

Charity Number: 1169383

The Bread and Butter Thing

Report and financial statements
For the period ended 31 December 2024

The Bread and Butter Thing

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Reference and administrative information

For the period ended 31 December 2024

The Charitable Incorporated Organisation was registered with the Charity Commission with the name of Heathfield Drive on 27 September 2016. The name was changed to The Bread and Butter Thing on 6 June 2017.

Charity number 1169383

Registered office and operational address
The Bread and Butter Thing
Warren Bruce Court
Warren Bruce Road
Stretford
Manchester
M17 1LB

Trustees Trustees who served during the year and up to the date of this report were as follows:

Will Bentley	(Chair)
Philip Kaye	(Treasurer)
Graeme Douglas	
Andrew Mitchell	(resigned 19 April 2024)
Greg Sage	
Inga Thordar	
Barry Fine	(appointed 29 October 2024)
James Truscott	(appointed 29 October 2024)
Simone Sargeant	(appointed 29 October 2024)

Key management personnel	Mark Game	Founder
	Jane Partington	Founder
	Victoria Harper	Chief Executive
	Michael Day	Managing Director

Bankers Santander
712–716 Wilmslow Rd
Manchester
M20 6DQ

Auditor Sayer Vincent LLP
110 Golden Lane
London
EC1Y 0TG

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Trustees' annual report

For the period ended 31 December 2024

The trustees present their report and the audited financial statements for the period ended 31 December 2024.

Reference and administrative information set out on page 1 forms part of this report. The financial statements comply with current statutory requirements, the CIO constitution and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Objectives and activities, purposes and aims

The purposes of The Bread and Butter Thing as set out in its constitution are:

The relief of financial hardship and the promotion of social inclusion among people living or working in the UK for the public benefit by providing such persons with, or with access to, goods, services and/or funds without a poverty premium which they could not obtain access to through lack of means and/or as a result of their social and financial exclusion from society as a result of one or more of the following factors: unemployment, financial hardship; youth or old age; ill health (physical or mental); substance abuse or dependency including alcohol and drugs; poor education or skills attainment; crime (either as a victim of crime or as an offender rehabilitating into society);

The protection and preservation of the environment for the public benefit by the promotion of food waste reduction and fast-moving consumer goods waste reduction by redistributing goods to people in low income households.

The promotion of good health and nutrition by providing affordable access to, and supplying, a healthy and balanced diet, and providing advice and education on a healthy and balanced diet. The trustees review the aims, objectives and activities of the charity each year. This report looks at what the charity has achieved and the outcomes of its work in the reporting period. The trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the trustees ensure the charity's aims, objectives and activities remain focused on its stated purposes.

The trustees 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 its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.

The charity's main activities and who it tries to help are described below. As set out in its constitution, its charitable activities are undertaken to further The Bread and Butter Thing's charitable purposes for the public benefit.

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Our mission is to unleash the power of food and ignite long-lasting change in struggling neighbourhoods across the UK.

We build bridges out of food deserts, bringing nutritious, affordable food to the centre of the UK's most deprived communities and nourish them. We change lives. And we give voice to the people who use us – our members.

We are the everyday – the bread and butter – baked into the heart of our communities.

What we do

It starts with food.

Because when you're struggling to make ends meet, knowing where your family's next meal is coming from is paramount.

Our mobile food clubs give access to nutritious and affordable food taken into the heart of communities starved of money, food and resources. This low cost weekly shop provides essential produce for family eating – fresh fruit and veg, chilled goods, and cupboard staples.

But this is just the beginning.

- Every week, we improve diets with a diverse variety of healthy produce and products.
- Every week, our communities gather to manage the distribution of food, building friendships, skills and connections.
- Every week, we diminish loneliness and reduce the stress of stretched finances.
- Every week, we bring in external partners to offer bespoke and tailored support.
- Every week, we listen, and we learn, building understanding of the issues facing our members and give voice to their stories, amplifying them and affecting change at a local and national level.
- Every week, we change lives.

Our aims:

- Make healthy food accessible, affordable, and dignified for people on low incomes. We believe everyone should be able to feed their family well without shame or stigma. Our food clubs provide reliable, affordable access to fresh produce—supporting healthier diets and easing the pressure on household finances.
- Build community strength and resilience from the ground up. We partner with existing local organisations to nurture spaces where people feel welcome, supported, and empowered. Through volunteering, connection and practical support, our hubs become neighbourhood anchors, tackling isolation and promoting self-reliance.
- Prevent waste by unlocking surplus food for social good. We work with farms, manufacturers, distributors and retailers to divert high-quality surplus

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food away from waste routes such as anaerobic digestion and into the hands of people who need it. We turn excess into impact, proving that redistribution is both an environmental and social solution.

- Be a catalyst for long-term change in how the UK tackles food insecurity. We demonstrate that sustainable models of support are possible, bridging the gap between crisis aid and everyday affordability. We advocate for smarter, more compassionate systems, rooted in dignity, prevention and community.

A two-tier approach to food security

2024 was another year of mounting pressure on low-income households, with the cost of living crisis continuing to erode financial stability. Inflation may have slowed, but prices remain high, and essentials like food and energy are increasingly out of reach. For many of our members, it's not that life is getting easier, but that hardship is becoming normalised.

The bread and butter thing's 2024 member survey painted a stark picture:

- 45% of our members had less than £50 to live on each month after housing and energy costs.
- 61% were in debt or arrears.
- Over 40% reported relying on friends, family, or informal borrowing to get by.

And yet, amidst growing hardship, the resilience and determination of our members continues to inspire us. These are households quietly doing their best: working, caring, managing illness, raising children, while navigating a welfare system many find confusing and inaccessible. Nearly a quarter of members told us they're not confident they're receiving the benefits they're entitled to, and 37% said they were unaware of any government support schemes relevant to them.

We believe that food security shouldn't start at the point of crisis. That's why we advocate for and deliver a two-tier approach.

Food banks remain a critical lifeline for those in crisis. But our food clubs operate at the next level: providing ongoing, preventative support to help families stay afloat and avoid hitting crisis. We offer healthy, nutritious food week in, week out without stigma, referrals, or barriers. Our open access model ensures dignity, trust, and flexibility.

Food clubs like The Bread and Butter Thing help bridge the chasm between unaffordable retail and crisis food aid. They are increasingly recognised as the 'missing middle' in the UK's food security landscape. In the past year, we've helped about 12,400 members to reduce or stop using food banks.

As one of our members put it:

"By paying a little, I feel like I'm contributing. It's not a handout—it's a help-up."

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The demand is clear. At the end of 2024 we were supporting over 130 hubs, stretching from Peterborough to Northumberland with new launches in Staffordshire, Stoke and beyond. Each new hub embeds itself in the local community, run by local volunteers, supported by The Bread and Butter Thing's logistics and operations and helps many families every week.

And the impact is far-reaching:

- 79% of members now eat more fruit and veg.
- 73% are skipping meals less often.
- 71% are cooking more at home.
- 72% feel more connected to their communities.

In a time when many are feeling overlooked and under-supported, The Bread and Butter Thing food clubs offer something rare: practical support delivered with respect. As one stakeholder recently said:

"Food clubs like The Bread and Butter Thing are the secret weapon against food insecurity."

Beyond the bags

The Bread and Butter Thing works in partnership with pre-existing community organisations, identified with the support of local stakeholders. We partner with these hubs to help them better serve their communities and to maximise the value of local assets.

The Big Brew Time has continued to add huge value throughout 2024, providing a warm, welcoming space where our members can return to their local hub for a chat, a hot drink, and a chance to connect with others. Over 52,000 hot drinks were shared in 2024 across more than half of our hubs, helping reduce isolation and strengthen local relationships. Our non-stigmatising approach builds trust through shared experience and activity, something that's more important than ever.

With around 60-80 households attending our lively weekly sessions, members consistently report a strong sense of connection:

- 97% feel The Bread and Butter Thing is good for their community
- 92% feel welcome
- 72% feel more involved with their community
- 64% feel less alone
- 31% have made new friends

The Bread and Butter Thing's model also creates valuable opportunities for wraparound support by guaranteeing footfall and offering a trusted space. We have worked with organisations such as the Morrisons Foundation, The Green Doctors, Citizens Advice, Virgin Media, New Leaf, and Kirklees Money Advice ensuring that face to face support is easily accessible where it's most needed.

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In a time when low-income households continue to face extreme pressure from the ongoing cost of living crisis to limited access to essential services our community spaces offer a practical, local solution. Our members tell us that they rely more than ever on trusted support to navigate rising costs, hidden benefits, and digital exclusion.

In 2024, we partnered with Sainsbury's and Comic Relief through their Nourish the Nation campaign to launch the Seasonings Shuttle—a herbs and spice van that travelled across The Bread and Butter Thing hubs. Designed to empower people with new meal ideas and encourage confident, nutritious cooking, the initiative engaged over 1,400 members across 12 locations. The van created moments of joy and discovery, bringing new flavours and skills into homes, and reinforcing the message that affordable, healthy eating can be accessible and exciting.

Members also enjoy the social aspect of our service. 96% share unwanted food items with neighbours, friends or family, creating ripple effects of support across entire communities. People swap recipe ideas, share tips, and take pride in finding creative ways to use unexpected ingredients.

More than just food

Our aim is simple: to help communities help themselves. At the heart of every one of our hubs is a dedicated volunteer team made up of local people who deliver our service with pride and purpose. These are the familiar faces our members see each week—setting up, sorting, packing, and distributing food with care and compassion.

Each week, we're supported by over 1,000 volunteers, delivering more than 3,000 hours of service across our network of 130+ hubs and warehouses. Whether they're working on the frontline at local hubs or behind the scenes in our warehouses, their contribution is vital—and we couldn't do it without them.

Our model is rooted in community pride and ownership. From day one, we've seen that the communities we serve don't just want support; they want to be part of the solution. Our volunteers are our members, our neighbours, our community champions. They know the people we serve and often bring warmth, trust, and familiarity that only a local can offer. For many, volunteering is more than a role: it's a way of building confidence and connecting with others.

In 2024 alone, volunteers contributed a staggering 161,000 hours across the organisation. Their efforts have been key in transforming our food clubs into trusted neighbourhood spaces: supportive, non-judgemental, and full of heart.

Turning Surplus into Solutions

2024 was another challenging year for the food industry. The lasting impacts of global economic and political challenges continue to disrupt low-cost supply chains and destabilise food

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availability. These factors have deepened inflationary pressures and intensified the challenges of accessing surplus food at scale.

In response, The Bread and Butter Thing has worked tirelessly to source and redistribute surplus food while building the logistics capacity to grow our network of food clubs helping families weather the ongoing cost of living crisis.

A cornerstone of our food sourcing success remains our long-term relationship with Morrisons, who have supported our work since inception. We have further deepened our collaboration across their manufacturing sites and distribution centres, resulting in a 79% uplift in direct supply. We also began intercepting surplus crops higher up the supply chain, rescuing produce that would otherwise go to waste. Own-label redistribution approvals continue to be a focus for The Bread and Butter Thing with a view to securing all major retailer approvals, an essential step in tackling unnecessary waste.

Our approach aligns with the top two tiers of DEFRA's Food Waste Hierarchy: preventing waste at the source and ensuring that all edible surplus feeds people wherever possible. We work closely with food producers and retailers to identify redistribution opportunities through site visits, end to end production walks, and tailored logistics solutions.

Our seven day a week, responsive collection model uses our own fleet and national haulier partnerships to enable rapid pickups and minimise waste. We prioritise backhauling using empty vehicles returning from deliveries to transport surplus food reducing emissions and increasing efficiency.

The urgency of our work is underscored by the Food Foundation's 2024 State of the Nation's Food Insecurity report, which highlights that nearly one in five UK households (18%) experienced food insecurity in the past month—the highest level recorded. It also shows that only 17% of people struggling to afford food accessed any form of charitable food support. This stark contrast illustrates the scale of need and the critical importance of expanding surplus food redistribution in ways that are inclusive, dignified, and scalable.

As the UK government prepares the 2025 National Food Strategy, The Bread and Butter Thing is well placed to contribute meaningfully. With our extensive experience in food redistribution, our on the ground insights from thousands of members, and our practical knowledge of systemic barriers and enablers, we offer a unique perspective on how surplus food can form part of a dignified and scalable response to food insecurity.

We continue to try and engage with ministers and civil servants in DEFRA, advocating for redistribution-focused policies that align with both sustainability goals and the lived experience of the people we support. Our mission remains clear: to make surplus part of the solution.

The rising challenges of redistribution

2024 continued the trend of rising costs for redistribution. As food has generally continued to be more expensive for everybody, food businesses are doing everything they can (and rightly so) to drive out waste from their supply chains.

As a result, our transport costs have risen considerably as we have engaged deeper and wider with industry across the country.

We continue to call for Government to consider redistribution as a serious option as part of the food waste solution and look for a clear move towards mandatory food waste reporting and more rigorous policies surrounding businesses when considering the food waste hierarchy. Anaerobic Digestion continues to be the main consumer of surplus foods and is heavily subsidised.

Governance and regulation remain a top priority for The Bread and Butter Thing, and we continue to work with the sector and WRAP to seek a collective voice and ways of working for us all. The redistribution sector has grown to a size to be considered to fall within grocery code regulations and for the industry to recognise the need for uniform service contracts with length of service and service level agreements.

Furthermore, the redistribution sector is providing essential access to affordable food for so many families that simply cannot afford it. And yet, the sector is not represented by the team of experts gathered to help the Government consider its food strategy for 2025.

Achievements and performance

The charity began its activities in late 2016 and has grown every year since. Local access to healthy, affordable food remains a major challenge in many of the communities we serve but the appetite for change is strong. We find that once a community hub opens, residents quickly embrace it. Our model is built on trust, consistency, and local engagement, which is why demand continues to grow week on week.

We operate a supply driven model, which means we are constantly working to remove barriers to redistribution and open new routes for surplus food to reach the people who need it most. Our work is centred around affordability and access the two key drivers of food insecurity as highlighted by national research. By bringing nutritious food directly into underserved communities, we not only fill fridges but also help to improve diets and as a result the health of our members.

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Description	At end of 2024	At end of 2023	At end of 2022	At end of 2021
Membership	100,000+	75,000+	48,000+	23,000 +
Families supported weekly	10,000+	7,000+	4,900 +	2,600 +
Meals equivalent per week based on DEFRA figures	411,000+	265,000+	165,000 +	74,000 +
Volunteer hours per month	13,400+	10,600+	9,400 +	5,000 +
Community Hubs	131	115	81	53

Our ability to grow is fuelled by strong relationships with the food industry. From farms and fields to manufacturing sites and regional distribution centres, we're focused on making redistribution easier, more efficient, and more sustainable. By identifying practical, low-cost solutions to logistical challenges like the management of transport assets or coordination of short-dated goods we've unlocked hundreds of tonnes of edible surplus that would otherwise have been wasted.

Financial review

Income for the year was £6,763,867 (2023: £5,431,357) of which £3,076,416 (2023: £2,474,818) came from membership fees and £3,687,451 (2023: £2,956,539) from grants and donations.

During 2024 we have been fortunate to have received funding for growth from a range of valued partners. We have been supported to open in new communities by Short Straw International, Durham Council and East Staffordshire Council. In each case, the funding allowed us to purchase a new chilled van and to open 5 hubs in communities within their area.

We have also extended our initiatives from earlier years, working with the Household Support Fund in partnership with Durham Council, Tameside Council, Manchester City Council and Darlington Council. These projects increase our impact by enabling us to offering additional food and fuel support to communities across our network.

Nourish the Nation Funding (Comic Relief and Sainsburys) has continued to fund us to expand and develop. In 2024, they awarded us £1,750,000 (2023: £814,603) to help our geographical expansion, to provide support focussed on reducing child poverty and enhance the holiday activities and food Programme in the communities we work.

The Bread and Butter Thing remain committed to helping our members stretch their budgets, help them eat better and ensure surplus food is used to feed people. We are grateful to all our new and repeating funders whose support makes this work possible.

Reserves policy and going concern

The Bread and Butter Thing reviews its reserves policy annually, assessing the risks facing the charity and determining an appropriate level of reserves to ensure the continuation of services in

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the event of short-term disruption. The purpose of holding reserves is not to cover a long-term funding shortfall but to enable the charity to operate effectively while taking the necessary steps to restore financial stability.

The trustees have evaluated the charity's risk register and identified key risks that necessitate holding reserves in case these risks materialise. The primary operational risks include a potential shortfall in planned funding, and short and medium-term cost pressures, particularly the costs of transporting bulk food into our warehouses. The trustees have determined an appropriate reserves range that balances the need to safeguard the charity's operations against ensuring that funds are not held excessively, which could hinder The Bread and Butter Thing from delivering the vital services so urgently needed.

As of 31 December 2024, the trustees consider an appropriate reserves range to be between £600,000 and £900,000.

In addition to ongoing operational priorities, the charity has identified a strategic investment essential to enhancing its long-term stability: the relocation of its Greater Manchester site. This move is critical to improving the efficiency of operations in the North West and will provide a more suitable and scalable base to support the charity's growing regional footprint. It is envisaged that these costs will be incurred during 2025. A designated reserve of £350,000 has been set aside as of 31 December 2024 to fund these activities.

The total funds held by The Bread and Butter Thing as of 31 December 2024 amounted to £4,158,478, of which £2,752,796 are restricted. In addition to the designated reserve of £350,000 mentioned above, the resulting free reserves at that date totalled £927,000. This figure slightly exceeds the upper limit of the reserves range (£900,000). However, given the current operational challenges and economic environment, the trustees are satisfied with this position and will continue to monitor it closely throughout the year.

Fundraising statement

After the initial investment in establishing a new hub, The Bread and Butter Thing's model is designed to be self-sustaining, with membership income covering the ongoing regional running costs. As such, we raise funds primarily to support our growth, keep costs low for members and invest in the wider services we provide to our communities, members, and volunteers.

However, we are not immune to rising inflationary costs across our operations. Also, our third-party logistics costs have increased significantly during 2024 as we source bulk quantities of food from around the UK. These logistics costs are expected to continue to increase in 2025 at a rate higher than inflation.

This cost pressure means that our membership income is no longer able to cover the ongoing regional running costs. In light of this, 2025 will see an increased focus on fundraising and

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storytelling, as we work to strengthen our position and reach in an increasingly competitive funding landscape.

All fundraising is currently carried out by our senior management team. However, we recognise the need to build capacity in this area and will utilise external support during 2025. For the first time, we will also look to recruit a dedicated fundraiser to support our ambitions for growth and sustainability.

We are proud to be a living wage employer and remain committed to maintaining dignity and affordability for our members, many of whom are navigating significant economic pressures.

We are especially grateful for the current support received through Nourish the Nation funding, which is making a meaningful difference to the work we do and the people we support.

Plans for the future

The feedback we receive from our members highlights just how precarious financial stability is for many families, and how quickly circumstances can shift, from managing to needing urgent support to access affordable, healthy food. The service provided by The Bread and Butter Thing acts as a form of early intervention, helping prevent families from being pulled deeper into poverty. This, alongside the powerful sense of community we help foster, with members greeted by a friendly face and a chance for connection when collecting their food has never been more vital. As we move through 2025, this work will continue to provide essential, stabilising support to thousands of households.

We will continue to scale our model in areas where there are clear gaps in provision, responding directly to the growing demand from communities. In 2024, we expanded significantly across England, and 2025 will see The Bread and Butter Thing reach new areas including Maidstone, Whitby, and beyond. The demand for sustainable, long-term solutions is increasing. In some areas there has been an overreliance on tactical interventions such as the Household Support Fund, and many local authorities are now actively seeking more effective, lasting ways to help their communities access good quality, affordable food. The Bread and Butter Thing addresses this gap offering a dignified, community-led model that supports people to stretch their budgets without stigma.

We are continuously refining our model to increase efficiency and enhance impact. This includes strengthening logistics by developing more strategic partnerships to extend our reach beyond warehouse footprints, improving route planning, and integrating new operational processes that reduce costs while maintaining quality. By streamlining internal systems and investing in smarter ways of working, we are ensuring that more communities can be supported sustainably. These efforts allow us to ensure our hubs remain resilient, responsive, and community powered.

The Bread and Butter Thing hubs provide more than food: they foster resilience, community, and dignity. But the scale of financial fragility in the UK is stark. The DWP's own impact assessments

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underscore the challenge particularly when 45% of our members report having less than £50 left each month after covering housing and utility costs. In response, we are developing our Slice of Life campaign a multi-channel approach to storytelling, advocacy, and public engagement. By combining lived experience, political dialogue, and creative interventions, the campaign will provide a compelling platform to influence change and amplify the voices of those too often left unheard.

We are keen to meet with Ministers to discuss how a proactive, preventative approach to food insecurity can be made a central part of the upcoming Food Strategy. We believe that food redistribution and community food access can play a central role in building both environmental and social resilience.

By the end of 2025, we expect to operate more than 150 hubs. Our belief is simple: that food clubs affordable, community-rooted, and sustainable should be a core part of how we support families to not only survive but thrive.

Principal risk and uncertainties

As part of our commitment to strong governance and sustainability, the trustees actively monitor and manage the risks facing The Bread and Butter Thing. Our risk management approach ensures that we remain resilient in the face of uncertainty and continue to deliver impact in the communities we serve.

The trustees have ultimate responsibility for risk management and for ensuring that The Bread and Butter Thing's internal control systems are robust and effective. They are satisfied that appropriate processes are in place to identify key risks and mitigate them. Risk is regularly reviewed and assessed across operational, financial, compliance, and strategic areas through a detailed Risk Register, which is monitored and updated routinely.

Over the past year, we have seen a complex risk landscape emerge, shaped by economic instability, rising prices, and operational pressures. We continue to assess and respond to these challenges through robust planning and prudent financial management.

We proactively mitigate financial risks through secure funding pipelines, commissioned fundraising expertise, and meticulous documentation of financial systems. Regular budget monitoring and value for money assessments are conducted to ensure financial stability.

The trustees ensure that an effective system of internal financial control is maintained, operated through delegated authority and regular reporting. The Treasurer actively challenges and scrutinises internal controls to strengthen governance oversight.

Recruitment remains a key organisational challenge, particularly in securing staff of the right calibre to support our ambitious growth plans and maintain the high standards expected across our operations. While we offer a strong employment proposition, including flexible working and a

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values led culture, the pace and complexity of our service requires exceptional talent. We continue to strengthen our recruitment approach and invest in internal development to build resilience and ensure continuity.

Operational risks such as food safety, transport reliability, and fleet maintenance are managed through rigorous policies, routine audits, and investment in systems and training. For example, Health & Safety and Food Safety compliance are subject to mandatory training, regular site audits, and Primary Authority oversight.

Our significant partnership with Comic Relief, which supports key areas of our work, is currently secured through to 2027. However, we are mindful of the need to prepare for a future without this support. Should it not be renewed, we estimate that a six-month window would be required to restructure operations or source alternative funding.

Our lease on our existing warehouse site in Trafford Park ends in 2025. A new site has been identified, and Heads of Terms have been signed in March 2025. Relocating our warehousing operations will involve significant one off costs. This move is essential to the continuity of our services and to ensure that our warehousing operations have the capacity to scale further.

Our ability to deliver is fundamentally tied to the availability of surplus food. During the year, we have greatly widened the number of suppliers we deal with and have improved our infrastructure to allow us to deal with large donations quickly and efficiently. We continue to invest in this area, with the support of trustees so our expansion is underpinned with the right food. We monitor very closely our third-party logistics costs which are our biggest costs after wages and salaries.

We remain committed to ongoing risk evaluation and are confident that our current framework supports the continued growth and resilience of the organisation. By integrating best practices and learning from peer organisations, we strive to enhance our risk management strategies continually. Our aim is to be nimble, prepared, and responsive, so that we can protect our services and continue to support tens of thousands of families, whatever comes our way.

Structure, governance, and management

The organisation is a Charitable Incorporated Organisation (CIO), incorporated and registered as a charity on 27 September 2016 in England and Wales.

The CIO was established under its constitution, which sets out the charity's objects and powers and governs its operations.

The day to day management of the charity is led by Chief Executive Vic Harper, with support from Mark Game and Jane Partington in their roles as Founders, and Mike Day as Managing Director. Work is ongoing to strengthen management resilience across the organisation, ensuring continuity and sustainability as we grow. This leadership team sets and upholds high standards, fully understands the fast paced nature of our work, and champions a culture of service that puts our

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members and communities at the heart of everything we do. We are ambitious for the success of The Bread and Butter Thing, driven by our belief in its potential to create lasting impact at scale.

Trustees are required to disclose all relevant interests and register them with the charity's legal adviser. In line with the charity's policy, they withdraw from any decisions where a conflict of interest may arise.

The remuneration of the senior management team is set by the trustees, with the aim of paying a fair and appropriate salary for the not-for-profit sector, while remaining mindful of the charity's financial position.

All trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are disclosed in note 6.

Operation of the Board of Trustees

The Board of Trustees meets formally four times a year to review the organisation's work and services, and to agree the strategic goals for the charity. The Board also reviews its own operation, effectiveness and governance on an annual basis. The trustees delegate the day to day operations and staffing of the charity to the management team. At each quarterly meeting, they review recent developments to ensure they are in line with the strategic goals agreed. To further harness the full breadth of knowledge across the organisation, working groups comprising trustees and the leadership team are established for key projects, enabling collaboration and informed decision-making across strategic priorities.

Appointment of trustees

An annual review of the Board of Trustees' recruitment needs is undertaken under the leadership of the Chair. This includes an audit of current knowledge, experience, skills, and abilities, with consideration given to how these may be impacted by future trustee departures. Trustees are appointed based on the skills and sector knowledge relevant to our operations.

All new trustees are inducted by spending time with the team on site, ensuring they gain a strong understanding of day to day operations and build direct relationships with staff. Additionally, trustees are expected to volunteer with the team for at least one day each year to maintain this connection.

Related parties and relationships with other organisations

Throughout 2024, The Bread and Butter Thing has continued to work closely with food industry partners. We have strong working relationships with Asda, Amazon, Co-op, Cranswick, Fyffes, Greencore, Greene King, Jackson's Bakery, Kellogg's, Morrisons, Pilgrim Foods, Worldwide Fruit, Soreen, Sodexo, and Sainsbury's through their Nourish the Nation initiative. These partners have

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supported us a range of goods, volunteering, and press coverage, and we are hugely grateful to them all.

Once again, we are especially grateful to the Morrisons team for their continued operational support and partnership as we grow, including plans for deeper engagement at their food manufacturing sites.

Statement of responsibilities of the Trustees

Law applicable to charities in England and Wales requires the trustees to prepare financial statements for each financial year which give a true and fair view of the charity's financial activities during the period and of its financial position at the end of the period. In preparing financial statements giving a true and fair view, the trustees should follow best practice and:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

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Auditor

Sayer Vincent LLP was reappointed as the charity's auditor during the year and has expressed its willingness to continue in that capacity.

The trustees' annual report has been approved by the trustees and signed on their behalf by

William Bentley
Chair of Trustees
22nd April 2025

Independent Auditor's report

To the members of

The Bread and Butter Thing

Opinion

We have audited the financial statements of The Bread and Butter Thing (the 'charity') for the year ended 31 December 2024 which comprise of the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 charity's affairs as at 31 December 2024 and of its incoming resources and application of resources, for the year 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 Charities Act 2011

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 charity 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 Bread and Butter Thing'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 other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- The information given in the trustees' annual report is inconsistent in any material respect with the financial statements;
- Sufficient accounting records have not been kept; or
- The financial statements are not in agreement with the accounting records and returns; 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 set out in the trustees' annual report, the trustees 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 charity'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 charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

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 are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.

Independent Auditor's report

To the members of

The Bread and Butter Thing

- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available 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 charity's trustees as a body, in accordance with section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's trustees 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Date: 29 April 2025

Jonathan Orchard
Sayer Vincent LLP, Statutory Auditor
110 Golden Lane, LONDON, EC1Y 0TG

The Bread and Butter Thing

Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 December 2024

	Note	Unrestricted £	Restricted £	2024 Total £	Unrestricted £	Restricted £	2023 Total £
Income from:							
Donations and Grants	2	124,486	–	124,486	151,005	–	151,005
Charitable activities	3	3,407,307	3,232,074	6,639,381	2,742,939	2,537,412	5,280,352
		<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Total income		3,531,793	3,232,074	6,763,867	2,893,944	2,537,412	5,431,357
		<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Expenditure on:							
Charitable activities							
Charitable activities	4a	3,098,963	2,923,333	6,022,296	3,118,253	1,531,554	4,649,807
		<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Total expenditure		3,098,963	2,923,333	6,022,296	3,118,253	1,531,554	4,649,807
		<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Net income / (expenditure) before net gains / (losses) on investments		432,830	308,741	741,571	(224,309)	1,005,858	781,550
		<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Net income for the year	5	432,830	308,741	741,571	(224,309)	1,005,858	781,550
		<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Reconciliation of funds:							
Total funds brought forward		972,850	2,444,055	3,416,906	1,197,159	1,438,197	2,635,356
		<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Total funds carried forward		1,405,680	2,752,796	4,158,477	972,850	2,444,055	3,416,906
		<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 16.

The Bread and Butter Thing

Balance sheet

As at 31 December 2024

	Note	£	2024 £	£	2023 £
Fixed assets:					
Tangible assets	10		1,142,973		1,051,464
Intangible assets	11		16,758		21,338
			<u>1,159,731</u>		<u>1,072,802</u>
Current assets:					
Debtors	12	2,242,705		1,777,312	
Short term deposits		1,016,591		935,000	
Cash at bank in hand		465,779		273,907	
			<u>3,725,075</u>	<u>2,986,219</u>	
Liabilities:					
Creditors: amounts falling due within one year	13	(726,329)		(642,115)	
			<u>2,998,746</u>		<u>2,344,104</u>
Net current assets					
			<u>4,158,477</u>		<u>3,416,906</u>
Total net assets					
The funds of the charity:	15a				
Restricted funds			2,752,796		2,444,057
Unrestricted funds					
Designated funds		350,000		–	
General funds		1,055,680		–	
			<u>1,405,680</u>		<u>972,849</u>
Unrestricted funds					
General Funds			1,405,680		972,849
Total charity funds			<u>4,158,477</u>		<u>3,416,906</u>

Approved by the trustees on 22 April 2025 and signed on their behalf by

Name: William Bentley
Title: Chair of Trustees

Name: Philip Kaye
Title: Treasurer

The Bread and Butter Thing

Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 December 2024

	Note	2024		2023	
		£	£	£	£
Cash flows from operating activities					
Net income for the reporting period (as per the statement of financial activities)		741,571		781,550	
Depreciation charges		278,402		273,961	
Amortisation charges		12,443		10,041	
(Increase) in debtors		(465,393)		(977,596)	
(Decrease) / Increase in creditors		84,214		(92,196)	
Net cash(used in) / provided by operating activities		651,237		(4,240)	
Cash flows from investing activities:					
Purchase of fixed assets		(369,911)		(428,298)	
Purchase of intangible assets		(7,863)		–	
Short term deposits		(81,591)		(255,000)	
Net cash (used in) investing activities		(459,365)		(683,298)	
Change in cash and cash equivalents in the year		191,872		(687,539)	
Cash and cash equivalents at the beginning of the year		273,907		961,446	
Cash and cash equivalents at the end of the year		465,779		273,907	
Analysis of cash and cash equivalents and of net debt					
	At 1 January			At 31	
	2024	Cash flows	Other non-	December	
	£	£	cash changes	2024	
			£	£	
Cash at bank and in hand	273,907	191,872	–	465,779	
Total	273,907	191,872	–	465,779	

1 Accounting policies

a) Statutory information

The Bread and Butter Thing is a Charitable Incorporated Organisation, governed by a Constitution and registered in England. The registered office address is Warren Bruce Court, Warren Bruce Road, Trafford Park, Manchester M17 1LB.

b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in

c) Public benefit entity

The charity meets the definition of a public benefit entity under FRS 102.

d) Going concern

The board has considered the impact of both current requirements and future plans and the trustees consider that there are The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a

e) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has

f) Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to

g) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this

h) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes. Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

i) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

1 Accounting policies (continued)

j) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned using an estimate, based on staff time, of the amount attributable to each activity.

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

Support and governance costs are re-allocated 100% back to the charitable activity.

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

k) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation costs are allocated to activities on Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its

●	Plant and Machinery	2 – 10 years
●	Office Equipment	2– 3 years
●	Motor vehicles	5 years
●	Website & Software	3 years

l) Stocks

Stocks are stated at the lower of cost and net realisable value. In general, cost is determined on a first in first out basis and includes transport and handling costs. Net realisable value is the price at which stocks can be sold in the normal course of business after allowing for the costs of realisation. Provision is made where necessary for obsolete, slow moving and defective stocks. Donated items of stock, held for distribution or resale, are recognised at fair value which is the amount the charity would have been willing to pay for the items on the open market.

m) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

n) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. Cash balances exclude any funds held on behalf of service users.

o) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

p) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

The Bread and Butter Thing

Notes to the financial statements

For the year ended 31 December 2024

2 Donations and other income

	Unrestricted £	Restricted £	2024 Total £	2023 Total £
Other donations and grants income	76,468	–	76,468	115,019
Interest	48,018	–	48,018	35,986
	124,486	–	124,486	151,005

3 Income from charitable activities

	Unrestricted £	Restricted £	2024 Total £	Unrestricted £	Restricted £	2023 Total £
Membership income	3,076,416	–	3,076,416	2,474,818	–	2,474,818
Gift in Kind	330,891	–	330,891	268,121	–	268,121
Darlington Borough Council	–	155,918	155,918	–	–	–
Manchester City Council	–	83,848	83,848	–	–	–
County Council of Durham	–	146,729	146,729	–	121,528	121,528
Tameside Council	–	72,000	72,000	–	–	–
North Tyneside Council	–	41,712	41,712	–	41,712	41,712
Household Support Fund Food Support Dur	–	325,000	325,000	–	–	–
Darlington Winter Grant	–	–	–	–	217,488	217,488
Sunderland Council	–	–	–	–	93,753	93,753
Comic Relief	–	1,750,000	1,750,000	–	814,603	814,603
Other Funders	–	12,513	12,513	–	184,824	184,824
Darlington Fuel Vouchers	–	–	–	–	317,755	317,755
Household Support Fund Fuel Support Durt	–	360,000	360,000	–	100,000	100,000
UK shared prosperity fund	–	–	–	–	152,000	152,000
Pursloe Trust and Lyons Trust	–	–	–	–	250,000	250,000
Doncaster Council	–	–	–	–	150,000	150,000
Stockton Council	–	56,250	56,250	–	93,750	93,750
Cummins	–	19,563	19,563	–	–	–
East Staffordshire Council	–	70,172	70,172	–	–	–
Short Straw International	–	96,713	96,713	–	–	–
Sodexo	–	41,656	41,656	–	–	–
Total income from charitable activities	3,407,307	3,232,074	6,639,381	2,742,939	2,537,412	5,280,352

The gift in kind of £330,891 (2023: £268,121) is for the venue hire received free of charge during the year to conduct core activities.

4a Analysis of expenditure (current year)

	Charitable Activities £	Governance costs £	Support costs £	2024 Total £	2023 Total £
Staff costs (Note 6)	1,506,979	33,952	439,076	1,980,007	1,738,356
Other staff costs	125,753	341	61,260	187,354	148,215
Fuel/Transport and Hubs costs	1,984,296	–	–	1,984,296	1,310,940
Direct grant expenditure	848,298	–	–	848,298	672,166
Warehouse costs	448,478	–	–	448,478	298,668
Combined liability insurance	–	–	17,546	17,546	7,356
Depreciation	270,982	–	19,862	290,844	284,002
Legal fees	–	–	29,985	29,985	31,626
Governance	–	–	–	–	710
Audit and accountancy	–	12,498	–	12,498	20,576
Office costs	–	–	164,905	164,905	101,570
Other costs	–	–	58,085	58,085	35,622
	5,184,786	46,791	790,719	6,022,296	4,649,807
Support costs	790,719	–	(790,719)	–	–
Governance costs	46,791	(46,791)	–	–	–
Total expenditure 2024	6,022,296	–	–	6,022,296	–
Total expenditure 2023	4,649,807	–	–	–	4,649,807

The Bread and Butter Thing

Notes to the financial statements

For the year ended 31 December 2024

4b Analysis of expenditure (prior year)

	Charitable Activities £	Governance costs £	Support costs £	2023 Total £
Staff costs (Note 6)	1,273,588	46,477	418,292	1,738,356
Other staff costs	37,463	–	110,752	148,215
Fuel/Transport and Hubs costs	1,310,940	–	–	1,310,940
Direct grant expenditure	672,166	–	–	672,166
Warehouse costs	298,280	–	388	298,668
Combined liability insurance	–	–	7,356	7,356
Depreciation	204,592	–	79,410	284,002
Legal fees	–	–	31,626	31,626
Governance	–	710	–	710
Audit and accountancy	–	20,576	–	20,576
Office costs	–	–	101,570	101,570
Other costs	–	–	35,622	35,622
	3,797,029	67,763	785,016	4,649,807
Support costs	785,016	–	(785,016)	–
Governance costs	67,763	(67,763)	–	–
Total expenditure 2023	4,649,807	–	–	4,649,807

5 Net income for the year

This is stated after charging / (crediting):

	2024 £	2023 £
Depreciation	278,402	273,961
Auditor's Remuneration:		
Audit (excluding VAT)	8,920	8,500
Other services (excluding VAT)	–	1,500
	287,322	283,961

6 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2024 £	2023 £
Salaries and wages	1,778,631	1,557,921
Social security costs	170,925	154,118
Employer's contribution to defined contribution pension schemes	30,451	26,317
	1,980,007	1,738,356

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

	2024 No.	2023 No.
£70,000 – £79,999	–	2
£80,000 – £89,999	1	2
£90,000 – £99,999	2	–

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel were £339,518 (2022: £469,328).

The charity trustees were neither paid nor received any other benefits from employment with the charity in the year (2023: £nil). One trustee received payment for professional services supplied to the charity at arms length (see Note 8) (2023: one).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £341 (2023: £208) incurred by 1 (2023: 2) member relating to attendance at meetings of the

7 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was 60.5 (2023: 52.0).

Staff are split across the activities of the charity as follows:

	2024 No.	2023 No.
Charitable activity	53.8	46.8
Support	6.4	5.2
Governance	0.4	0.1
	60.5	52.0

8 Related party transactions

Within the year there were transactions to the value of £6,651 (2023:12,794) between The Bread and Butter Thing and BD2, where Will Bentley is a Director. These transactions were at arms length.

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties (2023: none).

9 Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

10 Tangible fixed assets

	Plant & Machinery £	Office equipment £	Motor vehicles £	Website & Software £	Total £
Cost					
At the start of the year	438,088	22,594	1,178,602	57,912	1,697,196
Additions in year	23,759	7,168	348,047	14,818	393,792
Disposal	–	–	(23,881)	–	(23,881)
At the end of the year	461,847	29,762	1,502,768	72,730	2,067,107
Depreciation					
At the start of the year	139,030	17,259	461,864	27,579	645,732
Charge for the year	50,658	7,419	205,050	15,275	278,402
Disposal	–	–	–	–	–
At the end of the year	189,688	24,678	666,914	42,854	924,134
Net book value					
At the end of the year	272,159	5,084	835,854	29,876	1,142,973
At the start of the year	299,058	5,335	716,738	30,333	1,051,464

All of the above assets are used for charitable purposes.

11 Intangible fixed assets

	Website & Software £	Total £
Cost		
At the start of the year	32,087	32,087
Additions in year	7,863	7,863
At the end of the year	39,950	39,950
Amortization		
At the start of the year	10,749	10,749
Charge for the year	12,443	12,443
At the end of the year	23,192	23,192
Net book value		
At the end of the year	16,758	16,758
At the start of the year	21,338	21,338

All of the above assets are used for charitable purposes.

12 Debtors

	2024 £	2023 £
Trade debtors	63,679	178,427
Prepayments and accrued income	2,054,012	1,492,243
Other debtors	125,014	106,642
	2,242,705	1,777,312

13 Creditors: amounts falling due within one year

	2024 £	2023 £
Trade creditors	193,607	139,485
Taxation and social security	47,180	37,750
Pensions	13,898	11,620
Other creditors	11,102	27,833
Accruals	43,668	3,402
Deferred income (note 14)	416,874	422,025
	726,329	642,115

14 Deferred Income

Deferred income is comprised of grants from eleven funders where funding is given in advance, but is restricted for use in future periods.

	2024 £	2023 £
Balance at the beginning of the year	422,025	592,566
Amount released to income in the year	(423,184)	(592,566)
Amount deferred in the year	418,033	422,025
	416,874	422,025

15a Analysis of net assets between funds (current year)

	General unrestricted £	Restricted £	Total	funds £
Tangible fixed assets	111,167	1,031,806		1,142,973
Intangible assets	16,758	–		16,758
Net current assets	1,277,755	1,720,991		2,998,746
	1,405,680	2,752,796		4,158,477

15b Analysis of net assets between funds (prior year)

	General unrestricted £	Restricted £	Total	funds £
Tangible fixed assets	334,725	716,738		1,051,464
Intangible assets	21,338	–		21,338
Net current assets	616,784	1,727,319		2,344,103
	972,847	2,444,057		3,416,905

16a Movements in funds (current year)

	At 1 January 2024 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 December 2024 £
Restricted funds:					
Small grants	22,464	9,035	(31,787)	-	(288)
Comic Relief Grant	985,382	1,750,000	(846,239)	-	1,889,143
Cummins	11,139	19,563	(30,702)	-	-
DEFRA	260,025	-	(70,926)	-	189,099
Karbon Homes Grant	17,359	-	(9,246)	-	8,113
Kelloggs	400	-	(400)	-	-
Local Authority	846,542	1,315,107	(1,703,615)	-	458,034
Purslow Trust and Lyons Trust	261,945	-	(132,708)	-	129,237
Regen	25,000	-	(9,246)	-	15,754
Sodexo grant	5,467	41,656	(41,829)	-	5,294
Wagamama	8,333	-	(8,333)	-	-
Short Straw International	-	96,713	(38,302)	-	58,410
Total restricted funds	2,444,057	3,232,074	(2,923,333)	-	2,752,796
Unrestricted funds:					
Designated funds	-	-	-	350,000	350,000
General funds	972,850	3,531,793	(3,098,963)	(350,000)	1,055,680
Total unrestricted funds	972,850	3,531,793	(3,098,963)	-	1,405,680
Total funds	3,416,907	6,763,867	(6,022,296)	-	4,158,478

* The negative balances shown in this table are due to the revenue being spread over the life of the grant as per FRS102.
The narrative to explain the purpose of each fund is given at the foot of the note below.

16b Movements in funds (prior year)

	At 1 January 2023 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 December 2023 £
Restricted funds:					
10G - small grants	9,936	12,528	-	-	22,464
Comic Relief Grant	437,500	814,603	(266,721)	-	985,382
Cummins	26,734	-	(15,595)	-	11,139
DEFRA	312,477	-	(52,452)	-	260,025
First Choice Homes	1,875	-	(2,500)	-	(625)
Karbon Homes Grant	57,707	-	(40,348)	-	17,359
Kellogg's	5,399	-	(4,999)	-	400
Local Authority	544,376	1,394,455	(1,092,579)	-	846,251
Morrisons Trust	4,063	-	(6,600)	-	(2,537)
Other income	3,454	-	-	-	3,454
Our Manchester	3,997	-	(3,999)	-	(2)
Purslow Trust and Lyons Trust	5,677	275,000	(18,732)	-	261,945
Regen	-	25,000	-	-	25,000
Sainsburys	2	-	-	-	2
Sodexo grant	-	15,828	(10,361)	-	5,467
Wagamama	25,000	-	(16,667)	-	8,333
Total restricted funds	1,438,196	2,537,414	(1,531,554)	-	2,444,057
Unrestricted funds:					
Designated funds	350,000	-	-	(350,000)	-
General funds	847,159	2,893,944	(3,118,253)	350,000	972,850
Total unrestricted funds	1,197,159	2,893,944	(3,118,253)	-	972,850
Total funds	2,635,355	5,431,358	(4,649,807)	-	3,416,907

Purposes of restricted funds

Small grants – A number of grants with low income or expenditure in the year grouped together

Comic Relief – working through Nourish the Nation (Comic Relief and Sainsburys) has continued to fund us to expand and develop. In 2024, they awarded us grants to help our geographical expansion, to provide support focussed on reducing child poverty and to enhance the holiday activities and food Programme in the communities we work.

Cummins – The grant was given to support the relocation to a new warehouse in the North East region

DEFRA – DEFRA provided funding to install freezers and chillers for the warehouses in addition to further vans to enable further expansion in the North West

Karbon Homes – providing a grant for the opening of more hubs and associated costs.

Local authorities – have provided grants for the opening of more hubs, associated costs (van, staff, training). Local authorities have also provided support funding for fuel vouchers, prepaid meters and food to be distributed through our operations and in local areas.

The Purslow and Lyons Trusts – have joined together to fund the expansion of our services in to Warrington and the establishing of a new region based around a warehouse in Stoke

Regen – Regen provided a grant to set up 1 additional Hub per week.

Sodexo grant – Grant for promotion of Healthy start vouchers and a project in Women Empowerment to support our members further

Wagamama – to support logistics of redistribution one million meals in January 2023.

Short Straw International – The charity provided funding to allow us to expand into Whitby and the surrounding areas

Purposes of designated funds

In addition to ongoing operational priorities, the charity has identified a strategic investment essential to enhancing its long-term stability: the relocation of its Greater Manchester site. This move is critical to improving the efficiency of operations in the North West and will provide a more suitable and scalable base to support the charity's growing regional footprint. It is envisaged that costs of £350,000 to complete the move will be incurred during 2025. A designated reserve of £350,000 has been set aside as of 31 December 2024 to fund these activities.

17 Operating and finance lease commitments payable as a lessee

The charity's total future lease payments under an operating lease is as follows for each of the following periods

	Property 2024 £	2023 £
Less than one year	156,749	92,838
One to five years	320,000	223,353
Over five years	302,500	59,430
	779,249	375,621

18 Legal status of the charity

The Bread and Butter Thing is a Charitable Incorporated Organisation, governed by a Constitution and has no share capital. The charity registered in England and Wales (Charity Number 1169383).