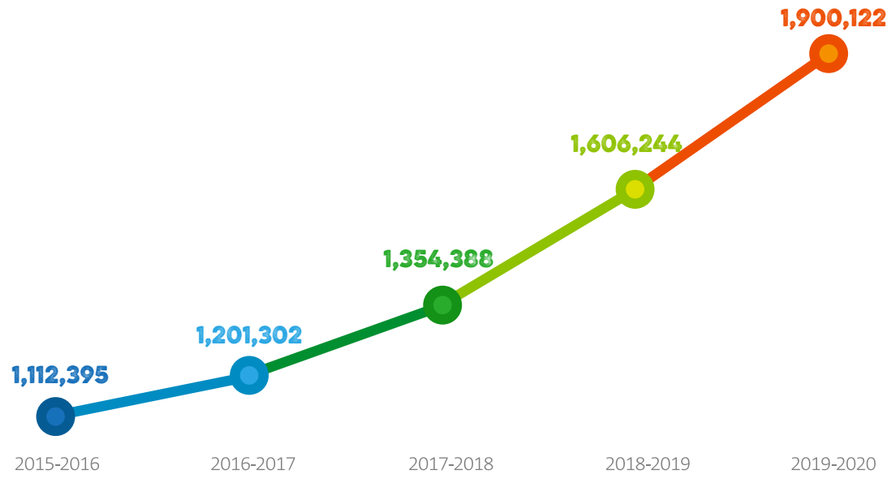
Around **6 IN 10** food banks have a paid project manager

Around **80%** of food bank charities have up to 100 regular volunteers

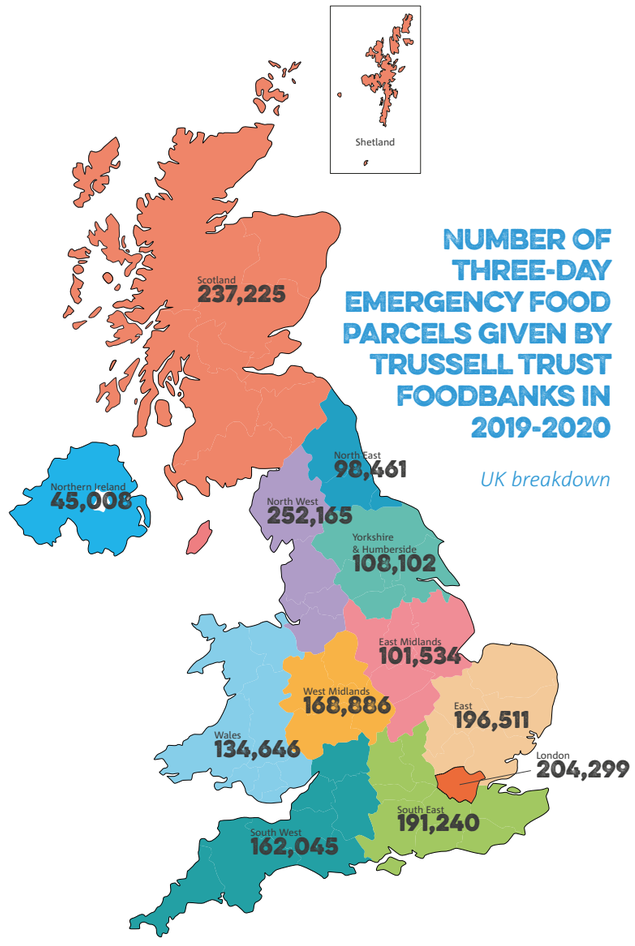
Around **20%** have more

Source: The State of Provision (Trussell Trust internal research, Dec 2018-Mar 2019)

In 2019/20, food banks in our network distributed 1.9 million three-day emergency food parcels. 700,000 of these were for children. Emergency food parcels provided by our network increased by 18% on the previous year and in the last two weeks of March, as the Covid-19 pandemic hit, food banks saw a shocking 81% increase in need.



In the last five years, food bank use in our network has increased 74%.



RECORD SPIKE IN NEED AS THE CORONAVIRUS PANDEMIC UNFOLDS

During the last two weeks of March, food banks in the Trussell Trust network saw a soaring 81% increase in need for emergency food parcels, compared to the same period in 2019.

81% INCREASE IN NEED

OVER 6,250 food parcels per day

OVER 2,775 food parcels for children – every day

122% INCREASE in food parcels for children (compared to the same period in 2019)

Behind each of these statistics is a person. People like Chris who had to use a food bank:

"The food bank was a life-saver, honestly. They gave me hope when I had lost all hope. It's not just the food but the all-round care. I remember standing at their door crying because things had dropped so low. But the food bank was a safe and welcoming place. Thank you."

and meeting people in crisis with compassion and care is at the heart of the work of Trussell Trust food banks across the UK:

"Through our telephone support service ,we found out that a man hadn't been able to see his son because his ex-wife was concerned he wouldn't be able to feed him, so we put extra food in his food parcel and his son was able to stay. We then found out that it was his son's birthday coming up and our warehouse team came together so well. They found party poppers and cakes and treats. One of the volunteers researched the kinds of gifts that ten-year-old boys like and they went and bought some things. It's those little things that mean so much when people are isolated-to know there are people out there who genuinely care for them is a massive thing. The volunteers had a real sense of purpose as well and put so much energy into finding what the family needed."

Jane, Nantwich Foodbank

In order to meet this need over the past year:



More than

16,000

tonnes of food was donated by the public to food banks in our network.



Food banks worked with

34,221

referral partners to enable people in crisis to access emergency food supplies.



Around

28,000

people volunteered at a food bank in our network (prior to Covid-19).

WORKING TO REDUCE THE NEED FOR FOOD BANKS LOCALLY

The food banks in our network offer incredible services to their communities. During 2019-20, we have continued to support food banks to provide those services, and empower them to work towards tackling the underlying drivers of poverty in their area, in line with our new strategy's forthcoming Changing Communities work.

As a Foodbank we are committed to service because we recognise that giving out food although vital is a bit of a sticking plaster. We want to see people's lives change for the better preferably before they reach the point of needing food. We are slowly adding to our services in other ways other than signposting.

Debbie, Bournemouth Foodbank

This year, we awarded over £4.7 million in grants to food banks in our network, and over the next five years our range of grant opportunities is expected to exceed £11.5 million per annum. These direct grants to food banks often provide the additional capacity that a food bank team requires to develop approaches which help tackle the underlying reasons why somebody is referred to a food bank.

Programmes like our Fight Hunger Create Change partnership with Asda have enabled us to begin working on projects in this area. Since the partnership began, as well as enabling over 320,000 people access fresh food and support, we have provided training to around 30% of our food banks to deliver effective signposting services.

With support from Asda Fight Hunger Create Change grants:

"We're doing things like stress management and money management courses. We have a welfare person in each of the food bank centres and we ask people when they come into the food bank if they're getting the necessary benefits. Last year we achieved half a million pounds worth of extra benefits for people. It's incredible."

Southport Foodbank

As a volunteer-powered movement, we also recognise the imperative to support food banks in their attraction, retention and development of these volunteer teams in order to help galvanise longer-term change. During Autumn, we ran a series of 13 regional forums across the UK, partnering with Mental Health UK to provide training and support to food bank teams in understanding symptoms and support for mental health concerns around those referred to food banks, as well as offering an opportunity to talk about the mental health impacts of volunteering.

"The advice worker at the food bank was kind and patient – she asked me the right questions and seemed to understand my condition. She helped me write to my consultant for further information and my disability payments were reinstated"

John, who has experience of living in poverty

Working with food bank representatives, we also scoped, selected and launched a new bespoke Volunteer Management System which will provide new tools and efficiency-gains for food banks in their volunteer-focused work. Crucially, this new platform also offered us the opportunity to successfully steward nearly 2,000 volunteers from British Gas and thousands of further volunteer applications from the general public at the onset of the Covid-19 pandemic.

At Abergele District Foodbank, there is a Community Money Advice service delivering specialist debt advice. The service benefits from Asda funding and supports approximately a quarter of people referred to the food bank with specialist advice and support to help people like Robert become debt free.

Robert was an ex-serviceman who was going through a painful divorce and custody battle as well as suffering with mental health problems. He made two attempts on his own life.

The food bank successfully obtained a Debt Relief Order for him and we were able to support him with the provision of food parcels. He has been able to reduce his expenditure and has now moved into affordable accommodation and started a new job. He has managed to gain access to his children which had previously been denied. His mental health has improved significantly and he is now on a more stable footing with no need of food parcels.

WORKING TO REDUCE THE NEED FOR FOOD BANKS VIA POLICY CHANGE

Alongside supporting food banks in the Trussell Trust network to offer emergency support, we're working through our advocacy work to challenge injustice and tackle the underlying drivers of poverty to help prevent people from needing to use a food bank in the future, in line with our new strategy's Changing Policy work.

In 2019/20, we continued our #5WeeksTooLong campaign calling for an end to the five-week wait for Universal Credit, releasing a report in September looking at possible solutions and ways forward. This kind of evidence-based research adds vital weight and credibility to our policy work, allowing us to outline feasible solutions and show the impact of current policies clearly. More than 50 organisations signed up to support the campaign, and we attracted engagement with more than 18,000 members of the public.

In November 2019, we released the first report from our three-year landmark research project State of Hunger, carried out by researchers at Heriot Watt University. Made possible by the Asda Fight Hunger Create Change partnership, this research revealed that 94% of those referred to a food bank in the Trussell Trust network are experiencing destitution, and households' average weekly income after housing costs is just £50.

The research tells us, with more granularity than ever before, the key drivers behind food bank use, including problems with the benefits system, ill health and challenging life experiences, and a lack of formal and informal support. This information means we can make informed policy recommendations and develop evidence-based solutions that will help the need for food banks.

State of Hunger research found that people who have been referred to a food bank



have an **average weekly income after housing costs of just £50**



cannot afford to buy the absolute essentials that we all need to eat, stay warm and dry, and keep clean – with **94% facing real destitution**



are very likely to have health issues – with **nearly 75% reporting at least one health issue**

We continue to develop a broad base of support for policies which tackle destitution and the underlying drivers of food bank use, both in Westminster (with our evidence being cited and responded to in Parliamentary debates), and at Stormont, Holyrood and the Senedd Cymru.

We have also strengthened our partnerships with key organisations. In March, we built a coalition with the Joseph Rowntree Foundation, Child Poverty Action Group, Turn2us, StepChange, the Children's Society, and the Independent Food Aid Network to call on the government to take steps to protect people at risk of financial hardship during the Covid-19 pandemic.

'Over the past years, we at CPAG have been pleased to work as partners alongside the Trussell Trust, pushing for the long-term solutions that will help to end child poverty in the UK for good. Our common conviction that poverty is not inevitable underpins our joint efforts to advocate for policies which will reduce, and ultimately end the need for wide scale emergency food distribution. The statistical evidence and ground-level experience that the Trussell Trust brings together from food banks across the UK complements our own data on poverty, and helps us to become a powerful joint voice for change when we work together.'

Alison Garnham, CEO of Child Poverty Action Group

WORKING TO REDUCE THE NEED FOR FOOD BANKS BY BUILDING PUBLIC SUPPORT

To create lasting change, we need to help people understand the issues which contribute to an increase in food bank use, build empathy and understanding, and grow confidence in practical ways in which they can take action themselves. This year, we have used the power of public opinion, through traditional and online media and through the people who support and deliver food bank work to begin to build momentum for growing public understanding and support, in line with our new strategy's Changing Minds work.

During April and May 2019, we worked with YouGov[1] to conduct the largest ever poll into public opinions on hunger, poverty and food banks in the UK, and found:

- 61% of people think hunger is a very or fairly big problem in the UK
- 60% of people think the issue of hunger has got worse over the past 5 years
- 90% of people agree that everybody should be able to afford to buy enough food from a supermarket to feed themselves
- 70% agree food banks shouldn't need to exist in modern society
- Around a third of the general public have donated food via a supermarket collection point in the past year, and up to a half of the general public say that they have taken some action in past year to address the issue of hunger.

Using this data, we have been able to understand the sentiments, opinions and behaviours of the general public more accurately, and also see how different parts of the population feel differently about hunger and poverty. We also shared headlines from this research with the media during October to promote greater public awareness of hunger and shared the findings with key partners who are working alongside us in anti-poverty work, including the Joseph Rowntree Foundation and BBC Children in Need, in order to strengthen capacity and understanding across the sector.

1 Online fieldwork conducted on behalf of the Trussell Trust by YouGov, who surveyed 12,103 members of the general public between 17th April and 15th May 2019

During the year, food banks and the Trussell Trust continued to retain high levels of awareness in UK society, and support from celebrity influencers like Liam Payne and Ladbaby, corporate supporters like Asda, Tesco, and British Gas, church networks and denominations and community groups have all helped us to begin to connect with audiences who want to get involved in our work.

"I've seen first-hand just how much knowledge food banks have about what changes would prevent people needing help, and how the right support can protect people from being pushed into poverty. When I was growing up, food banks weren't a thing. As my son grows up, I want to part of building a future where everyone has enough money for essentials - because this can change."

Liam payne, singer songwriter

Growing Awareness

Media coverage of our work has enabled us to start conversations with new audiences to help increase understanding of food bank drivers. Over the course of the year, we secured 6,123 pieces of online coverage and 7,777 in broadcast and print media, a rise of 42% from 2018/19. On Facebook, we reached close to 80,000 people with our posts and on Twitter achieved a total of 10.5 million impressions, 82% more than in the previous year.

The State of Hunger report in November was one of our most successful media releases to date. In total, we secured close to 1,000 pieces of coverage and 60 national newspaper mentions. Highlights included coverage on BBC News, Sky News, and Channel 4 News, and coverage in the Guardian, Independent, The Times, and Mail Online. Media coverage like this is vital in leveraging increased societal support for ending the need for food banks and it achieved incredible results.

NETWORK FOR CHANGE

During the course of the year, we also completed the development of our new five year strategic plan, Together for Change.

Given the complexity of co-creating a strategy alongside stakeholders from 426 other charities, the people who use their services, and our combined partnership base, we aimed to spend a whole year consulting, co-designing and honing a joint strategic framework which would have the broadest possible base of support.

Throughout the course of the year, we worked through face-to-face interviews and conversations, workshops, research, questionnaires and focus groups in order to stimulate and progress our work in this area. As part of this Network for Change process, we enabled face-to-face input from 77% of Trussell Trust food banks, although this figure is higher when we consider those who responded to online surveys and questionnaires.

Although our ambition was to launch the results of this Network for Change process from April 2020, the Covid-19 pandemic meant that we delayed our formal launch until November 2020, when food banks and the staff team were facing less unpredictable challenges on a day-to-day basis. However, the principles which undergird the strategic framework which we have created also served to help frame our activity during the critical weeks and months from March 2020 onwards, and enabled us to make decisions which aligned to our agreed long term vision of a UK without the need for food banks.

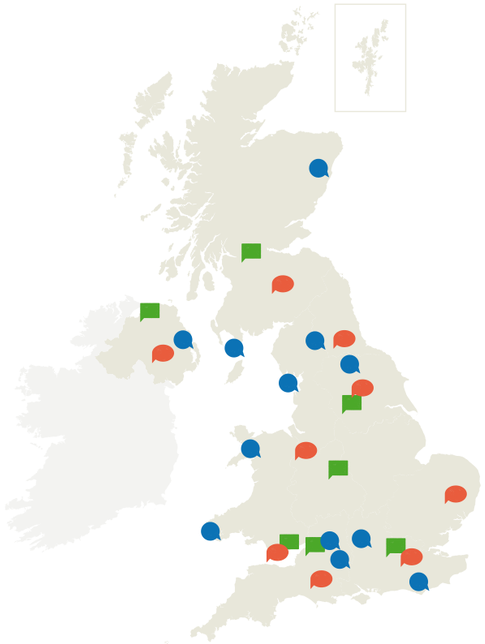
The Together for Change strategy 2020-25 is available to view at **trusselltrust.org/together-for-change**.

"No-one should need to use a foodbank. It is important that so many people and churches give their time, money and energy to provide food for families in need. But hunger and foodbanks must never become an accepted part of national life. We welcome Trussell Trust's transformative aim to change minds about the causes of food poverty, to change communities to help tackle food poverty, and to change policy to ensure that families get the support they need to avoid food poverty. We look forward to working alongside Trussell to achieve its aim of a United Kingdom without the need for foodbanks."

Rachel Lampard, Team Leader, The Joint Public Issues Team: Baptist, Methodist, United Reformed Church and Church of Scotland working together



77% of Trussell Trust food banks contributed in face-to-face consultation workshops:



541 food bank trustees, other volunteers and staff attended a **Rolling Roadshow** to learn about and input into the strategy.

694 food bank trustees, other volunteers and staff attended a **Food Bank Forum** and got involved in the strategy development process.

82 in-depth conversations with people with direct experience of food bank use across 12 locations and by phone

18% food banks ran Network for Change sessions and sent feedback to us at the Trussell Trust

10% food banks were members of Strategy Consultation groups, meeting quarterly to tackle strategic questions, feed in their own experiences and shape the overall framework of 'Together for Change'



A group of food banks use the Network for Change toolkit

Trussell Trust staff reflect on 'postcards from the future' when our vision is complete

OUR RESPONSE TO COVID-19

THE CHALLENGES WE FACED

At the beginning of the coronavirus pandemic, together with the food banks in our network, we faced a series of challenges that needed to be overcome in order to sustain support for people in crisis in a rapidly changing context.

The main challenges included:

- **Food supplies:** With people out and about less, and supermarkets struggling to maintain stock and limiting bulk purchases, there was a risk that supplies would run low.
- **A loss of referral partners:** Trussell Trust food banks work using a referral system, and the sudden lockdown affected local and national referral partners, many of whom were suddenly inaccessible to people in crisis.
- **Volunteers and staff:** Around 51% of regular volunteers at food banks in the Trussell Trust network are over 65[2]. With many people needing to shield or self-isolate due to age,underlying health conditions, or coronavirus symptoms, as well as people with school-age children needing to provide childcare, the possibility of a shortage of volunteers and staff across the network was a pressing issue.
- **Keeping people safe:** Usually, food banks aim to be welcoming places in which people can have a cup of tea, chat, and interact with one another. The risk of spreading coronavirus meant that to keep volunteers, staff, and people using food banks safe, we needed to rapidly develop new ways of operating that incorporated social distancing and enabled people to access support without leaving their homes.
- **Increased need:** It quickly became clear that the impacts of coronavirus on many people's financial circumstances would be substantial. We therefore needed to support food banks to prepare for an increase in the number of people being referred for emergency food parcels. It was also important for us to be able to measure this change, so that we could provide accurate evidence to inform and influence policy makers' responses and decision-making.

Tackling these challenges required creativity, rapid decision-making, and collaborative working, internally, across the Foodbank Network, and with partners of many kinds.

2 Based on a survey completed by 2,800 food bank volunteers in the Trussell Trust network in June and July 2020.

HIGHLIGHTS OF IMPACTFUL SOLUTIONS TO THESE CHALLENGES

Food Donations

Building on a long-standing partnership, Tesco donated £7.5 million worth of food to support food banks in the Trussell Trust network in the early stages of the pandemic. They made an equal donation to FareShare, ensuring that independent food banks and other voluntary sector projects needing food supplies were also supported. Receiving a donation of this scale made a huge difference to the network's ability to sustain its provision of emergency food over a 12-week period from April onwards.

Food Distribution

Having secured this generous donation, we needed to transport this food directly to food banks. Developing a new partnership with British Gas, we created a logistics network drawing on volunteers from their own staff team, as well as further partnerships with Palletforce, XPO and The Entertainer to transport the food in weekly or fortnightly deliveries to 391 central food bank locations across England, Scotland and Wales over a 3 month period.



Delivering Emergency Food

To keep people safe and minimise the spread of coronavirus, the majority of food banks switched to home deliveries, either exclusively or alongside a socially-distanced collection service. Our team provided food banks with guidance across the wide range of issues that needed to be considered, including insurance, safeguarding and maintaining a dignified service to people needing support. British Gas volunteers once again stepped into support over a quarter of the food banks in the Trussell Trust network, delivering over 44,000 food parcels to peoples' front door between April and July.

Helping People Access Support

Traditionally, food bank referrals have been made by using paper vouchers. An e-referral system was in place prior to the pandemic, and a planned three-year roll out was in place. In March, only 15% of all referrals to Trussell Trust food banks were e-referrals. Use of e-referrals was rapidly accelerated in response to the pandemic, such that by June, 50% of referrals made every month were e-referrals, helping to keep people safe and referrals operating whilst some referrers were no longer physically accessible to the public.

In April 2020, a national helpline was set up in partnership with Citizens Advice (England & Wales) to ensure that people in crisis could access personalised, specialist and timely advice and support, particularly where people in crisis were unable to access a referrer in person. In its first six months, the helpline team have answered over 19,000 calls and have issued more than 12,000 referral vouchers. Importantly, the helpline is based on an 'advice first' approach, ensuring that people who needed crisis support received specialist income maximisation support as well as being referred to their local food bank where appropriate.

Volunteering

Food banks reacted to the immediate potential shortfall in volunteers, and most were able to quickly adapt and fill this shortfall with existing waiting lists of volunteers or local expressions of interest. The Trussell Trust also responded proactively to recruit volunteers nationally to ensure continuity of service if necessary – although in many cases it was not possible to place people who expressed an interest in volunteering in a local food bank. However, over 4,300 of those who came forward have become social media volunteers, or got involved with Time for Trussell, our micro-volunteering programme, enabling them to support our work from their own homes.

Food Bank Grants

An early decision by Asda to donate £2.5m in support of the Trussell Trust's response to the pandemic played an important part in enabling us to launch two new grants programmes to support food banks – firstly with Emergency Grants, and thereafter with Recovery Grants. In the months following this Annual Report, we distributed £1.1m of Emergency Grants to more than half of the food banks in the Trussell Trust network, covering costs such as:

- short-term staffing to cover key personnel who were needing to shield or self-isolate
- additional warehouse space and equipment needed to adapt to social distancing requirements and store bulk donations
- signage and protective equipment
- purchasing stocks of food and other essentials
- transporting food donations and deliveries

Influencing Policy Responses to the Pandemic

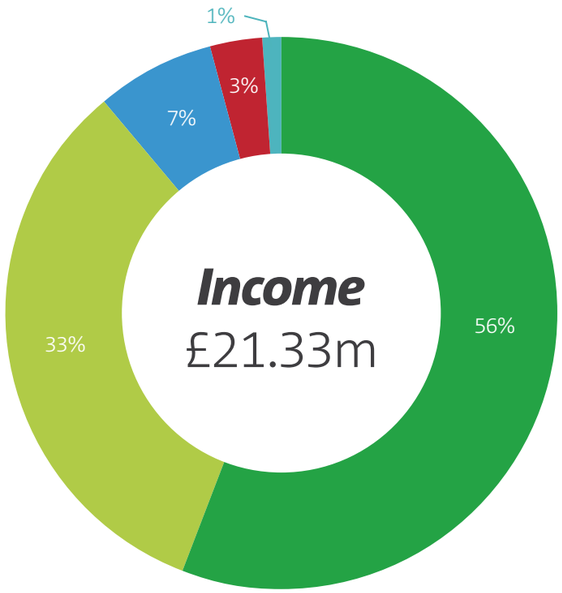
In June we published data showing that during April 2020, there had been an 89% increase in need for emergency food parcels compared to the same month in the previous year, including a 107% increase in parcels for children. Our policy ask focussed on local welfare assistance funding in England, an important part of the welfare safety net – the nature and sufficiency of which varies significantly from place to place. Through the relationships we have developed with key civil servants and Ministers in a number of departments, we were able to highlight evidence of growing need among people unable to afford food and the need to provide rapid support. Alongside our partners, this influenced the government's announcement of an additional immediate £63 million in funding for local authorities in England.

These highlights only represent a proportion of the impact that was achieved in the final month of 2019-20 and into early months of the following financial year. To find out more about our ongoing response to Covid-19, and for more information about how coronavirus is affecting food banks, please visit **trusselltrust.org/coronavirus-response**.

FINANCIAL REVIEW

WHERE OUR INCOME COMES FROM

Percentages have been rounded to nearest one decimal place



Donations and legacies - £12.01m

Thanks to our generous supporters, this accounts for over half our income for the year.

Grants income - £6.94m

Grants income represents a third of our overall income. Most grants are from our corporate partnerships. This year Asda and Tesco provided the majority of our grant income.

Trading activities - £1.49m

Trading Income relates to our Shops & Social Enterprise, Fundraising Events and Other Income. The majority is made up of Shops & Social Enterprise Income (£1.04m) and makes up 5% of our overall income

Donated goods - £0.74m

This represents the financial value of food and other goods for distribution at the foodbanks directly operated by the Trussell Trust in Salisbury, Coventry and Brent. This year we also received Gifts-in-Kind relating to IT.

Foodbank Network fees - £0.13m

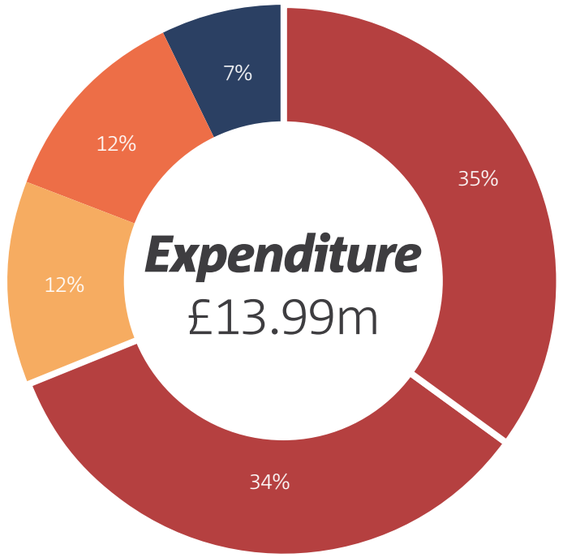
Fee levels for membership of the Foodbank Network have remained unchanged for many years to enable access for communities even in areas where resources are limited. Just after year end the decision was taken to suspend foodbank network fees due to the unfolding crisis.

Investments - £0.02m

We receive a modest amount of income from our share portfolio and bank interest. This is currently under review to ensure that we are best deploying our resources to support frontline work.

WHERE WE SPEND OUR INCOME

Percentages have been rounded to nearest one decimal place



The information for the pie charts on page 22 and 23 is taken from the Statement of Financial Activities and supporting notes to the accounts which can be found in the detailed financial statements from page 39.

The expenditure values depicted on this page are shown after the inclusion of support costs allocations (see Note 7).

Direct Support for food banks - £9.66m

Comprising:

Foodbank Network costs and benefits - £4.88m

35% of our total expenditure supports the Foodbank Network including the three food banks directly operated by the Trussell Trust.

Grants directed to our food bank network - £4.78m

34% of our total expenditure benefits the network in the forms of grants to food banks from the Fight Hunger Create Change Programme, and top up grants received from Asda Fight Hunger Create Change and Tesco. This amount also includes the small amount of support costs needed to facilitate our grant giving.

Advocacy - £1.71m

Our advocacy activity works towards our charitable aim to end the need for food banks in the UK by creating change. To influence MPs and policy and decision makers to address the structural issues that drive people to food banks, we must invest in our external affairs activities and team. This is a growth area for the charity, with several significant projects in progress and planned for future years.

Fundraising costs - £1.62m

Like every charity, we must invest some of our income to unlock further funding. Our costs are on fundraising materials and staffing costs.

For further information on the way in which we approach fundraising, see page 26 onwards.

Trading activities - £0.99m

This expenditure covers the costs of running our shops and other social enterprise projects, including staff, buildings and vehicles.

FINANCIAL PERFORMANCE

For the year to 31 March 2020, the Trussell Trust generated a surplus of £7.35m, an increase from a surplus of £977k in 2019. Some of this surplus has arisen due to significant increased funding in response to the Covid-19 crisis, with over £8m income received during the month of March 2020.

INCOME

Income for the year grew by 83%. This is predominantly due to an increase of 96% in income from donations and legacies, and an increase of 88% in grant income. Further detail on fundraising performance can be found on p15 onwards.

COSTS

Expenditure has increased to £13.99m, compared to £10.68m for 2019. Much of this increase is due to £4.73m in grants awarded to the Foodbank Network, compared to £3.64m in 2019.

The work of the shops and social enterprise is carried out through the main charity; however, excluding these values, the charity spent 12% of its expenditure on generating income, which is 2% higher than 2019.

Net of shops and social enterprise costs, the charity spent 17% of its expenditure on support costs, which are analysed in Note 7. This is 4% higher than 2019. These costs are vital to the charity managing its finances, resources, people, and data effectively and in line with best practice. The increase in support costs relates largely to investment in IT, which required significant upgrading after a number of years without material capital investment in technology. This investment proved essential in enabling the organisation to switch almost exclusively to remote working in March 2020.

NET ASSETS

The charity's net current assets position has strengthened considerably during the year, especially the improvement of cash holdings from £5.07m to £12.77m.

Food stock is recognised as an asset on the charity's balance sheet at fair value, which the charity currently deemed to be £1.75 per kilo on an aggregate basis. Food stock recognised only relates to food banks operated directly by the charity – Salisbury, Coventry, and Brent – and is not a measure of wider Foodbank Network stock levels. The stock holding at these food banks fluctuates over time.

RESERVES

The purpose of the reserves policy for the Trussell Trust is to ensure the stability of the delivery of the mission, programmes, employment, and ongoing operations of the Trust, recognising that the charity has committed to long-term support of the Foodbank Network.

Unrestricted general fund reserves are intended to provide an internal source of funds for situations such as a sudden increase in expenses, one-time unbudgeted expenses, unanticipated loss in funding, or uninsured losses. These reserves are not intended to replace a permanent loss of funds.

The current target minimum for unrestricted general fund reserves is based on a risk-based approach. When calculated this equates to a minimum fund balance of £4m -£5m.

At the year end, the unrestricted fund reserves balance is £9.74m. In the year, the 5 Year Strategy designated fund was spent down to nil. Also, the £0.2m remaining balance on the Foodbank Network designated fund was transferred to the general fund. This designated fund was historically set up to protect the organisation's allocation of membership fees when the Trussell Trust's charitable activities were more broad. However, as the Trust's sole focus is now to support the Foodbank Network, as well as working to end the need for food banks, this designated fund is no longer required. As such, there are no designated funds at the year end.

Held within the unrestricted fund reserve of £9.74m is the target minimum required balance of £4m. The surplus amount of £5.74m represents funds that will be used over the next five years to enable and accelerate the delivery of the Trussell Trust's Together for Change strategic plan. This £5.74m will cover the increased expenditure required to pursue this strategy.

An analysis of net assets between funds can be found in Note 20.

PRINCIPAL RISKS AND UNCERTAINTIES

During the year, the charity continued to build on its ongoing embedding of risk management throughout the organisation, with a process to capture input, including identification of new or rising risks, from across the organisation and feed into Senior Leadership Group (SLG) considerations.

The SLG assesses likelihood and impact of risks and reviews potentially mitigating or controlling actions. The Finance, Audit and Risk board subcommittee reviews risk processes and significant risks as a standing agenda item and the Board of Trustees is updated on key risks at each meeting.

During the early stages of the Covid-19 pandemic in March 2020, the SLG was meeting daily by digital means and reviewing risks weekly, in conjunction with members of the Board.

At present, key risks faced by the organisation can be broadly categorised as follows:

A HIGHLY CHALLENGING AND UNPREDICTABLE OPERATING ENVIRONMENT

Although both the charity and food banks in the network have responded in extraordinary ways to the pressures of the Covid-19 pandemic, adapting approaches rapidly to continue to serve their communities, there remains the risk of increased Covid-19 restrictions impacting food banks' ability to support their communities.

In particular, the necessity of reducing person-to-person contact means that there is a diminished ability for food banks to provide wraparound support for people referred to their services. This can lead to frustration and anxiety amongst food bank teams, and less effective outcomes for people who are referred. Whilst we are supporting with guidelines and advice around virtual signposting and socially distanced in-person meetings, this will continue to be a challenge for many food banks.
In addition, a no-deal Brexit impact on food supplies and economic outlook with direct impact on people on lowest incomes could both increase the numbers of people needing to be referred to a food bank and also restrict the availability of food to provide.

DIVERSITY, INCLUSION AND PARTICIPATION

The charity is particularly attentive to its need to diversify its team and avoid the potential loss of broader experience and thinking if it fails to do so. Likewise, full integration of people with lived experience of poverty at every level of our charity is our goal, but we recognise that we are some distance from being able to achieve this at present. In the meantime, we risk lacking authenticity and making poorer decisions.

To address these risks, the charity has commissioned two external reviews of its approaches to Diversity & Inclusion, and to Participation. One outcome of these reviews is the forthcoming appointment of dedicated staff members to help embed Diversity & Inclusion, and Participation across the organisation. Engaging the food bank network with both aspects is also critical to the charity's ability to make the most impactful change.

LOCAL SOLUTIONS FOR LASTING CHANGE

The Trussell Trust is clear that there is a need for long-term anti-poverty solutions that go far beyond provision of emergency food. It is important that other local and national food-provision entities share and support this message. The charity is investing in increasing resource for local food banks to develop strategic relationships including with local councils and also developing income maximisation propositions, both of which need to be effective for lasting change.

OUR SUPPORTERS

THANKS TO OUR SUPPORTERS

Through our fundraising, we aim to ensure the financial resilience and sustainability of the Trussell Trust and the food banks in our network by nurturing supportive relationships, raising funds, collecting food, and more.

Our fundraising approach continues to be based on the following principles:

- We put supporters and food banks at the heart of everything we do.
- We diversify our income mix and strive to increase our unrestricted income.
- We aim to develop more predictable and sustainable income streams.
- We invest for long-term returns.
- We use data and insight to inform our fundraising planning.

Last year, we generated income through fundraising of £19.89m, compared to a total of £10m from the previous year, an increase of 92%. £12.94m of this came from public fundraising efforts including individual donations, community events and sponsored challenges. The proportion of unrestricted funds is 65% which is a 14% increase from the previous year.



OUR INSPIRATIONAL SUPPORTERS

Our supporters are our backbone. We couldn't be more grateful to the thousands of individuals who supported our work this year in a truly diverse number of ways. For the thousands who gave personal one-off and regular cash donations, we in turn received gifts from thousands more who took up a fundraising challenge or took part in a community event to help raise vital funds. Once again, we saw a varied array of fundraising endeavours - from plane jumps, cycling and swimming challenges to art auctions. Our supporters have enabled us to plan for the future with a regular and sustainable income source.

To recognise these amazing efforts, we've put supporter development and stewardship at the heart of our fundraising work. Our focus has been on delivering a more tailored, cost-effective, and innovative experience to our supporters. We continue to use data insights to make sure our communications are up-to-date and personalised to each supporter.

CORPORATE PARTNERS

We are proud to partner with many different organisations which deliver income, access to expertise and resource, and who's influence supports the Trussell Trust in achieving our aim to end the need for food banks in the UK.

TESCO

We have enjoyed working in partnership with Tesco for more than seven years and together we have supported over a million people in crisis. Our partnership with Tesco continues to be instrumental in ensuring our network of food banks has enough food to meet the increasing demand. Through permanent collection points, located in over 450 Tesco stores, people can donate food to their local food bank while doing their weekly shop and through an annual Food Collection in the run up to Christmas. The Food Collection is great fun for volunteers and Tesco employees alike and, since its inception in 2012, Tesco customers have donated more than 50 million meals. In addition, Tesco generously tops up its customers' food donations with a financial donation based on 20% of the value of the items donated.

Additionally, the contribution of around £7.5m worth of food items to support food banks through the early months of the pandemic ensured that they were fully stocked and able to meet the needs of people in crisis despite widespread shortages and restrictions on particular products and food categories.

ASDA

This was the second year of our Fight Hunger Create Change partnership with Asda, with Asda providing over £3m in grant funding which could be passed onto food banks in our network, enabling them to expand their services to tackle the root causes of poverty in their local communities. Asda customers have continued to donate in stores through permanent collections points, supporting local food supply whilst Asda generously top up the food donations with a financial donation based on 20% of the value of the items donated.

In November 2019 we released the first State of Hunger report, the most in-depth piece of research into food bank use to date, funded by Asda, which acts as a benchmark not just for our charity, but for the Government and wider society, to better understand the structural issues that sweep so many people into poverty and destitution. In March 2020, Asda pledged £2.5m (£0.5m of which was donated immediately) to the Trussell Trust to help the country's most vulnerable people through Covid-19, through investing in in the logistics and support services. This allowed food banks in the Trussell Trust to support families throughout the crisis, including funding for telephone and online referrals and food delivery systems for people unable to afford food, as well as supporting the recruitment, development and direct and indirect management of 20,000 volunteers to support food banks.

The funding will also continue the work of the Fight Hunger Create Change partnership by helping tackle the root causes of poverty - supporting 800,000 people over the next year with access to income maximisation services for people at food banks.

NEW RIVER

We're proud to launch our partnership with NewRiver – our first real estate partner. Through our partnership, NewRiver provides support to the Trussell Trust at a corporate and financial level. The company supports food banks in our network by enabling them to collect food supplies through donation drop-off points in its shopping centres, as well as having access to storage facilities to be able to store the donated food. NewRiver also provides food banks with a community space for use of promotional activity, volunteer and donor recruitment, and other fundraising activities.

MARS FOOD

We are thrilled to announce our new partnership with Mars Food to Stand Against Hunger. In 2020 our aims are to support families currently using food banks though a financial donation to the Trussell Trust, and to raise awareness of food bank use in the UK, through an on pack promotion with Uncle Ben's and Dolmio, as the first step in changing minds around food bank use and poverty in the UK, and turning compassion into action. These two giant brands will make a call to action for everyone to support the Trussell Trust and their local food bank by donating food, money and offering to volunteer. Our ambition is that this becomes a long-term partnership and over time we'll work together on the ambition to end the need for food banks in the UK.

OTHER HIGHLIGHTS

Unilever continued their long-term support through the third year of the 'Help Fight UK Hunger' campaign, donating 5p from selected iconic brands such as PG Tips and Colman's, and this year introducing Graze and Pot Noodle too!

The Sodexo Stop Hunger Foundation continues its partnership with the Trussell Trust with a generous donation and essential funding for our operations in Coventry.

Polaris designed eco-friendly charity Christmas crackers for both catering and retail markets in 2019. Each time their customers made a purchase, Polaris made a donation to the Trussell Trust.

British Gas provided an extraordinary level of operational support for our work at the beginning of the Covid-19 crisis, ensuring that food banks across England, Wales and Scotland were able to receive bulk donations of food from Tesco, as well as supporting around a quarter of our food banks with local delivery services. In total, more than 1,700 British Gas volunteers contributed 58,656 hours to food banks in the Trussell Trust network. Sainsbury's, The Entertainer, Palletforce, and XPO Logistics all joined forces together with British Gas, in an unprecedented and innovative partnership that allowed us to help distribute the food to people who needed it most.

Following their decision to make £10m worth of food stocks available to food banks early in the pandemic, we're also grateful to Morrisons for their growing support of the Trussell Trust, especially through enabling customer donations to our own work and to support food banks locally.

We are also extremely grateful to the following companies for their generous support at the beginning of the Covid-19 crisis: XTX Markets, Papa Johns, National Grid, St James Wealth Management, BNP Paribas, and Deloitte.

TRUSTS AND FOUNDATIONS

Pears Foundation

Pears Foundation are a longstanding partner. We have deeply appreciated their core organisational support over many years. In February 2020, Pears agreed a transformational £1m grant to enable us to roll out our income maximisation programme nationwide. Pears previously supported a pilot income maximisation project based at a food bank in Tower Hamlets. This demonstrated the positive impact welfare rights and benefits advice can have; over the course of eight years, the project returned a total of £4.2m to 1,512 clients. This new partnership will help enable half of all food banks in the Trussell Trust's network to implement an income maximisation programme in the next five years. This will include building a financial resilience team, providing signposting training for volunteers, a grant programme to fund services and data capture and advocacy.

Indigo Trust, Gatsby Charitable Foundation and Three Guineas Trust

In March 2020, the Indigo Trust and the Gatsby Charitable Foundation agreed grants of £1m each to help our food bank network to respond to the incredible challenges posed by pandemic. In addition to this, the Three Guineas Trust also agreed a further grant of £1m which was received in 20-21. We are deeply grateful for their decisive support in the very early days of the crisis. Their wonderfully generous contribution allowed us to respond quickly and confidently to the rapidly changing situation, and to plan for longer term solutions. They played a critical role in enabling food banks up and down the nation to keep their doors open and able to meet to the huge increase in need for emergency food.

Other Highlights

We are incredibly grateful for the generosity and partnership we receive from numerous charitable trusts and foundations. Their generosity enables us to support our nationwide network of food banks to both meet the increase in demand for emergency food and make important strides in our long-term vision to see an end for the need for food banks in the UK. We are particularly grateful for the transformational support from Portrack Charitable Trust, Big Lottery Fund Scotland, Stichting Benevolentia, Mitchell Charitable Trust, CHK Foundation, Tanlaw Foundation, City Bridge Trust, Scotshill Charitable Trust, and the Cornwell Charitable Trust.

OUR PROMISE TO SUPPORTERS

We care for each and every one of our supporters and in response to their generosity, we promise to:

- Safeguard their personal details
- Treat them with respect, honesty and openness
- Take into account the needs of individuals who may be in vulnerable circumstances or require additional care and support to make an informed decision
- Never put them under pressure to make or continue a gift
- Use their gifts for the purpose for which they are given, and spend donations so they have the most impact
- Respect their wishes and preferences
- Listen to them about how they want to be contacted and honour their choices
- Be receptive to feedback and use this to improve our processes and procedures
- Take appropriate action if they are unhappy with our services, and accept the authority of the Fundraising Regulator if we cannot resolve their complaint
- Never share, sell or rent their personal data to third parties for marketing purposes
- Go above and beyond our legal requirements
- Provide the services of a dedicated Support Care Team.

How we protect vulnerable people

We care for each and every one of our supporters and follow the Fundraising Code of Practice to ensure they are properly protected and looked after.

How we support our vulnerable fundraisers

It is important to ensure that all our fundraising is conducted in an ethical way and we are committed to fair treatment of all our supporters. We work with our volunteer fundraisers who notify us that they are organising their own event in aid of the Trussell Trust. We ensure they are provided with the appropriate information, support, resources, and acknowledgement. If we have not been notified in advance, we provide a receipt and acknowledgement after the donation has been made.

Volunteer fundraisers who are appointed by the charity must provide their contact details and two references before they are able to begin their roles. All volunteers have a designated point of contact at the Trussell Trust and are supported in their role. They are also reimbursed for relevant expenses, upon proof of purchase.

Our fundraising approach

- Fundraising is carried out by our in-house fundraising team and volunteer fundraisers, who are supported by our Supporters Promise.
- No external professional fundraisers work on behalf of the Trussell Trust.
- The Trussell Trust complies with the Fundraising Regulator and the Code of Fundraising Practice. There have been no compliance issues in the year.
- No complaints were received in the year relating to fundraising.

OUR VOLUNTEERS

We are constantly inspired by the resilience, commitment, and passion shown by volunteers across the network. Up until the Covid-19 pandemic, we estimate around 28,000 people regularly volunteered for the Trussell Trust or their local food bank.

Throughout the majority of the year, around 400 people per month applied on average to volunteer with us, peaking at 4,000 in November 2019. Around 10% of applicants have direct experience of poverty. We placed 450 corporate volunteers in food bank warehouses and recruited more than 200 people as regular food bank volunteers, despite the fact that over 60% of food banks are at capacity and operating waiting lists for volunteering opportunities.

"I love how the food bank bridges denominations and allows the church to work as one in our town. There are so many wonderful people who volunteer – it is an awesome organisation"

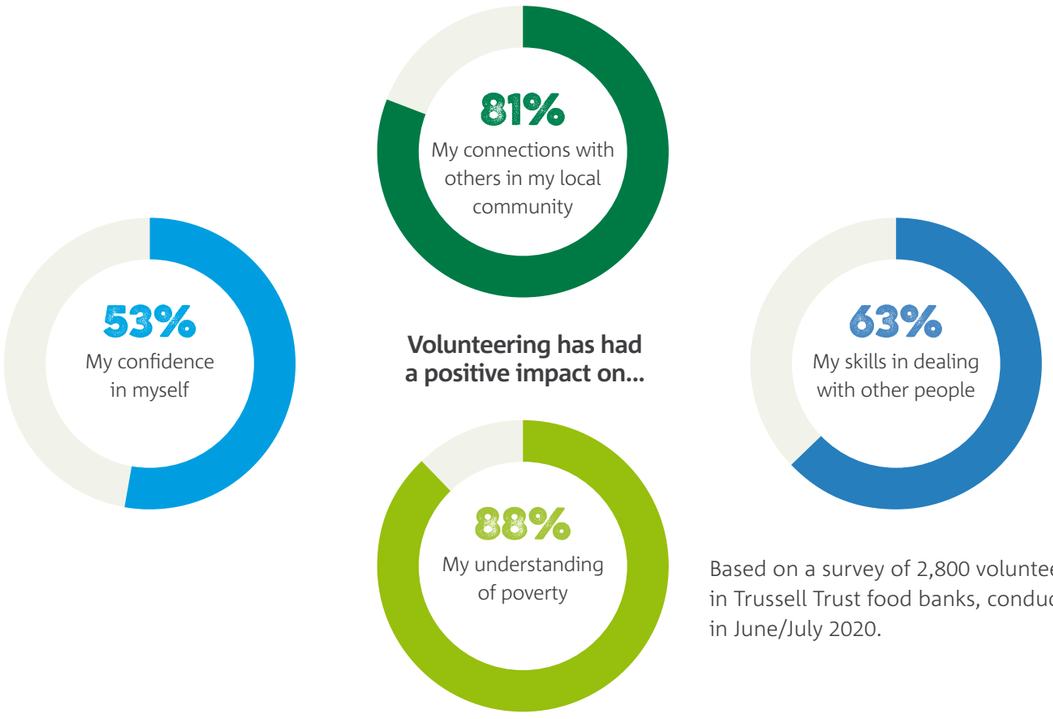
Sarah - volunteer

Research we conducted with over 2,800 volunteers during June/July 2020 shows that around 38% of existing volunteers in food banks stopped volunteering due to the pandemic, counterbalanced by around 27% of existing volunteers who are doing more volunteering, and a cohort of new regular volunteers. We will be doing further work in the coming year to understand more clearly the number and scale of new volunteering which has arisen as a result of Covid-19.

In addition to this 'on-the-ground' volunteering via food banks, centrally we received around 10,000 applications to volunteer in the first few weeks of the pandemic, demonstrating the generosity of spirit in the wider public. As most food banks were able to recruit additional volunteers through their existing local networks, we offered these applicants an invitation to join our micro-volunteering programme, and around 4,300 have taken this opportunity forward.

"I get more than I give. It's the main thing in my life and I'm happy with that"

Neil - volunteer



Based on a survey of 2,800 volunteers in Trussell Trust food banks, conducted in June/July 2020.

GRANTS TO FOOD BANKS

We awarded grants to our Foodbank Network from the Asda Fight Hunger Create Change programme to the value of £2.76m, and £1.97m from other funds, including in response to coronavirus.

Our grants are issued to members of the Foodbank Network following a competitive application and award process. By brokering funding from corporate partners and other major donors, we are able to enhance the capability and impact of local food banks in the fight to end the need for their services, while providing donors with confidence in the grant awarding and monitoring processes.

As the Covid-19 pandemic began to unfold in March, we looked to expand grants significantly to help food banks respond to the substantial new demands and costs they were facing, and we expect to maintain a significant grant-giving function for the next five years.

SUPERMARKET TOP UP GRANTS

Through our partnership with Tesco, in which they give a top-up grant on all food donated by the public at their stores, an additional £1.71m was distributed to our Foodbank Network. Similarly, £0.41m was received from Asda in the final period of 19-20 to provide a top-up grant fund for food banks.



STRUCTURE, GOVERNANCE, AND MANAGEMENT

Organisational Structure

We have a clear and compelling programme of strategic initiatives designed to reach more people living with poverty and whilst there continues to be uncertainty in the external environment, we will continually evolve our structure to meet the needs operationally.

Our trustees are ultimately responsible for the overall control and strategic direction of the Charity and the protection of its assets. Day to Day management is delegated to the CEO, Emma Revie, and the Senior Leadership Group. Our Trustees meet regularly to set the vision, strategic framework, risks and budgets under which the charity operates. The Trustees have been chaired by Stephen Hicks since Sept 2018.

The full board formally meet at least three times a year and operate with sub committees for Finance, Audit & Risk; People & Governance and also Strategy & Impact. The sub committees also meet at least three times a year. An AGM is held each year and the board and senior leadership also attend an away day together each year.

Our governance is underpinned by the Charity Governance Code and put into action via annual appraisals for each board member and a formal process for the Chair, Treasurer and CEO who's appraisals are reviewed by our People & Governance sub committee.'

The trustees set the strategic direction of the organisation and are regularly updated on grants, budgets, public relations, and fundraising campaigns. New initiatives are normally developed by project managers in consultation with the CEO, supported by an assessment of project needs. Trustees receive regular financial updates which form the basis of the routine financial monitoring. The charity works to ensure all stakeholders in the organisation are able to participate in its development. We listen to our client groups and many of the service delivery improvements come from our stakeholders.

The CEO holds regular team meetings to monitor and control the organisation. Specific projects are managed through teams and cross-organisational programme boards. Each manager shares regular project updates which are circulated to stakeholders, including volunteers, staff, and trustees as appropriate.

Governing Document

The Trussell Trust is a charitable company limited by guarantee, constituted under a trust deed dated 12 January 1997 and transferred into the charitable company (05434524) on 19 September 2005 and is a registered charity, number 1110522. The company also registered as a charity in Scotland on 5 September 2013, number SC044246. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up, members (the trustees) are required to contribute an amount not exceeding £10.

Recruitment and Appointment of New Trustees

The trustees of the company are also charity trustees for the purpose of charity law.

When recruiting new trustees, we aim to attract a diverse range of candidates who have the skills the charity needs. It values the benefits of having members with different backgrounds, expertise and experience, and the board has committed to increasing our diversity in order to ensure we are benefitting from distinctive perspectives. Overall, our Trustees are appointed on merit, ensuring we have a balance of skills and experience.

During 2019 we recruited 2 new Trustees, making our total number nine. There is a robust interview and engagement selection process to ensure they understand are vision and values. Trustees are subject to DBS checks where applicable.

Induction

The Trussell Trust actively promotes a learning culture and encourages development training across the charity. All new trustees undertake an Induction programme, which includes visits to our network, the roles and duties of the trustees, company and charity law and governance, and financial and risk management. Additional training is arranged as needed for individual trustee or for the trustees as whole.

Remuneration Policy

Our People & Governance sub-committee meet at least 3 times annually and its terms of reference include setting the CEO's remuneration and considering staff remuneration, making recommendations in relation to setting salary scales and increments, and reviewing our current remuneration policy.

They are responsible for ensuring fairness, consistency, equality and objectivity in the company's dealings with its staff and facilitate the effective management and development of staff at all levels in the company thereby promoting an inclusive working environment.

They advise the Board on their financial and legal responsibilities to employees and to recommend measures to be put in place as required to ensure compliance with these responsibilities.

They also provide updates to the Board as appropriate on significant human resources- related issues within the company, as they arise.
The lowest rate of pay is equitable to the Living Wage Foundation.

Our employee benefits encourage the wellbeing, mental health and financial resilience to our staff in keeping with our charitable aims.

Public Benefit Disclosure

The trustees confirm they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives, and in planning future activities. The Trust is a public benefit entity. The trustees refer to public benefit throughout this report.

The trustees, who are also directors of the Trussell Trust (the Trust) for the purposes of the Companies Act 2006, present their report with the financial statements of the Trust for the year ended 31 March 2020. In preparing the report, which also serves as the Strategic Report for the purposes of Company Legislation, the trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).



OUR CHARITY DETAILS

Registered Company Number
05434524 (England and Wales)

Registered Charity Number
1110522 (England and Wales) SC044246 (Scotland)

Registered Office
Unit 9, Ashfield Trading Estate, Ashfield Road, Salisbury, Wiltshire, SP2 7HL

Trustees
Mr S Hicks (Chair of Trustees since September 2018)
Mr D Gordon (since September 2018)
Mr D Marshall (since September 2018)
Rt Revd J Packer (since November 2016)
Ms N Williams (since September 2018)
Mr P Morrison (since September 2018)
Mr R Lanyon (since November 2016)
Dr L Hickman (appointed October 2019)
Revd B Thomas (appointed October 2019)

Company Secretary
Mrs E Revie (since June 2018)

Chief Executive Officer
Mrs E Revie

Bankers
The Royal Bank of Scotland, Drummond House (BL) Branch, Customer Service Centre, Drummond House, 1 Redheughs Avenue, Edinburgh, EH12 9JN

Investment Managers
GBIM, Chequers Court, 37 Brown Street, Salisbury, Wiltshire, SP1 2AS

Auditors
Morris Crocker Ltd, Chartered Accountants and Statutory Auditors, Station House, North Street, Havant, Hampshire, P09 1QU

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of The Trussell Trust for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charity SORP;
- Make judgements and estimates that are reasonable and prudent;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose the reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware; and
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The trustees present their strategic report for the year ended 31 March 2020.

Approved by order of the board of trustees on 4th December 2020 and signed on its behalf by:



S Hicks - Chair of Trustees

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF THE TRUSSELL TRUST

OPINION

We have audited the financial statements of The Trussell Trust (the 'charitable company') for the year ended 31 March 2020 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2020 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.
- have been prepared in accordance with the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

CONCLUSIONS RELATING TO GOING CONCERN

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

OTHER INFORMATION

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF THE TRUSSELL TRUST (CONTINUED)

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

OPINIONS ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Strategic Report and the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Report of the Trustees has been prepared in accordance with applicable legal requirements.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report and the Report of the Trustees.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

RESPONSIBILITIES OF TRUSTEES

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

OUR RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Independent Auditors that includes

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF THE TRUSSELL TRUST (CONTINUED)

our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

USE OF OUR REPORT

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Paul Underwood (Senior Statutory Auditor)
for and on behalf of Morris Crocker Limited
Chartered Accountants
Statutory Auditors
Station House
North Street
Havant
Hampshire
PO9 1QU

Date: 14 December 2020

STATEMENT OF FINANCIAL ACTIVITIES

(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2020

	Notes	Unrestricted funds	Restricted funds	**2020 Total funds**	2019 Total funds
		£'000	**£'000**	**£'000**	**£'000**
INCOME FROM					
Donations and legacies	2				
Fundraising income		11,055	958	**12,013**	5,951
Donated goods		737		**737**	544
Charitable activities					
Grants income	5	934	6,006	**6,940**	3,701
Foodbank Network Fees		131		**131**	131
Other trading activities	3	1,464	21	**1,485**	1,318
Investment income	4	24		**24**	9
Total		14,345	6,985	**21,330**	11,654
EXPENDITURE ON					
Raising funds	6	1,474	148	**1,622**	1,054
Charitable activities					
Grants Expenditure	5	84	4,696	**4,780**	3,643
Foodbank Network Support		3,331	1,551	**4,882**	3,589
Advocacy		1,168	545	**1,713**	1,034
Other trading activities	6	972	16	**988**	1,360
Total		7,029	6,956	**13,985**	10,680
Net gains/(losses) on investments	14	1		**1**	3
NET INCOME/(EXPENDITURE)		7,317	29	**7,346**	977
RECONCILIATION OF FUNDS					
Total funds brought forward	21	2,419	244	**2,663**	1,686
Total funds carried forward		9,736	273	**10,009**	2,663

The notes form part of these financial statements.

BALANCE SHEET AT 31 MARCH 2020

	Notes	2020 £'000	2019 £'000
FIXED ASSETS			
Tangible assets	13	377	217
Investments	14	91	90
		468	307
CURRENT ASSETS			
Stocks	15	97	85
Debtors	16	1,179	1,275
Cash at bank	17	12,769	5,067
		14,045	6,427
CREDITORS			
Amounts falling due within one year	18	(4,488)	(3,906)
NET CURRENT ASSETS/(LIABILITIES)		9,557	2,521
TOTAL ASSETS LESS CURRENT LIABILITIES		10,025	2,828
CREDITORS			
Amounts falling due after more than one year	19	(16)	(165)
TOTAL NET ASSETS		10,009	2,663
FUNDS			
Unrestricted funds	21	9,736	2,419
Restricted funds	21	273	244
TOTAL FUNDS		10,009	2,663

The financial statements were approved by the Board of Trustees on 4th December 2020 and were signed on its behalf by:



S Hicks - Chair of Trustees

The notes form part of these financial statements.

CASH FLOW STATEMENT FOR THE YEAR ENDED 31 MARCH 2020

	Notes	2020 £'000	2019 £'000
Cash flows from operating activities:			
Cash generated from operations		7,925	3,560
Interest paid			(9)
Net cash provided by (used in) operating activities		7,925	3,551
Cash flows from investing activities:			
Purchase of tangible fixed assets	13	(247)	
Purchase of fixed asset investments	14		(31)
Sale of fixed asset investments	14		7
Interest received	4	24	9
Net cash provided by (used in) investing activities		(223)	(15)
Change in cash and cash equivalents in the reporting period		7,702	3,536
Cash and cash equivalents at the beginning of the reporting period		5,067	1,531
Cash and cash equivalents at the end of the reporting period		12,769	5,067

The notes form part of these financial statements.

RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES

		2020	2019
		£'000	**£'000**
Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities)	Note	7,346	977
Adjustments for:			
Depreciation	13	87	90
(Gains)/losses on investments	14		17
Loss on disposal of fixed assets	13		69
Interest received	4	(24)	(9)
Interest paid			9
Decrease in provisions			(44)
(Increase)/decrease in stocks	15	(12)	(21)
(Increase)/decrease in debtors	16	96	(860)
Increase/(decrease) in creditors	18 & 19	432	3,332
Net cash provided by (used in) operating activities		7,925	3,560

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

NOTE 1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention except for investments which are included at market value, as modified by the revaluation of certain assets.

Going concern

The Trustees have considered both the Trust's financial position at the year end and the impact of future activities. In particular, the Trustees have reviewed the relevant information regarding the effect of Covid-19 on the Trust, as outlined in the section Our Response to Covid-19. The main consideration from this section is the increase in funding due to Covid-19 and the increase in demand from the Trust's beneficiaries in response to the crisis. The Trustees therefore have a reasonable expectation that there are no material uncertainties about the Trust's ability to continue its operations, including to meets its liabilities, for the foreseeable future. As such, the Trust continues to adopt the going concern basis in preparing the financial statements.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received, and the amount can be measured reliably. Such income is only deferred when:

- The donor specified that the grant or donation must only be used in future accounting periods; or
- The donor has imposed conditions which must be met before the charity has unconditional entitlement.

Investment income is recognised on a receivable basis

Income from charitable activities includes income received under contract or where entitlement to grant funding is subject to specific conditions is recognised as earned (as the related goods and services are provided). Grant income included in this category provides funding to support activities and is recognised where there is entitlement, probability of receipt and the amount can be measured reliability.

Volunteers and donated goods and services

The value of services provided by volunteers is not incorporated into these financial statements.

Where goods or services are provided to the charity as a donation that would normally be purchased from suppliers, this contribution is included in the financial statements at an estimate based on the value of the contribution to the charity.

Goods donated and held as stock for distribution by the charity, including food items donated to foodbanks, are recognised as incoming resources within voluntary income when received and as stock, an equivalent amount is included as resources expended when stock is distributed.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020 CONTINUED

NOTE 1. ACCOUNTING POLICIES - CONTINUED

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with the use of resources.

Irrecoverable VAT

All resources expended are classified under activity headings that aggregate all costs related to the category. Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

Raising funds

Raising funds includes all expenditure incurred by the charity to raise funds for its charitable purposes and includes costs of all fundraising activities, events and non-charitable trading.

Allocation and apportionment of costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs have been allocated based on staff time and the split is shown in Note 7: Support Costs.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.
Short leasehold – over the term of the lease
Fixtures and Fittings – 25% on cost
Motor Vehicles – 25% on cost
Computer Equipment – 25% on cost
Individual fixed assets costing £10,000 or more are capitalised at cost.

Stocks

Stocks are valued at fair value, after allowance for obsolete and slow-moving items.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020 CONTINUED

NOTE 1. ACCOUNTING POLICIES - CONTINUED

Hire purchase and leasing commitments

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the period of the lease.

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Investments

Investments are stated at market value as at the balance sheet date. The Statement of Financial Activities include the net gains and losses arising on revaluation and disposal throughout the year.

Realised gains and losses

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and opening market value (purchase date if later). Unrealised gains and losses are calculated as the difference between the market value at the year end and opening market value (or purchase date if later).

Judgements and Key Assumptions

In preparing the financial statements judgements have been made when applying the accounting policies. These judgements are evaluated on an ongoing basis and are based on historical experience. The only area where judgement has a material effect on the values within the financial statements relates to depreciation on tangible fixed assets.

NOTE 2. DONATIONS AND LEGACIES

	2020	2019
	£'000	**£'000**
Fundraised income		
Donations	11,091	5,611
Gift aid	892	286
Legacies	30	54
	12,013	5,951
Donated goods	737	544
	12,750	6,495

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020 CONTINUED

NOTE 3. OTHER TRADING ACTIVITIES

	2020	2019
	£'000	**£'000**
Fundraising events	341	166
Shop & social enterprise	1,040	1,128
Other income	104	24
	1,485	1,318

NOTE 4. INVESTMENT INCOME

	2020	2019
	£'000	**£'000**
Deposit account interest	21	7
Investment income	3	2
	24	9

Investment income is derived from assets held both within and outside of the United Kingdom.

NOTE 5. GRANTS INCOME AND EXPENDITURE

	2020	2019
	£'000	**£'000**
Grants Income		
ASDA grants	4,918	3,215
Tesco top-up grants (cash distribution)	1,952	461
Other grants	70	25
	6,940	3,701

	2020	2019
	£'000	**£'000**
Grants Expenditure		
Grants to the food bank network	4,728	3,643

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020 CONTINUED

NOTE 6. TOTAL EXPENDITURE

	2020	2020	2020	2020	**2020**	2019
	£'000	**£'000**	**£'000**	**£'000**	**£'000**	£'000
	Remuneration costs	Office costs	Project costs	Support costs	**Total**	Total
Raising funds	586	61	615	360	1,622	1,054
Charitable activities						
Grants payable			4,728	52	**4,780**	3,643
Foodbank Network support	1,991	208	1,449	1,234	**4,882**	3,589
Advocacy	946	70	260	437	**1,713**	1,034
	2,937	278	6,437	1,723	**11,375**	8,266
Other trading activities	534	79	298	77	**988**	1,360
	4,057	418	7,350	2,160	**13,985**	10,680

Remuneration costs include salaries, pensions, and NI.

Office costs include costs relating to employees, office expenditure and communications.

Project costs relate to expenditure on strategic activities.

Support costs represent indirect costs to provide the organisational structure that enables those strategic activities to take place.

An analysis of support costs is provided in Note 7.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020 CONTINUED

NOTE 7. SUPPORT COSTS

	2020	2020	2020	**2020**	**2019**
	£'000	**£'000**	**£'000**	**£'000**	**£'000**
	Remuneration costs	Office costs	Project costs	**Total**	**Total**
Support costs					
Support costs	669	58	1,394	**2,121**	**1,324**
Finance costs			4	**4**	**11**
Governance costs			35	**35**	**24**
	669	58	1,433	**2,160**	**1,359**

	2020	2019
	£'000	**£'000**
Governance costs		
Auditors remuneration	**8**	7
Trustee costs	**8**	7
Accountancy and legal fees	**19**	10
	35	24

	2020	2020	**2020**
	£'000	**£'000**	**£'000**
	Before allocation	Support costs	**Total**
Allocation of support costs			
Raising funds	1,262	360	**1,622**
Charitable activities			
Foodbank Network	3,648	1,234	**4,882**
Advocacy	1,276	437	**1,713**
Grants Payable	4,728	52	**4,780**
Other trading activities	911	77	**988**
	11,825	2,160	**13,985**

NOTE 8. NET INCOME/(EXPENDITURE)

	2020	2019
	£'000	**£'000**
Auditors' remuneration	8	7
Depreciation - owned assets	87	90
Hire of plant and machinery		12
Other operating leases	482	425
Deficit on disposal of fixed asset		68

NOTE 9. TRUSTEES' REMUNERATION & BENEFITS AND RELATED PARTY TRANSACTIONS

During both the current year and prior year, no trustees received any remuneration or benefits in their role as trustee. The Memorandum and Articles of Association of the company permit payments to trustees where certain criteria are met.

Trustees' Expenses

During the year, seven trustees were reimbursed for out of pocket expenses totalling £4,437 (2019: four trustees, expenses totalling £2,754). These expenses relate primarily to travel costs incurred on behalf of the charity.

NOTE 10. STAFF COSTS

	2020	2019
	£'000	**£'000**
Wages and salaries	4,005	3,282
Social security costs	350	309
Other pension costs	225	117
Redundancy	147	
	4,727	3,708

Redundancy costs in the year related to the organisation-wide restructuring in pursuit of the Trust's strategic aims.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020 CONTINUED

10. STAFF COSTS CONTINUED

The average monthly number of full time equivalent employees during the year as follows:

	2020	2019
Raising Funds	14	13
Operations	48	42
Advocacy	17	11
Shops and Social Enterprise	24	24
Support	16	13
Grants	2	2
	121	105

The number of employees whose benefits (excluding employer pension costs) exceeded £60,000 was:	2020	2019
£60,001 - £70,000	2	4
£70,001 - £80,000	1	1
£90,001 - £100,000	1	
	4	5

Staff are employed in all areas of the Trussell Trust's work, including the charity shops and associated supporting activity, to enable the charity to meet its responsibilities. The lowest rate of pay is aligned to the living wage as set by the Living Wage Foundation.

Key Management Personnel

The key management personnel (KMP) of the charity comprise the trustees, the Chief Executive Officer (who also acts as the Company Secretary), Chief Strategy Officer, Chief Operating Officer and Director of Policy, External Affairs and Research. The total employee benefits (including employer National Insurance contributions and employer pension costs) of the KMP was £210,007 (2019: £117,769).

The increase in 2020 is due to the three further roles being incorporated into the KMP. Two of the roles, Chief Operating Officer and Chief Strategy Officer, were created in the year. The former role was taken up in January 2020 and the latter role in April 2020.

Using available pay data for the end of the year to 31 March 2020, the CEO/median pay ratio is 3:1. That is to say that the CEO earns 3 times the rate of the median paid employee on a full time equivalent basis, accounting for all salary related benefits.

We believe that this is a reasonable ratio for our organisation and sector, reflecting our commitment to fair pay for our entire staff team and our alignment with the aims of the Good Business Charter following our accreditation in August 2020.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020 CONTINUED

NOTE 11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES (FOR THE PERIOD ENDING 31 MARCH 2019)

	2019	2019	2019
	£'000	**£'000**	**£'000**
	Unrestricted funds	Restricted funds	Total funds
Income from			
Donations and legacies	4,648	1,847	6,495
Charitable activities	131	3,701	3,832
Other trading activities	1,327		1,327
	6,106	5,548	11,654
Expenditure on			
Raising funds	950	104	1,054
Charitable activities	2,381	5,885	8,266
Other trading activities	1,360		1,360
	4,691	5,989	10,680
Net gains/(losses) on investments	3		3
Net income/(expenditure)	1,418	(441)	977
Reconciliation of funds			
Total funds brought forward	1,001	685	1,686
Total funds carried forward	2,419	244	2,663

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020 CONTINUED

NOTE 12. INTANGIBLE FIXED ASSETS

	Computer software £'000	2020 Total £'000
COST		
At 1 April 2019 and 31 March 2020	43	43
AMORTISATION		
At 1 April 2019 and 31 March 2020	43	43
NET BOOK VALUE		
At 31 March 2020		
At 31 March 2019		

Costs capitalised relate to the Foodbank Data Collection system.

NOTE 13. TANGIBLE FIXED ASSETS

	Short leasehold £'000	Fixtures and fittings £'000	Motor vehicles £'000	Computer equipment £'000	2020 Totals £'000
COST					
At 1 April 2019	352	22	52	16	**442**
Additions	113		19	115	**247**
At 31 March 2020	465	22	71	131	**689**
DEPRECIATION					
At 1 April 2019	172	12	33	8	**225**
Charge in year	62	5	11	9	**87**
At 31 March 2020	234	17	44	17	**312**
NET BOOK VALUE					
At 31 March 2020	231	5	27	114	**377**
At 31 March 2019	180	10	19	8	**217**

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020 CONTINUED

NOTE 14. FIXED ASSET INVESTMENTS

	Listed investments £'000
MARKET VALUE	
At 1 April 2019	90
Additions	
Disposals	
Revaluations	1
At 31 March 2020	91
NET BOOK VALUE	
At 31 March 2020	91
At 31 March 2019	90

	Total 2020 £'000	Total 2019 £'000
Analysis of investments by type:		
Equities	83	83
Cash held within the investment portfolio	8	7
	91	90
Geographical analysis of investments:		
Held inside the United Kingdom	24	80
Held outside the United Kingdom	67	10
	91	90

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020 CONTINUED

NOTE 14. FIXED ASSET INVESTMENTS CONTINUED

The trustees consider that the following investment holdings are material (representing more than 5% of the total portfolio value):

Holding	Units held	Market value £,000
The Renewables Infrastructure Grp Ord NPV	10,555	14
Janus Henderson Global Sustainable Equity Fund	3,700	13
Worldwide Healthcare Trust Ordinary GBP0.25	375	11
Rathbone Unit Trust Management Ethical Board	11,000	10
Assura plc Ord 10p	12,000	10
Lazard Global Active Funds Listed Infrastructure	6,000	9
ASI UK Ethical Equity Fund	5,600	8
Eden Tree Investment Management Amity for Charities A Inc	9,200	8

NOTE 15. STOCKS

	2020	2019
	£'000	**£'000**
Food stocks	97	85

NOTE 16. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2020	2019
	£'000	**£'000**
Trade debtors	165	787
Other debtors	435	334
VAT	60	26
Prepayments and accrued income	519	128
	1,179	1,275

NOTE 17. CASH AT BANK

Cash at bank is mainly held to meet the day to day running costs of the charity as they fall due. The high cash balance is due to significant funding received in March in response to the Covid-19 crisis.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020 CONTINUED

NOTE 18. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2020	2019
	£'000	**£'000**
Trade creditors	392	206
Social security and other taxes	103	93
Other creditors	61	100
Credit card	12	
Deferred income (see below)	3,725	3,318
Accrued expenses	195	189
	4,488	3,906
Deferred Income:		
Brought forward	3,318	132
Amount released to incoming resources	(3,318)	(132)
Amount deferred at year end	3,725	3,318
Carried forward	3,725	3,318

NOTE 19. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2020	2019
	£'000	**£'000**
Other creditors	16	165

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020 CONTINUED

NOTE 20. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds	Restricted funds	2020 Total funds	2019 Total funds
	£'000	**£'000**	**£'000**	**£'000**
Fixed assets	377		377	217
Investments	91		91	90
Current assets	10,047	3,998	14,045	6,427
Current liabilities	(763)	(3,725)	(4,488)	(3,906)
Long-term liabilities	(16)		(16)	(165)
	9,736	273	10,009	2,663

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020 CONTINUED

NOTE 21. MOVEMENT IN FUNDS

For the period ending 31 March 2020

	At 1 April 2019 **£'000**	Incoming resources **£'000**	Resources expended **£'000**	Gains and losses **£'000**	Net movements in funds **£'000**	Transfers between funds **£'000**	At 31 March 2020 **£'000**
Unrestricted funds							
General fund reserve	1,200	14,345	(6,017)	1	8,329	207	9,736
Designated funds							
Foodbank Network	207					(207)	
Five-year strategy fund	1,012		(1,012)		(1,012)		
	2,419	14,345	(7,029)	1	7,317		9,736
Restricted funds							
ASDA: FHP Personnel	(8)	669	(661)		8		
ASDA: FHP Programme	28	404	(431)		(27)		1
ASDA: FHP Regrants	1	2,759	(2,758)		1		2
ASDA: Covid		450	(406)		44		44
Big Lottery Fund Scotland		101	(101)				
Brent Foodbank		12	(12)				
Comic Relief	50	34	(84)		(50)		
Coventry Foodbank	1	106	(106)				1
Cummins		127	(88)		39		39
Foodbank Network: Covid-19		176	(165)		11		11
London Midland	(1)						(1)
Martin Lewis Hub Trial	75		(57)		(57)		18
Npower Fuelbank		82	(54)		28		28
Other restricted funds	12	140	(92)		48		60
Persula Foundation		50	(50)				
Salisbury Foodbank		14	(13)		1		1
Step Change		100	(36)		64		64
Tesco (top-up)	56	1,651	(1,705)		(54)		2
The 29th May 1961 Fund	30		(29)		(29)		1
Waitrose		110	(108)		2		2
	244	6,985	(6,956)		29		273
Total funds	2,663	21,330	(13,985)	1	7,346		10,009

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020 CONTINUED

NOTE 21. MOVEMENT IN FUNDS - CONTINUED

Comparatives for period ending 31 March 2019

	At 1 April 2018 £'000	Incoming resources £'000	Resources expended £'000	Gains and losses £'000	Net movements in funds £'000	Transfers between funds £'000	At 31 March 2019 £'000
Unrestricted funds							
General fund	1,001	5,899	(4,691)	3	1,211	(1,012)	1,200
Designated funds							
Foodbank Network		207			207		207
Five-year strategy fund						1,012	1,012
	1,001	6,106	(4,691)	3	1,418		2,419
Restricted funds							
ASDA: FHP Personnel		675	(683)		(8)		(8)
ASDA: FHP Programme		457	(429)		28		28
ASDA: FHP Regrants		3,215	(3,214)		1		1
Big Lottery Fund Scotland	44	149	(193)		(44)		
Brent Foodbank	2	38	(40)		(2)		
Comic Relief	1	175	(126)		49		50
Coventry Foodbank	18	22	(39)		(17)		1
Coventry - Knott Family Trust	25		(25)		(25)		
Cummins	30		(30)		(30)		
Eat Well Spend Less	39		(39)		(39)		
Foodbank Network Regional		189	(189)				
London Midland	19	24	(44)		(20)		(1)
Martin Lewis Hub Trial	280		(205)		(205)		75
Npower Fuelbank	(5)	52	(47)		5		
Other restricted funds	68	48	(110)		(62)		6
Sodexo	56	43	(99)		(56)		
Tesco (top-up)		461	(405)		56		56
The 29th May 1961 Fund	53		(23)		(23)		30
Tudor Foundation: LDF	55		(49)		(49)		6
	685	5,548	(5,989)		(441)		244
Total funds	1,686	11,654	(10,680)	3	977		2,663

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020 CONTINUED

NOTE 21. MOVEMENT IN FUNDS - CONTINUED

24 months period from 1 April 2018 to 31 March 2020

	At 1 April 2018 £'000	Incoming resources £'000	Resources expended £'000	Gains and losses £'000	Net movements in funds £'000	Transfers between funds £'000	At 31 March 2020 £'000
Unrestricted funds							
General fund	1,001	20,244	(10,708)	4	9,540	(805)	9,736
Designated funds							
Foodbank Network		207			207	(207)	
Five-year strategy fund			(1,012)		(1,012)	1,012	
	1,001	20,451	(11,720)	4	8,735		9,736
ASDA: FHP Personnel		1,344	(1,344)				
ASDA: FHP Programme		861	(860)		1		1
ASDA: FHP Regrants		5,974	(5,972)		2		2
ASDA: Covid		450	(406)		44		44
Big Lottery Fund Scotland	44	250	(294)		(44)		
Brent Foodbank	2	50	(52)		(2)		
Comic Relief	1	209	(210)		1		
Coventry - Knott Family Trust	25		(25)		(25)		
Coventry Foodbank	18	128	(145)		(17)		1
Cummins	30	128	(119)		9		39
Eat Well Spend Less	39		(39)		(39)		
Foodbank Network: Covid-19		176	(165)		11		11
Foodbank Network Regional		198	(195)		3		3
London Midland	19	24	(44)		(20)		(1)
Martin Lewis Hub Trial	280		(104)		(104)		176
Npower Fuelbank	(5)	134	(101)		33		28
Other restricted funds	68	179	(196)		(17)		51
Persula Foundation		50	(208)		(158)		(158)
Salisbury Foodbank		14	(13)		1		1
Sodexo	56	43	(99)		(56)		
Step Change		100	(36)		64		64
Tesco (top-up)		2,112	(2,110)		2		2
The 29th May 1961 Fund	53		(52)		(52)		1
Tudor Foundation: LDF	55		(49)		(49)		6
Waitrose		110	(108)		2		2
	685	12,534	(12,946)		(412)		273
Total funds	1,686	32,985	(24,666)	4	8,323		10,009

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020 CONTINUED

NOTE 21. MOVEMENT IN FUNDS - CONTINUED

Fund descriptions:

DESIGNATED FUNDS	
Foodbank Network	For supporting emergency or unexpected costs of the Foodbank network. This fund was transferred to the General Fund as the purpose of the designated fund was no longer relevant to the Trust's strategic aims.
Five-year strategy delivery	For the delivery of the Trust's strategy. This fund was fully spent down in the year.
RESTRICTED FUNDS	
ASDA: FHP Regrants	Performance-related grants to food banks
ASDA: FHP Operating Personnel	For the use of operating personnel
ASDA: FHP Programme	Programme implementation activities
ASDA: Covid	For use in the response to Covid-19 Crisis
Big Lottery Fund (Scotland)	For the support and expansion of the Foodbank Network in Scotland, including the salary and costs of the food bank regional development team
Brent Foodbank	For the support of Brent Foodbank, including salary costs of the food bank manager
Comic Relief	For the support of the Foodbank Network and More Than Food projects, including a share of the salary and costs of the food bank regional development team and More Than Food project team
Coventry Foodbank	Donations received to support the work of Coventry Foodbank
Coventry Foodbank Knott Family Trust	For Coventry Foodbank
Cummins	For refurbishment work at our Coventry site; kept in separate fund for reporting
Eat Well Spend Less	Donations towards the costs of operating the Eat Well Spend Less programme
Foodbank Network Regional	For the support and development of the Foodbank Network
Foodbank Network: Covid-19	For the support and development of the Foodbank Network in response to the Covid-19 pandemic
London Midland	Funding from former rail company London Midland for the purchase and operation of a van to support Coventry Foodbank
Martin Lewis Hub Trial	Funding received from the Martin Lewis Charitable Foundation for the trial provision of financial triage within food banks
Npower Fuelbank	To support the delivery of Fuelbank across the UK
Other Restricted Funds	Relates to amounts which are immaterial individually and in sum
Persula Foundation	For work relating to policy programme strategy
Salisbury Foodbank	For the support of Salisbury Foodbank, including salary costs of the food bank manager
Sodexo	Funding from Sodexo for refurbishment work at our Coventry site

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020 CONTINUED

NOTE 21. MOVEMENT IN FUNDS - CONTINUED

Step Change	For IT systems development
Tesco top-up	From the neighbourhood food collections. The charity chooses to share this funding with member organisations of the Trussell Trust's Foodbank Network
The 29th May 1961 Fund	Funding from the 29th May 1961 Fund for refurbishment work at our Coventry site; kept in separate fund for reporting purposes
Tudor Foundation; LDF	For costs relating to the London area
Waitrose	For costs relating to Trussell Trust roadshows

NOTE 22. RELATED PARTY DISCLOSURES

The trustees and key management personnel of the charity donated a combined total of £330 before Gift Aid to the charity in the year (2019: £480).

NOTE 23. ULTIMATE CONTROLLING PARTY

The charitable company is not under the control of another entity or any one individual.

NOTE 24. LEASE COMMITMENTS

	2020	2019
	£'000	**£'000**
Operating lease payable		
Within one year	416	378
Between two and five years	741	789
Beyond five years	25	104

NOTE 25. POST BALANCE SHEET EVENT

On 1st November 2020 Salisbury Foodbank transferred out of the Trussell Trust and was set up as an independent charity. A franchise agreement was established so that Salisbury Foodbank now operates as part of the Trussell Trust's foodbank network.

Adopting a similar approach to the remaining two food banks which are operated by the Trussell Trust (Coventry Foodbank and Brent Foodbank) is under consideration.

The Board are completing a thorough review of the Trust's reserves and investment policies.

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Stop UK Hunger

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