



**The
bread
and
butter
thing**

**Trustees
Annual
Report**

2025

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Reference & Administrative Information

For the period ended 31 December 2025

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, resigned September 2025*)
Philip Kaye (*Treasurer; Chair from September 2025*)
Graeme Douglas
Greg Sage
Inga Thordar
Barry Fine
James Truscott
Simone Sargeant
David Wilkinson
Christopher Humphries

Key management personnel Mark Game *Founder*
Jane Partington *Founder*
Victoria Harper *Chief Executive*
Michael Day *Managing Director (resigned April 2025)*
Haris Ahmad *Finance Director (appointed September 2025)*

Bankers Santander
712-716 Wilmslow Road
Manchester
M20 6DQ

Auditor Sayer Vincent LLP
110 Golden Lane
London
EC1Y 0TG

The Trustees present their report and the audited financial statements for the period ended 31 December 2025.

Reference and administrative information set out on page 3 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 & activities, purposes & aims

The Bread and Butter Thing (TBBT) exists to make everyday life more affordable for households facing sustained financial pressure. Through a network of community food clubs, we bring good quality food directly into neighbourhoods where access and affordability are often limited. By working with farmers, manufacturers and retailers, we redirect large volumes of surplus food that would otherwise go to waste and make it available to members at a low cost in familiar local spaces such as community centres, schools and church halls.

Our approach is practical, preventative and community focused. Members pay a small weekly fee to access fresh fruit and vegetables alongside a range of other food items. This helps families stretch their budgets, eat more nutritious meals and reduce the stress associated with rising food costs. Our model is open to the whole community and does not rely on referrals, it removes stigma and allows people to access support before financial pressure escalates into crisis.

Alongside improving affordability, our work delivers wider benefits. By redistributing surplus food, we reduce waste across the food supply chain and ensure that good food reaches people rather than being lost. By increasing access to fruit, vegetables and other nutritious foods, we support healthier diets and improved wellbeing. By operating through local community hubs, we create spaces where people can connect, volunteer and access additional support services that strengthen resilience in the communities we serve.

The Trustees review the Charity's aims, objectives and activities each year to ensure that our work remains focused on delivering meaningful public benefit. This report sets out what the Charity has achieved during the reporting period and the outcomes generated for the households and communities we exist to support.



Every week...



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.

The mission of TBBT is to unleash the power of food and ignite long-lasting change in struggling neighbourhoods across the UK. During 2025, this mission continued to be delivered through a scalable, community-rooted food club model designed to provide preventative, dignified support to households experiencing financial pressure.

During the reporting period, Trustees agreed the following strategic aims:

- To expand access to affordable, nutritious food in communities experiencing sustained cost-of-living pressures.
- To strengthen redistribution infrastructure in order to unlock greater volumes of surplus food from across the supply chain
- To further embed hubs as trusted, volunteer-led community spaces that foster inclusion and resilience.
- To relocate from the Trafford warehouse to a larger, more suitable facility that better reflects the scale and operational needs of the organisation.

Expansion of Community Food Clubs

Performance against these aims is outlined below.

2025 was another year of mounting pressure on low-income households, with the cost of living crisis continuing to erode financial stability. Prices remain high, and essentials like food and energy are increasingly out of reach even for working households. For many of our members, it's not that life is getting easier, but that hardship is becoming normalised.

The demand is clear. By the end of 2025, we were supporting more than 150 hubs, stretching from Kent to Northumberland, including expansion into 22 additional communities over the course of the year. Our work spanned 34 local authority areas and 69 parliamentary constituencies. Membership exceeded 118,000 households, with an average reach of 2.7 people per household.

“ Really so thankful for TBBT. I work in the NHS and even still the cost of living is so hard so really grateful for the community and food support. Thank you to all involved and allowing this service to be open to everyone. ”
Member Sunderland

Strengthening Community Hubs

Each new hub embeds itself in the local community, run by local volunteers, supported by TBBT's logistics and operations and helps many families every week.

Each hub provided a low-cost weekly food offer consisting of fresh fruit and vegetables, chilled goods and cupboard staples. The subscription-based model remained open-access, without referral or eligibility criteria, ensuring dignity and reducing stigma.

“ Gives me relief knowing I can get fresh fruit and veg and cook my children healthier meals on a low budget. It is a life saver and the children look forward to seeing what surprises we get each week, then help me come up with menus to ensure we use everything up. When it's the choice of putting the heating on or eating, TBBT allows us to do both. ”
Member Durham

Redistribution of Surplus Food

TBBT continued to operate a supply driven, end to end redistribution model. We are the only Charity of scale in the UK unlocking surplus food directly from farms, manufacturers and supermarket supply chains, managing the journey from collection and warehousing through to last mile delivery via our own fleet and logistics partnerships. This integrated approach ensures surplus food moves quickly and efficiently from supply chains to communities.

During 2025, TBBT unlocked the equivalent of 21.4 million meals (based on DEFRA conversion methodology), diverting surplus food away from lower tiers of the food waste hierarchy and into households.

Support from the Department for Environment, Food and Rural Affairs (DEFRA) has significantly strengthened our ability to handle fresh produce and other surplus food at scale. Investment in infrastructure, equipment and logistics has improved how surplus is collected, stored and distributed, including increased direct sourcing from farms. This additional capacity enables us to manage bulk produce more effectively, maintain appropriate storage conditions and move food efficiently through the supply chain.

Operational efficiency is further improved through backhaul arrangements, using empty vehicles returning from deliveries to collect surplus food. This reduces transport costs and helps minimise environmental impact.

By investing in relationships and infrastructure, the Charity unlocked surplus food that might otherwise have been diverted to anaerobic digestion, used as animal feed or re-ploughed, ensuring that edible food reached people rather than falling to lower levels of the food waste hierarchy. This work directly contributed to the protection and preservation of the environment for public benefit, saving 22.5 million kg of CO² emissions.

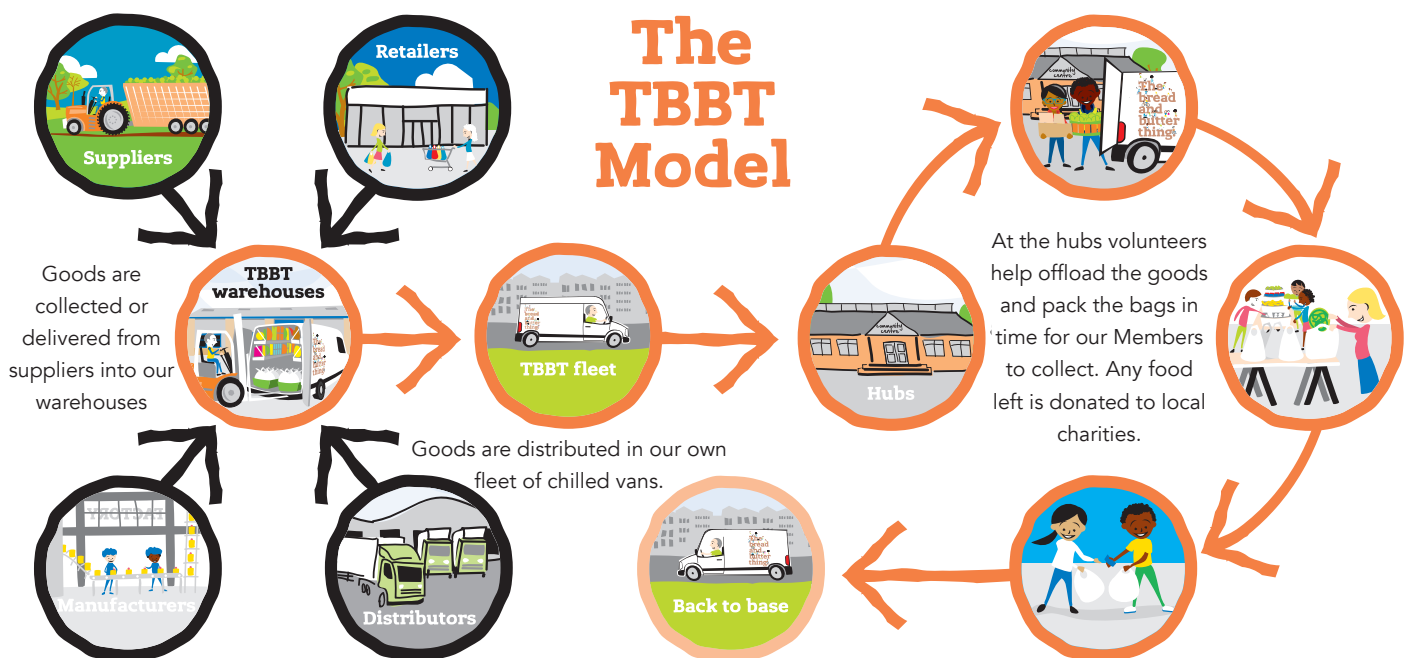
“ Working with The Bread and Butter Thing has been a truly rewarding partnership. It's fantastic to see our surplus vegetables going directly to families who really benefit from them. Thanks to TBBT's efficient logistics model, we're able to do this without adding any cost or complexity to our operations. It's a practical, values-driven collaboration that delivers real impact where it's needed most. **”**

Riviera Produce

Scaling Our Infrastructure to Meet Demand

To support the continued growth of the organisation, new premises were secured in Eccles, Greater Manchester. The facility provides significantly more space and improved infrastructure, making it far better suited to the scale and operational demands of TBBT's redistribution model. The move from Trafford required careful planning and coordination across the team and, while the transition was not without its challenges, the continuity of service remained a priority. Thanks to the efforts of staff and volunteers, no deliveries were missed and members continued to receive their weekly food shops without interruption.

How we work



Changes the Charity Seeks to Make

TBBT seeks to address what is often described as the “missing middle” in food insecurity provision.

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 people facing acute hardship. Our food clubs operate at the next level, providing consistent, preventative support that helps households stay afloat and avoid reaching crisis point. Members access healthy, nutritious food each week through local community hubs without referrals, eligibility tests or stigma. This open access model helps create a dignified and trusted environment where families can seek support earlier, before pressures escalate.

The Charity's food club model therefore provides ongoing, preventative support designed to stabilise household budgets and reduce the impact of exposure to long term financial strain.

Among members responding to the 2025 survey, 13.0% reported using a food bank in the three months before joining. After becoming members, 51.2% of these prior users reported stopping, reducing, or choosing TBBT instead of a food bank, suggesting that consistent access to affordable food can play an important role in reducing reliance on emergency food provision.

The Charity also seeks to influence systemic change by demonstrating that redistribution can be scalable, dignified and economically efficient. Evidence gathered through member surveys and operational data continues to inform engagement with policymakers and sector partners.

“ A lifeline in a difficult situation. I recently lost a well-paying job and unfortunately did not have savings to back me up. A friend recommended TBBT to me. I've been every week since then and am very grateful for the service you provide. I have been able to maintain a healthy diet for my 3 children without worrying about the cost of food. The quality and quantity of food is top notch. Thank you so much. ”

Member Maidstone

Strategy for Achieving Objectives

TBBT maintains a strategy built on five core pillars:

1. Supply at scale – deepening relationships across the food industry to increase volume and reliability of surplus supply.
2. Logistics capability – investing in warehousing, fleet and route optimisation to manage growth efficiently.
3. Community partnership – embedding hubs within established local organisations.
4. Prevention focus – maintaining open-access membership to reduce stigma.
5. Evidence and advocacy – using data and lived experience to inform policy discussion.

This strategy enabled the Charity to balance continued expansion with operational control and risk management.

Achievements and Performance

During the year, TBBT continued to expand access to healthy, affordable food in communities facing sustained cost-of-living pressure. Our food club model focuses on the two core drivers of food insecurity identified in national research: affordability and access. By bringing nutritious food directly into underserved communities, our hubs help households stretch their budgets while improving the quality of food available to them. In doing so, we support not only household finances but also the longer-term health and wellbeing of our members.

TBBT continued to demonstrate its role as a preventative form of support, helping households remain stable before financial pressure escalates into crisis. Survey evidence shows that many members are managing with very limited financial headroom, with around one third reporting that they have had to borrow money to cover everyday essentials. By lowering the cost of food and improving reliable access to fresh, nutritious produce, the Charity helped households maintain regular meals and reduce the need to cut back on food spending when budgets are under strain. Members consistently report reduced worry about feeding their families and greater ability to manage everyday costs.

The open access, non-stigmatising nature of the model enables people to seek support earlier, rather than waiting until crisis thresholds are reached. In addition, TBBT hubs strengthen local community infrastructure, creating trusted spaces that support wellbeing and social connection. Together, these outcomes demonstrate how affordable food access can operate as an effective layer of poverty prevention alongside wider public services and income support.

We operate a supply driven model, meaning we work continuously with farmers, manufacturers and retailers to remove barriers that prevent surplus food from reaching communities. By opening new routes for redistribution, we ensure good food is not wasted but instead reaches households that can benefit from it. 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 are focused on making redistribution easier, more efficient and more sustainable. By identifying practical, low-cost solutions to logistical challenges such as the management of transport assets or the coordination of short-dated goods, we have unlocked hundreds of tonnes of edible surplus that would otherwise have been wasted.

The Charity began its activities in late 2016 and has grown steadily each year since. We have never moved out of a community or missed a weekly delivery. Access to healthy, affordable food remains a significant challenge in many of the communities we serve, but there is also a strong appetite for practical solutions. Experience shows that once a community hub opens, local residents quickly engage with it. Our model is built on trust, consistency and strong local relationships, which is why participation continues to grow week by week.

“ It gives me access to higher quality foods than I can often afford. There is a big range of food, and I can try new foods that I otherwise wouldn't be able to take the risk in purchasing, due to my strict food budget. Costs of food are rising with each trip to the shop it seems, and so it is a huge weight off my shoulders to have a range of good quality food at a low price each week. I supplement what has come from TBBT with smaller grocery shop trips to make the food last further and to create nutritious and varied meals. ”

Member Peterborough

Promotion of Health and Nutrition

Access to fresh produce remained central to the weekly offer.

Member insight gathered during 2025 showed that:

- 75% of members reported eating more fruit and vegetables
- 80% reported cooking more meals at home
- 70% reported skipping meals less often

Dietary patterns also reflected regular fruit and vegetable consumption, with 51.1% of respondents reporting eating 2–4 portions per day and a further 12.3% consuming five or more portions daily. These changes are significant in the context of rising living costs, where food is often the first household expense to be reduced when budgets are under pressure. By increasing reliable access to fresh produce and lowering the cost of everyday essentials, the Charity helped households maintain healthier eating habits, reduce the need to cut food spending, and support wellbeing in low income communities.

This matters not only for diet but for overall wellbeing. Financial pressure and food insecurity are closely linked to stress, reduced resilience and poorer physical and mental health outcomes. By improving access to healthy food and reducing the need for households to cut food spending, the Charity supports healthier dietary habits while also helping to ease the cumulative pressures that can push families closer to crisis. Member insight reflects this impact, with 31% reporting improved physical health and 48% reporting improved overall wellbeing.

These outcomes demonstrate how reliable access to fresh produce can support both healthier diets and greater everyday stability in low income communities.

“ Having used bread and butter thing for the last several months, it has helped with my nutrition, as I am getting more fruit and veg in my diet. I am also getting out more and involved with the community, so it is helping with my mental health and wellbeing. ”

Member Doncaster

Community Strength and Social Inclusion

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.

During 2025 over 200,000 volunteer hours were contributed across hubs and warehouses.

“ Allowed me to eat more regular healthy foods, I have made new friends both with others using TBBT and with the volunteers who help us, I look forward to going on a Thursday as it has become a social event as well as helping me survive and eat better. ”

Member Stoke

Achievements and Performance

Hubs functioned not only as food distribution points but as community spaces where members could connect and access additional support.

Our data shows that TBBT is generating significant social value at a community level, even though social participation is not a condition of access. Members rate TBBT's contribution to the community very highly, with a score of 9 out of 10, indicating a strong shared sense that the model benefits the wider area. This perception is broad-based across the membership and is not limited to households who are out of work or more socially engaged.

This sense of community benefit is closely linked to how welcome members feel. Feeling welcome at TBBT again has a score of 9 out of 10, and the relationship between feeling welcome and perceiving community benefit is particularly strong. This highlights that everyday experiences of dignity, familiarity and respect are central to how social value is created, regardless of employment status or capacity to participate.



The Big Brew Time has continued to add huge value throughout 2025, 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 30,000 hot drinks were shared across nearly 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 weekly sessions, members report a strong sense of connection: nearly 70% feel more connected to their community, over 92% feel welcome at their local hub, and nearly 50% have formed new friendships through TBBT hubs.

This activity directly supported the promotion of social inclusion.

“ When I joined, I was so anxious that I cried when I got to the front and had to speak to a stranger. The lady who helped me didn't just talk to me, she did every step with me. I didn't feel embarrassed I felt supported. Enough to keep going. It also showed me that I needed to get back to the world. So, I went for a takeaway away coffee and survived. I joined the library... **”**
Member Manchester

Partnership and Wraparound Support

Throughout 2025, hubs provided a platform for additional services including energy advice, debt guidance and digital inclusion initiatives.

During 2025, we worked with over 200 partner organisations, enabling over 1000 visits and direct engagement across our hub network, ensuring members could access in person trusted advice and practical support alongside affordable food.

By guaranteeing regular footfall in trusted community spaces, TBBT enabled partner organisations to reach households who might otherwise face barriers to accessing support.

“ We linked up with the Bread and Butter Thing because we know money worries and economic stress are high pressure right now, and not everyone is going to walk into a talking therapy service Meeting people where they already felt comfortable just made sense for us. ”

NHS Manchester Talking Therapies

“ The beauty is that the Bread and Butter Thing have already built up trust with their members. When we’re there having those conversations, our message lands better because it’s backed up by a brand people know and trust. ”

Anglian Water

Listening and Insight

TBBT also amplifies member voices through its weekly podcast, which provides a platform for people to share their lived experiences of affordability, food and everyday financial pressure. Recorded as part of our ongoing engagement with communities, the podcast allows members to speak in their own words about how rising costs, work, health and family life interact in practice.

Alongside survey data and operational insight, this growing archive of conversations helps us build a deeper understanding of how food insecurity and financial strain are experienced over time. By bringing these perspectives into the public domain, the podcast strengthens our ability to inform policy discussions with grounded, real-world insight and ensures that the voices of households facing sustained pressure remain central to conversations about prevention and affordability.

Recognition and Awards

Recognition of the Charity's work continued during the year through a number of national awards across the food, retail, sustainability and charity sectors. TBBT was recognised at the World Food Innovation Awards, winning Best CSR/Sustainability Initiative, and at the Better Society Awards for Partnership with a National Charity / Environmental Charity. The organisation also received significant recognition at the Third Sector Awards, where it won Best Sustainability Initiative for Turning Surplus into Support in partnership with Co-op and was also named Best Medium Charity of the Year.

Our work was further acknowledged through shortlisting at the British Podcast Awards in the Impact category for our podcast amplifying member voices, the Retail Industry Awards for Most Sustainable Retailer Initiative of the Year, and the Charity Times Awards for Corporate National Partnership of the Year with a Retailer alongside Morrisons. These recognitions reflect the growing impact of our model and the strength of the partnerships that enable surplus food to reach communities at scale.

Measuring Success

Trustees assessed performance through a combination of operational, financial and impact measures, including:

Description	2025	2024	2023	2022	2021
Memberships	114,000	100,000	75,000	48,000	23,000
Members served each week	6,100	5,700	4,900	3,600	2,100
(based on DEFRA figures) Total Meals	11,146,000	10,798,000	10,512,000	7,312,000	3,848,000
Volunteer Hours per month	15,205	13,400	10,600	9,400	5,000
Community Hubs	153	131	115	81	53

In addition, success is measured through a range of indicators, including the diversification of income streams, the strength of the Charity's reserves position, and insight gathered through the annual member survey.

These areas are regularly reviewed by Trustees through management reporting and risk oversight processes and inform their assessment of the Charity's performance and long term sustainability. Trustees are satisfied that during 2025 the Charity continued to deliver substantial public benefit at scale while maintaining alignment with its constitutional purposes.

“ *I've been in financial crisis this year due to being in family court and forced to cut my working hours to half time due to being a lone parent to a disabled child. Without The Bread and Butter Thing I would not have been able to buy food last month or pay my bills. It's been a safety net for my family and I.* **”**
Member Warrington

“ *Helped alleviate the anxiety and depression that came with not having enough money to buy groceries and worrying about eating healthy and not having to make do with cereal or toast some evenings, my mental health is a lot better.* **”**
Member Peterborough

Financial Review

Income for the year was £7,750,561 (2024: £6,763,867) of which £3,392,814 (2024: £3,076,416) came from membership fees and £ 3,748,141 (2024: £3,232,074) from grants and donations.

During 2025 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 Maidstone Borough Council and National Lottery Community Fund through the Reaching Communities programme.

We have also continued our initiatives from earlier years, working with the Household Support Fund in partnership with Durham 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 2025, they awarded us £1,975,000 (2024: £1,750,000) 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.

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.

Reserves

As of 31 December 2025, the trustees consider an appropriate reserves range to be between £600k - £1050k.

Reserves	£
Unrestricted funds at Y/E in Balance Sheet	1,826,423
Less: unrestricted fixed assets	(667,342)
Designated funds	(150,000)
Total Reserves	1,009,081

A total of £150k will be set aside as designated reserves as summarised below.

- Our Chilton premises require refurbishment estimated at £50k (Q3 2026).
- Invest in food sourcing to widen our range of suppliers £84k (Q2 2026).
- Remaining relocation between temporary premises to new premises within Trafford £16k (Q1 2026).

The total funds held by The Bread and Butter Thing as of 31 December 2025 amounted to £4,973,215 of which £3,146,792 are restricted. In addition to the designated reserve of £150,000 mentioned above, the resulting unrestricted reserves at that date totalled £1,009,081 (net of fixed assets £667,342). This figure sits close to the upper limit of the reserves range (£1,050,000). 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.

Principal Risks & Uncertainties

As part of our commitment to strong governance and sustainability, the Trustees actively monitor and manage the risks facing TBBT. 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 TBBT'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 monthly by the Senior Leadership Team.

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. Given the ongoing economic environment, we expect 2026 to remain a challenging year and will continue to manage risk carefully to safeguard the Charity's sustainability.

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 Finance Working Group actively challenges and scrutinises internal controls to strengthen governance oversight.

During 2025, Trustees identified strategic risks relating to warehouse capacity, long term financial sustainability and operational resilience. The Trafford warehouse had become too small for the scale and complexity of the Charity's growing operations, while the Stoke warehouse presented longer term financial sustainability challenges.

Following review, a decision was taken to consolidate operations into a larger, purpose suitable facility at Lyntown (Eccles), providing increased capacity and improved infrastructure. As part of this transition, the Stoke warehouse was closed and all associated hubs are now serviced from Lyntown.

The transition carried operational and logistical risk, including potential disruption to supply chains and hub deliveries. These risks were actively managed by the Chief Executive, working in close liaison with the Chair of Trustees to ensure appropriate mitigation measures were in place. Detailed planning, phased transition and enhanced oversight ensured continuity of service. No hub deliveries were missed during the move and operations continued uninterrupted throughout the consolidation process, representing a significant operational achievement during a period of organisational change.

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.

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 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.

As a largely paperless organisation, TBBT relies on digital systems to manage membership data, logistics, finance and internal communications. Trustees recognise that this creates exposure to IT and data security risks and therefore ensure appropriate safeguards are in place. Core systems are cloud based, access controlled and subject to regular review, with multi factor authentication used where appropriate. Business continuity arrangements are maintained, including secure backups and a documented contingency plan to allow essential operations to continue in the event of system disruption. The Charity operates a data minimisation approach and is deliberately data light. We hold only the name, contact number and postcode of members for operational purposes and have no requirement to share member data with third parties. A clear Privacy Notice is in place, and the Charity complies with UK GDPR requirements, with processes to manage consent, data retention and secure deletion.

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 ability to deliver our services is fundamentally linked to the availability of surplus food. During the year we significantly broadened the range of suppliers we work with and strengthened our infrastructure to ensure we can receive, handle and distribute large volumes of donated food quickly and efficiently. This remains a key area of focus and we continue to invest in capacity, with the support of the Trustees, to ensure that our growth is supported by a reliable and sustainable supply of food.

Transport and logistics remain our largest operational cost after wages and salaries, and these costs are monitored closely to ensure value for money and operational efficiency. Looking ahead to 2026, there is a possibility that transport costs may increase further due to ongoing volatility in global markets and the wider geopolitical landscape. We will continue to monitor these factors carefully and adapt our operational planning accordingly.

UK food security continues to present a long-term strategic challenge, particularly as supply chains face increasing pressure from global instability, climate change and rising production costs. We are keen to continue our engagement with Government highlighting the important role that redistribution can play in strengthening the resilience of the food system. Working in partnership with government and industry, we support efforts to reduce food waste across the supply chain and ensure that edible surplus food is prioritised for people, rather than diverted to lower value uses such as animal feed or anaerobic digestion. We will continue to promote the food waste hierarchy and support greater transparency through food waste reporting to help ensure more surplus food reaches communities where it is needed.

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.

Fundraising Statement

Following the initial investment required to establish a new hub, TBBT's model was designed to move towards regional sustainability, with membership income contributing significantly to ongoing local operating costs. Fundraising activity is therefore focused primarily on enabling growth, keeping costs affordable for members and investing in infrastructure and wider services that strengthen long term community impact.

During 2025, however, the Charity experienced significant cost pressures. While inflation affected a range of operational areas, third party logistics costs increased materially as the Charity sourced bulk quantities of surplus food from across the UK. These transport costs are expected to continue rising in 2026 at a rate above general inflation.

As a result of these pressures, membership income alone is insufficient to cover ongoing regional running costs. In response, 2025 saw an increased strategic focus on fundraising and storytelling to strengthen the Charity's financial resilience and competitive positioning within an increasingly constrained funding environment.

All fundraising activity during the previous year has been undertaken by the senior management team. Trustees recognised the need to build dedicated capacity in this area and took steps during 2025 to secure external support. Plans were progressed to strengthen fundraising capacity, with a dedicated fundraiser appointed and starting in role at the end of July 2025 to support the organisation's future growth and long-term sustainability objectives.

The Charity remains committed to being a Living Wage employer and to maintaining dignity and affordability for members, many of whom continue to navigate sustained economic pressure. External funding plays a critical role in enabling this commitment.

During the year, funding from The National Lottery Community Fund through the Reaching Communities programme supported expansion into additional communities in Gateshead, extending access to affordable food and preventative support.

During 2025, funding secured through DEFRA's Tackling Food Surplus at the Farm Gate programme enabled targeted capital investment to increase the Charity's capacity to work directly with farmers and growers. This funding supported improvements in storage infrastructure and handling capability, strengthening our ability to receive, manage and redistribute larger volumes of fresh produce. The investment has enhanced both environmental impact and supply resilience, enabling more surplus food to be prioritised for people rather than diverted further down the waste hierarchy.

We are grateful for the continued support of our work from The Lyons Trust, The Purslow Trust, and Cummins as well as new support from Short Straw International, AESSEAL, LDH (La Doria) Ltd and Hilton Foods. The Charity is also especially grateful for support received through the Nourish the Nation programme, which made a meaningful contribution.

Trustees confirm that the Charity complies with the Fundraising Regulator's Code of Fundraising Practice and that no complaints relating to fundraising were received during the year.

Investment Policy

The Charity's short term cash deposits are managed through Flagstone Investment Management, a cash deposit platform that provides access to multiple UK banking institutions through a single account. This enables diversification of cash holdings while maintaining liquidity and capital security. The Charity does not hold surplus funds in stocks or shares. Day to day management of cash and deposits sits with the Finance Director, who monitors balances, interest rates and counterparty exposure to ensure funds are placed prudently and remain readily accessible to support operational and strategic commitments.

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.

Trustees serving during the year are set out below:

- William Bentley
- Graeme Douglas
- Barry Fine
- Philip Kaye
- Gregory Sage
- Simone Sargeant
- Ingibjorg Thordardottir
- James Truscott

Day to day management of the Charity is led by Chief Executive Vic Harper, supported by Haris Ahmad as Finance Director.

The Charity extends its sincere thanks to Will Bentley, who concluded nine years of service as a Trustee during the period. His leadership and contribution since the Charity's early development have been significant in supporting its growth to national scale.

At the September Board meeting, Philip Kaye was appointed Chair of Trustees and James Truscott was appointed Vice Chair, supporting the continued development and governance of the organisation.

Will Bentley, former Chair of Trustees, Jane Partington and Mark Game serve as Patrons of the Charity, continuing to offer insight, experience and advocacy in support of the organisation's mission.

The Charity is grateful to Founders Mark Game and Jane Partington for their continued support. As Patrons, they remain strong advocates for the organisation, offering guidance, experience and encouragement while allowing the operational leadership and Trustee Board to take the Charity forward into its next phase of development.

During 2025, further work was undertaken to strengthen management resilience across the organisation, ensuring continuity and sustainability as the Charity continued to grow in scale and complexity. The leadership team operates within a clear governance framework and is responsible for delivering the strategy agreed by Trustees, maintaining operational oversight and upholding the Charity's values.

During 2025, steps were also taken to strengthen the Board's skills mix in line with the organisation's operational maturity. As the Charity has grown, particular attention has been given to ensuring the Board reflects both the scale of the workforce and the increasing complexity of the redistribution infrastructure. As a result, two new Trustees joined the Board in early 2026. Christopher Humphries was appointed, bringing expertise in logistics and supply chain, and David Wilkinson was appointed,

contributing experience in human resources. Their appointments further strengthen the Board's ability to provide effective oversight and support the organisation's continued development. All new Trustees undergo a structured induction process. This includes receiving key governance documents, meeting members of the senior leadership team, reviewing financial and risk reporting frameworks, and spending time operationally within warehouses and community hubs to gain direct insight into service delivery. Trustees are encouraged to maintain active engagement with the organisation to ensure informed oversight and strategic contribution.

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

The Board of Trustees met monthly during 2025 to review performance, financial position, risk and strategic delivery. This frequency of formal oversight reflects the size and operational scale of the organisation. Trustees receive regular management accounts, risk updates and operational reporting, enabling effective scrutiny and challenge. In addition to full Board meetings, thematic working groups operated throughout the year to provide deeper focus on key areas of the organisation. These groups are made up of both Trustees and employees and support detailed oversight and collaborative development in areas such as finance, growth, governance, risk and organisational culture. This structure enables Trustees to draw on internal expertise while maintaining appropriate governance boundaries.

The remuneration of the senior management team is set by the Trustees, with the aim of paying fair and appropriate salaries while remaining mindful of the Charity's financial position and responsibilities as a publicly accountable organisation. All Trustees give their time voluntarily and receive no remuneration or other benefits from the Charity. Any expenses reclaimed are disclosed in note 6 to the financial statements.

Plans for the Future

Trustees look ahead to 2026 with confidence in the Charity's direction and a clear understanding of the responsibilities that come with operating at scale.

The experience of 2025 reinforced two realities. First, that demand for affordable food remains sustained and structural rather than temporary. Second, that growth must be matched by strong infrastructure, financial resilience and disciplined decision making. During 2025, the Charity demonstrated its ability to manage significant operational change while maintaining uninterrupted service to members. The consolidation of warehouse operations, alongside continued national redistribution at scale, reflects an organisation capable of adapting while continuing to deliver national impact through a lean operating structure.

Looking forward, Trustees' priorities for 2026 are:

- To consolidate and optimise operations at the Lyntown (Eccles) warehouse, embedding efficiencies gained through centralisation.
- To strengthen long term financial sustainability through diversified income and increased fundraising capacity.
- To strengthen cost control across the supply chain, with particular focus on managing and reducing logistics expenditure through route optimisation, backhaul utilisation and improved procurement discipline.
- To deepen direct relationships with farmers and primary producers, building on DEFRA pre farm gate investment and increasing fresh produce supply.
- To protect affordability for members while maintaining quality and service reliability.
- To continue constructive engagement with government and sector partners to ensure that policy reflects operational reality and lived experience.

Trustees are realistic about the challenges ahead. However, experience gained during 2025 has strengthened our ability to respond decisively and allocate resources where they will have the greatest impact.

We continue to learn, refine and improve. Yet the scale of our redistribution model, the reach of our community hubs and the insight gathered from members provide strong foundations for continued growth and influence.

Trustees remain committed to responsible expansion, collaboration within the redistribution ecosystem and the delivery of dignified, preventative support for communities under sustained pressure. The year ahead will focus on building depth as well as reach, ensuring that growth continues to be matched by resilience, integrity and measurable impact.

The Charity's independent auditor for the year was Sayer Vincent LLP.

Sustainability at TBBT is rooted in the responsible management of resources, the strength of community relationships and the integrity with which we operate within the wider redistribution ecosystem.

Environmental, Social and Governance

Environmental

TBBT operates at the intersection of affordability and environmental responsibility. By redistributing surplus food that would otherwise be wasted, we reduce avoidable emissions and ensure edible food is prioritised for people in line with the food waste hierarchy. During 2025, redistribution activity saved an estimated 22.5 T of CO² emissions.

Our end to end model enables us to unlock surplus food directly from farms, manufacturers and supermarket supply chains, often accepting product that requires speed, flexibility or additional handling. We maximise efficiency through backhaul logistics wherever possible, using vehicles returning from deliveries to collect surplus food, reducing unnecessary mileage and lowering environmental impact.

During 2025, funding secured through DEFRA's Tackling Food Surplus at the Farm Gate programme supported targeted capital investment that strengthened the Charity's long term environmental and operational sustainability. The investment enhanced our storage infrastructure and fresh produce handling capability, increasing our capacity to work directly with farmers and growers. This has improved our ability to manage seasonal surpluses and receive larger volumes of produce at pace, ensuring more edible food is prioritised for people rather than diverted further down the waste hierarchy. These measures strengthen both environmental impact and supply resilience, enabling responsible growth at scale.

Social

Social sustainability sits at the heart of the model. TBBT operates an open access, subscription based food club designed to provide preventative support before households reach crisis point. By lowering the cost of a core essential, we help families remain stable and reduce reliance on emergency provision

Volunteers remain central to the Charity's success. During 2025, community volunteers contributed 183,000 hours across hubs, creating welcoming and trusted community spaces. Hubs function as more than distribution points; they foster connection, reduce stigma and promote inclusion in neighbourhoods experiencing sustained pressure. Member feedback continues to demonstrate strong levels of community belonging and improved access to fresh, nutritious food, reinforcing the preventative and inclusive nature of the model.

Governance

TBBT is committed to operating responsibly within the wider redistribution landscape. We are clear that our role is not to commercialise distribution or displace the work of other charities and community organisations. Instead, we seek to complement and strengthen the existing ecosystem. Our agility allows us to work alongside other redistributors, collecting surplus food that they are unable to accommodate due to timing, volume, geography or infrastructure constraints. In doing so, we help ensure that more edible food is prioritised for people rather than diverted further down the waste hierarchy.

We also work constructively with government at both local and national level, sharing operational data and member insight to inform policy development. Through this engagement, we seek to support practical, evidence based approaches to food redistribution, affordability and prevention, ensuring that policy reflects lived realities on the ground.

These environmental, social and governance commitments ensure that TBBT continues to grow responsibly, delivering impact at scale while remaining collaborative, transparent and firmly rooted in public benefit. access to fresh, nutritious food, reinforcing the preventative and inclusive nature of the model.

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.

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

Philip Kaye
Chair of Trustees
21/04/2026

James Truscott
Vice Chair
21/04/2026

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 2025 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 2025 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.
- 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.

Jonathan Orchard
19 May 2026
Sayer Vincent LLP,
Statutory Auditor
110 Golden Lane,
LONDON,
EC1Y 0TG.



The bread and butter thing

Accounts

2025

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

For the year ended 31 December 2025

	Note	Unrestricted £	Restricted £	2025 Total £	Unrestricted £	Restricted £	2024 Total £
Income from:							
Donations and Other Income	2	147,009	–	147,009	124,486	–	124,486
Charitable activities	3	3,855,411	3,748,141	7,603,552	3,407,307	3,232,074	6,639,381
Total income		4,002,420	3,748,141	7,750,561	3,531,793	3,232,074	6,763,867
Expenditure on:							
Charitable activities	4a	3,900,612	3,035,213	6,935,825	3,098,963	2,923,333	6,022,296
Total expenditure		3,900,612	3,035,213	6,935,825	3,098,963	2,923,333	6,022,296
Net income before transfers		101,808	712,928	814,736	432,830	308,741	741,571
Transfers between funds		318,932	(318,932)	–	–	–	–
Net income for the year	5	420,740	393,996	814,736	432,830	308,741	741,571
Reconciliation of funds:							
Total funds brought forward		1,405,683	2,752,796	4,158,479	972,853	2,444,055	3,416,908
Total funds carried forward		1,826,423	3,146,792	4,973,215	1,405,683	2,752,796	4,158,479

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 18.

Balance sheet

As at 31 December 2025

	Note	£	2025 £	£	2024 £
Fixed assets:					
Tangible assets	10		1,576,030		1,142,973
Intangible assets	11		4,150		16,758
			<u>1,580,180</u>		<u>1,159,731</u>
Current assets:					
Debtors	12	2,960,678		2,242,707	
Short term deposits		904,573		1,016,591	
Cash at bank in hand		895,054		465,779	
			<u>4,760,305</u>	<u>3,725,077</u>	
Current Liabilities:					
Creditors: amounts falling due within one year	13	(1,272,995)		(627,251)	
				<u></u>	
Net current assets			3,487,310		3,097,826
Total assets less current liabilities			5,067,490		4,257,557
Creditors: amounts falling due after one year	16		<u>(94,275)</u>		<u>(99,078)</u>
Total net assets	17		<u>4,973,215</u>		<u>4,158,479</u>
The funds of the Charity:	18				
Restricted funds			3,146,792		2,752,796
Unrestricted funds					
Designated funds		150,000		350,000	
General funds		1,676,423		1,055,680	
Unrestricted funds					
General Funds			<u>1,826,423</u>		<u>1,405,683</u>
Total Charity funds			<u>4,973,215</u>		<u>4,158,479</u>

Approved by the Trustees on 21/04/2026 and signed on their behalf by

Name: Philip Kaye
Title: Chair of Trustees
21/04/2026

Name: James Truscott
Title: Vice Chair of Trustees
21/04/2026

Statement of Cash flow (incorporating an income and expenditure account)

For the year ended 31 December 2025

	Note	2025		2024	
		£	£	£	£
Cash flows from operating activities					
Net income for the reporting period (as per the statement of financial activities)		814,736		741,571	
Depreciation charges		354,245		278,402	
Amortisation charges		12,608		12,443	
(Increase) in debtors		(717,971)		(465,393)	
Increase in creditors		640,941		84,214	
Net cash provided by operating activities		1,104,559		651,237	
Cash flows from investing activities:					
Purchase of intangible assets		–		(7,863)	
Purchase of tangible fixed assets		(787,302)		(369,911)	
Short term deposits		112,018		(81,591)	
Net cash (used in) investing activities		(675,284)		(459,365)	
Change in cash and cash equivalents in the year		429,275		191,872	
Cash and cash equivalents at the beginning of the year		465,779		273,907	
Cash and cash equivalents at the end of the year		895,054		465,779	
Analysis of cash and cash equivalents and of net debt					
	At 1 January 2025 £	Cash flows £	Other non- cash changes £	At 31 December 2025 £	
Cash at bank and in hand	465,779	429,275	–	895,054	
Total	465,779	429,275	–	895,054	

1 Accounting policies

a) Statutory information

The Bread and Butter Thing is a Charitable Incorporated Organisation, governed by a Constitution and registered in England and Wales (Charity Number 1169383).

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 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) – (Charities SORP FRS 102), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

In applying the financial reporting framework, the Trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

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 no material uncertainties about the charity's ability to continue as a going concern.

e) Income

Income is recognised when the Charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the Charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

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 received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the Charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the Trustees' annual report for more information about their contribution.

g) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

h) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

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 that settlement 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 the basis of the Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

• 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.

q) Provisions

Provisions are recognised where the Charity has a present legal or constructive obligation as a result of a past event, it is probable that an outflow of economic resources will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation. Provisions are measured at the best estimate of the expenditure required to settle the obligation at the reporting date, discounted to present value where the effect is material. Where the Charity has entered into lease arrangements that are deemed to be onerous, a provision is recognised for the unavoidable costs of meeting the lease obligations, taking account of any expected mitigation.

2 Donations and other income

	Unrestricted 2025 Total £	Unrestricted 2024 Total £
Other donations and grants income	100,888	76,468
Interest	46,121	48,018
	147,009	124,486

3 Income from charitable activities

	Unrestricted £	Restricted £	2025 Total £	Unrestricted £	Restricted £	2024 Total £
Membership income	3,392,814	-	3,392,814	3,076,416	-	3,076,416
Gift in Kind	462,597	-	462,597	330,891	-	330,891
Clothmakers	-	50,000	50,000	-	-	-
Comic Relief	-	1,975,000	1,975,000	-	1,750,000	1,750,000
Cummins	-	36,775	36,775	-	19,563	19,563
DEFRA	-	768,914	768,914	-	-	-
Durham Council	-	69,037	69,037	-	146,729	146,729
East Staffordshire Council	-	33,033	33,033	-	70,172	70,172
Household Support Fund Darlington	-	68,282	68,282	-	305,918	305,918
Household Support Fund Durham	-	242,051	242,051	-	535,000	535,000
Household Support Fund Tameside	-	48,000	48,000	-	72,000	72,000
Maidstone Council	-	98,485	98,485	-	-	-
Manchester City Council	-	-	-	-	70,000	70,000
Other Funders	-	6,938	6,938	-	68,073	68,073
Short Straw International	-	53,474	53,474	-	96,713	96,713
Sodexo	-	31,656	31,656	-	41,656	41,656
Stockton Council	-	0	-	-	56,250	56,250
The National Lottery	-	266,496	266,496	-	-	-
Total income from charitable activities	3,855,411	3,748,141	7,603,552	3,407,307	3,232,074	6,639,381

The gift in kind of £462,599 (2024: £330,891) 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 £	2025 Total £	2024 Total £
Staff costs (Note 6)	1,874,820	36,510	553,225	2,464,555	1,980,007
Other staff costs	99,418	182	–	99,600	87,706
Fuel/Transport and Hubs costs	2,066,833	–	–	2,066,833	1,984,296
Direct grant expenditure	700,434	–	–	700,434	848,298
Warehouse costs	746,330	–	–	746,330	448,478
Combined liability insurance	–	–	15,753	15,753	17,546
Depreciation	350,213	–	16,640	366,853	290,844
Legal and Professional fees	30,315	–	121,834	152,149	129,633
Audit and accountancy	–	–	22,145	22,145	12,498
Office costs	–	–	178,288	178,288	164,905
Other costs	–	–	122,885	122,885	58,085
	5,868,363	36,692	1,030,770	6,935,825	6,022,296
Support costs	1,030,770	–	(1,030,770)	–	–
Governance costs	36,692	(36,692)	–	–	–
Total expenditure 2025	6,935,825	–	–	6,935,825	–
Total expenditure 2024	6,022,296	–	–	–	6,022,296

4b Analysis of expenditure (prior year)

	Charitable Activities £	Governance costs £	Support costs £	2024 Total £
Staff costs (Note 6)	1,506,979	33,952	439,076	1,980,007
Other staff costs	125,753	341	61,260	187,354
Fuel/Transport and Hubs costs	1,984,296	–	–	1,984,296
Direct grant expenditure	848,298	–	–	848,298
Warehouse costs	448,478	–	–	448,478
Combined liability insurance	–	–	17,546	17,546
Depreciation	270,982	–	19,862	290,844
Legal fees	–	–	29,985	29,985
Governance	–	–	–	–
Audit and accountancy	–	12,498	–	12,498
Office costs	–	–	164,905	164,905
Other costs	–	–	58,085	58,085
	5,184,786	46,791	790,719	6,022,296
Support costs	790,719	–	(790,719)	–
Governance costs	46,791	(46,791)	–	–
Total expenditure 2024	6,022,296	–	–	6,022,296

5 Net income for the year

This is stated after charging / (crediting):

	2025 £	2024 £
Depreciation	366,853	278,402
Auditor's Remuneration : for audit (excluding VAT)	10,500	8,920

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

Staff costs were as follows:

	2025 £	2024 £
Salaries and wages	2,179,472	1,778,631
Social security costs	242,998	170,925
Employer's contribution to defined contribution pension schemes	42,085	30,451
	2,464,555	1,980,007

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

	2,025 No.	2,024 No.
£60,000 – £69,999	2	–
£80,000 – £89,999	0	1
£90,000 – £99,999	0	2
£100,000 – £110,000	2	
	4	3

The total employee benefits (including employer's national insurance and pension contributions) of the key management personnel were £365,097 (2024: £339,518).

The Charity Trustees were neither paid nor received any other benefits from employment with the Charity in the year (2024: £nil). One trustee received payment for professional services supplied to the Charity at arms length (see Note 8) (2024: one).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £182 (2024: £341) incurred by 1 (2024: 1) member relating to attendance at meetings of the Trustees.

7 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was 69.9 (2024: 60.5).

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

	2025 No.	2024 No.
Charitable activity	62.3	53.8
Support	7.2	6.4
Governance	0.4	0.4
	69.9	60.5

8 Related party transactions

Within the year there were transactions to the value of £25,016 (2024:£6,651) between The Bread and Butter Thing and BD2, where Will There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties (2024: 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	461,847	29,762	1,502,768	72,730	2,067,107
Additions in year	516,706	–	295,030	7,109	818,845
Disposal	(61,420)	(10,087)	(134,959)	(23,570)	(230,036)
At the end of the year	917,133	19,675	1,662,839	56,269	2,655,916
Depreciation					
At the start of the year	189,688	24,678	666,914	42,854	924,134
Charge for the year	51,223	4,032	280,466	18,524	354,245
Disposal	(39,519)	(9,690)	(126,322)	(22,962)	(198,493)
At the end of the year	201,392	19,020	821,058	38,416	1,079,886
Net book value					
At the end of the year	715,741	655	841,781	17,853	1,576,030
At the start of the year	272,159	5,084	835,854	29,876	1,142,973

All of the above assets are used for charitable purposes.

11 Intangible fixed assets

	Website & Software £	Total £
Cost		
At the start of the year	39,950	39,950
Additions in year	–	–
At the end of the year	39,950	39,950
Amortization		
At the start of the year	23,192	23,192
Charge for the year	12,608	12,608
At the end of the year	35,800	35,800
Net book value		
At the end of the year	4,150	4,150
At the start of the year	16,758	16,758

All of the above assets are used for charitable purposes.

12 Debtors

	2025 £	2024 £
Trade debtors	21,812	63,679
Prepayments and accrued income	2,794,184	2,054,012
Grants receivable	40,417	–
Other debtors	104,265	125,016
	<u>2,960,678</u>	<u>2,242,707</u>

Due within one year: £2,040,560 (2024:£1,239,823).

Due after more than one year: £920,118 (2024:£1,002,884) representing grant income receivable in respect of multi-year funding agreen

13 Creditors: amounts falling due within one year

	2025 £	2024 £
Trade creditors	634,926	193,607
Taxation and social security	56,842	47,180
Pensions	19,581	13,898
Other creditors	213	11,102
Accruals	151,709	43,668
Deferred income (note 14)	332,156	317,796
Provision for liabilities (Note 15)	77,568	–
	<u>1,272,995</u>	<u>627,251</u>

14 Deferred income

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

	2025 £	2024 £
Balance at the beginning of the year	416,874	422,025
Amount released to income in the year	(650,934)	(423,184)
Amount deferred in the year	660,491	418,033
	<u>426,431</u>	<u>416,874</u>

15 Provisions for liabilities

As part of a restructuring of operations, the Charity exited certain premises. A provision has been recognised for the unavoidable costs arising from lease commitments on these properties for the remainder of the lease terms.

	2025 £	2024 £
Balance at the beginning of the year	–	–
Amount released in the year	–	–
Increase in provision in the year	77,568	–
	<u>77,568</u>	<u>–</u>
Balance at the end of the year	<u>77,568</u>	<u>–</u>

16 Creditors: amounts falling due after one year

	2025 £	2024 £
Deferred income (note 14)	94,275	99,078
	<u>94,275</u>	<u>99,078</u>

17a Analysis of net assets between funds (current year)

	Unrestricted £	Restricted £	Total Funds £
Tangible fixed assets	663,192	912,838	1,576,030
Intangible assets	4,150	–	4,150
Net current assets	1,159,081	2,328,229	3,487,310
Long term liabilities	–	(94,275)	(94,275)
Net assets at 31 December 2025	1,826,423	3,146,792	4,973,215

17b Analysis of net assets between funds (prior 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	1,277,758	1,820,068	3,097,826
Long term liabilities	–	(99,078)	(99,078)
Net assets at 31 December 2024	1,405,683	2,752,796	4,158,479

18a Movements in funds (current year)

	At 1 January 2025 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 December 2025 £
Restricted funds:					
Small grants	- 288	-	-	288	-
Clothmakers Guild		50,000	-		50,000
Comic Relief Grant	1,889,143	1,975,000	- 1,371,912	-	2,492,231
Cummins	-	36,775	- 5,013	-	31,762
DEFRA	189,099	768,914	- 804,185	4,109	157,937
Karbon Homes Grant	8,113	-	- 8,113	-	-
Local Authority	458,034	565,827	- 604,225	- 260,204	159,432
Purslow Trust and Lyons Trust	129,237	-	- 129,237	-	-
Regen	15,754	-	- 3,938	- 11,816	-
Sodexo grant	5,294	31,655	- 31,655	-	5,294
Short Straw International	58,410	53,474	- 60,575	- 51,309	-
The National Lottery		266,496	- 16,360	-	250,136
Total restricted funds	2,752,796	3,748,141	(3,035,213)	(318,932)	3,146,792
Unrestricted funds:					
Designated funds	350,000	-	(312,184)	112,184	150,000
General funds	1,055,683	4,002,420	(3,588,428)	206,748	1,676,423
Total unrestricted funds	1,405,683	4,002,420	(3,900,612)	318,932	1,826,423
Total funds	4,158,479	7,750,561	(6,935,825)	-	4,973,215

The narrative to explain the purpose of each fund is given at the foot of the note below.

Transfers during the year relate to the net book value of fixed assets originally funded from restricted grants, where the grant conditions have now been fully met and the related restrictions removed. The remaining carrying value of these assets has, therefore, been transferred to unrestricted funds.

18b Movements in funds (prior 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	972,853	3,531,793	(3,098,963)	(350,000)	1,055,683
Total unrestricted funds	972,853	3,531,793	(3,098,963)	–	1,405,683
Total funds	3,416,910	6,763,867	(6,022,296)	–	4,158,479

Purposes of restricted funds

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

Clothmakers Guild – provided funds for a replacement van to improve operational efficiency

Comic Relief – working through Nourish the Nation (Comic Relief and Sainsburys) has continued to fund us to expand and develop. In 2025, 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 in which we work.

Cummins – the grant was given to fund health and safety improvements in the North East

DEFRA – DEFRA provided funding from their Tackling Food Surplus at the Farm Gate programme. This is a grant designed to support a reduction in edible food from farms going to waste.

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 Stoke

Regen – Regen provided a grant to set up an additional Hub.

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

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

The National Lottery – we have been awarded funds from the National Lottery to enable us to expand our activities into Gateshead

Purposes of designated funds

A designated reserve was established in 2024 to support the planned relocation and restructuring of the Charity's operations. These activities have progressed well and were nearing completion at the year end.

For 2026, a further reserve has been designated to support key initiatives. This will fund the refurbishment of our North East warehouse and strengthen the Charity's resilience through investment in diversifying our food supply sources.

19 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 2025 £	2024 £
Less than one year	301,132	156,749
One to five years	1,102,395	320,000
Over five years	1,403,299	302,500
	<u>2,806,826</u>	<u>779,249</u>

20 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).



The bread and butter thing

The Bread and Butter Thing

Registered Charity Number: 1169383

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