

CHEFS IN SCHOOLS

England & Wales · Charity number 1178964

Details

Status Registered

Legal form Charitable company

Company number [11356489](#)

Registered 2018-06-27

Register [View on the Charity Commission register](#)

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Activities

Objects: THE OBJECTS FOR WHICH THE CHARITY IS ESTABLISHED ARE TO:-(1) ADVANCE EDUCATION IN COOKERY AND FOOD PREPARATION;(2) ADVANCE HEALTH THROUGH (BUT NOT LIMITED TO) THE IMPROVEMENT OF FOOD STANDARDS IN SCHOOLS;FOR THE BENEFIT OF THE PUBLIC

Activities: OUR MISSION:To improve the health of children through better eating and food education and inspire schools to believe that better is possible

Classification

- **How:** Provides Services, Provides Advocacy/advice/information
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives
- **Who:** The General Public/mankind

Geography

- Throughout England And Wales

Finances

| Period end | Income | Expenditure | Assets | Employees |
|------------|------------|-------------|----------|-----------|
| 2025-08-31 | £1,545,476 | £1,621,139 | £861,875 | 25 |
| 2024-08-31 | £1,654,185 | £1,245,137 | £937,538 | 20 |
| 2023-08-31 | £1,128,444 | £1,045,978 | £528,490 | 15 |
| 2022-08-31 | £542,106 | £578,961 | £446,024 | 11 |
| 2021-08-31 | £859,436 | £750,976 | £482,879 | 8 |
| 2020-08-31 | £793,156 | £527,644 | £374,419 | 6 |

Trustees

| Name | Role | Appointed |
|-----------------------|-------|------------|
| HENRY DIMBLEBY | Chair | 2018-04-18 |
| Andre Bailey | | 2023-11-16 |
| Christina Adane | | 2023-11-16 |
| Jasbir Kaur Notay | | 2020-11-06 |
| KAREN MARTIN | | 2023-01-19 |
| Melanie Neill | | 2023-01-19 |
| THOMASINA MIERS | | 2018-04-18 |
| Tamsin Cooper | | 2023-01-19 |

CHEFS IN SCHOOLS

England & Wales - Charity number 1178964

Accounts

CHEFS IN SCHOOLS



ANNUAL REPORT

For the year ending 31 August 2025

Registered Charity No. 1178964

Registered Company No. 11356489 (England & Wales)



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WELCOME

A LANDMARK YEAR FOR SCHOOL FOOD

This year marked the most significant leap forward for school food in over a decade. The Department for Education committed £1bn to school food, the School Food Standards are being revised, the expansion of Free School Meals entitlement will benefit more than 500,000 children and with the Breakfast pilot underway, momentum for change on a national level has never been stronger.

After more than eight years of sustained campaigning and building proof of concept in schools, this is a breakthrough moment. Policy levers now exist that, if pulled, could ensure every child has the same opportunity to eat, enjoy and learn about real food at school. Over the course of the last year, we have been consulting directly with policy makers, alongside others, all working to bring our ambitions into reality. Now, we're poised to take action as we look to the new year.





A place for community and connection

In the autumn of 2024, we launched the Membership at our inaugural Annual Conference. As we continue developing our core interventions to train and support kitchen teams and the school community, it's become necessary to establish a programme that serves those working on the coal face of school food. Unlike many other professions, the people working in school kitchens have little to no opportunity to network, learn with and from others who do the same job. The Membership is our offering to fill that gap, providing a forum for peer support, events, webinars and resources.

A team fit for the future

We've continued to grow our operational teams to meet the demands for our services. With the launch of the Membership and expansion of our Chef Educator Training Programme, we've recruited into key positions that will enable us to develop our newer programmes, and scale our reach further across England and Wales.



New horizons

We reached children, chefs and school communities in new places this year, such as Monmouthshire in Wales and Birmingham in the Midlands. As we extend our national reach, we look forward to working in more new regions. Ensuring the greatest possible impact – not only for the people we serve directly but also for the wider communities in the long-term – has never been more important.

Stronger together

As ever, our fastest and most sure route to success is to work in partnership. We're incredibly proud to hold space with other organisations, experts, and advocates who want to make school food better. Some of the strongest partnerships we've forged this year have been with local authorities and public health teams across the country, who have shared their resources, and deep knowledge and understanding of the local context of school food in

their areas. As we roll out our plans to scale and extend our work across the UK, we will further build our networks on the ground, as well as continuing to work in charity coalitions to directly support schools, and drive change through our influencing and campaigning work.

Change happens slowly and then suddenly. This progress wouldn't have been possible without the dedication of our team, supporters and partners, who continue to power our mission.



Dr Tamsin Cooper
Co-Chair of
Trustees



Henry Dimbleby
Co-Founder and
Co-Chair of
Trustees



Naomi Duncan
Chief Executive



Nicole Plsani
Co-Founder and
Chief Innovation
Officer



Our vision is that every child has access to quality, tasty, exciting, nutritious school food and food education – and therefore is equipped with the knowledge to choose, and make, nourishing food throughout their lives.



OUR PURPOSE

As a team of chefs, trainers and school food experts, we support schools and their kitchen teams to bring their vision for school food to life. We deliver direct interventions that set schools up with the skills and knowledge to feed kids nutritious, delicious and exciting meals, and build a thriving community around what happens in the dining hall.

With one in three children leaving primary school overweight or obese*, and rates twice as high in the most deprived areas, school food could be part of the solution to addressing our national health crisis – yet it's part of the problem.

The operating environment we work in is complex. School budgets are tighter and demands are higher than ever. The school food system is broken – from the way it's funded and unregulated to a culture of low expectations driven by unhealthy nostalgia and system fatigue.

We can't fix all of these things overnight (we're trying!) but we can offer schools a solution that means kids eat better food and receive vital food education that will serve them into adulthood. And we can work with schools to create and showcase best practice examples to inspire others to make a change.

We work with organisations, partners and local and national government who sit at the various intersections of school food. From caterers and the food industry, to public health teams and chefs and senior leadership teams at schools across the country.

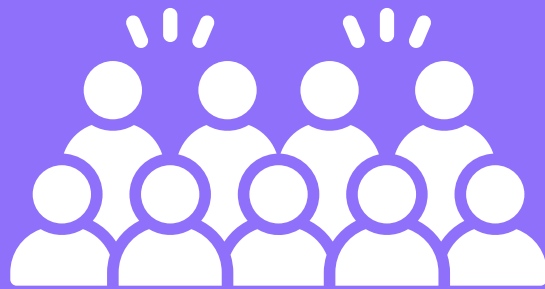
We do this work because we believe that all children should have equal opportunity to nourishing, brain-powering food that fuels their school day and beyond.

*Source(s): Sellen, P., et al., 2018. Evaluation of Universal Infant Free School Meals, Holford, A., and Rabe, B.



2024/25 HIGHLIGHTS

This year, we wanted to deepen our impact in schools and with the school food workforce, focusing on delivering quality interventions that have a lasting legacy. Quality has always been at the heart of our ethos and as we've grown, it's been tempting to drive for and measure our success in numbers. We took a view to prioritise quality as our key driver, from procuring higher quality ingredients, improving the quality of training available to school chefs and kitchen teams, to providing meaningful opportunities for those working in school food to form quality connections with others.



We reached over 47,000 children across the country through our direct interventions this year.

OUR THREE CORE PILLARS OF WORK



LEAD

Transforming food and food education through our hands-on work in schools to create beacons of best practice and ongoing innovation centres that inspire others to follow our lead.



ENABLE

Driving wider systems change as the authoritative voice on quality school food and food education. We use our expertise and voice to shape local and national policy. We provide professional development to school chefs and kitchen teams to equip them with the tools they need to deliver great food and food education.

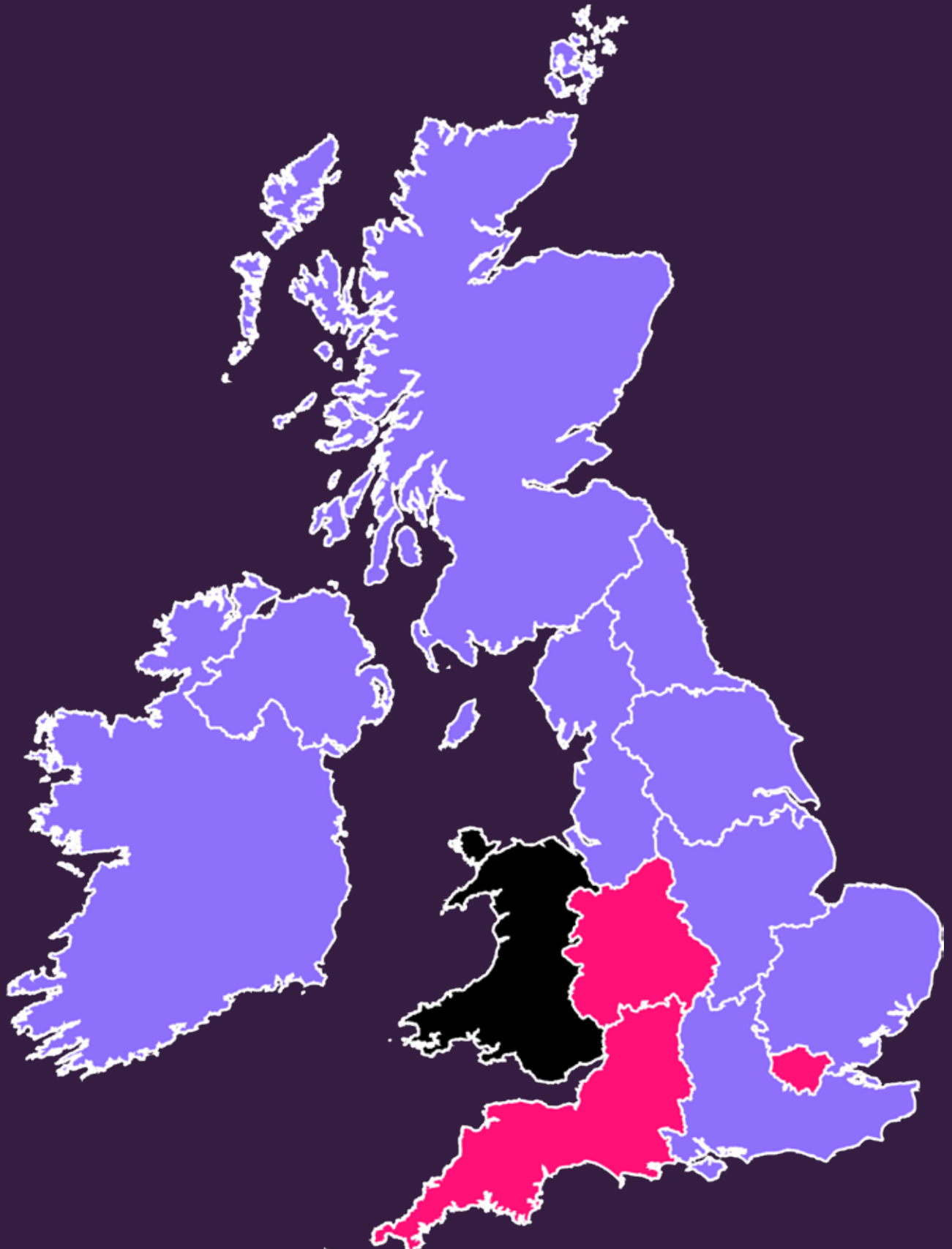


INSPIRE

A professional Membership of school leaders, chefs and food educators. We provide long-term support through in person-support, a resource hub, training and networking events. We also have our own supply chain that focuses on procuring quality, fresh ingredients to set schools up to feed children well.



From creative menus to new models of delivery, school kitchens across the UK continued to raise the bar this year with these standout moments.



WALES

We delivered our first School Chef Educator training programme in partnership with Monmouthshire County Council.

WEST MIDLANDS

Hubbub funded a food-waste focused training programme for chefs working within The Arthur Terry Learning Partnership in the West Midlands.

LONDON

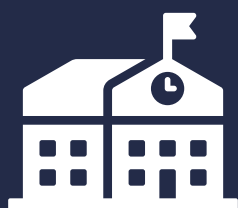
- The Hub Kitchen grew, delivering fresh, nutritious meals to schools in Hackney - couriered by e-bike!
- Gainsborough School opened a community kitchen and polytunnels, to grow their own ingredients on site.
- London Academy cut costs by £50,000 and increased sales by £10,000 by transforming their food offering and scratch-cooking.

SOUTH WEST

- The Grove School featured in Riverford's Veg & Table magazine showcasing their fantastic seasonal menus.
- Devonport School swapped out beef mince for venison as it is more sustainable and affordable. They now bake their own bread for sandwiches and prefer sweet potato empanadas instead of paninis!



LEAD: DEEPENING IMPACT IN SCHOOLS



5 Schools



3,433 Children

SCHOOL TRANSFORMATIONS

This programme continues to set the standard for how school food and food education can be centred at the heart of the school community. It has seen us work in partnership with schools to deliver delicious and nutritious food in innovative ways.



CASE STUDY

LONDON ACADEMY, EDGWARE ALL THROUGH SCHOOL, 1,709 STUDENTS

Last year we started working with London Academy, a primary through to sixth form school part of the Aim Academies Trust in Barnet.

We worked with the school to support their school food goals, hire an executive chef and launch a new lunch time service

including a two course meal and unlimited salad bar for just £2.50 per student. Around 40% of students are eligible for free school meals but many still struggle to afford food, so the school has made the decision to feed every child, even if they can't pay.



1 RECRUITING A NEW TEAM

The school's kitchen was previously staffed entirely by agency workers. In the autumn, we brought on Cedric as the new Executive Chef. Cedric had experience working at another Chefs in Schools' partner school, so he was ready for the challenge. We

restructured the kitchen team with Cedric overseeing both the primary and secondary school kitchens, supported by two Sous Chefs who focus on cooking from scratch and batch cooking to save time and resources.



BEFORE

2 CHEF TRAINER SUPPORT

In January 2025, our Chef Trainers, Adam and Andy, began an intensive training programme to support Cedric and the kitchen team. Their goal was to help improve kitchen processes and make the food service more efficient. The secondary school kitchen is now

the production hub for both sites, and it has been upgraded with new equipment to enhance functionality. Food is prepared at the secondary school and transported to the primary school each day.

ADAM



ANDY



THE RESULTS

A NEW MENU



Cedric, with help from Adam and Andy, has curated new menus that will rotate every half term. The team now cooks everything from scratch, using fresh produce and adding more vegetables to every meal.



UPF FREE SNACK TIME

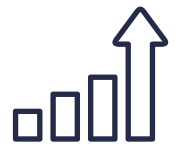
Previously, the snacks offered during break were ultra-processed and pre-packaged. Now, the team prepares exciting daily fresh snacks such as veggie pakoras and chicken curry wraps.

PRODUCE SWAPS



Instead of buying in pre-made sandwiches, the kitchen now bakes par-baked baguettes and makes the fillings in-house using fresh ingredients. In due course, they plan to bake their own baguettes on site.

UPTAKE INCREASE



The kitchen now serves around 1,000 lunches and 500 snacks daily. They are handling huge quantities: 85 kilos of fish on Fridays, 130 kilos of potato wedges, and 35 trays of lasagne.



IMPROVED SYSTEMS & EFFICIENCY

To reduce chaos and tackle a problem with theft in the dining hall, we have altered the system so that students now pay for their food before collecting it. There's a fixed price for break snacks (£1) and lunch (£2.50).



AFTER



Q&A WITH DELORA AND BEN

If another school was thinking of working with Chefs in Schools, what would you say?

Ben: I'd recommend it 100%.

Delora, our Social Media Officer, sat down with Ben Wythe, Chief Operating Officer at AIM Academies Trust, to get his perspective on London Academy's school transformation journey.

What changes have you seen in the way your kitchen team works and the food they serve?

The team is really happy and engaged

more than they have been in the previous six years I've worked here. Everybody's involved in food preparation, working with the students, and helping make the dining room a

really nice place to be. Previously it fell on the head chef to lead on all of that, but now it feels much more like a team effort, which is great.

On the food side, the main change is the healthy side options. It's been a massive improvement. You walk into the dining room now and everybody's got a couple of side salads, some coleslaw, or a bit of watermelon – whatever it is that day. We'd always had decent main meals, but those pupil choice bits, the optional extras which are free here, have improved massively. That leads to healthier eating and all that good stuff.

Students are eating more different food because they're choosing those sides themselves, and they're being encouraged to try things they wouldn't ordinarily eat.

How has the dining hall experience improved for students and staff?

The staff rave about the food now, which is a really useful barometer of how good it is and how much it's improved. We'd fallen into a rut before – big school, short lunch – so there were some frozen foods and compromises because of how things were set up. Now Cedric and the team bread fish themselves for fish and chips. Many staff have told me they can taste the difference. When you walk across the atrium with Cedric, people literally stop him to say how nice lunch was, which is great.

Have the students said anything about the changes?

They engage with him (Cedric) a lot more than they used to. In primary, they really like the food and they'll tell you that. With secondary, it's harder to get a positive reaction, and change is

harder with teenagers. If you're shifting from frozen fish fingers to scratch-made fish, it takes time.

We also made break options healthier. Before, uptake was really high because break food was pretty beige – pizzas, nachos, chicken wings – basically what the kids wanted. We knew uptake at break would fall, but it's driven students to eat lunch every day and get a rounded meal rather than spending their allowance on an unhealthy break snack and then not eating lunch. They're not going to run up and rave about swapping three slices of pizza for a proper lunch, but the uptake tells the story.

Any specific stories about trying new foods?

The one that stands out is negative – fish pie didn't go down well in the primary. But now, whenever there's feedback like that, it comes with a caveat:

“We love Cedric, we love the team, we love the food.”



The chefs introduce the food every day, explain what it is, talk about the ingredients and where the dish originated. It gets students engaged and it's a nice way for the team to connect with the kids.

People didn't used to feel the need to couch it like that. It shows they care.

Have parents or the wider community noticed a difference?

Yes, definitely. We had to put more effort into comms. Any change gets pushback, and a few parents said their child wasn't eating since we changed things. We explained what we'd done and why. We've got two parent governors with different experiences: one's child and their friends absolutely love the food; the other's has not enjoyed the shift as much. That's been useful. We've worked with Bite Back and done surveys to bring parents and students with us. We also do family-style dining for Year 7, free of charge. When families join the secondary school, their first experience is their child being able to eat as much as they want for free. It helps bring families on

board so they're with us as students move through the school.

Have you introduced initiatives related to sustainability, food waste reduction, or growing produce?

Not yet. Cedric and the team are hot on not wasting food, but there's a tension: we want portion sizes to be generous and we want students to be able to go up again. We're working out how to do that without waste. Once community dining is bedded in and we're the other side of winter, we'll look at growing our own produce.

Why does school food matter to you personally? What would you say to a headteacher who thinks it doesn't matter?

Probably that they're in the wrong job. Our free school meal percentage is really high across our schools. You see the difference a hot meal makes. In a perfect world, we'd feed every student every day for free and not worry about eligibility admin.

School food levels the playing field. We know disadvantaged students don't perform as well and that this is one of the reasons. If you can fix



that, why wouldn't you? It's an easy win compared to some of the other challenges schools face.

Why did London Academy choose to partner with Chefs in Schools? Has it met your expectations?

It has. We realised we had a gap in expertise around food. We've got strong people for IT, premises, HR and finance, but not food. The previous team could cook, but we lacked someone to bridge the gap between leadership and kitchen and say, "If you want that, do this, this and this." Adam, Andy, Cedric and Sreshta didn't bring a one-size-fits-all model. They asked what we wanted and worked with our restrictions. In a perfect world they might have changed lunch length, location and menu, and we said we weren't going to do that. They still helped us make it amazing. It feels like a partnership.

What goals do you have for the future of food and nutrition at your school?

Abundance of healthy food. I want all the kids to eat, come back for seconds, pile salad and fruit on their plates, and feel they can eat as much as they want before school, at break and at lunch. Our job is to do that sensibly and sustainably, and to make sure money doesn't feel like an object for families.

Have there been any financial benefits to working with Chefs in Schools?

Yes. We reviewed suppliers and

started using some that were better quality and a bit more expensive.



Uptake went up, waste went down, and we ordered the right quantities of better food. We're selling more. I was uneasy about higher costs at first, but they were right. The financial picture of the canteen is better now than when we were buying cheaper ingredients.

INNOVATION

Snack pilots in secondary schools

We have been developing new approaches to snack provision in secondary schools. The primary focus is to tackle the ultra-processed food epidemic in canteens across the country - replacing the 'sea of beige' with nourishing, vibrant real food choices.

We partnered with Athena Trust to map their current snack offers and identify more sustainable, healthier alternatives that reduce reliance on high-fat, high-sugar, ultra-processed snacks. As part of this work, we tested a fully vegetarian snack menu and

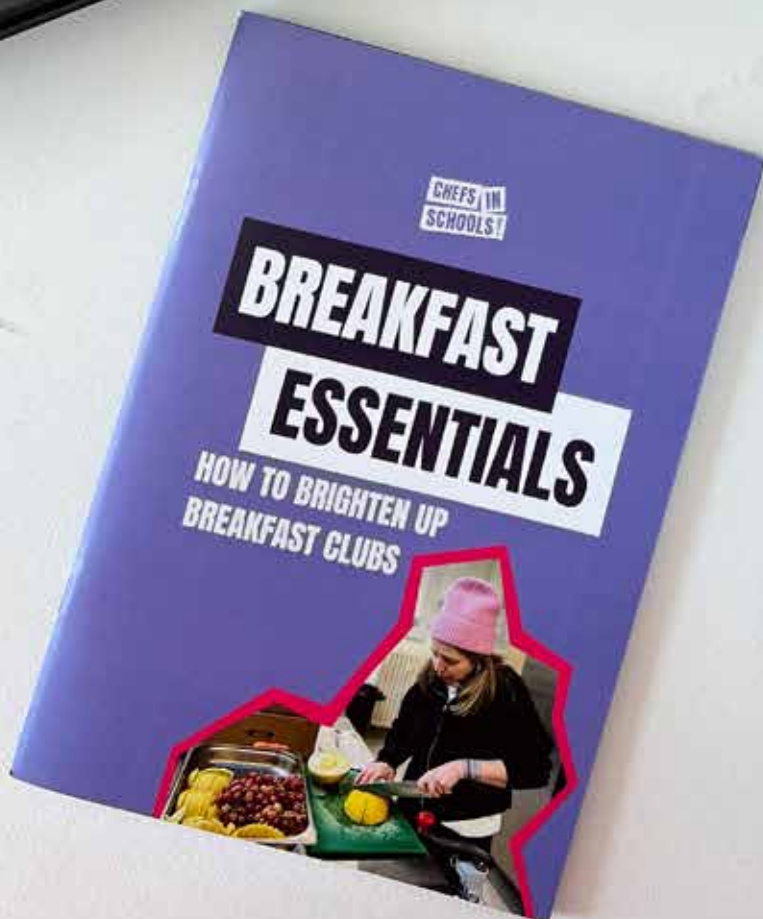


compared sales data before and after the pilot. A designated student focus group helped us understand what is not working in current secondary school food provision and co-designed the menu and potential solutions. The intention was to develop a light-touch model that enables schools to explore a better snack offer and access support from Chefs in Schools, without needing to commit immediately to full catering transformation.

In parallel, we have been developing a set of minimum food standards for snack time. These recommendations will reflect current evidence on how unhealthy food contributes to poor physical and mental health, and the need for standards that better protect and promote young people's wellbeing.

Piloting new breakfast models – the breakfast toolkit

With government attention starting to focus on providing healthy breakfasts to support improved attendance, behaviour and attainment – and on the role of food in tackling educational





disadvantage – we have developed a model breakfast provision toolkit. This is designed for a variety of settings (including those with and without on-site kitchens or trained teams) and includes proposed menu rotations, recipes and shopping lists.

Over the year, three breakfast pilot days have taken place in three different school settings. We were able to test what happens when breakfast goes beyond a simple delivery but is designed as an integral part of the school's food offer, led and/or supported by the kitchen team rather than sitting as a separate service. The toolkit and pilots combined have helped raise awareness about the offering being nutritionally robust and operationally realistic for school teams to deliver, and helped schools with small changes.

In May, we hosted our first breakfast workshop in Hackney, which was attended by 10 chefs from outside of the Chefs in Schools network. With the support of the School Business Manager from LDBS Trust, we provided insight to the ways chefs can truly make breakfast work within budget and time constraints. We're looking forward to hosting more workshops in the future.

Procurement

Our procurement team continues to drive excellence through our recommended suppliers; onboarding a new meat & poultry supplier, and recommencing our exercise to find a supplier of fruit & vegetables. Collectively, 61 schools spent just under £1m through our recommended supplier network in 2024/25, getting excellent value on quality produce.

We're continually finding innovative ingredients to help schools still provide excellent quality meals - with the introduction of venison, mutton and trout, we'll continue to test recipes we can use in school kitchens as part of our school transformation training.



“We strive to ensure that every child has access to food that’s joyful and cooked from real ingredients by kitchen teams who are inspired and passionate about what they do and are valued within their school.

School food can be transformed when you give kitchen teams proper training; empower them to incorporate recipes inspired by the communities they’re part of and use more local food. When school leaders see food as part of their overall curriculum, attendance and behaviour improve and curiosity in food increases.

If we continue to design school food and food education around equity and accessibility and stop pretending food is separate from learning, school kitchens can become a powerful tool to change children’s lives and feed the future generations.”

Nicole, Chief Innovation Officer and Co-Founder



ENABLE: STRENGTHENING TRAINING, POLICY INFLUENCE AND SYSTEM DISRUPTION



130 Schools



43,600 Children



96 Graduate Chefs

TRAINING THE KITCHEN TEAM WORKFORCE

Building on our existing partnerships, we continued to deliver the School Chef Educator programmes throughout London, Hull & the South West, and our first in the East Midlands. The team delivered training with 96 graduate chefs, working across 130 schools, serving over 43,600 children every day.

We delivered the first of three School Chef Educator programmes focussing on reducing food waste in schools, supported by funding through the charity Hubbub.

This training, alongside upskilling and empowering kitchen teams to cook delicious and nutritious food, supports chefs to reduce the amount of food waste in schools, from waste produced in the kitchen, through to the pass and the dining hall. The training was delivered to kitchen teams across the Arthur Terry Learning Partnership Trust, and used as a blue print for future cohorts. Data from the pre & post training revealed the average total food waste per child had decreased by 22%.



To further raise our profile and awareness of the training programme, the team met with many public health professionals throughout the year, presenting at webinars focussed towards healthy weight networks supporting the improvement of children's health and obesity prevention. This has laid the groundwork for us to scale the programme to new regions in 2025, enabling us to target regions with areas of high socio-economic deprivation.

The final day of 2024/25 saw the team kick off our first training programme

delivered in Wales, with a School Chef Educator programme in Monmouthshire. With the programme being delivered throughout the Autumn term in 2025, we are excited to see our impact reach Welsh schools, further enabling our outreach in new regions across the UK.

With the increase in programme delivery scheduled, our existing Chef Trainer for the programme was promoted to Programme Manager and we recruited two new Chef Trainers ready to deliver training throughout 2025/26.





“The food waste training has had a noticeable financial benefit across our catering operations. By empowering teams to reduce waste, we’ve seen **improved cost control and more sustainable practices embedded into daily routines. It also **boosted team engagement**, with staff showing real enthusiasm for menu development and waste-conscious planning.”**

**Harry Matthews, Catering Operations
Manager, Arthur Terry Learning Partnership**



NATHAN SCARLETT

OUR YEAR IN COMMS

From school kitchen takeovers to national TV moments, seismic policy shifts to veggie snacks taking centre stage, 2024/25 has been nothing short of transformative.

School Chefs in the spotlight
Amber Francis, Head Chef at Christ's College Finchley, didn't just compete in the BBC's Great British Menu, she triumphed as Champion of Champions, showcasing her winning dish at Blenheim Palace. Not only did this put Amber on our screens, it secured news coverage for the school food revolution. Amber's dish was inspired by her early food education in primary school.

Nathan Scarlett, Executive Chef and Food Educator at Henry Cavendish Primary School, was crowned 'Chef Champion' at the Jamie Oliver Good School Food Awards. Praised as "brilliant, inspiring, and full of heart" by Mary Berry, and celebrated by Ellie Simmonds for making food "exciting, educational and totally inclusive". Jamie Oliver calls him "an absolute superstar" who's not only feeding children but fueling their confidence, curiosity, and sense of belonging. Hats off to Russ Ball of Pokesdown Primary in Bournemouth, who, after winning Jamie Oliver's School Chef Award last year, received a national School Food Award from parliament

for his transformative work. Russ even gave evidence in Parliament, championing the power of scratch cooking and real food in schools.

And after serving up an estimated two million meals over a 42 year career at Mandeville, Margaret Blairy hung up her school chef apron. But not before winning our lifetime achievement award. Margaret only intended to work in school food for a short time while her children were young but found it impossible to leave.

She said:

“I committed to the job because it was for the children. I loved to cook for them.”



AMBER FRANCIS



In the news

From Delicious Magazine to the Financial Times and a host of regional publications, our charity was in the headlines. The Financial Times covered the junk food crisis harming Britain's children and asked if the UK could turn the tide, featuring best practice examples and quotes from our charity.

Stir It Up covered our partnership with Riverford to 'vegucate' children in the southwest. While Riverford's Wicked Leeks visited the Grove and showcased the food, food education and produce available on site. Our co-

chair, Henry Dimbleby, featured in their veg box newsletter talking about the skill required to feed children well.

Minister Morgan's visit to the Hackney School of Food to see our work in action was covered in the Hackney Gazette and Public Sector Catering Magazine. Foodservice Footprint covered our polling of parents.

The education focussed website and podcast, Headteacher Update, profiled our school food revolution, speaking to our co-founder, Nicole Pisani, and headteachers we work with.

Saturday Kitchen, Bristol Live, the Craft Guild of Chefs and other hospitality focussed titles, covered Amber's success on Great British Menu and work in schools and role as an ambassador for our charity. While further regional publications and their websites highlighted Russ Ball's and Nathan Scarlett's success – Nathan's story also featured in the Sun, showing how food was more than a meal to him, it was a chance to inspire future generations.



MINISTER MORGAN AT THE HACKNEY SCHOOL OF FOOD



Our channels

Our posts have been reaching more people, taking the school food revolution to a wider audience. Nearly 630,000 impressions across the school year, more than double the previous period, helped put school chefs and kitchen teams into view beyond the school gates.

School food is getting attention. When Amber was crowned the BBC's Great British Menu Champion of Champions, and Nathan was crowned Jamie Oliver's School Chef Champion, people responded. Our feeds filled with comments, shares, and conversations about what school chefs are capable of.

Throughout the year, we shared stories on our channels from kitchens and training days as they happened. From daily bread making to getting venison on menus, our posts showed what school food looks like. Parents got in touch with messages about children feeling better after school thanks to improvements in the food. One child who didn't like pasta came back to whisper, "This was the best pasta I've ever had."

Instagram grew to nearly 13k followers, with short videos and carousels performing particularly well. LinkedIn engagement was exceptionally strong, with posts shared widely across the sector, helping carry these stories into policy and funding conversations.



INFLUENCING & CAMPAIGNING

Chefs in Schools was on the frontline of policy change and campaigning. We hosted Stephen Morgan MP, Minister for Early Education, as well as school lunch visits with civil servants from the Department for Education.

We continue to play an active role within the School Food Review, a coalition of more than forty organisations undertaking advocacy and campaigning work to deliver positive change across the school food system. Our involvement included contributing to the updated 'The Superpowers of School Food'

evidence pack and helping to deliver a parliamentary event where this was launched (and where we provided a delicious, nutritious lunch for the MPs, campaigners and youth advocates in attendance).

In June, the Government's announcement that Free School Meals would be extended to all children in households on Universal Credit – and that School Food Standards would be revised – was a testament to the collective campaigning we've been doing alongside all members of the School Food Review.







The polling found 96% of parents feel it's important that school meals are prepared with fresh or nutritious ingredients.

What are parents saying?

With Survation's help, we polled 1,000 parents for our report: *The School Food Standards, What Parents Want for their Children*.

Our report (released 10.07.25) revealed a snapshot of what parents from all income brackets wanted in schools. In a nutshell: it's junk food out, more fresh food in, plus better monitoring of food standards.

Two thirds of parents (66%) are concerned about the possibility of junk food being offered to a child in secondary school every day. A quarter say these items should not be available in schools at all. Perhaps because three quarters (78%) say that without guidance their children would choose items high in sugar, salt and fat.

The polling revealed strong support among parents for monitoring of

quality, with around three quarters (78%) saying they want the government to actively inspect and enforce the School Food Standards in every school.

There is widespread support for development of school chefs with 80% of those polled believing the government should make it mandatory for school chefs to receive training in child nutrition and the preparation of nutritious food.

Our polling formed part of the case for change which saw two major steps forward:

- Free School Meal eligibility expanded
- School Food Standards review announced

These are two key aims we've long campaigned for.



“Tasty, real food, cooked from scratch – accessed and enjoyed by all children. Food that is appreciated as an important part of every child’s learning experience. Children equipped with the skills, knowledge and opportunity to eat nutritious food. That’s our vision for school food in this country.



L-R NICOLE PISANI, STEPHEN MORGAN MP, CYNTHIA OWIE, NAOMI DUNNE

The government's announcement that they will update the School Food Standards is a chance to help make this vision a reality.

“Updating the School Food Standards is a welcome action and a vital chance to make nutritious and tasty food the primary choice for children. This is about much more than food. It's about setting children up for life. Children represent our collective future, it's time we start feeding them like it.”

Naomi Duncan, Chief Executive at Chefs in Schools



ENABLING WIDESPREAD CHANGE

To inspire and support schools, we launched two free to use resources.

Breakfast Club Guides – in response to the Government’s Breakfast Club pilot announcement, where crafted to bring our chef trainers’ expertise to schools across the country – whether they were going for the basic no cook approach or for a bells and whistles breakfast. We trialled a number of approaches and menus for breakfast with schools in London to ensure the guides were fit for purpose.

School Food Toolkit (relaunched) – our game-changing guide that covers everything from budgets to brilliant food education was updated and shared with new schools.

We continue to be asked to the table as a respected voice and expert in the wider school food space. Our work contributing, collaborating and

connecting with others who are doing great work across the third and public sectors is growing. A few highlights include:

- Supporting the Southwark School Meals Steering Group.
- Provided input and insights to support DEFRA’s national food strategy review.
- Provided input and insights to support Department of Education’s national curriculum review to support the review of the cooking and nutrition curriculum within design technology.
- Our Procurement Manager supported the project advisory group responsible for the report ‘Follow the Carrot: Can free school meal expansion boost the UK food and farming economy?’



CHEFS IN SCHOOLS!

**TRY SOMETHING
NEW TUESDAYS**



...k, students and
... a chance to taste
... usual ingredient

INSPIRE: THE MEMBERSHIP



35 Schools joined our Membership



supporting 180 individual members



The Membership

Our newest programme supporting and connecting school kitchens across the country launched in Autumn 2024.

The first half of the year focused on building the systems and processes, meeting with our steering group of chefs and head teachers, whilst we developed the core elements of the programme.

By July 2025, we had built a strong bank of resources and recipes and

delivered four online training sessions, an in-person event focused on improving breakfast provision, and a networking event that brought chefs from across London together. Our online community continued to grow, with active peer-to-peer engagement as chefs shared recipes, ideas and solutions to shared challenges.

We also expanded the team and recruited a Membership Officer to support our growth plans for the programme.

Chefs in Schools' inaugural Conference

On 2 September 2024, we hosted our first-ever national training conference. Deliberately organised on an inset day to enable school kitchen teams to attend as part of their professional development, we brought together over 100 attendees from 35 schools across the country. The conference featured a lineup of inspirational speakers and advocates who reinforced the vital role school chefs play in combating the rising tide of food-related ill health.

Jamie Oliver gave the opening speech and celebrated the “immense”

contribution chefs make. He told them: “What you do individually is really powerful and the dedication and thoughtfulness that you put forward to looking after our kids 190 days a year is amazing, it’s immense. It’s no mean feat but it makes the world of difference to those children.”

Henry Dimpleby and Nicole Pisani, our Co-Founders, shared insights on the importance of the role of school chef and integrating food education into the heart of the school culture. Dame Prue Leith, Chefs in Schools Patron, closed the event and emphasised that school food must “taste wonderful” to bridge the gap between nutrition and student appeal.





“It’s extraordinary how for many, many years, this country thought they didn’t need to train school cooks, they would just know how to cook. Food is like anything else, it changes all the time, and we’re far more knowledgeable now than we used to be about nutrition, and what we should be eating. We have to make what children should be eating taste wonderful, so it’s what they want to be eating.”

Dame Prue Leith, Chefs in Schools Patron

Cynthia Owie, a catering assistant, said:

“When we gather together like this, we achieve the best and it will make us fly. It will make the kids happy as well.”

Tiago Padilha, a head chef and food educator, added:

“Being here with all the chefs gave me ideas of what I can do at my school and in the garden.”

Recognising that school food quality is directly linked to student attainment and wellbeing, the conference focused on professionalising the workforce, with chefs and kitchen assistants engaged in hands-on workshops, recipe sharing, and food education “hacks.” We also addressed the isolation often felt by school kitchen teams, providing a rare opportunity for networking and peer-to-peer inspiration.



PARTNERSHIPS & IMPACT



Our fundraised income raised from trusts and foundations, major donors and corporates continues to be the dominant source of income for the organisation, supporting our three main programmes and all core costs.

This year, one of our goals was to diversify our fundraising income, having been heavily reliant on income from trusts. With some of our major grants decreasing or coming to the end of their term, it was important for us to build up

other income streams. We're pleased to report that we successfully grew our corporate portfolio; securing new partnerships with restaurant group, Wahaca, private equity and investment firm CVC and Higgidy, a B-Corp Baked Goods Manufacturer. In the spring, we launched our first commercial fundraising initiative with a £1 on the bill campaign, calling hospitality businesses to partner with us and raise funds through customer donations. We're pleased to report that we raised over



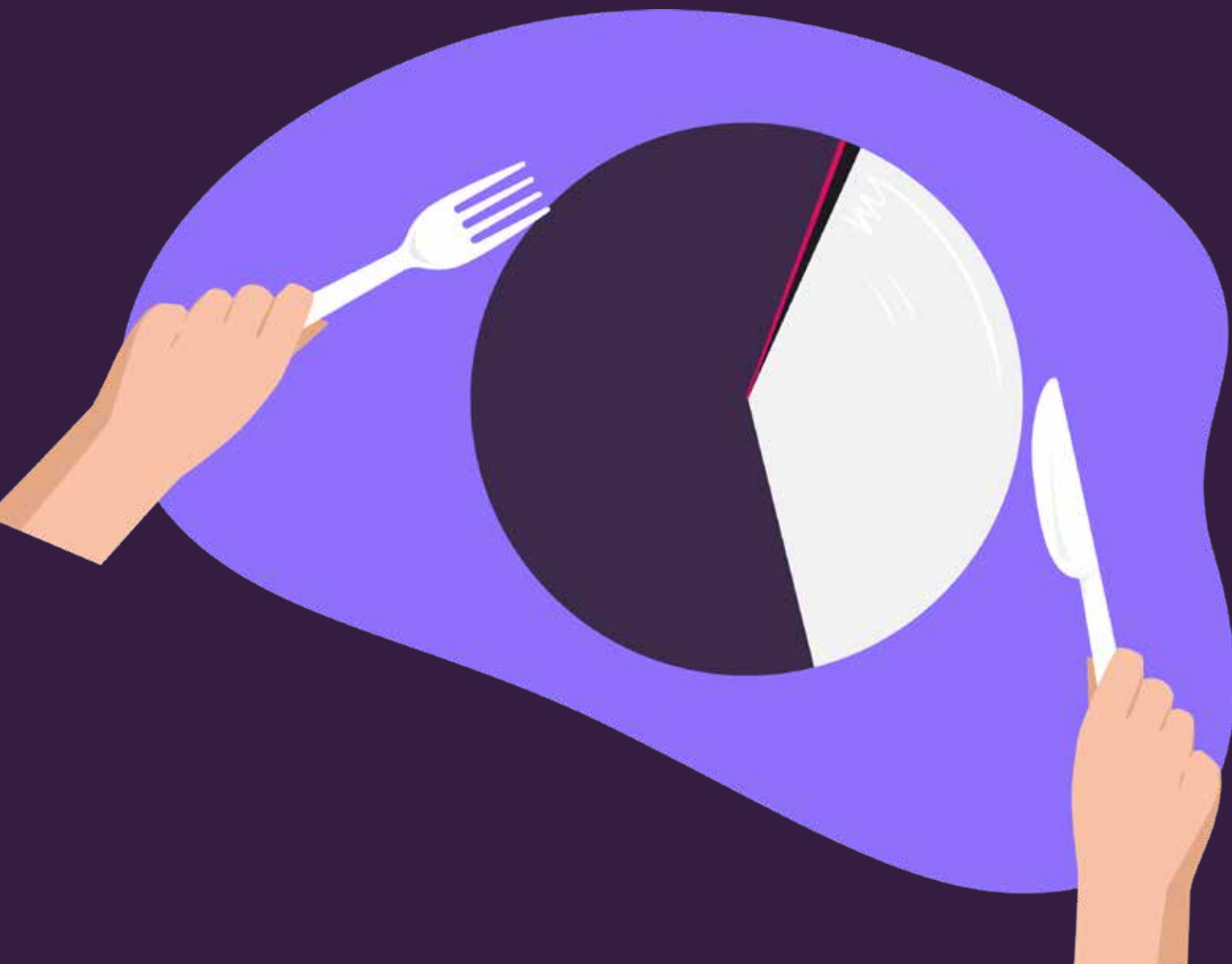
£26,000 from this initiative across the year and onboarded four new corporate partners, many of which are continuing to support us.


Another goal was to secure more multi-year funding. Alongside securing partnership extensions and renewals with existing funders such as The Food People, Mark Leonard Trust and Charlie Bigham's, we also secured new grants including a three-year partnership with the Nutritional

Wellbeing Foundation, who are investing a total of £150,000 to expand our work with secondary schools, and the Eat It Up Fund (Hubbub) focusing on food waste reduction. We also received significant donations from Ennismore Foundation who have funded the new post of Membership Officer, and the Savoy Charitable Trust who have funded a chef training cohort in Bristol.

INCOME

In 2024/25 we raised £1,545,476 and spent £1,621,139. We increased our expenditure by 23% year-on-year in line with our strategic plans to expand our programmes and extend our reach to more children across England and Wales.



| | |
|---|-------------------|
| Total income: | £1,545,476 |
|  Investments | £8,523 |
|  Other Trading Income | £525 |
|  Charitable Activities | £922,230 |
|  Donations | £614,198 |

EXPENDITURE



Total Expenditure: £1,621,139

| | | |
|---|---------------|----------|
| ■ | Raising Funds | £105,303 |
| ■ | Inspire | £346,172 |
| ■ | Enable | £629,860 |
| ■ | Lead | £539,804 |

Thank you to all of our funders, new, old and yet to be. Without the unwavering support of the individuals and organisations who join us in the school food revolution, we could not exist. We are grateful for your passion and commitment to making better school food possible for future generations to come.

IMPACT

Our Theory of Change underpins everything we do. It acts as our north star, keeps us accountable and ensures that our work can enable and influence real, tangible change.

It clearly sets out how our interventions and activities will lead to a specific set of outcomes that lay the pathways for us to achieve our long-term impact goals; to improve school food and food education and shift perceptions of what's possible so children can have better health.

We use qualitative and quantitative evaluation methods to gather our impact and evaluation data, including surveys and interviews.

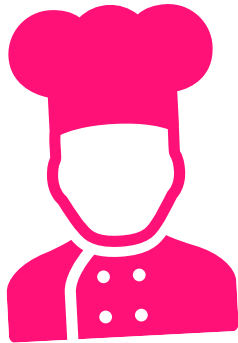
We also have a steering committee made up of school chefs, school business managers, and school leaders who meet to provide insight and support on a range of topics including the development of our programmes and wider work.





OUTCOME 1

School kitchen teams are motivated, recognised and driving whole-school cultural change.



Chef engagement remains at the heart of our programmes. We know that an empowered, motivated and well-trained workforce leads directly to better food and stronger food education for children.

90%

of trained chefs report a personal sense of accomplishment in their role. The top areas of support chefs value are food education, professional development and community.

98%

are more involved in food education after completing the programme.

95%

feel more confident explaining nutritious options to students.

Participants consistently report greater confidence, creativity, skills and autonomy – with many describing a shift in identity from cook to food educator.

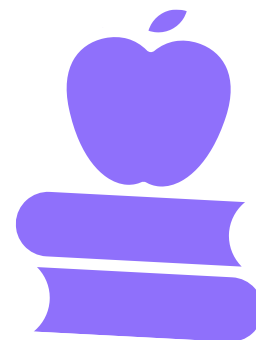
“Since working with Chefs in Schools, I feel more confident, creative and valued as part of the school team.”

School Chef

OUTCOME 2

Schools are inspired to drive for improvement and empowered to do so, and policymakers see school food as a priority.

Whole-school commitment drives sustainable change. When leaders, decision-makers and budget holders invest in food culture and literacy, improvement follows.



85%

of trained chefs reported a change in kitchen practices, including reduced waste, new recipes and increased pupil engagement.

14

In partnership with Hubbub, 14 chefs completed the School Chef Educator Programme, achieving an average 22% reduction in food waste across service, kitchen and plate waste.



“This programme has completely changed the way I approach my job – I now see myself as a food educator.”

School Chef Educator Graduate

98%

Schools report stronger food culture and increased chef-led engagement through daily meals. 98% of chefs are now more involved in food education in their school since completing the programme.

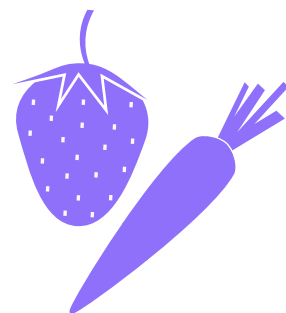
95%

of graduates feel more equipped to explain nutritious options to children after the course. Participants report greater confidence, skills and autonomy in their roles.

This work strengthens the wider school food landscape while demonstrating what is possible when food quality, creativity and education are prioritised.

“The children are eating more fruit and veg, and even trying new foods they never touched before.”

Head Teacher



OUTCOME 3

We drive innovation and a culture of quality of food, share best practice and act as an enabling force.

Beyond improving provision and driving up quality, we're shifting perceptions of school food and the workforce behind it.

School leaders identify our strongest support areas as:

- Staff training
- Chef recruitment
- Menu development

75%

see improved student behaviour and concentration.

75%

have strengthened their food education curriculum and the way it's delivered.

88%

report a better dining atmosphere, increased fruit and vegetable consumption and an increased likelihood of students trying new foods.



We launched our Membership and held our first Annual Conference attended by 100 people who work in school kitchens across the country. We delivered over a dozen in-person events and webinars to bring together and strengthen the school food workforce.



“The dining hall feels happier, calmer and more inclusive.”

Head Teacher



OUTCOME 4

Our work results in changes to government and local policies that support our aims.

We've been at the table consulting on the big ticket policy changes that Government has committed to over the past year, including:

- The revision of School Food Standards
- The rollout of the breakfast club pilot
- The expansion of Free School Meals entitlement

13

We've engaged with more than 13 steering committees and advisory groups, contributing to local and national decision-making across the school ecosystem that drives systemic change (see pX for more detail).



ORGANISATIONAL DEVELOPMENT



Diversity, Equity, Equality and Inclusion

At the start of this year, we articulated our organisational position and ambitions for how we want to embed diversity, equity, equality and inclusion (DEEI). The external environment is challenging, and for many – including our team and the communities we work with, navigating daily life feels more difficult and overwhelming than ever. We did some deep reflection on this as a leadership team and took some practical steps towards creating a safe, supportive and inclusive workplace. This included updating our partnership agreements to align with our values and ensure these are reflected in our work with others, working with our DEEI advisor, Be the Riot to offer anti-racism training and issuing a monthly wellbeing survey to take a temperature check of how the team is feeling. We also reviewed our service delivery models to ensure we're being authentic and inclusive in how we build and deliver our programmes.

We undertook a full review of our policies and introduced a new anti-racism policy, new inclusive parenting leave policies, and a specific policy covering menopause. We've made good progress on improving the diversity of our board and team, with a specific target to increase representation from

different ages, social backgrounds and ethnicities. We have more work to do at leadership and team level to build a team that reflects our society.

A key learning point for us has been the need to commit to being fearless in having necessary but difficult conversations. We cannot guarantee we will always get it right, but we can commit to staying true to our values as we grow.

Capacity building for the future

We expanded our delivery teams further, recruiting into key roles that will support us as we begin to scale our programmes across the country. Bringing in new expertise has added fresh perspectives and knowledge, which is vital as we build a diverse team that will position us to deliver our ambitious plans to reach all children in the coming years.

Diversifying our income base

We've continued to grow our income, including from traded income. We've expanded our network of commissioning partners consisting of multi-academy and local authorities, and have been successfully delivering Chef Educator training across England and Wales. As well as building a strong pipeline for next financial year.

LOOKING AHEAD

Over the coming year, we'll be busy assembling our closest friends, allies and partners to drive our mission forward so children all over the country have equal opportunity to eat, enjoy and learn about real food.

At a time when people are more reliant than ever on the services charities provide, and the fundraising landscape increasingly competitive, ensuring that we're anchoring our growing organisation with sustainable income will be crucial as we move into this next phase of our evolution.

We have a window of opportunity over the coming year to bring school food to the public's attention and initiate a revolution of children, parents and passionate advocates who believe that high quality, delicious and nutritious school food is what our children deserve. But we have to act now.

Kids are our future, let's feed them like it.





TRUSTEES REPORT

For the year ended 31 August 2025

The Trustees, who are also directors, present their Annual Report together with the Audited Financial Statements for the year ended 31 August 2025. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

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 issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

OBJECTIVES AND ACTIVITIES

Objectives

Our mission is to transform kids' health through food – plate by plate, class by class, Transformations. We recruit chefs and train school kitchen teams to make tasty, exciting meals that kids enjoy, packed with fresh, nutritious produce. We support schools to embed good food culture, educating their students about food in the dining room and the classroom. We inspire and enable others to follow our lead, and we use our expertise to inform policy and campaigns that seek to tackle systemic barriers to progress.

Activities

We work to achieve change in three main ways:

1. Leading from the front to directly support schools to implement our philosophy and transform the standards of food and food education offered.
2. Enabling others to follow; developing and delivering training and resources for chefs, schools and caterers to improve food and food education. We seek to be a leading voice on school food; within the media, with decision-makers, schools and within the food industry, aiming to change the system at its roots to improve school food.
3. Inspiring the school food workforce; providing access to training, procurement, resources and peer support.

Public benefit

The Trustees confirm that they have referred to the Charity Commission's general guidance on public benefit when reviewing the charity's objectives and activities and in planning future activities.

The principal activities of the charity during the year continued to be 'to advance education in cookery and food preparation and to advance health through (but not limited to) the improvement of food standards in schools.

Volunteers

The charity received no contribution from volunteers during the year.

ACHIEVEMENTS AND PERFORMANCE

Fundraising

We remain incredibly grateful to all our funding partners and donors who help to ensure the ongoing success and sustainability of our work. Our Fundraising Policy outlines our ethical approach to fundraising activities. We carry out due diligence on prospective partners and will not work with funders who conflict with our mission or compromise our reputation.

Our fundraising strategy to date has focused on soliciting grants from Trusts and Foundations as well as a small number of companies. We are also growing our income from major donors, supported by bespoke fundraising events. We will always be honest about what we can achieve when asking for funds, submit realistic budgets, use the funds for the purpose intended and ensure that we provide any reports required, on time.

We do not engage in mass public fundraising, preferring a more targeted approach of developing meaningful relationships. We do not use any third-party fundraisers and have not received any fundraising complaints to date.

FINANCIAL REVIEW

Income and expenditure

This year we achieved 93% of the previous years income. A significant portion of income in 2023-24 had been raised through a one off major fundraising event, so we were pleased to have largely maintained our income despite undeniably challenging economic circumstances. We have continued to build new funding partnerships and have also been successful in growing the level of trading income secured across all of our programmes, aligned with the objective of reducing our reliance on fundraising.

Trustees took the decision to designate surpluses from 2023-24 into organisational development, investing in additional staff and resources to support growing our impact and the launch of a major new membership programme with an annual conference – therefore our costs rose year on year. We continue to secure pro-bono support wherever possible, with donations in kind representing the most significant increase in our costs – almost 200% up on the previous year.

Total income amounted to £1,545,476 compared to £1,654,185 in the previous year. During the year the charity's expenditure was £1,621,139 compared to £1,245,137 the previous year.

Trustees had planned for a deficit budget to account for utilising surplus funds from the previous year. The overall result for the year was a deficit of £75,663 compared to the surplus of £409,048 in 2024.

The restricted income of the charity is available only for the specific projects or purposes determined by the funders. During the year the charity received £345,806 of restricted income and spent £331,971.

Reserves policy

In accordance with its Articles of Association, Chefs in Schools holds free reserves to enable the charity to meet timing variations in income or unforeseen expenditure, to provide for contingencies or to cover core costs in the event of a shortfall in funding. Our Trustees regularly review the charity's need for reserves in line with guidelines issued by the Charity Commission and the operating environment prevailing at that time. We aim to accumulate free reserves equal to three to six months' unrestricted expenditure (after costs covered by restricted funds are deducted), which, per our annual budget, equates to £433,465 to £866,929 (2024: £405,000 to £809,000).

As at 31 August 2025, unrestricted funds, excluding fixed assets, were £657,667 and restricted funds of £204,208. Our unrestricted reserves consist of £657,667 free reserves. Our free reserves position at the end of the financial year is equivalent to 4.55 months expenditure (after costs covered by restricted funds are deducted) which is within our target holding.

Designated funds

The Trustees approved designating unrestricted funds for two specific projects in the previous year. £138,000 to support the continued development and launch of the Chefs Alliance Membership programme and £75,000 for further investment in organisational development, strengthening our ability to deliver impact at scale, through improved systems to boost our productivity and promotion of our programmes to increase uptake. Both projects were completed in the year and the underspend of £99,337 was transferred back to unrestricted funds.

Restricted funds were received to support our Transformations Programme, our Chef Educator Training Programme, The Membership Programme as well as core costs, enabling continued investment development of the Team at Chefs in Schools. The balance carried forward will be spent in the forthcoming and following financial year, fulfilling the purpose set out by funders in committing their financial support.

At 31 August 2025, restricted funds were £204,208 (2024: £190,373), details of which are set out in note 16.

Risk management

The Trustees apply a structured and proportionate approach to risk management to ensure Chefs in Schools remains resilient and able to deliver its charitable objectives. Key organisational risks are captured within a risk register, which is reviewed regularly by the Executive Team and subject to oversight and challenge from the Trustee Audit, Risk and Assurance Committee (ARAC). The register is reviewed quarterly by the full Board. The principal risks identified are:

Operational risk

Working in food environments carries inherent safety risks. This risk is mitigated through robust training of Chef Trainers, clear Standard Operating Procedures for on-site delivery, and regular review of compliance. Our partner schools remain responsible for food safety within their kitchens and are further supported by Chefs in Schools through access to best-practice guidance, training resources and digital monitoring tools, helping to strengthen their own safety cultures and systems.

Financial sustainability risk

Rising costs and sustained pressure on school budgets remain a key strategic risk. The Trustees monitor the pace of organisational growth against the charity's financial position, ensuring that strategic expansion is balanced with the maintenance of adequate reserves and liquidity. Financial performance is monitored through regular review of cash flow, expenditure and management accounts.

Reputational risk

Reputational risk is managed through clear partner accountabilities and proactive senior management oversight. The charity maintains a defined incident escalation process, supported by external communications expertise when required. By combining clear expectations with practical support and quality monitoring, Chefs in Schools works with schools to uphold standards that protect both students and the charity's reputation.

Going concern

In concluding that Chefs in Schools remains a going concern for at least twelve months from the date of approval of these financial statements, the Trustees considered a range of specific factors relating to the charity's financial position, operational plans and wider risk environment. This assessment was informed by detailed analysis from the Senior Leadership Team (SLT) and the Executive, including up-to-date cashflow forecasts reflecting anticipated income from confirmed grants, contracted school partnerships and other secured funding. The Trustees also reviewed the expected timing of expenditure to ensure that delivery plans remain achievable within available resources, and that cost-management measures introduced during the year continue to support financial resilience.

The Trustees examined the level and composition of the charity's reserves, considering both the unrestricted funds available and the adequacy of these reserves in absorbing potential financial shocks. As part of the assessment, the SLT prepared downside scenarios exploring risks such as delays in expected income, lower-than-forecast fundraising, or increases in operating costs. Trustees evaluated these scenarios together with the mitigating actions available, including the ability to reprofile programme activity, pause or defer non-essential expenditure, and adjust delivery levels where required to safeguard the organisation's financial sustainability.

Further considerations included the strength of the income pipeline, the depth of relationships with funders and schools, and the charity's track record in securing

new funding and managing expenditure prudently. Throughout the year, the SLT provided regular updates to Trustees on cashflow, reserves, income risk and financial forecasts, supporting timely and informed decision-making. On the basis of this detailed review, and reflecting the information presented by both the Executive and SLT, the Trustees are satisfied that Chefs in Schools has adequate resources and realistic plans to continue in operational existence for the foreseeable future, and therefore consider the going concern basis of preparation to be appropriate.

Financial outlook and sustainability

Future financial planning is based on a detailed assessment of our long-term sustainability. Our financial strategy will focus on diversifying income streams and building unrestricted reserves. Our budgeted expenditure includes planned investments in increased regional delivery capacity and development of a major new public facing resource hub. The Board's commitment to ensuring the long-term viability of the charity is reflected in its policy on reserves, which currently stands at three to six months of expenditure.

PLANS FOR FUTURE PERIODS

The charity's strategic focus for the upcoming year remains anchored in our core mission: the transformation of children's health through food and expanding our impact in schools across the country. Our activities will be delivered through a strategic framework that concentrates on direct support to schools, inspiring and galvanising our sector and supporting policy frameworks through national engagement with policy makers.

Looking forward, the organisation is committed to achieving operational effectiveness and impact at scale. A key initiative for the financial year 2025/2026 is centred on the kick-off of an ambitious new programme to capitalise on the extension of free school meals as a turning point for school food quality. The funds allocated to this programme are anticipated to be 22% of the organisation's overall budget.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Chefs in Schools is a company limited by guarantee, incorporated on 11 May 2018 and registered as a charity on 27 June 2018.

The company is governed under its Articles of Association. The Trustees have a responsibility to ensure that all aspects of the Charity's activities are properly

conducted and carried out in full compliance with its Articles of Association. The Charity is governed by its Trustees who meet four times a year. All Trustees give their time voluntarily and receive no benefits from the charity. Expenses totalling £133 were claimed by Trustees during the year.

Role of trustees

The Trustees provide governance and develop the key policies of the charity and accept ultimate legal authority for it. The board meets four times a year with a focus on strategic decision making, financial oversight and management of risk. The Trustees approve budgets and are responsible for the good stewardship of the charity's resources. They work in partnership with the Chief Executive to help her achieve the charity's objectives. The Trustees, who are also the members of the Company, each have a limited liability of £1 in the event of the charity being wound up.

The Trustees have one sub-committee, the Audit, Risk and Compliance Committee, chaired by Jasbir Notay. This committee reports quarterly to the Full Board who remain responsible collectively for all decisions.

Recruitment, induction, and ongoing training for trustees

The Board of Trustees is committed to ensuring its effectiveness and is ultimately responsible for regularly reviewing its membership composition. This review is undertaken to ensure the Trustees maintain the optimal mix of skills, experience, and diversity required to lead the charity and deliver on its strategic objectives, in line with its commitment to DEI.

Recruitment and selection

The recruitment process is designed to be fair and rigorous. Trustees undertake a regular skills review to assess current strengths and identify areas where new expertise is required, such as knowledge of the education sector or a background in finance. Vacancies are advertised through a variety of platforms and channels. The application process is focused on competencies and perspectives, with shortlisted candidates progressing to interviews conducted by the Chair, other Trustees, and the Chief Executive.

Induction and formal onboarding

All new Trustees are provided with a comprehensive set of information upon appointment, which includes essential documentation such as the Articles of Association, the latest Strategic Plan, and recent financial statements. To formalise their role, every new Trustee is required to complete a Declaration of Interests Notice, undergo a Disclosure and Barring Service (DBS) check, review the charity's governing documents, and formally sign the Charity Commission Trustee Declaration. Furthermore, all new Trustees are offered a dedicated orientation meeting with the Chief Executive and key members of the Senior Leadership Team to gain a deeper understanding of the charity's operations.

Ongoing training and development

The Trustees remain committed to continuous learning. The effectiveness of the Trustees as a whole is reviewed every three years to ensure the structure, procedures, and training provisions remain optimal for the charity's needs.

One third (or the number nearest one third) of the Trustees must retire at each AGM, those longest in office retiring first and the choice between any of equal service being made by drawing lots. A retiring Trustee who is eligible (as laid out in the terms of the Memorandum and Articles - Article 3.3) may be reappointed. There is no specific requirement in the articles to hold an AGM. The last AGM was held in October 2022.

Role of chief executive

Day-to-day decision making and responsibility for management of the charity, is delegated to a full time Chief Executive Officer.

The Chief Executive provides leadership to employees and is responsible for the operational detail and implementation of the business plan and the management of the charity, including control of expenditure in line with budgets and delegations approved by the Board. The Chief Executive reports regularly to the Trustees on progress against agreed priorities and objectives and seeks opportunities to expand and promote the organisation.

Key management remuneration

Key management personnel are considered to be the Senior Leadership Team. Remuneration for key management personnel is reviewed annually. Benchmarking data from across the sector is considered. Any recommended increases for the Chief Executive and Chief Innovations Officer are proposed by a Trustee Remuneration Committee to the wider full Trustee board for approval. Salary increases for the remaining Senior Leadership Team are decided by the Chief Executive.

REFERENCE AND ADMINISTRATIVE DETAILS

Trustees

Henry Dimbleby
Tamsin Cooper
Thomasina Miers
Jasbir Kaur Notay
Karen Martin
Melanie Neill
Christina Adane
Andre Bailey

Registered Company number

11356489 (England and Wales)

Registered Charity number

1178964

Registered office

First Floor
River House
1 Maidstone Road
Sidcup
Kent
DA14 5RH

Senior leadership team

Naomi Duncan – Chief Executive
Nicole Pisani – Chief Innovation Officer
Alison McDade – Head of Finance & Systems (to Aug 25)
Danielle Glavin – Head of Communications
Laura Mumford – Director of Transformations (to Nov 24)
Nikki Brookes – Co-Director of Partnerships & Impact
Polly Praill – Co-Director of Partnerships & Impact
Sam Phillips – Director of Programmes

Independent Auditor

Azets Audit Services
First Floor
River House
1 Maidstone Road
Sidcup
Kent
DA14 5RH

Bankers

Coutts
440 Strand
London
WC2R 0QS

STATEMENT OF TRUSTEES' RESPONSIBILITIES

Charity law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the surplus or deficit of the charity for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards 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 Companies Act 2006, Charities Act 2011 and the provisions of the trust deed. 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.

Statement as to disclosure of information to auditors

So far as the Trustees are aware, there is no relevant audit information of which the charitable company's auditors are unaware, and each trustee has taken all the steps that he or she ought to have taken as a trustee in order to make himself or herself aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

Approved by the Trustees on 18/05/ 2026 and signed on their behalf by:

Henry Dimbleby
Co-Chair of the Trustees

Tamsin Cooper
Co-Chair of the Trustees

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF CHEFS IN SCHOOLS FOR THE YEAR ENDED 31 AUGUST 2025

Opinion

We have audited the financial statements of Chefs In Schools (the 'charitable company') for the year ended 31 August 2025 which comprise Statement of Financial Activates, Balance Sheet, Statement of Cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 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 Companies Act 2006; and
- have been prepared in accordance with the Charities SORP 2019.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustee's 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 doubt on the charity'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.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF CHEFS IN SCHOOLS FOR THE YEAR ENDED 31 AUGUST 2025

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF CHEFS IN SCHOOLS FOR THE YEAR ENDED 31 AUGUST 2025

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

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

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF CHEFS IN SCHOOLS FOR THE YEAR ENDED 31 AUGUST 2025

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of senior leadership, Trustees and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the company through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the recognition of grant income and the allocation of expenditure to funds;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

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.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF CHEFS IN SCHOOLS FOR THE YEAR ENDED 31 AUGUST 2025

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Use of our report

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

Siobhan Holmes FCA (Senior Statutory Auditor)

For and on behalf of Azets Audit Services

First Floor

River House

1 Maidstone Road

Sidcup

Kent

DA14 5RH

Date : 20 May 2026

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 AUGUST 2025

| | Notes | Unrestricted funds £ | Restricted funds £ | Total 2025 £ | Total 2024 £ |
|------------------------------------|-------|----------------------------|--------------------------|--------------------|--------------------|
| Income from: | | | | | |
| Donations | 3 | 582,698 | 31,500 | 614,198 | 491,724 |
| Charitable activities | 4 | 607,924 | 314,306 | 922,230 | 1,155,202 |
| Other trading activities | | 525 | - | 525 | 3,240 |
| Investments - Interest receivable | | 8,523 | - | 8,523 | 3,907 |
| Other income | | - | - | - | 112 |
| Total income | | 1,199,670 | 345,806 | 1,545,476 | 1,654,185 |
| Expenditure on: | | | | | |
| Raising funds | | 105,303 | - | 105,303 | 139,304 |
| Charitable activities | | 1,183,865 | 331,971 | 1,515,836 | 1,105,833 |
| Total expenditure | 5 | 1,289,168 | 331,971 | 1,621,139 | 1,245,137 |
| Net movement in funds | | (89,498) | 13,835 | (75,663) | 409,048 |
| Reconciliation of funds | | | | | |
| Total funds brought forward | | 747,165 | 190,373 | 937,538 | 528,490 |
| Total funds carried forward | | 657,667 | 204,208 | 861,875 | 937,538 |

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 AUGUST 2024

| | | Unrestricted funds £ | Restricted funds £ | Total 2024 £ |
|------------------------------------|---|----------------------------|--------------------------|-----------------------|
| Income from: | | | | |
| Donations | 3 | 476,724 | 15,000 | 491,724 |
| Charitable activities | 4 | 882,333 | 272,869 | 1,155,202 |
| Other trading activities | | 3,240 | - | 3,240 |
| Investments - Interest receivable | | 3,907 | - | 3,907 |
| Other income | | 112 | | 112 |
| Total income | | <u>1,366,316</u> | <u>287,869</u> | <u>1,654,185</u> |
| Expenditure on: | | | | |
| Raising funds | | 139,304 | - | 139,304 |
| Charitable activities | | 910,167 | 195,666 | 1,105,833 |
| Total expenditure | 5 | <u>1,049,471</u> | <u>195,666</u> | <u>1,245,137</u> |
| Net movement in funds | | 316,845 | 92,203 | 409,048 |
| Reconciliation of funds | | | | |
| Total funds brought forward | | 430,320 | 98,170 | 528,490 |
| Total funds carried forward | | <u><u>747,165</u></u> | <u><u>190,373</u></u> | <u><u>937,538</u></u> |

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

BALANCE SHEET

AS AT 31 AUGUST 2024

Company Registration No. 11356489

| | Notes | 2025 | | 2024 | |
|---|-----------|------------------|----------------|------------------|----------------|
| | | £ | £ | £ | £ |
| Tangible fixed assets | 10 | | - | | 2,808 |
| Current assets | | | | | |
| Debtors | 11 | 105,312 | | 53,650 | |
| Cash at bank and in hand | | 920,049 | | 1,088,478 | |
| | | <u>1,025,361</u> | | <u>1,142,128</u> | |
| Creditors: amounts falling due within one year | 12 | <u>(163,486)</u> | | <u>(207,398)</u> | |
| Net current assets | | | 861,875 | | 934,730 |
| Total net assets | | | <u>861,875</u> | | <u>937,538</u> |
| The funds of the charity | | | | | |
| Restricted funds | 16 | | 204,208 | | 190,373 |
| Unrestricted funds: | | | | | |
| Designated funds | 15 | - | | 213,000 | |
| General unrestricted fund | | 657,667 | | 534,165 | |
| | | <u>657,667</u> | | <u>747,165</u> | |
| | 17 | | <u>861,875</u> | | <u>937,538</u> |

The accounts were approved by the Board of Trustees on 18/05/2026 and signed on their behalf by:

Henry Dimbleby
Co-Chair

Tamsin Cooper
Co-Chair

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 AUGUST 2025

| | 2025 | | 2024 | |
|--|----------|------------------|-------------------|------------------|
| | £ | £ | £ | £ |
| Cash flows from operating activities | | | | |
| Net income for the year | (75,663) | | 409,048 | |
| <i>Adjustment for:</i> | | | | |
| Depreciation | 2,808 | | 770 | |
| Interest received | (8,523) | | (3,907) | |
| Decrease / (increase) in debtors | (51,662) | | (37,723) | |
| Increase in creditors | (43,912) | | 86,731 | |
| Net cash from operating activities | | (176,952) | | 454,919 |
| Investing activities | | | | |
| Interest received | 8,523 | | 3,907 | |
| Purchase of tangible fixed assets | - | | (2,146) | |
| Net cash from investing activities | | 8,523 | | 1,761 |
| Net increase in cash and cash equivalents | | (168,429) | | 456,680 |
| Cash and cash equivalents at beginning of year | | 1,088,478 | | 631,798 |
| Cash and cash equivalents at end of year | | <u>920,049</u> | | <u>1,088,478</u> |
| Analysis of changes in net funds | | 1.Sep.24 | Cash flows | 31.Aug.25 |
| | | £ | £ | £ |
| Cash | | <u>1,088,478</u> | <u>(168,429)</u> | <u>920,049</u> |

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

1. Accounting Policies

1.1 Basis of preparation of financial statements

Chefs In Schools is governed under its Memorandum and Articles of Association. The address of the principal office can be found on page 75. The nature of the charity's operations and principal activities are set out in the Trustees Annual Report.

The charity constitutes a public benefit entity as defined by FRS 102. 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 issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

The financial statements have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a true and fair view. This departure has involved following the Statement of Recommended Practice for charities applying FRS 102 rather than the version of the Statement of Recommended Practice which is referred to in the Regulations but which has since been withdrawn.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The Trustees have considered relevant information, including the annual budget, forecast future cashflows and the impact of subsequent events. In making their assessment.

1.3 Income

All income is included in the Statement of Financial Activities (SOFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

1. Accounting Policies (continued)

1.3 Income (continued)

Income is recognised on notification of the amounts and the settlement date in writing. If there are conditions attached to the income and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

1.4 Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

Costs of raising funds are those costs incurred in attracting voluntary income:

Expenditure on charitable activities comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs allocated directly to such activities and support costs (see below).

Support costs

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office and governance costs. They are incurred directly in support of expenditure on the objects of the charity and include project management carried out at Headquarters. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources.

Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

1.5 Funds accounting

Unrestricted general funds are funds which can be used in accordance with the charitable objects at the discretion of the Trustees.

Restricted funds are funds that can only be used for particular restricted purposes within the objects of the charity. Restriction arises when specified by the donor or when funds are raised for particular restricted purposes. The aim and use of each restricted fund is set out in the notes to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

1. Accounting Policies (continued)

1.6 Taxation

The charity is registered and is therefore entitled to the exemptions from corporation tax afforded by section 505 of the Income and Corporation Taxes Act 1988. Accordingly, there is no corporation tax charge in these financial statements.

1.7 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.8 Tangible fixed assets

Assets costing £1,000 or more are capitalised as tangible fixed assets and are carried at cost, net of depreciation and any impairment.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

| | |
|-----------------------|------------------------|
| Fixtures and fittings | - 20% reducing balance |
| Computer equipment | - 33% straight line |

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset and is recognised in net income/(expenditure) for the year.

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss.

1.9 Financial Instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

1. Accounting Policies (continued)

1.9 Financial Instruments (continued)

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

1. Accounting Policies (continued)

1.10 Employee benefits

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.11 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2. Critical accounting estimates and judgements

In the application of the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The following judgements have been made in the process of applying the above accounting policies that have had the most significant effect on amounts recognised in the financial statements:

Bad debts

Debtors are regularly reviewed for recoverability, any debts which in the opinion of management are not recoverable are provided for as a specific bad debt. There are no key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

| 3. Donations and legacies | Unrestricted | Restricted | Total | |
|---------------------------|----------------|---------------|----------------|----------------|
| | funds | funds | 2025 | 2024 |
| | £ | £ | £ | £ |
| Donations | 420,741 | 31,500 | 452,241 | 432,059 |
| Gift Aid | 18,902 | - | 18,902 | 11,600 |
| Services in kind | 143,055 | - | 143,055 | 48,065 |
| | <u>582,698</u> | <u>31,500</u> | <u>614,198</u> | <u>491,724</u> |

| 4. Charitable activities | Unrestricted | Restricted | Total | |
|--------------------------|----------------|----------------|----------------|------------------|
| | funds | funds | 2025 | 2024 |
| | £ | £ | £ | £ |
| Income: | | | | |
| Lead | 82,921 | - | 82,921 | 50,957 |
| Enable | 50,474 | - | 50,474 | 43,925 |
| Inspire | 29,779 | - | 29,779 | - |
| Core | 750 | - | 750 | 3,516 |
| Grants: | | | | |
| Lead | - | 103,500 | 103,500 | 167,015 |
| Enable | - | 122,330 | 122,330 | 212,300 |
| Inspire | - | 33,000 | 33,000 | 150,000 |
| Core | 444,000 | 55,476 | 499,476 | 527,489 |
| | <u>607,924</u> | <u>314,306</u> | <u>922,230</u> | <u>1,155,202</u> |

| 5. Analysis of Expenditure | Grant costs | Staff costs | * Direct | Support costs | 2025 | 2024 |
|----------------------------|---------------|------------------|----------------|----------------|------------------|------------------|
| | (Note 6) | (Note 9) | costs | (Note 7) | Total | Total |
| Current year | £ | £ | £ | £ | £ | £ |
| Raising funds | - | 98,896 | - | 6,407 | 105,303 | 139,304 |
| Charitable activities: | | | | | | |
| Lead | 40,000 | 403,497 | 21,103 | 75,204 | 539,804 | 474,399 |
| Enable | - | 456,411 | 78,733 | 94,716 | 629,860 | 364,162 |
| Inspire | - | 197,200 | 111,679 | 37,293 | 346,172 | 267,272 |
| | <u>40,000</u> | <u>1,156,004</u> | <u>211,515</u> | <u>213,620</u> | <u>1,621,139</u> | <u>1,245,137</u> |

* - These costs were provided on a pro bono basis and shown as services in kind in note 3 above : Raising Funds - £nil (2024: £23,000), Lead - £661 (2024: £265), Enable £21,780 (2024: £nil) and Inspire £72,100 (2024: £nil).

| 6. Grants payable - Institutions | 2025 | 2025 | 2024 | 2024 |
|----------------------------------|------|---------------|------|---------------|
| | no. | £ | no. | £ |
| Hackney School of Food CIC | 1 | 40,000 | 1 | 60,000 |
| | | <u>40,000</u> | | <u>60,000</u> |

See note 18 for details of grant awarded to Hackney School of Food CIC.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

| 7. Support costs | 2025 | 2024 |
|-----------------------------|---------|---------|
| | £ | £ |
| * Premises and depreciation | 28,803 | 13,781 |
| * Professional services | 59,930 | 43,131 |
| * Staff training and travel | 31,824 | 14,859 |
| * Other support costs | 79,288 | 56,024 |
| <u>Governance costs:</u> | | |
| Audit fees | 13,775 | 13,051 |
| Other governance costs | - | 6,854 |
| | 213,620 | 147,700 |

* - These costs were provided on a pro bono basis and shown as services in kind in note 3 above : Advertising and promotion - £2,300 (2024: £3,920), Premises - £nil (2024: £2,280), Consultancy £875 (2024: £18,600), Staff training £3,000 (2024: £nil), Legal costs £39,983 (2024: £nil) and other support costs £2,356 (2024: £nil).

8. Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year. During the year ended 31 August 2025 1 trustee had travel expenses re-imbursed of £133 (2024 - 4 Trustees - £433).

9. Staff

| Staff costs | 2025 | 2024 |
|-----------------------------------|-----------|---------|
| | £ | £ |
| Staff costs during the year were: | | |
| Wages and salaries | 971,425 | 788,157 |
| Social security costs | 97,291 | 79,250 |
| Pension costs | 39,654 | 37,771 |
| | 1,108,370 | 905,178 |
| Other staff costs | 47,634 | 26,165 |
| | 1,156,004 | 931,343 |

Staff numbers

The average number of persons employed by the charity during the year was as follows:

| | 2025 | 2024 |
|-------|--------|--------|
| | Number | Number |
| Staff | 25 | 20 |

Higher paid staff

The number of employees whose employee benefits (excluding employer pension costs and employer national insurance contributions) exceeded £60,000 was:

| | 2025 | 2024 |
|-------------------|--------|--------|
| | Number | Number |
| £60,001 - £70,000 | 1 | 1 |
| £70,001 - £80,000 | - | 1 |
| £80,001 - £90,000 | 1 | - |

Key management personnel

The key management personnel of the charity comprise the Trustees and the senior leadership team. The total amount of employee benefits (including employer pension contributions and employer national insurance contributions) received by key management personnel for their services to the charity was £409,685 (2024 - £433,928).

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

10. Tangible fixed assets

| | Computer equipment £ |
|-----------------------|----------------------------|
| Cost | |
| At 1 September 2023 | 4,321 |
| Additions | - |
| At 31 August 2024 | 4,321 |
| Depreciation | |
| At 1 September 2023 | 1,513 |
| Depreciation | 2,808 |
| At 31 August 2024 | 4,321 |
| Net book value | |
| At 31 August 2024 | - |
| At 31 August 2023 | 2,808 |

11. Debtors

| | 2025 £ | 2024 £ |
|--------------------------------|----------------|---------------|
| Trade debtors | 27,606 | 17,943 |
| Other debtors | 3,906 | 4,681 |
| Prepayments and accrued income | 73,800 | 31,026 |
| | <u>105,312</u> | <u>53,650</u> |

Included in other debtors above are amounts falling due after one year of £2,500 (2024 - £1,406).

12. Creditors: amounts falling due within one year

| | 2025 £ | 2024 £ |
|--|----------------|----------------|
| Trade creditors | 15,736 | 4,608 |
| Other taxation and social security | 41,668 | 31,280 |
| Other creditors | 7,851 | 6,696 |
| Accruals and deferred income (Note 13) | 98,231 | 164,814 |
| | <u>163,486</u> | <u>207,398</u> |

13. Deferred income

| | 2025 £ | 2024 £ |
|-------------------------------------|---------------|---------------|
| Deferred income is included within: | | |
| Creditors due within one year | <u>78,282</u> | <u>75,862</u> |
| Deferred income at 1 September | 75,862 | 7,733 |
| Released from previous years | (75,862) | (7,733) |
| Income deferred in the year | <u>78,282</u> | <u>75,862</u> |
| Deferred income at 31 August | <u>78,282</u> | <u>75,862</u> |

Included in deferred income is fees received in advance for services to be provided for in 2025/26.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

14. Retirement benefit schemes - Defined contribution scheme

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The charge to income and expenditure in respect of defined contribution schemes was £39,654 (2024: £37,771).

15. Designated funds

| | Balance at 01 Sep 24 | New designations | Designations released | Balance at 31 Aug 25 |
|----------------------------|-------------------------|---------------------|--------------------------|-------------------------|
| CURRENT YEAR | £ | £ | £ | £ |
| Organisational development | 75,000 | - | (75,000) | - |
| Membership | 138,000 | - | (138,000) | - |
| | 213,000 | - | (213,000) | - |
| PRIOR YEAR | £ | £ | £ | £ |
| Organisational development | - | 75,000 | - | 75,000 |
| Membership | - | 138,000 | - | 138,000 |
| | - | 213,000 | - | 213,000 |

16. Restricted funds

| | Balance at 01 Sep 24 | Income | Expenditure | Balance at 31 Aug 25 |
|--|-------------------------|----------------|------------------|-------------------------|
| CURRENT YEAR | £ | £ | £ | £ |
| Lead | | | | |
| The Buffini Chao Foundation | 10,978 | 20,000 | (5,978) | 25,000 |
| The Linbury Trust | 44,302 | 25,000 | (46,802) | 22,500 |
| Riverford | 1,574 | 50,000 | (17,574) | 34,000 |
| Other LEAD grants | 10,608 | 10,000 | (20,608) | - |
| Total Lead | 67,462 | 105,000 | (90,962) | 81,500 |
| Enable | | | | |
| Hubbub | - | 54,000 | (36,639) | 17,361 |
| Riverford | 40,535 | 20,000 | (40,535) | 20,000 |
| William Jackson Food Group | 34,795 | - | (29,995) | 4,800 |
| School Food Review | 300 | 38,330 | (33,140) | 5,490 |
| Other ENABLE grants | 11,166 | 20,000 | (19,109) | 12,057 |
| Total Enable | 86,796 | 132,330 | (159,418) | 59,708 |
| Inspire | | | | |
| Ennismore Foundation | - | 30,000 | (30,000) | - |
| The Christopher & Henry Oldfield Trust | - | 20,000 | (20,000) | - |
| Other INSPIRE grants | 10,000 | 3,000 | - | 13,000 |
| Total Inspire | 10,000 | 53,000 | (50,000) | 13,000 |
| Core | | | | |
| Impact on Urban Health | 25,815 | - | (25,815) | - |
| Nutritional Wellbeing Foundation | - | 50,000 | - | 50,000 |
| Other CORE grants | 300 | 5,476 | (5,776) | - |
| Total Core | 26,115 | 55,476 | (31,591) | 50,000 |
| | 190,373 | 345,806 | (331,971) | 204,208 |

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

16. Restricted funds (continued)

Lead

This funding supported our School by School programme to help schools transform their food and food education. We help them to recruit and train chefs, develop menus and implement systems to manage their kitchen and embed meaningful food education.

In the prior year, this funding also supported a partnership between Chefs in Schools and the LEAP Federation of Schools to create a cookery school offering the local community in Hackney a range of courses to teach children and their families to grow and cook nutritious foods from scratch.

Enable

This funding supported the delivery of our School Chef Educator training programme for school chefs, equipping them with the skills and knowledge to feed kids well. It includes funding for a Senior Programme Manager supporting the School Food Review, a group of organisations working together to improve the school food system.

Inspire

This funding supported the development of our Membership programme, which provides support and community for school chefs. This includes help for schools to source high quality ingredients at the best price.

Core

This funding supported core staffing and overhead costs, enabling organisational development.

| | Balance at 01 Sep 23 | Income | Expenditure | Balance at 31 Aug 24 |
|---------------------------------------|-------------------------|----------------|------------------|-------------------------|
| | £ | £ | £ | £ |
| PRIOR YEAR | | | | |
| Lead | | | | |
| The Buffini Chao Foundation | - | 20,000 | (9,022) | 10,978 |
| Fishmongers' Company Charitable Trust | - | 35,000 | (35,000) | - |
| The Linbury Trust | 40,000 | 35,000 | (30,698) | 44,302 |
| Other LEAD grants | 12,841 | 29,515 | (30,174) | 12,182 |
| Total Lead | 52,841 | 119,515 | (104,894) | 67,462 |
| Enable | | | | |
| William Jackson Food Group | 22,229 | 27,300 | (14,734) | 34,795 |
| Charlie Bigham's | - | 20,000 | (12,090) | 7,910 |
| Riverford | - | 50,000 | (9,465) | 40,535 |
| Other ENABLE grants | 8,000 | (500) | (3,944) | 3,556 |
| Total Enable | 30,229 | 96,800 | (40,233) | 86,796 |
| Inspire | | | | |
| The Ampney Brook Foundation | - | 30,000 | (30,000) | - |
| Other INSPIRE grants | - | 10,000 | - | 10,000 |
| Total Inspire | - | 40,000 | (30,000) | 10,000 |
| Core | | | | |
| Impact on Urban Health | 15,100 | 15,000 | (4,285) | 25,815 |
| Other CORE grants | - | 16,554 | (16,254) | 300 |
| Total Core | 15,100 | 31,554 | (20,539) | 26,115 |
| | 98,170 | 287,869 | (195,666) | 190,373 |

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

| 17. Analysis of net funds | Unrestricted funds | Designated funds | Restricted funds | Total funds |
|---------------------------|-----------------------|---------------------|---------------------|----------------|
| | £ | £ | £ | £ |
| Current year | | | | |
| Tangible Fixed Assets | - | - | - | - |
| Current assets | 814,538 | - | 210,823 | 1,025,361 |
| Current liabilities | (156,871) | - | (6,615) | (163,486) |
| | 657,667 | - | 204,208 | 861,875 |
| | 657,667 | - | 204,208 | 861,875 |
| Prior year | | | | |
| Tangible Fixed Assets | 2,808 | - | - | 2,808 |
| Current assets | 736,518 | 213,000 | 192,610 | 1,142,128 |
| Current liabilities | (205,161) | - | (2,237) | (207,398) |
| | 534,165 | 213,000 | 190,373 | 937,538 |
| | 534,165 | 213,000 | 190,373 | 937,538 |

18. Related Party Transactions

Hackney School of Food

The Hackney School of Food is a community cookery school and garden established in March 2020 by Chefs in Schools in partnership with the LEAP Federation (a group of three maintained primary schools in Hackney), to pioneer seed to spoon food education. The board of the CIC includes Naomi Duncan (Chief Executive of Chefs in Schools) and Melanie Neill (Chefs in Schools Trustee).

During the year:

- a grant of £40,000 was awarded to the CIC to support costs as the Managing Director establishes a sustainable, independent financial footing (2024 - £60,000);
- £nil was paid to hire the training kitchen and meeting room space (2024 - £6,054);

Amounts due to the Hackney School of Food at 31 August 2025 were £nil (2024: £60,000)

The Forward Institute

Tasmin Cooper (Chefs in Schools Trustee) is managing director of The Forward Institute.

During the year:

- £nil was paid in connection with provision of a facilitator for the Chefs in Schools Strategy Day, and senior leadership development through participation in the Forward Institute exchange programme (2024 - £5,380).

Amounts due to the Forward Institute at 31 August 2025 were £nil (2024: £nil)

Donations

Total donations and donated services of £76,670 (2024 - £25,431) without conditions were received from trustees and related parties during the year. Included within the £76,670 was £74,400 of pro bono work from Bartle Bogle Hegarty (BBH) where Karen Martin (Trustee of Chefs In School) is CEO of BBH London.

19. Company Limited by Guarantee

The Charity is limited by guarantee and accordingly has no share capital.

The liability guaranteed by each member is £1. The authorised membership of the company is unlimited. At 31 August 2025 the membership was 8 (2024: 8).

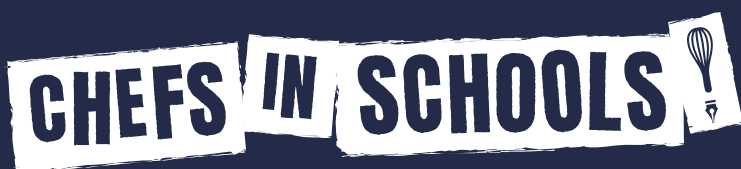
20. Operating leases

At 31 August 2025 the charity had a rolling contract with a 30 day notice period for £2,500 per month.









**For more information about our work
Please visit chefsinschools.org.uk**

Chefs in Schools is a registered charity in England and Wales.
Registered charity no. 1178964
Registered company number 11356489

CHEFS IN SCHOOLS

England & Wales - Charity number 1178964

Accounts

CHEFS IN SCHOOLS



ANNUAL REPORT

For the year ending 31 August 2024



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Registered charity 1178964

Registered company number 11356489 (England and Wales)

WELCOME

Before we can blink, another school year has gone by. Our work is now reaching more than 100,000 children nationally. That's enough children to more than line the entire London Marathon course. This incredible milestone has been achieved by nearly doubling in one year, our reach in the previous five years added together.

All of this is only possible because of the Chefs in Schools team, teachers, chefs, funders and advocates, who care deeply about our mission and are determined to tackle a deep-rooted issue. Tackling the way that children everywhere access and understand food will fundamentally change their lives and a broken food system for the better. Passing on a love and passion for delicious nutritious food, and the skills to make it and enjoy eating it, will turn that system on its head.

COLLABORATION

We continue to work closely with partner organisations towards turning the tide on access to quality school food, in particular as co-conveners of the School Food Review. This is a coalition of over 40 organisations including NGOs, teaching unions and governor associations,

campaigning together for better quality, access and funding. We were delighted to have appointed a senior programme manager this year, to drive this work forward.

As our profile has risen, we have a wave of momentum to help us make the argument that every child, everywhere, should have access to and education about real food. We have done this publicly and privately, working with politicians and policy makers to increase awareness of the possibilities and impact of improving the way children eat and learn about food.

A GROWING ORGANISATION

This year, to help us deliver an ambitious programme of scaling our impact, we've grown our team to 23, recruiting six new members of staff as we invested in our frontline delivery and communications teams. Our delivery teams are now catering directly to demand, delivering training to a diverse group of school chefs in Cornwall, Devon, Somerset, London and Yorkshire - with senior leadership providing strategic direction for the programme.

HOPE FOR THE FUTURE



In line with our ambition to build a thriving, supportive community for the people who work in school kitchens, we have been busy developing our Membership programme for school chefs. This year, we appointed a Membership Director to provide strategic direction and lead our Membership and procurement team.

Recognising that our team have valuable perspectives that a narrow leadership group couldn't hope to encompass, we introduced more delegated decision making to enable team members from across the charity to input into shaping the direction of the organisation. These working groups provide input on strategy, people and culture and organisational development, ensuring we shape decisions from positions that better reflect the diversity of perspectives within the organisation, and beyond.

In a year in which the external environment, nationally and globally, has offered so many challenges, we have remained focused on working towards a brighter future for the UK's school children. We remain hopeful that a new Government, with a new sense of purpose towards health prevention, could provide space for our ground-up revolution to spread to many more schools across the UK. We simply can't afford to continue with the status quo. Every school lunch we eat in partner schools, surrounded by excited children, makes us even more certain that change at scale is possible and very much needed.

Kids are our future, let's feed them like it.



Dr Tamsin Cooper, Co-Chair of Trustees and Henry Dimbleby, Co-Founder & Co-Chair of Trustees



Naomi Duncan, Chief Executive and Nicole Plsani, Co-Founder and Chief Innovation Officer



VISION, MISSION AND WHY OUR WORK MATTERS

VISION

Our vision is that every child has access to quality, tasty, exciting, nutritious school food and food education – and therefore is equipped with the knowledge to choose, and make, nourishing food throughout their lives.

MISSION

Our mission is to transform kids' health through food – plate by plate, class by class, school by school.

HOW WE DELIVER

We recruit chefs and train school kitchen teams to make tasty, exciting meals that kids enjoy, packed with fresh, nutritious produce. We support schools to embed good food culture, educating their pupils about food in the dining room and the classroom. We inspire and enable others to follow our lead, and we use our expertise to inform policy and campaigns that seek to tackle systemic barriers to progress.

WHY DOES OUR WORK MATTER?

Our work matters because currently, one in three children in the poorest parts of England are growing up with obesity. This is double the rate of more privileged areas, however even there, food related ill health is a persistent and pervasive issue, blighting the lives of children.

In schools, we have 190 days every single year, to not only feed children well but also teach them about food. We can normalise a diet that isn't consistently considered the norm, or always easily accessible, beyond the school gates. We can provide children with the skills, knowledge and love for the bountiful world of food.

In schools, we cannot entirely solve the challenges posed by the modern food system. We can't eradicate poverty or banish food deserts. But we can nourish children in the short term, and set them up for a lifelong understanding and appreciation of food. We can spark a curiosity about food that children will take into life as future adults, consumers and voters.

You cannot change a system with one action. But equally, you cannot change a system without actions. Provision of quality food and education are both fundamental long term routes to improving the food system. Children are the future of this country, and we must feed and educate them like it.



HIGHLIGHTS



16 NEW SCHOOLS

16 new schools were supported through our School Transformation programme reaching over 6,000 pupils



76 CHEFS GRADUATED

We had 76 chefs from 126 schools graduate from our School Chef Educator programme reaching over 36,000 pupils



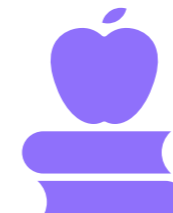
100,000

We have now reached over 100,000 children through our work



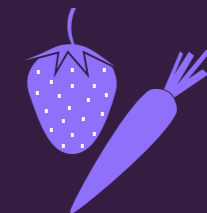
82%

More than 82% of school leaders reported an **improvement in pupil behaviour**



70%

More than 70% of school leaders reported they have developed their **food education** curriculum



MORE FRUIT & VEG

More than 88% of school leaders reported that pupils were now consuming more fruit and vegetables



NEW FOODS

More than 82% of school leaders reported that the pupils were now more likely to try new foods at lunchtimes



100%

Of the chefs we worked with through our School Transformation programme, 100% said they were **satisfied or very satisfied with their job**

RECAP ON OUR 2023/24 GOALS

In early 2023, we finalised our four-year strategy. We also celebrated turning five and beating our target to transform 100 schools within the first five years. Our aim now is to scale our work with

schools and chefs, transforming food and food education across the country and creating a tidal wave of change that influences the whole school food system for the better.

Our core objectives are centred around three pillars of work:



LEAD

Our transformational, hands-on work will be our beacons of best practice and ongoing innovation centres.



ENABLE

We will confirm our position as the authoritative voice on quality school food and food education, training school chefs across the UK. We will use our expertise and voice to shape local and national policy, to influence more schools.



INSPIRE

We will build a national network that school chefs will aspire to join, building a nationwide community of change-makers and giving them the tools to deliver better, consistently.



At the end of this financial year, we can proudly report on impressive growth, although circumstances were challenging and we wanted to achieve even more.

Our key reflections are:

- **Demand:** In a complex operating environment that sees school leaders having to balance competing priorities, schools are reticent about assuming more perceived risk.
- **The economy:** The economic climate and increased pressures on school budgets have made it harder for schools to participate in some programmes.

- **School leadership buy-in:** The school leaders who are engaged, are highly engaged. Those who aren't, aren't interested at all! This has particularly been the case with onboarding Multi-Academy Trusts and caterer partnerships – two of the quickest routes to achieving impact at scale.

As we take stock, we continue to develop our engagement plans to work with more schools who are ready to join the school food revolution, and keep spreading the word that better is possible.

We are proud to have achieved the following progress towards our long-term ambitions.



LEAD

We continue to deliver our flagship Transformation programme to establish centres for excellence and innovation, providing inspiration for the catering industry and schools to follow our lead. We worked with another 16 schools nationally, reaching another 6,303 children. These schools were a mix of primary and secondary schools, with an average 35% free school meal entitlement. Within this programme, we have started developing innovative new delivery models to help us scale our approach to new settings – including those where schools do not, or cannot, run a kitchen on site.

This programme is intensive and requires significant school leadership buy-in, which limits the number of schools who feel able to be a part of it. This year, we reflected on our core objectives for this programme – to prove that better is possible in every area and setting, to provide gold standard examples, to research new methods of delivery and prevent stagnation by pushing boundaries for what it is possible to achieve. We intend to move away from numbers-based targets for this programme, and focus single-mindedly on providing high quality examples of best practice to help us shape programmes and initiatives that drive change at scale.





ENABLE

Our School Chef Educator programme, aimed at empowering and upskilling school chefs to deliver outstanding school food, has continued to grow from strength to strength, reaching new parts of the country and more than doubling our reach from 2022/23. This year, we had 76 chef graduates across 126 schools who gained vital skills and knowledge to improve school food – reaching 36,414 children.

Our core challenge in scaling this programme is growing our reputation as collaborative partners with the catering industry who employ the majority of the school kitchen workforce. We seek to build constructive relationships with them, working towards a mutually beneficial end goal of a well trained, motivated workforce who feel recognised for their skills. This work continues and will be strengthened in 2024/25 by the recruitment of a School Engagement Manager who will engage with schools and catering providers.



INSPIRE

The focus this year has been developing the model and business case for our membership network. We recruited a Membership Director to lead this work and after intensive research, we have developed a model to launch in 2024/25. Our intention is to initially invite our existing community of schools, chefs and kitchen teams and pilot test events for school chefs, with plans to launch and start bringing members onboard over the next year.

We have further cemented our place as leaders, influencers and experts in our

field. We aim to be the leading voice on school food with the media, decision makers, schools and the food industry to tackle change at a systemic level.

Whilst we haven't met some of our headline targets, we are proud of the continued growth that we have experienced as a charity and the impact created in school kitchens and dining rooms across the country. We will take forward the learnings into our future years' planning – whilst remaining ambitious and on track to deliver our long-term strategy.



LEAD: TRANSFORMING SCHOOL FOOD & FOOD EDUCATION

Our Transformation programme has seen us continue to forge collaborative and inspirational partnerships with schools across the country whose pupils have had delicious, nutritious school meals dished up in their dining halls.

We are excited to have expanded our work into the South West, with the generous support of our funding partner, Riverford. Over the next two years, we will be continuing to grow our footprint working with more schools - just like The Grove in Totnes - to improve food and food education in Devon and Cornwall.



THE GROVE SCHOOL'S TRANSFORMATION JOURNEY

JANUARY AT THE GROVE

- Students are tired and less receptive after lunch.
- The food isn't sourced with sustainability or seasonality in mind.
- Costs are rising significantly.
- Children's taste palates are unadventurous and food waste is high.

Headteacher Hilary Priest knows her kitchen team has the passion to serve great food, but they need support. Hilary turns to the charity Chefs in Schools, experts in transforming school food and food education.

FIRST STEPS

- Chef trainer Nerissa visits to work out what support is needed.
- The school and charity work together to recruit Marco as Head Chef Educator.
- Marco wants to make a difference and has bags of experience - he's worked in renowned restaurants and cooked for the Queen.

SECOND PHASE

- Nerissa passes on expertise about child nutrition, menu planning, the school food standards and kitchen skills.
- Nerissa & Marco design and test new menus and source excellent local producers.
- Food education becomes a daily occurrence.

ONE YEAR LATER

- Children are eager to try a variety of foods.
- School meal uptake is higher.
- Costs remain unchanged.
- Veg and herbs grown onsite.
- Children know more about where food comes from.
- After lunch they're energised and ready to learn.
- The Grove wins a national award for their incredible food.

“I have two very cautious eaters but they have both told me they want school lunches every day!”

“Thank you for making this change happen - I don't doubt how complicated it is to change what the children are eating. They are talking more about the food, how it's made and where it's from. Our daughter insisted on making fruit salad and yoghurt for breakfast today as she said it had been so delicious at school.”

“My child is enjoying the new lunches. He's tried everything (even lentils!) and has said how delicious everything is. I love knowing how adventurous he's being at school, and that he's also receiving such tasty, nutritious food.”

Parent testimonials



“This is one of the most precious jobs I’ve ever had in my life. You know, feeding all these kids has a different meaning to feeding paying customers. An early education in a better diet is vital. And if I get to inspire these children for the rest of their lives, I can’t ask for more.”

Marco, Head Chef Educator



“It’s marvellous. The way to most people’s hearts is certainly with food. Now we are educating the children in food, which we weren’t really doing before. Chefs in Schools has helped us to take that brave step. The kids really believe this is the most amazing thing to happen to our school.”

Hilary Priest, Headteacher



INNOVATION

As we continue to evolve as an organisation, we are focusing on driving innovation and culinary creativity in order to address stubborn problems of quality in school food – such as supporting schools who don't have kitchens, or developing more nutritious brektime provisions for secondary schools. Nicole Pisani, our Co-Founder, has moved into a new role as Chief Innovation Officer to spearhead this area of work. The year started with planning, prioritising and agreeing innovation aims and objectives. Some of our new and emerging projects include:

HUB KITCHENS

In 2024 we have been working on the launch of a new 'hub kitchen' model in Hackney with Primary Advantage Federation (PAF), working with three of their primary schools. After a number of months of negotiation, collaboration and stakeholder management in partnership with PAF, we designed a model that could work. The concept is built around a flagship centralised kitchen designed to deliver high-quality, nutritious meals to smaller neighbouring schools, with sustainability at its heart.

The model aims to deliver high quality, planet-friendly and cost-neutral meals where people and planet are at the forefront of our thinking. Using our

expertise in building sustainable, low impact, kitchen environments, we believe hub kitchens could not only address the current financial challenges small schools face but also set a new standard for food excellence in delivered meals, making sure we keep to our brand of excellent food quality.

Meals will be delivered using electric bikes and we will reduce carbon emissions from the three schools by lowering the number of deliveries made with vans.

In terms of the food menus, we will introduce more sustainable meats and recipes, such as venison sausages and mild madras mutton curry. We will also be using an app called Klimato to calculate the carbon footprint of recipes in order to improve sustainability.

The hub kitchen in Hackney is expected to go live in 2025 and has promising potential to be a blueprint for other schools, especially in rural communities where resources and access to kitchens can be limited.

In May 2024, Nicole and members of the kitchen team were interviewed for Radio 4's The Food Programme – a proud moment for us to highlight the innovation we are seeking to bring with this new model.



BREAKFAST

We have been focusing on breakfast provision – recognising the need for more nutritious breakfasts, but also easy and or quick to prepare options that can be delivered in schools. Most breakfast clubs are delivered in spaces such as halls, without full use of kitchen facilities and without kitchen staff involved. We held recipe development days with our team of chef trainers to explore recipes that balance budget constraints with nutritional value, and will be advocating for policy changes to ensure all students have access to better breakfast choices with less sugary options.

We are proud to be shaping a future where every child has access to nutritious meals and food education that empowers them to thrive.

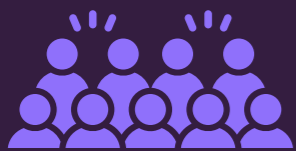




ENABLE: POWERING UP SCHOOL FOOD REVOLUTIONARIES

TRAINING THE KITCHEN TEAM WORKFORCE

This year, following a successful pilot, we launched our first School Chef Educator programme in the South West thanks to the new partnership with Riverford, training eight chefs with a reach across 31 schools, serving school meals to 7,101 children. In Hull, our partnership with William Jackson Food Group enabled us to train 18 chefs from 16 schools, reaching a further 6,479 children. We developed partnerships with a few local authorities in London to deliver training to schools within their boroughs with in-house catering.



36,000 CHILDREN EVERY DAY

Across the country, the team delivered training to 76 chefs who work across 126 schools, reaching over 36,000 children.

To further raise our profile and awareness of the training programme, the team presented at education sector events such as the Schools and Academies Show, attended trade shows including EdExec Live and hosted stands at regional events including the Royal Cornwall show. The team invested a lot of time ahead of the first programme deliveries into the development of our online resource, videos and recipes hosted on our training portal that plays a pivotal role supporting participants throughout the course. We built on our existing materials, enhancing our current modules such as meeting School Food Standards and reducing waste, and adding a new expanding tastebuds module to the programme.

The training portal was further developed to reflect participant feedback, making changes to the length and order of some topics, and updating how tasks were submitted and reviewed to improve the accessibility of the programme.

“All the staff are more mindful in regards to garnishes on the food, how to make it look more attractive, how to be more courteous, kind and smiley on the counter and how to interact more with the children. The team are all very enthusiastic, hard working and eager to learn. It makes a difference to the whole team, We are all working together to produce some really nice food and working with excellence in our kitchen. This course has really helped us a lot.

The enthusiasm I have with my staff who have been on this training programme is excellent, they’re very onboard, throw out ideas and there’s a unity there that wasn’t there before. I’ve also grown and learnt through this and I think overall my team has grown as well”.

School Chef Educator graduate





INFLUENCING AND CAMPAIGNING

We have further cemented our place as leaders, influencers and experts in our field testifying at the House of Lords and at the youth parliament, supporting the Greater London Authority (GLA) during the roll out of universal free school meals and presenting at the World Nutrition Conference.

The year started with good news for us and other campaigners who've long called for action to end child hunger in schools, with the introduction of universal free school meals for London's primary-aged children. To help schools meet increased demand, we launched a new toolkit, which passed on tips and tricks for increasing quantity while maintaining quality. The GLA also invited us to speak at a webinar assisting the roll out.

Alongside organisations and charities such as Biteback 2030, the Food Foundation, Sustain, Impact on Urban Health, Child Poverty Action Group (CPAG) and School Food Matters we urged the Government to expand eligibility further

across the country to those living in food insecurity or poverty.

In October, our work, ethos and campaigning on school food, received national recognition when Chefs in Schools was crowned winner of the BBC's Food and Farming Derek Cooper Outstanding Achievement Award. The award recognises those who bring about real change in relationships with food. The BBC Food Programme's presenter, Sheila Dillon, said we'd found a solution to something that felt intractable, and that many in the room were inspired by Chefs in Schools.

In November, our campaigning accelerated with the release of our polling by Survation, which revealed the increasing number of families unable to pay for lunches. A third of parents told us school meals were now out of their price range, and 58% felt the current Free School Meals system, where eligibility varies depending on location and age, was unfair.

“We are unbelievably proud. Not only does this award recognise our team, but also the incredible school chefs, head teachers and business managers who are working with us to feed the future. School food gives us a vital opportunity to share with children the fun and joy of a varied and creative diet. The value it offers cannot be underestimated.”

Nicole Pisani, Co-Founder & Chief Innovation Officer

OUR RESEARCH ALSO FOUND:



41%

Parents were choosing cheaper, less nutritious packed lunches because of rising food prices

83%

Parents wanted eligibility expanded

62%

Parents said they would be more likely to vote for a party which promised to expand access

Parents shared stories of shame at no longer being able to afford a hot school lunch for their child because of the cost of living crisis:

“We are both working parents and still can't afford to pay for school dinners.”

“It makes me feel terrible and guilt ridden as she's no longer able to sit with friends that do have school meals.”

Addressing the findings, our charity said:

“We now have growing inequality, where age or location determines whether a child is fed in school. It's unjustifiable.”

“Eating a meal in school goes beyond immediate hunger, providing powerful fuel for learning too. Yet, parents are struggling to afford hot school meals or nutritious packed lunches. There would be no better investment this Government could make.”

In March, the Youth Select Committee published its report on the impact of the cost of living on young people, quoting evidence from our Chief Executive, Naomi Duncan, who said that:

“There has been a significant uptick in the number of children coming into the dining hall who are not entitled to a free school meal, yet they’re coming in without sufficient food from home”.

Thanks to the evidence given by Naomi and other leaders and organisations working in the sector, the report recommended that the Government expand the eligibility of free school meals to include the estimated 900,000 young people in England who are currently living in food poverty but do not meet the current criteria. It also recommended that Government ring-fence funding for free school meals so that there is consistent provision.

That same month, Naomi was invited to give evidence to the House of Lords Food, Diet and Obesity Committee. Naomi made it clear that:

“Attitudes to school food needed to shift from it being a drain on finances to a vital investment in child health.”

Naomi presented case studies of best practice, setting out the beneficial impact of feeding children well in school and making every day in the dining hall and education in varied diets. Afterwards Naomi said:

“I am honoured to have given evidence, now we need ambitious recommendations from the committee that match the scale of the issue at hand.”

In June, we unveiled our manifesto, calling on Government to:

- Enforce and strengthen the existing school food standards.
- Train all school kitchen teams on child nutrition, culinary skills & the school food standards.
- Provide sufficient funding to ensure only quality produce is served in schools and that every child accesses and enjoys a school lunch.

Our manifesto made it clear that food fuels us, we all know this but when it comes to school food we sometimes forget it. We called on politicians and the incoming Government to forget it no more.

MEDIA & COMMUNICATIONS: IN THE SPOTLIGHT

From our campaigning to our work in schools, our charity continued to hit the headlines during 2023 and 2024. Highlights included the Financial Times telling readers our ambitious work was part of a wider movement turning the tide on UK obesity rates, transforming school food culture with a radical programme of food education and fresh food, made from scratch.

The year-long Times Health Commission featured case studies of our schools, saying that we were addressing the most urgent challenges facing health and social care, citing us as a new approach to school food.

Membership Director, Sam Phillips, was featured in the Times, setting out our position on the recent headlines about a

headteacher querying the quality of food his team were able to serve, highlighting what we are doing to bring about change.

Dame Prue Leith’s new show, Cotswold Kitchen, went behind the scenes in a school kitchen, showing the team at Redriff Primary School offering a daily food education from the produce grown onsite to the creative ways of preparing it.





SOCIAL MEDIA

This was an exciting year for Chefs in Schools with social channels growing and hitting new heights on all platforms. We are now officially verified on Instagram, a milestone for us!

Our posts have been reaching more people, taking the school food revolution to a wider audience. We've received feedback from the community, including heartwarming messages from parents whose kids have been feeling much better after school thanks to improvements in the school's food.

Thanks to a number of exciting media moments, we've gained even more

visibility. When Thomasina Miers, one of our trustees, appeared on Pointless Celebrities, which aired in April 2024, resulting in a £1,500 prize for the charity (received in 2022/23), stories on Instagram boosted our social presence. Over the year, Thomasina and other high profile supporters, including Bill Prince, Sally Clarke, Blanche Vaughan, Amica de Moubray, Jeremy Lee, Heirlooms and Wood Spoons have highlighted our work to a combined tally of hundreds of thousands of followers. Our corporate supporter, Riverford, has also showcased our work in their Wicked Leeks blog, while mentions on The One Show and on the Sorted Podcast took our work to new audiences.

PRESS HIGHLIGHTS

Local newspapers, ITV and BBC regional news highlighted our collaboration with Riverford to 'vegucate' children in the southwest. While Radio 4's flagship Food Programme spent time in Devon and London learning what our charity does, how we support schools and why it matters.

Schools we support hit the headlines. The Grove, in Totnes, won the All Party Parliamentary Group Excellence in School

Food Awards, a prestigious award which sees schools across the UK recognised for their excellence, innovation and commitment to feeding kids well. Rushey Green Primary School, in London, was the runner up. While Head Chef Russ Ball and the team at Pokesdown Primary in Bournemouth won the Rising Star Award in Jamie Oliver's Good School Food Awards 2024. A proud moment for us and all of them.



“By fostering this kind of food environment directly to the classrooms, eating nutritious food has become the norm. We have seen significant impact in mood and behaviour, stable energy levels during the afternoons and crucially, better concentration.”

Russ Ball, Head Chef, Pokesdown School



“I’m not sure if something has recently changed about how school lunches are made, but we’ve noticed our daughter feels so much better after school and is talking really positively about the food she’s been having for lunch recently.”

Parent testimonial





INSPIRE: A COMMUNITY FOR THE SUPERHEROES OF FOOD

THE MEMBERSHIP

Over the last year we have developed and refined our strategy to launch a national membership, to underpin the long term sustainability and impact of our work.

The membership will provide ongoing and unparalleled support to those working in school food and food education, from kitchen teams to senior leaders. As well as access to an online community hub, resources, recipes and menu support, in person support will include onsite visits by our chef trainers, workshops and a kitchen exchange programme. Members will also have access to a network of recommended suppliers, committed to feeding the future well. A regular challenge that appeared time and time again during our initial research was the lack of CPD (Continuing Professional Development) for the kitchen team, with limited training opportunities available. Therefore a large proportion of the membership will be dedicated to training events, online training resources and an annual school chef conference.

Our procurement team have been working on multiple procurement exercises, and overcome many challenges to ensure we can recommend suppliers who offer excellent quality at great value. We have successfully procured the supply of fish and dry goods, introducing the suppliers across our network. Within four months of recommending a fish supplier we saw uptake across 21 schools, equating to around £30,000 of spend, and a 66% saving on skinned coley, which belongs to the cod family, through our recommendation versus the market price in June and July. Further procurement exercises are underway and learnings from the initial trials will further support schools in our network and future members.

We carried out further surveys with chefs from across our partner schools to gain insights into their job satisfaction and to support the development of the membership.

Findings included:

- We asked chefs about what would help them further in their role; 72% said access to food education initiatives, 67% said access to training and opportunities for professional developments and 50% said access to more recipe and menu ideas
- 83% observed an increase in meal uptake, up from 66% in 2023
- When asked about the best part of the job 100% reported working with children, with 83% referencing the work/life balance
- 83% of chefs would recommend working in a school kitchen to a friend



100%

100% reported feeling **satisfied or very satisfied** with their job, up from 87% in 2023

100% are **proud to work with Chefs in Schools**

100% say their work gives them a **sense of personal accomplishment**



PARTNERSHIPS & IMPACT

OUR APPROACH

As our organisation continues to expand in line with our ambitious plans for growth, our core costs are increasing. In order to support the delivery of our transformational work with schools, chefs and kitchen teams, we take a strategic approach to raising funds.

Consolidating our unrestricted core funding, including vital ongoing support from committed partners such as Impact on Urban Health, has enabled us to invest in key areas of organisational development. This included recruiting additional operationally-focused team

members, further developing our data and analytics function and creating our Membership offering for school chefs, which will launch in 2024. We recognise the security that unrestricted funding offers our organisation as we seek to build a firmer, broad base of income over the next three years to ensure long-term financial stability.

Our main fundraising activities are securing grants from charitable trusts and foundations, corporate partners and philanthropists.



We are delighted to have had our most successful fundraising year to date. In 2023/24, we raised

£1,548,528

“This initiative represents a crucial step towards ensuring every child enjoys the benefits of fresh, vegetable-rich diets. It’s about more than just feeding children; it’s about teaching them and their families the value of good, wholesome food.”

Guy Singh-Watson, Founder, Riverford



THIS YEAR'S HIGHLIGHTS

We are proud to be working with Riverford to 'vegucate' the future. We launched our partnership in February 2024 and our aim is to train a total of 255 school chefs, to carry out in-depth kitchen transformations and to reach 40,000 children in the South West of England over the next four years. We will be supporting schools to ensure the food on offer is the best it can be: colourful to look at, flavourful to taste and the perfect fuel kids need to learn. Together with our friends at Riverford, we are sowing the seeds of a veg fuelled future!

This year, we also held our first major fundraising event. Renowned chefs Skye Gyngell, Thomasina Miers and Jeremy Lee donated their time and cooked up a school food inspired storm, which was so generously hosted by The Fishmongers' Company who kindly made their banqueting hall available to us. Beautiful produce donated by Natoora made for the perfect table decorations. We had 190 guests join us for the evening, which also included a live auction.



We are immensely thankful to an incredible team of volunteers who formed a committee to work alongside our fundraising team to make this event happen and to conjure up incredible auction prizes, which were all so very generously donated. With so many generous pledges later, we were thrilled to raise a game-changing £286,725 to help us improve school food for children across the country.

We are hugely grateful to our loyal supporters who made a contribution to this event, and all our fundraising activities this year. It is only with their commitment and invested interest in our mission that we can continue to strive for better food and food education in schools across the country.



HOW WE WORK

We comply with the latest fundraising guidelines from the Fundraising Regulator and Charity Commission, which includes the Code of Fundraising Practice for the UK.

In order to protect our supporters' private data, all staff undertake GDPR training and we ensure compliance with the Code of Fundraising Practice.

THANK YOU

We are incredibly grateful to our generous supporters for joining the food revolution and for their unwavering commitment to a shared belief that better is possible. Without their essential funding, we simply could not do our vital work transforming school food and food education across the country.

We look forward to continuing to work in partnership with our trust, corporate and individual donors who all make invaluable contributions to furthering Chefs in Schools' mission.

IMPACT

Over the last year, we have been working with Impact Ed, an impact and evaluation consultancy, to create an evaluation strategy. The aim of this project was to align our organisational strategic goals and programme outcomes with a sound framework of measures and research tools that would allow us to produce quality analysis, data and demonstrable impact.

Our evaluation strategy helps us to understand the impact we are having in school dining rooms, kitchens, and society.

We believe that all children should have a right to good food and food education. To evaluate our impact, we send an annual survey to school leaders who we've worked with through our School Transformation programme. We ask them questions about the quality and enjoyment of food in their school. We believe that serving delicious, nourishing food can fuel positive improvements in the classroom - not just in the dining room. Our findings back this up.

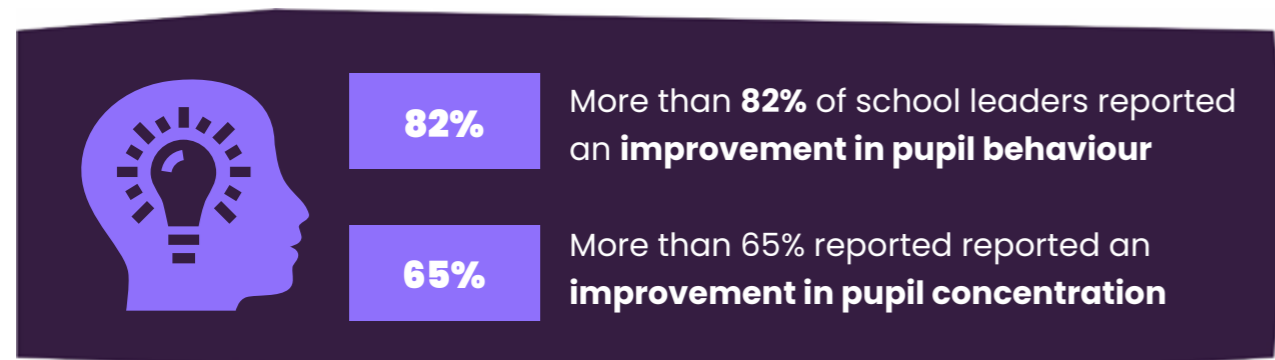


We are incredibly fortunate to work with a diverse bunch of talented and passionate school chefs and kitchen teams. When we asked chefs who had worked with Chefs in Schools through our School Transformation and/or School Chef Educator programme, 77% reported being very satisfied with the support they received and 94% of chefs would recommend working with us.

Our kids' health is quite literally in the hands of the kitchen staff and chef teams that work in schools across the country.

A vital part of our work is helping to shift cultural perceptions of these important roles so that they are seen as aspirational and desirable career paths to children and are better valued in society.

As we grow as an organisation, we will continue to review our evaluation methods to ensure that we are able to demonstrate that our work is meaningful, relevant and creates long-lasting and sustainable impact for the people and communities we work with - both at a local and national level.



ORGANISATIONAL DEVELOPMENT

In 2023/24 we took the opportunity to take stock, after six years of growth and development as an organisation. We reflected on the need for leadership as we scale, and on ensuring that we keep pushing the boundaries of what's possible to deliver in school food and food education.

We strengthened our team and realigned leadership in April 2024, bringing together our two existing programmes into a new training & transformations team under one leadership. Nicole Pisani, our co-founder, stepped into the newly created

role of Chief Innovation Officer, as well as continuing to act as an ambassador for Chefs in Schools.

We also capitalised on extraordinary success in fundraising this year, and ongoing partnership strength, to bring in further depth to our team across programme delivery and the wider organisation. This included appointing a Head of Finance & Systems, who will begin work in Autumn 2024/25, helping us to enhance our ability to manage financial risk and remain agile and effective.



DIVERSITY, EQUITY, EQUALITY AND INCLUSION

During the year, we continued our work to embrace and grow the diversity of our team, whilst embedding our wider policy on equity, equality and inclusion. We worked with Be The Riot on a full review of our anonymous recruitment process, and look forward to embedding those lessons in 2024/25.

We implemented a new employee committee, focused on people and culture, to ensure that as we develop and implement new policies, we are drawing on the knowledge and insight of our whole team.

In the coming year, we plan a full review of our policies, to ensure that these represent our values accurately, and all of them align with our approach to diversity, equity, equality and inclusion.



LOOKING AHEAD

In 2024/25 we will transform food and food education for tens of thousands more school pupils across the UK, launch the third key pillar of our four-year strategy to further support the school food workforce, and make key investments to strengthen the organisation and grow our impact.



LEAD

- Reaching another 10,000 children in new schools nationally through our flagship School Transformation programme, as we focus on quality and codifying our approach.
- Developing the hub kitchen model to test scalable, high-quality meal delivery that can influence broader catering practices.
- Refining our approach to food education.



ENABLE

- Training 180 school chefs through our school chef educator programme, reaching over 90,000 children and identifying partnership opportunities for further scale.
- Launching a major campaign drawing attention to the quality of school food in secondary schools, galvanising the Government to act on regulation and funding.
- Strengthening our partnerships and working in coalition with others to use our collective voice effectively in public campaigns and advocacy.



INSPIRE

- Refining and launching the Membership and developing a working model for a platform test with existing schools prior to national roll-out.



Across the organisation we will invest time and resource into:

- Ensuring the school audiences hear about our work directly, focusing on engaging the right people, in the right areas, and filling available capacity on our programmes.
- Development of our internal systems and IT capability to ensure that we are maximising productivity and effectiveness.
- Further development of programme evaluation to robustly demonstrate our impact.



TRUSTEES REPORT

For the year ended 31 August 2024

The Trustees, who are also directors, present their Annual Report together with the Audited Financial Statements for the year ended 31 August 2024. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

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 issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

OBJECTIVES AND ACTIVITIES

Objectives

Our mission is to transform kids' health through food – plate by plate, class by class, school by school. We recruit chefs and train school kitchen teams to make tasty, exciting meals that kids enjoy, packed with fresh, nutritious produce. We support schools to embed good food culture, educating their pupils about food in the dining room and the classroom. We inspire and enable others to follow our lead, and we use our expertise to inform policy and campaigns that seek to tackle systemic barriers to progress.

Activities

We work to achieve change in three main ways:

1. Leading from the front to directly support schools to implement our philosophy and transform the standards of food and food education offered.
2. Enabling others to follow; developing and delivering training and resources for chefs, schools and caterers to improve food and food education. We seek to be a leading voice on school food; within the media, with decision-makers, schools and within the food industry, aiming to change the system at its roots to improve school food.
3. Inspiring the school food workforce; providing access to training, procurement, resources and peer support.

Public Benefit

The Trustees confirm that they have referred to the Charity Commission's general guidance on public benefit when reviewing the charity's objectives and activities and in planning future activities.

The principal activities of the charity during the year continued to be 'to advance education in cookery and food preparation and to advance health through (but not limited to) the improvement of food standards in schools.'

ACHIEVEMENTS AND PERFORMANCE

Fundraising

We remain incredibly grateful to all our funding partners and donors who help to ensure the ongoing success and sustainability of our work. Our Fundraising Policy outlines our ethical approach to fundraising activities. We carry out due diligence on prospective partners and will not work with funders who conflict with our mission or compromise our reputation.

Our fundraising strategy to date has focused on soliciting grants from Trusts and Foundations as well as a small number of companies. We are also growing our income from major donors, supported by bespoke fundraising events. We will always be honest about what we can achieve when asking for funds, submit realistic budgets, use the funds for the purpose intended and ensure that we provide any reports required, on time.

We do not engage in mass public fundraising, preferring a more targeted approach of developing meaningful relationships. We do not use any third-party fundraisers and have not received any fundraising complaints to date.

FINANCIAL REVIEW

Income and Expenditure

This year we continued to experience significant growth, increasing our income by 46% on the previous year, despite the challenging economic climate. This continued income growth is a result of new funding partnerships and a very successful fundraising event. We have also been successful in growing the level of trading income secured, some of which has been deferred to the following year, aligned with the objective of reducing our reliance on fundraising.

Total income amounted to £1,654,185 compared to £1,128,444 in the previous year. During the year the charity's expenditure was £1,245,137 compared to £1,045,978 the previous year.

The overall result for the year was a surplus of £409,048 compared to the surplus of £82,466 in 2023.

The restricted income of the charity is available only for the specific projects or purposes determined by the funders. During the year the charity received £287,869 of restricted income and spent £195,666.

Reserves policy

In accordance with its Articles of Association, Chefs in Schools holds free reserves to enable the charity to meet timing variations in income or unforeseen expenditure, to provide for contingencies or to cover core costs in the event of a shortfall in funding. Our Trustees regularly review the charity's need for reserves in line with guidelines issued by the Charity Commission and the operating environment prevailing at that time. Reserves may be designated by Trustees for specific projects or investments, distinct from the ongoing operational costs. We aim to accumulate free reserves equal to three to six months' unrestricted expenditure (after costs covered by designated and restricted funds are deducted), which, per our annual budget, equates to £405,000 to £809,000 (2023: £370,000 to £740,000).

At 31 August 2024, general unrestricted funds were £534,165 (2023: £430,320). The balance excluding tangible fixed assets was £531,357 (2023: £428,888). Our free reserves position at the end of the financial year is equivalent to four months expenditure which is within our target holding.

Designated funds

The Trustees have approved designating unrestricted funds for two specific projects in the coming year. £138,000 has been designated to support the continued development and launch of the Membership programme and £75,000 has been designated for further investment in organisational development, strengthening our ability to deliver

impact at scale, through improved systems to boost our productivity and promotion of our programmes to increase uptake.

At 31 August 2024, designated funds were £213,000 (2023: £nil).

Restricted funds

Restricted funds were received to support our flagship School Transformation programme, our School Chef Educator programme, and Membership programme as well as core costs, enabling continued investment in development of the Team at Chefs in Schools. The balance carried forward will be spent in the current and following financial year, fulfilling the purpose set out by funders in committing their financial support.

At 31 August 2024, restricted funds were £190,373 (2023: £98,170), details of which are set out in note 16.

Risk management

The Trustees have reviewed the major strategic, business and operational risks to which Chefs in Schools is exposed. These include the impact of high inflation and increased food costs where school budgets are already under pressure, the potential for adverse publicity as a result of campaigning activities, compliance with legal and regulatory requirements. The Trustees are confident that systems have been established to mitigate any such risks. These mitigations includes ensuring our strategy is flexible to allow us to continue to support schools through financial pressures, appropriate insurance cover has been obtained, sufficient budget is available to allow legal and professional advice to be sought as necessary and that the assessment of risks is kept under review.

The charity's risk register is kept under constant review by the Chefs in Schools management team, overseen by the Audit, Risk and Compliance Committee, with key risks reviewed at least quarterly by the full board of Trustees.

Going concern

The Trustees assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the company to continue as a going concern. The trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements and have concluded that the charity has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the charity's ability to continue as a going concern, thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Chefs in Schools is a company limited by guarantee, incorporated on 11 May 2018 and registered as a charity on 27 June 2018.

The company is governed under its Articles of Association. The Trustees have a responsibility to ensure that all aspects of the charity's activities are properly conducted and carried out in full compliance with its Articles of Association. The charity is governed by its Trustees who meet four times a year. All Trustees give their time voluntarily and receive no benefits from the charity. Expenses totalling £433 were claimed by Trustees during the year.

Role of Trustees

The Trustees provide governance and develop the key policies of the charity and accept ultimate legal authority for it. The board meets four times a year with a focus on strategic decision making, financial oversight and management of risk. The Trustees approve budgets and are responsible for the good stewardship of the charity's resources. They work in partnership with the Chief Executive to help her achieve the charity's objectives. The Trustees, who are also the members of the Company, each have a limited liability of £1 in the event of the charity being wound up.

The Trustees have formed two sub-committees; the Strategy and Impact Committee, chaired by Tamsin Cooper and the Audit, Risk and Compliance Committee, chaired by Jasbir Notay.

Recruitment and induction of Trustees

The board is responsible for overseeing its effectiveness, including skills audit, and recruitment of new trustees. A review of skills on the board is carried out regularly to ensure these are in line with the charity's strategy. The board are also ultimately responsible for implementation of our diversity, equity, equality and inclusion plan, and ensuring the number of trustees meets the Articles' requirements.

Trustee positions are advertised openly through Trustees Unlimited, Linked In and similar. Candidates that wish to apply for the role do so via an anonymised process, based on the Applied method, followed by interviews with the Chair, other board members and the Chief Executive.

In the year to 31 August 2024, Louise Nichols, one of our co-founders, stepped down as a Trustee. We further strengthened our board with the appointment of two new Trustees:

- Christina Adane: Christina is a campaigner who started her journey at the charity Bite Back 2030, as a co-chair of this youth-led movement fighting for a fairer food system in the UK.

- Andre Bailey: Andre is Principal at Arco Academy in Camberwell, London. He is a dedicated educational leader with over 25 years of experience in primary, secondary, and special education.

Dr Tamsin Cooper, a food systems expert who has served as a Trustee since January 2023, has stepped into the role of Co-Chair. Tamsin is now co-leading the board of Trustees alongside Henry Dimbleby who has chaired the Trustees since 2018.

All Trustees must undergo a DBS check and sign the Charity Commission Trustee Declaration as well as complete a declaration of interests notice in order to be accepted onto the board.

One third (or the number nearest one third) of the Trustees must retire at each AGM, those longest in office retiring first and the choice between any of equal service being made by drawing lots. A retiring Trustee who is eligible (as laid out in the terms of the Memorandum and Articles – Article 3.3) may be reappointed. There is no specific requirement in the articles to hold an AGM. The last AGM was held in October 2022.

Role of Chief Executive

The Chief Executive provides leadership to employees and is responsible for the operational detail and implementation of the business plan and the management of the charity, including control of expenditure in line with budgets and delegations approved by the board. The Chief Executive reports regularly to the Trustees on progress against agreed priorities and objectives and seeks opportunities to expand and promote the organisation.

Key management remuneration

Key management personnel are considered to be the Senior Leadership Team. Following a reorganisation during the year, the Senior Leadership Team now comprises the Chief Executive and Chief Innovation Officer, Director of Transformations, Director of Partnerships & Impact, Membership Director, Head of Communications, and Head of Finance & Systems. Remuneration for key management personnel is reviewed annually. Benchmarking data from across the sector is considered. Any recommended increases for the Chief Executive and Chief Innovations Officer are proposed by a Trustee Remuneration Committee to the wider full Trustee board for approval. Salary increases for the remaining Senior Leadership Team are decided by the Chief Executive.

REFERENCE AND ADMINISTRATIVE DETAILS

| | |
|---------------------------|--|
| Trustees | Henry Dimbleby - Co-Chair Tamsin Cooper - Co-Chair Thomasina Miers Jasbir Kaur Notay Karen Martin Melanie Neill Louise Nichols (resigned 16.11.2023) Christina Adane (appointed 19.12.2023) Andre Bailey (appointed 19.12.2023) |
| Registered Company number | 11356489 (England and Wales) |
| Registered Charity number | 1178964 |
| Registered office | First Floor, River House 1 Maidstone Road Sidcup Kent DA14 5RH |
| Senior leadership team | Naomi Duncan – Chief Executive Nicole Pisani – Chief Innovation Officer (Co-Founder) Anna Norman – Finance & Office Manager Alison McDade – Head of Finance & Systems (From September 2024) Danielle Glavin – Head of Communications Laura Mumford – Director of Transformations (To November 2024) Nikki Brookes – Director of Partnerships & Impact (maternity cover) Polly Praill – Director of Partnerships & Impact Sam Phillips – Membership Director |
| Independent Auditor | Azets Audit Services First Floor, River House 1 Maidstone Road Sidcup Kent DA14 5RH |
| Bankers | Coutts 440 Strand London WC2R 0QS |

STATEMENT OF TRUSTEES' RESPONSIBILITIES

Charity law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the surplus or deficit of the charity for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards 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 Companies Act 2006, Charities Act 2011 and the provisions of the trust deed. 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.

Statement as to disclosure of information to auditors

So far as the Trustees are aware, there is no relevant audit information of which the charitable company's auditors are unaware, and each trustee has taken all the steps that he or she ought to have taken as a trustee in order to make himself or herself aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

Approved by the Trustees on 23rd April 2025 and signed on their behalf by:

Henry Dimbleby
Co-Chairs of the Trustees

Tamsin Cooper

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF CHEFS IN SCHOOLS FOR THE YEAR ENDED 31 AUGUST 2024

Opinion

We have audited the financial statements of Chefs In Schools (the 'charitable company') for the year ended 31 August 2024 which comprise Statement of Financial Activates, Balance Sheet, Statement of Cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 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 Companies Act 2006; and
- have been prepared in accordance with the Charities SORP 2019.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustee's 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 doubt on the charity'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.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF CHEFS IN SCHOOLS FOR THE YEAR ENDED 31 AUGUST 2024

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF CHEFS IN SCHOOLS FOR THE YEAR ENDED 31 AUGUST 2024

Responsibilities of trustees

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

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF CHEFS IN SCHOOLS FOR THE YEAR ENDED 31 AUGUST 2024

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of senior leadership, Trustees and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the company through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the recognition of grant income and the allocation of expenditure to funds;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

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 of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Use of our report

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

Michelle Wilkes FCA (Senior Statutory Auditor)

For and on behalf of Azets Audit Services

First Floor, River House, 1 Maidstone Road, Sidcup, Kent DA14 5RH

Date: 7 May 2025

CHEFS IN SCHOOLS

(A Company Limited by Guarantee)

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 AUGUST 2024

| | Notes | Unrestricted funds £ | Restricted funds £ | Total 2024 £ | Total 2023 £ |
|------------------------------------|-------|-------------------------|-----------------------|--------------------|--------------------|
| Income from: | | | | | |
| Donations | 3 | 476,724 | 15,000 | 491,724 | 311,113 |
| Charitable activities | 4 | 882,333 | 272,869 | 1,155,202 | 810,275 |
| Other trading activities | | 3,240 | - | 3,240 | 5,767 |
| Investments - Interest receivable | | 3,907 | - | 3,907 | 1,289 |
| Other income | | 112 | - | 112 | - |
| Total income | | 1,366,316 | 287,869 | 1,654,185 | 1,128,444 |
| Expenditure on: | | | | | |
| Raising funds | | 139,304 | - | 139,304 | 59,019 |
| Charitable activities | | 910,167 | 195,666 | 1,105,833 | 986,959 |
| Total expenditure | 5 | 1,049,471 | 195,666 | 1,245,137 | 1,045,978 |
| Net movement in funds | | 316,845 | 92,203 | 409,048 | 82,466 |
| Reconciliation of funds | | | | | |
| Total funds brought forward | | 430,320 | 98,170 | 528,490 | 446,024 |
| Total funds carried forward | | 747,165 | 190,373 | 937,538 | 528,490 |

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

CHEFS IN SCHOOLS

(A Company Limited by Guarantee)

COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 AUGUST 2023

| | Notes | Unrestricted funds £ | Restricted funds £ | Total 2023 £ |
|------------------------------------|-------|-------------------------|-----------------------|--------------------|
| Income from: | | | | |
| Donations | 3 | 311,113 | - | 311,113 |
| Charitable activities | 4 | 596,675 | 213,600 | 810,275 |
| Other trading activities | | 5,767 | - | 5,767 |
| Investments - Interest receivable | | 1,289 | - | 1,289 |
| Total income | | 914,844 | 213,600 | 1,128,444 |
| Expenditure on: | | | | |
| Raising funds | | 59,019 | - | 59,019 |
| Charitable activities | | 757,981 | 228,978 | 986,959 |
| Total expenditure | 5 | 817,000 | 228,978 | 1,045,978 |
| Net movement in funds | | 97,844 | (15,378) | 82,466 |
| Reconciliation of funds | | | | |
| Total funds brought forward | | 332,476 | 113,548 | 446,024 |
| Total funds carried forward | | 430,320 | 98,170 | 528,490 |

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

CHEFS IN SCHOOLS

(A Company Limited by Guarantee)

BALANCE SHEET AS AT 31 AUGUST 2024

Company Registration No. 11356489

| | Notes | 2024 | | 2023 | |
|---|-----------|-----------------------|-----------------------|-----------------------|-----------------------|
| | | £ | £ | £ | £ |
| Tangible fixed assets | 10 | | 2,808 | | 1,432 |
| Current assets | | | | | |
| Debtors | 11 | 53,650 | | 15,927 | |
| Cash at bank and in hand | | 1,088,478 | | 631,798 | |
| | | <u>1,142,128</u> | | <u>647,725</u> | |
| Creditors: amounts falling due within one year | 12 | <u>(207,398)</u> | | <u>(120,667)</u> | |
| Net current assets | | | 934,730 | | 527,058 |
| Total net assets | | | <u><u>937,538</u></u> | | <u><u>528,490</u></u> |
| The funds of the charity | | | | | |
| Restricted funds | 16 | | 190,373 | | 98,170 |
| Unrestricted funds: | | | | | |
| Designated funds | 15 | 213,000 | | - | |
| General unrestricted fund | | 534,165 | | 430,320 | |
| | | <u>747,165</u> | | <u>430,320</u> | |
| | 17 | <u><u>937,538</u></u> | | <u><u>528,490</u></u> | |

The accounts were approved by the board of Trustees on 23rd April 2025 and signed on their behalf by:

Henry Dimbleby
Co-Chair

Tamsin Cooper
Co-Chair

CHEFS IN SCHOOLS

(A Company Limited by Guarantee)

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 AUGUST 2024

| | 2024 | | 2023 | |
|--|----------------|-------------------------|----------------|-----------------------|
| | £ | £ | £ | £ |
| Cash flows from operating activities | | | | |
| Net income for the year | 409,048 | | 82,466 | |
| <i>Adjustment for:</i> | | | | |
| Depreciation | 770 | | 5,122 | |
| Interest received | (3,907) | | (1,289) | |
| Assets gifted | - | | 80,664 | |
| Decrease / (increase) in debtors | (37,723) | | 43,625 | |
| Increase in creditors | <u>86,731</u> | | <u>58,486</u> | |
| Net cash from operating activities | | 454,919 | | 269,074 |
| Investing activities | | | | |
| Interest received | 3,907 | | 1,289 | |
| Purchase of tangible fixed assets | <u>(2,146)</u> | | <u>(1,124)</u> | |
| Net cash from investing activities | | 1,761 | | 165 |
| Net increase in cash and cash equivalents | | 456,680 | | 269,239 |
| Cash and cash equivalents at beginning of year | | 631,798 | | 362,559 |
| Cash and cash equivalents at end of year | | <u><u>1,088,478</u></u> | | <u><u>631,798</u></u> |

CHEFS IN SCHOOLS

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2024

1. Accounting policies

1.1 Basis of preparation of financial statements

Chefs In Schools is governed under its Memorandum and Articles of Association. The address of the principal office can be found on page 50. The nature of the charity's operations and principal activities are set out in the Trustees Annual Report.

The charity constitutes a public benefit entity as defined by FRS 102. 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 issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

The financial statements have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a true and fair view. This departure has involved following the Statement of Recommended Practice for charities applying FRS 102 rather than the version of the Statement of Recommended Practice which is referred to in the Regulations but which has since been withdrawn.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The Trustees have considered relevant information, including the annual budget, forecast future cashflows and the impact of subsequent events in making their assessment.

1.3 Income

All income is included in the Statement of Financial Activities (SOFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

CHEFS IN SCHOOLS

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2024

1. Accounting policies (continued)

1.3 Income (continued)

Income is recognised on notification of the amounts and the settlement date in writing. If there are conditions attached to the income and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

1.4 Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

Costs of raising funds are those costs incurred in attracting voluntary income;

Expenditure on charitable activities comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs allocated directly to such activities and support costs (see below).

Support costs

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office and governance costs. They are incurred directly in support of expenditure on the objects of the charity and include project management carried out at Headquarters. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources.

Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

1.5 Funds accounting

Unrestricted general funds are funds which can be used in accordance with the charitable objects at the discretion of the Trustees.

Restricted funds are funds that can only be used for particular restricted purposes within the objects of the charity. Restriction arises when specified by the donor or when funds are raised for particular restricted purposes. The aim and use of each restricted fund is set out in the notes to the financial statements.

CHEFS IN SCHOOLS

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2024

1. Accounting policies (continued)

1.6 Taxation

The charity is registered and is therefore entitled to the exemptions from corporation tax afforded by section 505 of the Income and Corporation Taxes Act 1988. Accordingly, there is no corporation tax charge in these financial statements.

1.7 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.8 Tangible fixed assets

Assets costing £500 or more are capitalised as tangible fixed assets and are carried at cost, net of depreciation and any impairment.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

| | |
|-----------------------|------------------------|
| Fixtures and fittings | - 15% reducing balance |
| Computer equipment | - 20% straight line |

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset and is recognised in net income/(expenditure) for the year.

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss.

1.9 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

CHEFS IN SCHOOLS

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2024

1. Accounting policies (continued)

1.9 Financial instruments (continued)

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

CHEFS IN SCHOOLS

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2024

1. Accounting policies (continued)

1.10 Employee benefits

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.11 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2. Critical accounting estimates and judgements

In the application of the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The following judgements have been made in the process of applying the above accounting policies that have had the most significant effect on amounts recognised in the financial statements:

Bad debts

Debtors are regularly reviewed for recoverability, any debts which in the opinion of management are not recoverable are provided for as a specific bad debt. There are no key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

CHEFS IN SCHOOLS

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2024

| 3. Donations and legacies | Unrestricted funds | Restricted funds | Total 2024 | 2023 |
|---------------------------|--------------------|------------------|----------------|----------------|
| | £ | £ | £ | £ |
| Donations | 417,059 | 15,000 | 432,059 | 278,723 |
| Gift Aid | 11,600 | - | 11,600 | - |
| Services in kind | 48,065 | - | 48,065 | 32,390 |
| | <u>476,724</u> | <u>15,000</u> | <u>491,724</u> | <u>311,113</u> |

| 4. Charitable activities | Unrestricted funds | Restricted funds | Total 2024 | 2023 |
|---|--------------------|------------------|------------------|----------------|
| | £ | £ | £ | £ |
| Fees for providing charitable activities: | | | | |
| Lead | 50,957 | - | 50,957 | 101,675 |
| Enable | 43,925 | - | 43,925 | - |
| Core | 3,516 | - | 3,516 | - |
| Grants: | | | | |
| Lead | 62,500 | 104,515 | 167,015 | 233,500 |
| Enable | 115,500 | 96,800 | 212,300 | 192,860 |
| Inspire | 110,000 | 40,000 | 150,000 | 81,000 |
| Core | 495,935 | 31,554 | 527,489 | 201,240 |
| | <u>882,333</u> | <u>272,869</u> | <u>1,155,202</u> | <u>810,275</u> |

| 5. Analysis of Expenditure | Grant costs (Note 6) | Staff costs (Note 9) | * Direct costs | Support costs (Note 7) | 2024 Total | 2023 Total |
|----------------------------|----------------------|----------------------|----------------|------------------------|------------------|------------------|
| | £ | £ | £ | £ | £ | £ |
| Current year | | | | | | |
| Raising funds | - | 88,183 | 46,697 | 4,424 | 139,304 | 59,019 |
| Charitable activities: | | | | | | |
| Lead | 60,000 | 345,806 | 18,637 | 49,956 | 474,399 | 650,966 |
| Enable | 444 | 276,000 | 28,773 | 58,945 | 364,162 | 231,832 |
| Inspire | - | 221,354 | 11,543 | 34,375 | 267,272 | 104,161 |
| | <u>60,444</u> | <u>931,343</u> | <u>105,650</u> | <u>147,700</u> | <u>1,245,137</u> | <u>1,045,978</u> |

* - These costs were provided on a pro bono basis and shown as services in kind in note 3 above : Raising Funds - £23,000, Lead - £265

CHEFS IN SCHOOLS

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2024

| 6. Grants payable - Institutions | 2024 | 2024 | 2023 | 2023 |
|----------------------------------|------|---------------|------|---------------|
| | no. | £ | no. | £ |
| Grants to schools | 2 | 444 | - | - |
| Hackney School of Food CIC | 1 | 60,000 | 1 | 52,205 |
| | | <u>60,444</u> | | <u>52,205</u> |

See note 18 for details of grant awarded to Hackney School of Food CIC.

| 7. Support costs | 2024 | 2023 |
|-------------------------------|----------------|----------------|
| | £ | £ |
| Accountancy and bookkeeping | 11,508 | 9,434 |
| Advertising and promotion | 2,000 | 37,545 |
| Depreciation | 770 | 5,122 |
| * Premises | 13,011 | 7,440 |
| * Consultancy | 31,623 | 13,279 |
| Design and website | 8,955 | 1,452 |
| Evaluation | 9,917 | - |
| Staff training | 6,616 | 11,306 |
| Subscriptions and memberships | 6,757 | 2,733 |
| Travel costs | 8,243 | 8,175 |
| * Other support costs | 28,395 | 10,579 |
| <u>Governance costs:</u> | | |
| Audit fees | 13,051 | 11,120 |
| * Other governance costs | 6,854 | 6,700 |
| | <u>147,700</u> | <u>124,885</u> |

* - These costs were provided on a pro bono basis and shown as services in kind in note 3 above : Advertising and promotion -£3,920, Consultancy - £18,600, Rent £2,280 (2023: Advertising and promotion - £22,950, Rent £7,440 and Legal fees of £2,000).

8. Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

During the year ended 31 August 2024 4 trustees had travel expenses re-imbursed of £433 (2023 - 4 Trustees - £931).

CHEFS IN SCHOOLS

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2024

| 9. Staff | 2024 | 2023 |
|-----------------------------------|----------------|----------------|
| | £ | £ |
| Staff costs | | |
| Staff costs during the year were: | | |
| Wages and salaries | 788,157 | 555,055 |
| Social security costs | 79,250 | 53,938 |
| Pension costs | 37,771 | 22,345 |
| | <u>905,178</u> | <u>631,338</u> |
| Staff costs - employees | | |
| Other staff costs | 26,165 | 14,838 |
| | <u>931,343</u> | <u>646,176</u> |
| Total staff expenditure | | |

Staff numbers

The average number of persons employed by the charity during the year was as follows:

| | 2024 | 2023 |
|-------|-----------|-----------|
| | Number | Number |
| Staff | <u>20</u> | <u>15</u> |

Higher paid staff

The number of employees whose employee benefits (excluding employer pension costs and employer national insurance contributions) exceeded £60,000 was:

| | 2024 | 2023 |
|-------------------|----------|----------|
| | Number | Number |
| £60,001 - £70,000 | 1 | 2 |
| £70,001 - £80,000 | <u>1</u> | <u>-</u> |

Key management personnel

The key management personnel of the charity comprise the Trustees and the senior leadership team. The total amount of employee benefits (including employer pension contributions and employer national insurance contributions) received by key management personnel for their services to the charity was £433,928 (8 persons) (2023 - £313,455 - 6 persons).

10. Tangible fixed assets

| | Computer equipment |
|-----------------------|--------------------|
| | £ |
| Cost | |
| At 1 September 2023 | 2,175 |
| Additions | 2,146 |
| | <u>4,321</u> |
| At 31 August 2024 | |
| Depreciation | |
| At 1 September 2023 | 743 |
| Depreciation | 770 |
| | <u>1,513</u> |
| At 31 August 2024 | |
| Net book value | |
| At 31 August 2024 | <u>2,808</u> |
| At 31 August 2023 | <u>1,432</u> |

CHEFS IN SCHOOLS

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2024

| 11. Debtors | 2024 | 2023 |
|--------------------------------|---------------|---------------|
| | £ | £ |
| Trade debtors | 17,943 | 10,533 |
| Other debtors | 4,681 | - |
| Prepayments and accrued income | 31,026 | 5,394 |
| | <u>53,650</u> | <u>15,927</u> |

Included in other debtors above are amounts falling due after one year of £1,406 (2023 - £nil).

| 12. Creditors: amounts falling due within one year | 2024 | 2023 |
|--|----------------|----------------|
| | £ | £ |
| Trade creditors | 4,608 | 8,510 |
| Other taxation and social security | 31,280 | 27,124 |
| Other creditors | 6,696 | 5,041 |
| Accruals and deferred income | 164,814 | 79,992 |
| | <u>207,398</u> | <u>120,667</u> |

| 13. Deferred income | 2024 | 2023 |
|-------------------------------------|---------------|--------------|
| | £ | £ |
| Deferred income is included within: | | |
| Creditors due within one year | <u>75,862</u> | <u>7,733</u> |
| Deferred income at 1 September | 7,733 | 21,154 |
| Released from previous years | (7,733) | (21,154) |
| Income deferred in the year | <u>75,862</u> | <u>7,733</u> |
| Deferred income at 31 August | <u>75,862</u> | <u>7,733</u> |

Included in deferred income is fees received in advance for services to be provided in 2024/25.

14. Retirement benefit schemes - Defined contribution scheme

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The charge to income and expenditure in respect of defined contribution schemes was £37,771 (2023: £22,345).

| 15. Designated funds | Balance at 01 Sep 23 | New designations | Designations released | Balance at 31 Aug 24 |
|----------------------------|-------------------------|---------------------|--------------------------|-------------------------|
| CURRENT YEAR | £ | £ | £ | £ |
| Organisational development | - | 75,000 | - | 75,000 |
| Membership | - | 138,000 | - | 138,000 |
| | <u>-</u> | <u>213,000</u> | <u>-</u> | <u>213,000</u> |

CHEFS IN SCHOOLS

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2024

15. Designated funds (continued)

The Trustees have approved designating unrestricted funds for two specific projects in the coming year.

Organisational development

£75,000 has been designated for further investment in organisational development, strengthening our ability to deliver impact at scale, through improved systems to boost our productivity and promotion of our programmes to increase uptake.

Membership

£138,000 has been designated to support the continued development and launch of the Membership programme.

There were no designated funds in the prior year.

| 16. Restricted funds | Balance at 01 Sep 23 | Income | Expenditure | Balance at 31 Aug 24 |
|----------------------|-------------------------|----------------|------------------|-------------------------|
| CURRENT YEAR | £ | £ | £ | £ |
| Lead | 52,841 | 119,515 | (104,894) | 67,462 |
| Enable | 30,229 | 96,800 | (40,233) | 86,796 |
| Inspire | - | 40,000 | (30,000) | 10,000 |
| Core | 15,100 | 31,554 | (20,539) | 26,115 |
| | <u>98,170</u> | <u>287,869</u> | <u>(195,666)</u> | <u>190,373</u> |
| PRIOR YEAR | £ | £ | £ | £ |
| Lead | 96,542 | 143,500 | (187,201) | 52,841 |
| Enable | 13,516 | 47,860 | (31,147) | 30,229 |
| Core | 3,490 | 22,240 | (10,630) | 15,100 |
| | <u>113,548</u> | <u>213,600</u> | <u>(228,978)</u> | <u>98,170</u> |

Lead

This funding supported our School by School programme to help schools transform their food and food education. We help them to recruit and train chefs, develop menus and implement systems to manage their kitchen and embed meaningful food education.

In the prior year, this funding also supported a partnership between Chefs in Schools and the LEAP Federation of Schools to create a cookery school offering the local community in Hackney a range of courses to teach children and their families to grow and cook nutritious foods from scratch.

Enable

This funding supported the delivery of our School Chef Educator training programme for school chefs, equipping them with the skills and knowledge to feed kids well.

Inspire

This funding supported the development of our Membership programme, which provides support and community for school chefs. This includes help for schools to source high quality ingredients at the best price.

Core

This funding supported core staffing and overhead costs, enabling organisational development. It includes funding for a Senior Programme Manager supporting the School Food Review, a group of organisations working together to improve the school food system.

CHEFS IN SCHOOLS

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2024

| 17. Analysis of net funds | Unrestricted | Designated | Restricted | Total |
|---------------------------|----------------|----------------|----------------|----------------|
| | funds | funds | funds | funds |
| Current year | £ | £ | £ | £ |
| Tangible Fixed Assets | 2,808 | - | - | 2,808 |
| Current assets | 736,518 | 213,000 | 192,610 | 1,142,128 |
| Current liabilities | (205,161) | - | (2,237) | (207,398) |
| | <u>534,165</u> | <u>213,000</u> | <u>190,373</u> | <u>937,538</u> |
| Prior year | £ | £ | £ | £ |
| Tangible Fixed Assets | 1,432 | - | - | 1,432 |
| Current assets | 543,672 | - | 104,053 | 647,725 |
| Current liabilities | (114,784) | - | (5,883) | (120,667) |
| | <u>430,320</u> | <u>-</u> | <u>98,170</u> | <u>528,490</u> |

18. Related party transactions

Hackney School of Food

The Hackney School of Food is a community cookery school and garden established in March 2020 by the LEAP Federation (a group of three maintained primary schools in Hackney), in partnership with Chefs in Schools, to pioneer seed to spoon food education. Leading up to January 2023, the operation of the school was delivered in partnership, with operating costs and income shared across both organisations.

In January 2023, the boards of both organisations agreed that for the long term success of the Hackney School of Food, it should be given its own independent legal status, and the Hackney School of Food CIC was created. The board of the CIC includes Louise Nichols, Executive Head of the LEAP Federation (and Chefs in Schools Trustee until 16 November 2023), Naomi Duncan (Chief Executive of Chefs in Schools) and Melanie Neill (Chefs in Schools Trustee).

During the year:

- a grant of £60,000 was awarded to the CIC to allow a General Manager to be appointed to drive the business forward and establish a sustainable, independent financial footing (2023 - £52,205);
- £6,054 was paid to hire the training kitchen and meeting room space (2023 - £2,020);
- £nil was paid in connection with running costs, including the cost of a project manager to establish the CIC and post-incorporation costs for marketing support, to allow the CIC to generate new income to establish financial sustainability (2023 - £45,333);
- Fixtures and fittings, included within tangible fixed assets with a net book value of £nil were gifted to the CIC (2023 - £80,664).

Amounts due to the Hackney School of Food at 31 August 2024 were £60,000 (2023: £57,205)

The Forward Institute

Tamsin Cooper (Chefs in Schools Trustee) is managing director of The Forward Institute.

During the year:

- £5,380 was paid in connection with provision of a facilitator for the Chefs in Schools Strategy Day, and senior leadership development through participation in the Forward Institute exchange programme (2023 - £nil).

Amounts due to the Forward Institute at 31 August 2024 were £nil (2023: £nil)

CHEFS IN SCHOOLS

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2024

18. Related party transactions (continued)

LEAP Federation

Louise Nichols (Chefs in Schools Trustee until 16 November 2023) is Executive Head of the LEAP Federation of three London Borough of Hackney Primary Schools: - Kingsmead, Mandeville and Gayhurst.

During the year:

- £nil was paid to the LEAP Federation as a contribution to the salary and associated costs of the Head Chef Educator of the Hackney School of Food, prior to the incorporation of the Hackney School of Food CIC (2023 - £18,941).

Amounts due to the LEAP Federation at 31 August 2024 were £nil (2023: £nil)

Bartle Bogle Hegarty (BBH)

Karen Martin (Chefs in Schools Trustee) is CEO of BBH London, a global creative agency. During the year, advertising and promotion services valued at £nil were provided by BBH (2023 - £4,950).

Amounts due to BBH at 31 August 2024 were £nil (2023: £nil)

Donations

Total donations of £25,431 (2023 - £nil) without conditions were received from trustees and related parties during the year.

19. Company limited by guarantee

The Charity is limited by guarantee and accordingly has no share capital.

The liability guaranteed by each member is £1. The authorised membership of the company is unlimited. At 31 August 2024 the membership was 8 (2023: 7).

CHEFS IN SCHOOLS

England & Wales - Charity number 1178964

Accounts



CHEFS IN SCHOOLS

ANNUAL REPORT

For the year ending 31st August 2023

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WELCOME

This year we celebrated our fifth birthday, giving us the chance to reflect on our achievements and the journey we have been on to develop our programmes to reach over 110 schools to transform their food and food education. We are proud of the progress we have made in such a short space of time, whilst navigating turbulent times which have only given us further impetus to set our ambitions even higher. Of course, we couldn't do any of this on our own – we are privileged to work alongside inspiring school communities, chefs, funding partners and other like-minded organisations who share our vision for a better school food system.

A QUEST FOR QUALITY

Despite the pressure of rising food costs, supporting schools to serve up food that is creative, nutritious and of great quality remains our priority. Our solution-focused approach empowers schools to achieve this with our training and guidance to develop cost effective recipes, working with affordable but high quality suppliers. Almost 90% of school leaders we surveyed reported satisfaction with the quality of their food, compared to 15% before working with us. Our network of school chefs continually demonstrate the endless

possibilities for feeding children well on a budget. A school chef can be a challenging role but also one that is hugely rewarding. Chefs we have supported are reporting increased job satisfaction, with over 90% of those surveyed agreeing that they would recommend working in a school kitchen.

REACHING NEW AREAS

This year we recruited a Procurement Manager to navigate the complexities of food inflation, aiming to develop a long-term solution for schools to access quality ingredients at the best price. This will form a key pillar of our wider Chefs Alliance programme, a membership model that will support the development and aspirations of school chefs across the country. Our recent expansion out of London into the South West and Yorkshire has provided an opportunity to work with more rural school communities, understanding the different challenges they face but also exploring how we can capitalise on the rich landscape of quality, local food producers. Our School Chef Educator training programme is going from strength to strength, moving beyond the pilot stage and ready to roll out to school kitchens in these new areas.

MORE NEED THAN EVER

We are still hearing how the cost of living crisis is impacting families, forcing them to cut back on food at home, further reinforcing the need for equal access to nourishing school food. For some children, their school lunch is the only food they will eat - we must make sure it is good, nutritious food. In October, we announced our involvement in the Feed the Future Campaign; joining forces with other passionate food organisations and charities to call on the Government to urgently expand eligibility for free school meal entitlement in England. We were therefore delighted to hear the announcement from the Mayor of London in February to extend free school meals to all primary school children in London. This universal approach crucially ensures that no children in primary school fall through the safety net of support, and also offers a golden opportunity to robustly prove the

wider benefits for all children in the school. To help make the implementation a success, we created a free digital toolkit packed with advice on meeting increased demand without impacting on quality.

We draw hope and inspiration from the incredible school food we see each day across the country. From focaccia and samosas to tacos and butternut squash bhajis, all cooked from scratch using fresh ingredients, demonstrating that it is possible to feed kids nourishing, colourful, beautiful food on a budget. We want to thank the unsung food heroes - school chefs who go above and beyond to not only nourish children but feed their imaginations too, setting them up to thrive at school and beyond.



HENRY DIMBLEBY
CHAIR



NAOMI DUNCAN
CHIEF EXECUTIVE



NICOLE PISANI
CO-FOUNDER



VISION, MISSION, WHY WE EXIST

VISION

Our vision is that every child has access to quality, tasty, exciting, nutritious school food and food education – and therefore is equipped with the knowledge to choose, and make, nourishing food throughout their lives.

MISSION

Our mission is to transform kids' health through food – plate by plate, class by class, school by school. We recruit chefs and train school kitchen teams to make tasty, exciting meals that kids enjoy, packed with fresh, nutritious produce. We support schools to embed good food culture, educating their pupils about food in the dining room and the classroom. We inspire and enable others to follow our lead, and we use our expertise to inform policy and campaigns that seek to tackle systemic barriers to progress. Kids are the future, let's feed them like it.

WHY DOES OUR WORK MATTER?

Positive, solutions-focused interventions are needed now because child health is at a tipping point. Obesity is one of the biggest health crises facing our country; it's the second biggest cause of preventable cancer and costing the NHS £6.5bn a year¹. In the most deprived areas, 1 in 3 children leaves primary school obese, almost double the rates in more privileged areas². Child obesity levels soared during the pandemic with research showing it would cost the UK more than £8bn in costs to the NHS and the economy³.

There are complex causes of this health crisis, but research by the McKinsey Institute⁴ is clear, schools can play a significant role in tackling the issue in the long term.

Investing equally in the next generation, equipping every child with the skills to eat and

cook real food for themselves, is a proven, vital intervention into their future health, wellbeing and happiness. Yet while the school food system has come a long way, there is still too often beige, boring, bad for you food being served up in schools.

Nationally, the quality of school food is inconsistent; often not viewed as a priority amongst the competing demands placed on headteachers. We know that schools recognise the important role food has to play in contributing towards a thriving school community, but too often they are held back by the complex system which creates barriers to improvement. We have shown that with the right support, it is possible to feed kids well in school on a limited budget.

Food education is a vital part of changing a school's food culture and it's needed now more than ever with research⁵ from the Food Foundation revealing that:

- 94% of secondary school aged children eat less than 3.5 portions of vegetables a day, with just 11% of primary school aged children meeting the recommended amount.
- A fifth of vegetable intake now comes from foods classed as ultra-processed.
- Diets low in vegetables and legumes are associated with 18,000 premature deaths in the UK each year.

The system can be reimagined and changed. Good school food and food education isn't expensive. Better is possible. We're proving that generation-powering, mind-opening, society-changing food can be served every day within school budgets. Now we need to make this the norm.

¹ <https://healthmedia.blog.gov.uk/2023/06/07/government-plans-to-tackle-obesity-in-england/>

² https://www.nuffieldtrust.org.uk/resource/obesity?gclid=CjwKCAiA_OetBhAtEiwAPTeQZyv0FwdfSQXTr9Ap5PGA_t-9gj8oAP7q-NFnrCrlUoxclMpz_ZddrRoCxSQQAvD_BwE

³ <https://www.theguardian.com/society/2024/jan/24/child-obesity-in-england-still-above-pre-pandemic-levels-study-finds>

⁴ McKinsey Global Institute, 'Overcoming obesity: An initial economic analysis'

⁵ Food foundation report: Veg facts 2021.

OUR IMPACT



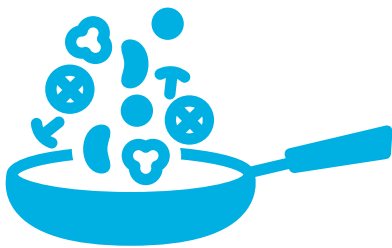
17 NEW SCHOOLS

supported on our School by School programme with **9,600** pupils enjoying nourishing, delicious school food



4,053,546

estimated number of nutritious & delicious school lunches eaten across our **75** partner schools



78% OF HEADTEACHERS

reported that pupils are now consuming more fruit & veg and are **more likely to try new foods** since working with Chefs in Schools



MORE THAN HALF

of headteachers reported seeing an **improvement in pupil behaviour & concentration** since working with Chefs in Schools



93%

of school chefs surveys agreed they are **proud to work** with Chefs in Schools



87%

of our school chefs reported feeling **satisfied or very satisfied** with their job



335 DOWNLOADS

of our food education and universal free school meal toolkits



4,200

new visitors browsing our website



“

**THERE IS NO COMPARISON
BETWEEN THEN AND NOW. EVERY
ASPECT OF THE SCHOOL LUNCH
SERVICE IS HUGELY IMPROVED.
THE CHEFS ARE VERY MUCH A
VALUED PART OF OUR SCHOOL'S
STAFF TEAM.”**

OUR APPROACH

This year we finalised our strategy for how we will increase our immediate reach to 1,850 schools and over 700,000 children nationally, and create influence across the whole school system. We will do this in three keys ways:

1. Leading from the front: continuing to deliver our flagship School by School programme to establish centres for excellence and innovation, providing inspiration for the catering industry and schools to follow our lead.
2. Enabling others to follow our lead: delivering training and resources to empower chefs and schools with the skills and knowledge to improve school food. We aim to be the leading voice on school food with the media, decision makers, schools and the food industry to tackle change at a systemic level.
3. Inspiring long-term change through the development of our Chefs Alliance; a membership network for school chefs to support their professional development and ambition.





LEADING FROM THE FRONT

Our School by School programme takes schools on a year-long food transformational journey, tailored to their individual needs and ambitions to dramatically improve the quality of their food and food education. We support schools who want to make the transition from externally contracted catering to in-house, or schools already in-house who want to develop their kitchen teams and improve their food culture. We set school kitchens up to deliver a high quality and efficient service; this includes help with recruitment, training, suppliers, recipes, menus, digital support and food education.

This year 17 new schools, reaching 9,620 pupils, went through the programme including

six schools in Yorkshire in partnership with the Astrea Academy Trust. We worked with our first all vegetarian school - Guru Nanak Academy; supporting them to move away from frozen, ultra-processed ingredients to cooking fresh meals which better reflect the school community. We helped the school to significantly reduce their food costs; proving that cooking from scratch using fresh ingredients can be more cost-effective than buying in pre-made, nutritionally poor products.

We worked with our first schools in the South West, with thanks to funding from the Fishmongers' Company's Charitable Trust. This includes the Grove Primary School in Totnes.



With support from Chefs in Schools, we made the brave choice to take catering in-house. They help us provide incredible food within our budget. The food is what we wanted it to be – freshly made using fresh ingredients. We also have food education at the heart of the school. Three months in, the benefits cannot be understated, we've seen behaviour, engagement and learning improve because of improving the food. I would encourage every school to do this."

Deputy Headteacher at Redriff Primary

CASE STUDY

“

It's a lot of hard work and very hands on. You must be prepared to put in the groundwork, and you must get the whole school involved. But it's marvellous. The way to most people's hearts is certainly with food. Now we're educating the children in food, which we weren't really doing before. Chefs in Schools has helped us to take that brave step. The kids really believe this is the most amazing thing to happen to our school."

Hilary Priest, Headteacher at the Grove

We helped the Grove to recruit Chef Marco who has worked in Michelin starred restaurants and even cooked for the queen. Marco put an end to processed, frozen food, replacing them with seasonal, freshly cooked meals. We helped Marco and his team to set up the kitchen for success and develop enticing, cost effective

menus which appealed to the kids and are packed with goodness. Not only has Marco transformed the quality of food but he's started teaching pupils to bake bread and knife skills, making use of the dining hall as an inspiring learning environment.

“

This is one of the most precious jobs I've ever had in my life. You know, feeding all these kids has a different meaning to feeding paying customers. An early education in a better diet is vital. And if I get to inspire these children for the rest of their lives, I can't ask for more."

Head Chef Marco at the Grove Primary School





This year we surveyed school leaders from our partner schools to understand more about the impact and effectiveness of our work:

- We asked about the current quality and healthiness of their school food with 87% reporting that they were satisfied or very satisfied (compared to 15% with their previous catering arrangement).
- Over 90% were either satisfied or very satisfied with the choice of food (compared to 20% with their previous catering arrangement).
- When asked about the current morale of their kitchen team, 82% were either satisfied or very satisfied (this compared to 25% with their previous catering arrangement).
- More than half reported seeing an improvement in pupil behaviour & concentration.
- 78% reported that pupils are now consuming more fruit & veg and are more likely to try new foods.

Our findings also revealed the impact of the cost-of-living crisis and soaring food costs:

- When it comes to the cost of their school meals - 59% of Headteachers reported being satisfied or very satisfied - this compares to 75% of Headteachers the previous year.

- The majority of respondents, 89%, reported taking some sort of action to help pupils who are not currently eligible for free school meals but whose families are struggling financially. Initiatives include setting up food banks, breakfast clubs and signposting.

This reflects what we are hearing from school chefs and we have taken several measures to support schools. This includes devising new cost-saving recipes to make expensive ingredients such as fish go further and encouraging more vegetarian days. To tackle the issue of food costs at a systemic level, we have recruited a Procurement Manager to harness the buying power of our partner schools.



We have been able to link our food experience to our working farm. This has revolutionised the experience of the children as they see a farm to fork reality in the centre of London."

Headteacher



ENABLING OTHERS TO FOLLOW

Informed by our experiences of delivering our school based programmes over the last five years, this year we have developed training and resources to share our expertise with schools and chefs across the country. We also want to raise public awareness so that school food is seen as a national priority. Our campaigning and advocacy efforts involve working in coalition with other charities to call for systemic change. This is underpinned by our communications function which shares the impact of our work through a range of media channels.

TRAINING THE SCHOOL KITCHEN WORKFORCE

Following a successful pilot in 2021, this year we have refined and developed our School Chef Educator Programme, aimed at empowering and upskilling school chefs to deliver outstanding school food. Through a mix of in-person and online sessions, the training covers a range of topics, from the big picture of school food culture and food waste reduction to the details of nutrition and meeting the School Food Standards. Participants also learn techniques to increase pupils' vegetable intake, how to develop food education and create attractive food displays that inspire children to make more nutritious choices.

In November, we recruited a Head of Training to drive this programme forward, scaling it up to train chefs across the country. In February, five chefs from three schools in Doncaster and Sheffield completed the programme; serving school meals to 2,847 pupils collectively. In preparation for significantly scaling the programme from September, we recruited two Chef Trainers with backgrounds in nutrition and local authority catering.

“**Favourite part of the programme? Meeting new people and learning new recipes. Watching food being prepared.**”

Trainee, Participant from Yorkshire

The team has spent time creating an optimal learning environment for the programme, ensuring we are providing an effective and easy-to-use educational experience. We invested in technology to develop an accessible learning website, with multiple

language translations which reflect our school chef workforce. We have developed new video content including information aimed at school chefs who cater for children with Special Educational Needs.

In order to raise our profile and awareness of the training programme, the team presented at various education sector events including Education Executive Seminars, Fix Our Food Summit and the Sustainable School Lunches Event with the Bristol Education Working Partnership.

DIGITAL RESOURCES

This year we developed two digital toolkits to share our experience and knowledge of what works in school food and food education with schools across the country. Our Food Education Toolkit was informed by our joint project of building the Hackney School of Food, drawing on expert advice and insights from the architects and LEAP Federation of Schools. This resource provides guidance on taking the first steps of developing food education projects e.g. starting a herb garden, through to larger scale cooking and growing programmes. Since its launch in March up to August, the toolkit has been downloaded 159 times from our website.

“

Food education hubs are needed more now than ever in schools and communities. They are an incredible resource that can lay the foundation for a life-long love of good food, which makes healthy choices exciting. Our ambition is for this toolkit to be the spark that creates a network of gold standard food education hubs in the UK and beyond.”

Henry Dimbleby, Chair of Chefs in Schools

In response to the Mayor's funding for universal free school meals for all London primary schools, we created a Universal Free School Meal Toolbox to help kitchen teams prepare for the increased demand whilst maintaining quality. Created by our Chef Trainers, the guide provides advice, hacks, case studies and recipes. We have been working with the Mayor's office to disseminate the resource to all schools in London. It has been downloaded 176 times between its release in June up to the end of August.



CAMPAIGNING AND ADVOCACY

We have continued to collaborate on campaigning activities, coordinating the School Food Review Group alongside Food Foundation, School Food Matters and Bite Back 2030. Funded by Impact on Urban Health, together we are calling for a government-led overhaul of school food policy and funding.

To evidence the Feed the Future campaign for equal access to school food, we surveyed teachers to understand the food poverty they witnessed during the school day. This polling highlighted the heartbreaking reality that many children experience at school. Over 80% of teachers said that the number of children coming to school hungry had increased in the past six months. This is impacting on their engagement and behaviour; with these children displaying excessive tiredness, being easily distracted and disruptive at school. We achieved extensive coverage for this work, including Channel Four news, Good Morning Britain, ITN, the Guardian, Financial Times and New York Times.



We are one of the wealthiest nations on earth, we must do better for our children. A meal in school provides a nutritional safety net, but also fuel for learning and a vital opportunity for education about food."

Naomi Duncan, Chief Executive

Following the development of our brand, our website has continued to generate interest with 4,200 new visitors and 11,000 page views this year. We have also grown our social media following with 9,586 followers on Instagram, and 4,390 followers on Twitter. We were thrilled to see the acknowledgment of our female leadership with Chief Executive Naomi and co-founder Nicole Pisani named as Waitrose Top 10 Women in Food. Our work wouldn't be possible without all of the incredible women working in school kitchens and classrooms who recognise how vitally important it is to grab every opportunity to teach children about food. We are so proud to be associated with their work and delighted to see school food mentioned in these awards.



INSPIRING LONG-TERM CHANGE

We are developing a national alliance of school chefs that will underpin the long-term sustainability and impact of our work. Currently a thriving online chat community, our network of school chefs are sharing recipes, challenges, and advice; we will build on this to create an aspirational membership body for school food which raises the ambition and status of the school kitchen workforce.

We have started this work by addressing a key challenge for school kitchens - food costs. This year we recruited a Procurement Manager and Chefs Alliance Assistant who have been working to engage school leaders, school business managers and school chefs to understand the challenges and opportunities of sustaining a quality food service. This is a complex and significant piece of work and we look forward to sharing our progress and learnings which will have wider application for the public sector.

We carried out a survey with chefs from our partner schools to gain insights into their job satisfaction and how we can better support them. Findings include:

- 87% reported feeling satisfied or very satisfied with their job
- 93% are proud to work with Chefs in Schools
- Over 90% of chefs would recommend working in a school kitchen to a friend
- We asked chefs about what would help them further in their role; 87% said access of professional development opportunities and 47% said access to more recipe and menu ideas
- When asked whether they are treated with respect at work, 80% agreed or strongly agreed



ORGANISATIONAL DEVELOPMENT

Underpinning the growing success of our programmes has been an investment in our infrastructure. A multi-year strategic partnership with Impact on Urban Health, under their 'children's health and food' programme, has enabled us to grow our team and ultimately drive forward our strategic plan.

This year we carried out a skills and perspectives audit with our board to identify the gaps and opportunities. Subsequently we recruited three new Trustees, who bring a wealth of experience, knowledge and networks to strengthen our governance and support our mission:

- Tamsin Cooper: Tamsin was the lead civil servant on the National Food Strategy and subsequently Director of Obesity at the newly created Office for Health Improvement & Disparities.
- Karen Martin: Karen is the UK CEO of BBH (Bartle Bogle Hegarty), the world-renowned creative agency.
- Melanie Jane Neill: Melanie has professional experience as a chartered accountant, helping set up the Bridge Academy in Hackney as part of her work with the bank UBS.

DIVERSITY, EQUITY AND INCLUSION

We have taken significant steps this year towards developing our diversity, equity and inclusion strategy. We are committed to embedding this in our DNA, recognising our responsibility to do this internally for our team and organisation, and externally as a leader in our industry. We have been working with Be

the Riot who are supporting us with training and support to ensure this work leads to meaningful change.

This work will continuously evolve and we want to avoid creating a static policy which gets filed away. Our actions this year have included:

- Introducing an anonymous screening process for employee and trustee recruitment.
- Workshops for the whole team and board, facilitated by Be the Riot, to ensure a baseline understanding.
- Assessment of our current Board and team to identify where we may have gaps in perspectives, particularly focused on socio-cultural, gender & ethnicity.
- Ensuring content for our external communications – socials, website, news, cookbook – reflects and celebrates our diverse community and workforce.

We remain committed to this journey – DEI is discussed at every board meeting, and we have recently formed a People & Culture committee at team level, who are scrutinising DEI as part of their remit to support, advise and hold leadership to account. We feel strongly that this work is a vital part of aiming to be an outstanding employer.

LOOKING AHEAD

OUR PLAN FOR 2023-24

HIGH LEVEL TARGET

LEAD

SCHOOL BY SCHOOL

- We will work with another 26 schools nationally, remaining focused in London, South-West and Yorkshire
- We will develop a central production hub model to help us support schools in rural locations and with falling rolling numbers
- We will identify our next major Local Authority or Multi Academy Trust partnership, ready for 2024-25

+ 10,000 children reached
5m school lunches consumed

INSPIRE CHEFS ALLIANCE

- We will appoint a senior leader to drive development of the Chefs Alliance
- We will establish our first framework for fresh food, test it with key partners. By the end of the year, will have an initial framework for existing schools
- We will deliver a business plan and secure initial investment for rollout

£200k initial food spend within the framework

ENABLE SCHOOL CHEF EDUCATOR TRAINING

- We will develop and test a number of delivery models, training 450 school chefs across the UK
- We will identify and develop a 3 year scaling plan, exploring marketing & branding, potential partnerships, models and accreditation options

CAMPAIGNING & ADVOCACY

- We will work proactively to share our knowledge to help London schools manage and make successful the Universal Primary Meals roll-out
- We will identify our core campaign for 2023-24, with an engaging call to action
- We will relaunch the Hackney School of Food toolkit
- We will update the Chefs Pack and prepare to launch this as a nationally available best practice resource in 2024-25

450 chefs in 225 schools reaching 90,000 children

Every primary school in London aware of us

THANK YOU

We are incredibly grateful for the generosity of our partners and supporters who have enabled us to grow our reach and continue our mission to transform school food for the next generation. We're lucky enough to be supported by some truly amazing individuals and organisations:

Ampney Brook Foundation
Bartle Bogle Hegarty
Charlie Bigham's
Garfield Weston Foundation
Gerald M. Fox
Hawksmoor
Henry Oldfield Trust
Impact on Urban Health
Indigo Eight
Mandy Lieu
Pev and Susannah Hooper
The Baring Foundation
The Belazu Foundation
The Fishmongers' Company's Charitable Trust
The Food People
The Linbury Trust
The MJ Samuel Charitable Trust
The Rothschild Foundation
The Swire Charitable Trust
The Worshipful Company of Cooks
Victoria & Don Brenninkmeijer
William Jackson Food Group



TRUSTEES REPORT

For the year ended 31 August 2023

The Trustees, who are also directors, present their Annual Report together with the Audited Financial Statements for the year ended 31 August 2023. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

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 issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

OBJECTIVES AND ACTIVITIES

Objectives

Our mission is to transform kids' health through food – plate by plate, class by class, school by school. We recruit chefs and train school kitchen teams to make tasty, exciting meals that kids enjoy, packed with fresh, nutritious produce. We support schools to embed good food culture, educating their pupils about food in the dining room and the classroom. We inspire and enable others to follow our lead, and we use our expertise to inform policy and campaigns that seek to tackle systemic barriers to progress.

Activities

We work to achieve change in three main ways:

1. Leading from the front to directly support schools to implement our philosophy and transform the standards of food and food education offered.
2. Enabling others to follow; developing and delivering training and resources for chefs, schools and caterers to improve food and food education. We seek to be the leading voice on school food; within the media, with decision-makers, schools and within the food industry, seeking to change the system at its roots to improve school food.
3. Inspiring the school food workforce; providing access to training, procurement, resources and peer support.

Public Benefit

The Trustees confirm that they have referred to the Charity Commission's general guidance on public benefit when reviewing the charity's objectives and activities and in planning future activities.

The principal activities of the charity during the year continued to be 'to advance education in cookery and food preparation and to advance health through (but not limited to) the improvement of food standards in schools.'

ACHIEVEMENTS AND PERFORMANCE

Fundraising

We remain incredibly grateful to all our funding partners and donors who help to ensure the ongoing success and sustainability of our work. Our Fundraising Policy outlines our ethical approach to fundraising activities. We carry out due diligence on prospective partners and will not work with funders who conflict with our mission or compromise our reputation.

Our fundraising strategy to date has focused on soliciting grants from Trusts and Foundations

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as well as a small number of companies. We are also growing our income from major donors, supported by bespoke fundraising events. We will always be honest about what we can achieve when asking for funds, submit realistic budgets, use the funds for the purpose intended and ensure that we provide any reports required, on time.

We do not engage in mass public fundraising, preferring a more targeted approach of developing meaningful relationships. We do not use any third-party fundraisers and haven't received any fundraising complaints to date.

FINANCIAL REVIEW

Income and Expenditure

This year we experienced significant growth, increasing our income by 108% on last year. A key factor in this was a new strategic funding partnership with Impact on Urban Health which is helping us to deliver an ambitious growth strategy over the next four years.

Total income amounted to £1,128,444 compared to £542,106 in the previous year. During the year the charity's expenditure was £1,045,978 compared to £578,961 the previous year.

Result for the year was a surplus of £82,466 compared to a deficit of £36,855 in 2022.

The restricted income of the charity is available only for the specific projects or purposes determined by the funders. During the year the charity received £213,600 of restricted income and spent £228,978.

Reserves policy

In accordance with its Articles of Association, Chefs in Schools holds free reserves to enable the charity to meet timing variations in income or unforeseen expenditure, to provide for contingencies or to cover core costs in the event of a shortfall in funding. Our Trustees regularly review the charity's need for reserves in line with guidelines issued by the Charity Commission and the operating environment prevailing at that time. Staff and Trustees aim to accumulate reserves equal to three to six months' unrestricted expenditure which equates to £370,000 to £740,000 (2022: £250,000 to £500,000).

Unrestricted funds currently stand at £430,320 and restricted funds £98,170. Our unrestricted reserves position at the end of the financial year is equivalent to 5.2 months expenditure (after costs covered by restricted funds are deducted) which is within our target holding.

Restricted funds were received to support our School Kitchen Consultancy Programme, our Chef Educator Training Programme, The Chefs Alliance Programme as well as to invest in training and development for the team at Chefs in Schools. The balance carried forward will be spent in the forthcoming financial year, fulfilling the purpose set out by funders in committing their financial support.

Risk management

The Trustees have reviewed the major strategic, business and operational risks to which Chefs in Schools is exposed. These include the impact of high inflation and increased food costs where school budgets are already under pressure, the potential for adverse publicity as a result of campaigning activities, compliance with legal and regulatory requirements. The Trustees are confident that systems have been established to mitigate any such risks. These mitigations include ensuring our strategy is flexible to allow us to continue to support schools through financial pressures, appropriate insurance cover has been obtained, sufficient budget is available to allow legal & professional advice to be sought as necessary and that the assessment of risks is kept under review.

The charity's risk register is kept under constant review by the Chefs in Schools management

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team, overseen by the Audit, Risk and Compliance Committee, with key risks reviewed at least quarterly by the full Board of Trustees.

Going concern

The trustees assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the company to continue as a going concern. The trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements and have concluded that the charity has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the charity's ability to continue as a going concern, thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Chefs in Schools is a company limited by guarantee, incorporated on 11 May 2018 and registered as a charity on 27 June 2018.

The company is governed under its Articles of Association. The Trustees have a responsibility to ensure that all aspects of the Charity's activities are properly conducted and carried out in full compliance with its Articles of Association. The Charity is governed by its Trustees who meet four times a year. All Trustees give their time voluntarily and receive no benefits from the charity. Expenses totalling £931 were claimed by Trustees during the year.

Role of Trustees

The Trustees provide governance and develop the policies of the charity and accept ultimate legal authority for it. The board meets four times a year with a focus on strategic decision making, financial oversight and management of risk. The Trustees approve budgets and are responsible for the good stewardship of the charity's resources. They work in partnership with the Chief Executive to help her achieve the charity's objectives. The Trustees, who are also the members of the Company, each have a limited liability of £1 in the event of the charity being wound up.

The Trustees have formed two sub-committees; the Strategy and Impact Committee, chaired by Tamsin Cooper and the Audit, Risk and Compliance Committee, chaired by Jasbir Notay.

Recruitment and induction of Trustees

The board is responsible for overseeing its effectiveness, including skills audit, and recruitment of new trustees. A review of skills on the Board is carried out regularly to ensure these are in line with the Charity's strategy. The board are also ultimately responsible for implementation of our diversity, equity and inclusion plan, and ensuring the number of trustees meets the Articles' requirements.

Trustee positions are advertised openly through Trustees Unlimited, Linked In and similar. Candidates that wish to apply for the role do so via an anonymised process, based on the Applied method, followed by interviews with the Chair, other board members and the Chief Executive.

In the year to 31 August 2023, two long-standing board members stepped down and we took the opportunity to carry out a skills and perspectives audit. We subsequently recruited three new Trustees in January, who bring a wealth of experience, knowledge and networks to strengthen our governance and support our mission:

- Tamsin Cooper: Tamsin was the lead civil servant on the National Food Strategy and subsequently Director of Obesity at the newly created Office for Health Improvement & Disparities
- Karen Martin: Karen is the UK CEO of BBH (Bartle Bogle Hegarty), the world renowned creative agency

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- Melanie Jane Neill: Melanie is a retired risk and financial specialist, formerly working as Risk Chief Operating Officer at Credit Suisse and holding senior financial management roles at UBS. She helped to set up the Bridge Academy in Hackney.

All Trustees must undergo a DBS check and sign the Charity Commission Trustee Declaration as well as complete a declaration of interests notice in order to be accepted onto the board.

One third (or the number nearest one third) of the Trustees must retire at each AGM, those longest in office retiring first and the choice between any of equal service being made by drawing lots. A retiring Trustee who is eligible (as laid out in the terms of the Memorandum and Articles - Article 3.3) may be reappointed. There is no specific requirement in the articles to hold an AGM. The last AGM was held in October 2022.

Role of Chief Executive

The Chief Executive provides leadership to employees and is responsible for the operational detail and implementation of the business plan and the management of the charity, including control of expenditure in line with budgets and delegations approved by the Board. The Chief Executive reports regularly to the Trustees on progress against agreed priorities and objectives and seeks opportunities to expand and promote the organisation.

Key management remuneration

Key management personnel are considered to be the Senior Leadership Team comprising the Chief Executive and Executive Chef, Head of Communications, Head of Development, Head of Training and the Finance and Office Manager. Remuneration for key management personnel is reviewed annually. Benchmarking data from across the sector is considered. Any recommended increases for the Executive are proposed by a Trustee Remuneration Committee to the wider full Trustee board for approval. Salary increases for the remaining Senior Leadership Team are decided by the Chief Executive.

REFERENCE AND ADMINISTRATIVE DETAILS

Trustees

| | |
|-------------------|----------------------|
| Jane Amphlett | (resigned 5.1.23) |
| Henry Dimbleby | |
| John Michael Lee | (resigned 20.10.22) |
| Thomasina Miers | |
| Louise Nichols | (resigned 16.11.23) |
| Jasbir Kaur Notay | |
| Tamsin Cooper | (appointed 19.1.23) |
| Karen Martin | (appointed 19.1.23) |
| Melanie Neill | (appointed 19.1.23) |
| Christina Adane | (appointed 19.12.23) |
| Andre Bailey | (appointed 19.12.23) |

Registered Company number

11356489 (England and Wales)

Registered Charity number

1178964

Registered office

First Floor
River House
1 Maidstone Road
Sidcup
Kent
DA14 5RH

Senior management team

Naomi Duncan – Chief Executive
Nicole Pisani – Executive Chef
Laura Mumford – Head of Training
Polly Praill – Head of Development
Danielle Glavin – Head of Communications
Anna Norman – Finance and Office Manager

Independent Auditor

Azets Audit Services
First Floor
River House
1 Maidstone Road
Sidcup
Kent
DA14 5RH

Bankers

Coutts
440 Strand
London
WC2R 0QS

STATEMENT OF TRUSTEES' RESPONSIBILITIES

Charity law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the surplus or deficit of the charity for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards 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 Companies Act 2006, Charities Act 2011 and the provisions of the trust deed. 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.

Statement as to Disclosure of Information to Auditors

So far as the Trustees are aware, there is no relevant audit information of which the charitable company's auditors are unaware, and each trustee has taken all the steps that he or she ought to have taken as a trustee in order to make himself or herself aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

Approved by the Trustees on 28th / 03 / 2024

and signed on their behalf by:

Henry Dimbleby – Chair of the Trustees

REPORT OF THE INDEPENDENT AUDITORS

TO THE MEMBERS OF CHEFS IN SCHOOLS

FOR THE YEAR ENDED 31 AUGUST 2023

Opinion

We have audited the financial statements of Chefs in Schools (the 'charitable company') for the year ended 31 August 2023 which comprise Statement of Financial Activities, Balance Sheet, Statement of Cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2023 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 Companies Act 2006; and
- have been prepared in accordance with the Charities SORP 2019.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustee's 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 doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

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

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

influence the economic decisions of users taken on the basis of these financial statements.

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

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of senior leadership, Trustees and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the company through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the recognition of grant income and the allocation of expenditure to funds;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

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 of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

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Use of our report

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

Michelle Wilkes FCA (Senior Statutory Auditor)

For and on behalf of Azets Audit Services,
First Floor, River House, 1 Maidstone Road, Sidcup, Kent. DA14 5RH

Date: 24 April 2024

**STATEMENT OF FINANCIAL ACTIVITIES INCLUDING
INCOME AND EXPENDITURE ACCOUNT FOR THE
YEAR ENDED 31 AUGUST 2023**

| | Notes | Unrestricted funds £ | Restricted funds £ | Total 2023 £ | Total 2022 £ |
|------------------------------------|-------|----------------------------|--------------------------|--------------------|--------------------|
| Income from: | | | | | |
| Donations | 3 | 311,113 | - | 311,113 | 211,354 |
| Charitable activities | 4 | 596,675 | 213,600 | 810,275 | 330,748 |
| Other trading activities | | 5,767 | - | 5,767 | - |
| Investments - Interest receivable | | 1,289 | - | 1,289 | - |
| Other income | | - | - | - | 4 |
| Total income | | 914,844 | 213,600 | 1,128,444 | 542,106 |
| Expenditure on: | | | | | |
| Raising funds | | 59,019 | - | 59,019 | 49,917 |
| Charitable activities | | 757,981 | 228,978 | 986,959 | 529,044 |
| Total expenditure | 5 | 817,000 | 228,978 | 1,045,978 | 578,961 |
| Net movement in funds | | 97,844 | (15,378) | 82,466 | (36,855) |
| Reconciliation of funds | | | | | |
| Total funds brought forward | | 332,476 | 113,548 | 446,024 | 482,879 |
| Total funds carried forward | | 430,320 | 98,170 | 528,490 | 446,024 |

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

**COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 AUGUST 2022**

| | | Unrestricted funds £ | Restricted funds £ | Total 2022 £ |
|------------------------------------|--------------|----------------------------|--------------------------|-----------------------|
| Income from: | Notes | | | |
| Donations | 3 | 211,354 | - | 211,354 |
| Charitable activities | 4 | 93,668 | 237,080 | 330,748 |
| Other income | | 4 | - | 4 |
| Total income | | <u>305,026</u> | <u>237,080</u> | <u>542,106</u> |
| Expenditure on: | | | | |
| Raising funds | | 49,917 | - | 49,917 |
| Charitable activities | | 317,789 | 211,255 | 529,044 |
| Total expenditure | 5 | <u>367,706</u> | <u>211,255</u> | <u>578,961</u> |
| Net income / (expenditure) | | (62,680) | 25,825 | (36,855) |
| Transfer between funds | 14 | 59,139 | (59,139) | - |
| Net movement in funds | | <u>(3,541)</u> | <u>(33,314)</u> | <u>(36,855)</u> |
| Reconciliation of funds | | | | |
| Total funds brought forward | | 336,017 | 146,862 | 482,879 |
| Total funds carried forward | | <u><u>332,476</u></u> | <u><u>113,548</u></u> | <u><u>446,024</u></u> |

All income and expenditure derive from continuing activities.

**BALANCE SHEET
AS AT 31 AUGUST 2023**

Company Registration No. 11356489

| | Notes | 2023 | | 2022 | |
|---|-----------|----------------|-----------------------|----------------|-----------------------|
| | | £ | £ | £ | £ |
| Tangible fixed assets | 9 | | 1,432 | | 86,094 |
| Current assets | | | | | |
| Debtors | 10 | 15,927 | | 59,552 | |
| Cash at bank and in hand | | 631,798 | | 362,559 | |
| | | <u>647,725</u> | | <u>422,111</u> | |
| Creditors: amounts falling due within one year | 11 | (120,667) | | (62,181) | |
| Net current assets | | | <u>527,058</u> | | <u>359,930</u> |
| Total net assets | | | <u><u>528,490</u></u> | | <u><u>446,024</u></u> |
| The funds of the charity | | | | | |
| Restricted funds | 14 | | 98,170 | | 113,548 |
| Unrestricted funds: | | | | | |
| General unrestricted fund | | | <u>430,320</u> | | <u>332,476</u> |
| | 15 | | <u><u>528,490</u></u> | | <u><u>446,024</u></u> |

The accounts were approved by the Board of Trustees on 28th March 2024 and signed on their behalf by:

H Dimbleby
Chair

**STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 AUGUST 2023**

| | 2023 | | 2022 |
|---|-------------------|-------------------|-------------------|
| | £ | £ | £ |
| Cash flows from operating activities | | | |
| Net income / (expenditure for the year) | 82,466 | | (36,855) |
| <i>Adjustment for:</i> | | | |
| Depreciation | 5,122 | | 15,493 |
| Loss on disposal of fixed assets | - | | 952 |
| Assets gifted | 80,664 | | - |
| Decrease / (increase) in debtors | 43,625 | | (18,215) |
| Increase in creditors | 58,486 | | 29,206 |
| | <u> </u> | | <u> </u> |
| Net cash used in operating activities | | 270,363 | (9,419) |
| Investing activities | | | |
| Purchase of tangible fixed assets | (1,124) | | (473) |
| | <u> </u> | | <u> </u> |
| Net cash used in investing activities | | (1,124) | (473) |
| Net (decrease) / increase in cash and cash equivalents | | 269,239 | (9,892) |
| Cash and cash equivalents at beginning of year | | 362,559 | 372,451 |
| | | <u> </u> | <u> </u> |
| Cash and cash equivalents at end of year | | <u>631,798</u> | <u>362,559</u> |

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2023

1. Accounting Policies

1.1 Basis of preparation of financial statements

Chefs In Schools is governed under its Memorandum and Articles of Association. The address of the principal office can be found on page 23. The nature of the charity's operations and principal activities are set out in the Trustees Annual Report.

The charity constitutes a public benefit entity as defined by FRS 102. 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 issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

The financial statements have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a true and fair view. This departure has involved following the Statement of Recommended Practice for charities applying FRS 102 rather than the version of the Statement of Recommended Practice which is referred to in the Regulations but which has since been withdrawn.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £. The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The Trustees have considered relevant information, including the annual budget, forecast future cash flows and the impact of subsequent events in making their assessment.

1.3 Income

All income is included in the Statement of Financial Activities (SOFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

Income is recognised on notification of the amounts and the settlement date in writing. If there are conditions attached to the income and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

1.4 Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

Costs of raising funds are those costs incurred in attracting voluntary income;

Expenditure on charitable activities comprises those costs incurred by the charity in the

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delivery of its activities and services for its beneficiaries. It includes both costs allocated directly to such activities and support costs (see below).

Support costs

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office and governance costs. They are incurred directly in support of expenditure on the objects of the charity and include project management carried out at Headquarters. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources.

Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

1.5 Funds accounting

Unrestricted general funds are funds which can be used in accordance with the charitable objects at the discretion of the Trustees.

Restricted funds are funds that can only be used for particular restricted purposes within the objects of the charity. Restriction arises when specified by the donor or when funds are raised for particular restricted purposes. The aim and use of each restricted fund is set out in the notes to the financial statements.

1.6 Taxation

The charity is registered and is therefore entitled to the exemptions from corporation tax afforded by section 505 of the Income and Corporation Taxes Act 1988. Accordingly, there is no corporation tax charge in these financial statements.

1.7 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.8 Tangible fixed assets

Assets costing £500 or more are capitalised as tangible fixed assets and are carried at cost, net of depreciation and any impairment.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Fixtures and fittings – 15% reducing balance

Computer equipment – 20% straight line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset and is recognised in net income/ (expenditure) for the year.

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss.

1.9 Financial Instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments. Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.10 Employee benefits

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.11 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2. Critical accounting estimates and judgements

In the application of the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The following judgements have been made in the process of applying the above accounting policies that have had the most significant effect on amounts recognised in the financial statements:

Bad debts

Debtors are regularly reviewed for recoverability, any debts which in the opinion of management are not recoverable are provided for as a specific bad debt. There are no key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2023**

| 3. Donations and legacies | Unrestricted funds | Restricted funds | Total 2023 | Total 2022 | |
|-----------------------------------|-------------------------------|-----------------------------|--------------------------|-----------------------|-----------------------|
| | £ | £ | £ | £ | |
| Donations | 278,723 | - | 278,723 | 211,354 | |
| Services in kind | 32,390 | - | 32,390 | - | |
| | <u>311,113</u> | <u>-</u> | <u>311,113</u> | <u>211,354</u> | |
| | <u>311,113</u> | <u>-</u> | <u>311,113</u> | <u>211,354</u> | |
| | <u>311,113</u> | <u>-</u> | <u>311,113</u> | <u>211,354</u> | |
| 4. Charitable activities | Unrestricted funds | Restricted funds | Total 2023 | Total 2022 | |
| | £ | £ | £ | £ | |
| Income from Schools : Lead | 101,675 | - | 101,675 | 93,668 | |
| Grants: | | | | | |
| Lead | 120,000 | 113,500 | 233,500 | 129,430 | |
| Enable | 150,000 | 42,860 | 192,860 | 87,150 | |
| Hackney School of Food | - | - | - | 10,000 | |
| Inspire | 51,000 | 30,000 | 81,000 | - | |
| Core grants | 174,000 | 27,240 | 201,240 | 10,500 | |
| | <u>596,675</u> | <u>213,600</u> | <u>810,275</u> | <u>330,748</u> | |
| | <u>596,675</u> | <u>213,600</u> | <u>810,275</u> | <u>330,748</u> | |
| | <u>596,675</u> | <u>213,600</u> | <u>810,275</u> | <u>330,748</u> | |
| 5. Analysis of Expenditure | Staff costs | Direct costs | Support costs | Total 2023 | Total 2022 |
| | £ | £ | £ | £ | £ |
| Raising funds | 50,025 | 3,028 | 5,966 | 59,019 | 49,917 |
| Charitable activities: | | | | | |
| Lead | 330,880 | 34,896 | 86,752 | 452,528 | 319,634 |
| Enable | 186,468 | 389 | 44,975 | 231,832 | 135,935 |
| Inspire | 59,991 | 1,986 | 42,184 | 104,161 | - |
| Hackney School of food | 3,974 | 189,657 | 4,807 | 198,438 | 73,475 |
| | <u>631,338</u> | <u>229,956</u> | <u>184,684</u> | <u>1,045,978</u> | <u>578,961</u> |
| | <u>631,338</u> | <u>229,956</u> | <u>184,684</u> | <u>1,045,978</u> | <u>578,961</u> |
| | <u>631,338</u> | <u>229,956</u> | <u>184,684</u> | <u>1,045,978</u> | <u>578,961</u> |

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2023**

| 6. Support costs | Total 2023 £ | Total 2022 £ |
|-------------------------------|-----------------------------|-----------------------------|
| Accountancy and bookkeeping | 9,434 | 7,477 |
| * Advertising and promotion | 37,545 | 7,375 |
| Computer and IT costs | 10,521 | 5,815 |
| Consultancy and subscriptions | 35,766 | 23,596 |
| Insurance | 2,289 | 1,984 |
| * Rent | 7,440 | - |
| Office costs | 4,104 | 12,547 |
| Legal and professional fees | 320 | 610 |
| Recruitment | 5,980 | 4,612 |
| Travel | 25,899 | 11,971 |
| Training and staff welfare | 14,907 | 2,237 |
| Other expenses | 7,537 | 7,262 |
| Depreciation | 5,122 | 16,443 |
| <u>Governance costs:</u> | | |
| Audit of financial statements | 12,250 | - |
| Consultancy costs | 3,570 | - |
| * Legal fees | 2,000 | - |
| Independent examination | - | 1,500 |
| | 184,684 | 103,429 |
| | 184,684 | 103,429 |

* - These costs were provided on a pro bono basis and shown as services in kind in note 3 above (Advertising and promotion - £22,950, Rent £7,440 and legal fees of £2,000). No amounts were valued in the prior year.

7. Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

During the year ended 31 August 2023 4 trustees had expenses re-imbursed of £931 (2022 - £nil).

8. Staff

| Staff costs | 2023 £ | 2022 £ |
|-----------------------------------|-------------------|-------------------|
| Staff costs during the year were: | | |
| Wages and salaries | 555,055 | 387,068 |
| Social security costs | 53,938 | 37,292 |
| Pension costs | 22,345 | 16,894 |
| | 631,338 | 441,254 |
| | 631,338 | 441,254 |

Staff numbers

The average number of persons employed by the charity during the year was as follows:

| | 2023 Number | 2022 Number |
|-------|------------------------|------------------------|
| Staff | 15 | 11 |
| | 15 | 11 |

Higher paid staff

The number of employees whose employee benefits (excluding employer pension costs and employer national insurance contributions) exceeded £60,000 was:

| | 2023 Number | 2022 Number |
|-------------------|------------------------|------------------------|
| £60,001 - £70,000 | 2 | - |
| | 2 | - |

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2023**
8. Staff (continued)
Key management personnel

The key management personnel of the charity comprise the Trustees and the senior management team as listed on page 23. The total amount of employee benefits (including employer pension contributions and employer national insurance contributions) received by key management personnel for their services to the charity was £313,455 (6 persons) (2022 - £243,387 - 5 persons).

9. Tangible fixed assets

| | Computer equipment £ | Fixtures and fittings £ | Total £ |
|-----------------------|----------------------------|----------------------------------|------------|
| Cost | | | |
| At 1 September 2022 | 1,051 | 124,752 | 125,803 |
| Additions | 1,124 | - | 1,124 |
| Disposals | - | (124,752) | (124,752) |
| At 31 August 2023 | 2,175 | - | 2,175 |
| Depreciation | | | |
| At 1 September 2022 | 428 | 39,281 | 39,709 |
| Depreciation | 315 | 4,807 | 5,122 |
| Disposals | - | (44,088) | (44,088) |
| At 31 August 2023 | 743 | - | 743 |
| Net book value | | | |
| At 31 August 2023 | 1,432 | - | 1,432 |
| At 31 August 2022 | 623 | 85,471 | 86,094 |

Fixtures and fittings, included within tangible fixed assets with a net book value of £80,664 were gifted to the Hackney School of Food CIC (see note 16).

10. Debtors

| | 2023 £ | 2022 £ |
|--------------------------------|-----------|-----------|
| Trade debtors | 10,533 | 16,127 |
| Other debtors | - | 164 |
| Prepayments and accrued income | 5,394 | 43,261 |
| | 15,927 | 59,552 |

11. Creditors: amounts falling due within one year

| | 2023 £ | 2022 £ |
|------------------------------------|-----------|-----------|
| Trade creditors | 8,510 | 5,267 |
| Other taxation and social security | 27,124 | 14,284 |
| Other creditors | 5,041 | 1,637 |
| Accruals and deferred income | 79,992 | 40,993 |
| | 120,667 | 62,181 |

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2023**
12. Deferred income

| | 2023 | 2022 |
|-------------------------------------|-------------|-------------|
| | £ | £ |
| Deferred income is included within: | | |
| Creditors due within one year | 7,733 | 21,154 |
| Deferred income at 1 September 2022 | 21,154 | - |
| Released from previous years | (21,154) | - |
| Resources deferred in the year | 7,733 | 21,154 |
| Deferred income at 31 August 2023 | 7,733 | 21,154 |

Included in deferred income is fees received in advance for services to be provided for in 2023/24.

13. Retirement benefit schemes - Defined contribution scheme

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The charge to profit or loss in respect of defined contribution schemes was £22,345 (2022: £16,894).

14. Restricted funds

| | Balance at 01 Sep 22 | Income | Expenditure | Transfers | Balance at 31 Aug 23 |
|------------------------|---------------------------------|---------------|--------------------|------------------|---------------------------------|
| CURRENT YEAR | £ | £ | £ | £ | £ |
| Lead | 96,542 | 113,500 | (157,201) | - | 52,841 |
| Enable | 13,516 | 42,860 | (31,147) | - | 25,229 |
| Inspire | - | 30,000 | (30,000) | - | - |
| Enable Toolkits | - | 5,000 | - | - | 5,000 |
| Team Development | 3,490 | 22,240 | (10,630) | - | 15,100 |
| | 113,548 | 213,600 | (228,978) | - | 98,170 |
| | 113,548 | 213,600 | (228,978) | - | 98,170 |
| | Balance at 01 Sep 21 | Income | Expenditure | Transfers | Balance at 31 Aug 22 |
| PRIOR YEAR | £ | £ | £ | £ | £ |
| Lead | 60,089 | 129,430 | (92,977) | - | 96,542 |
| Enable | 21,092 | 87,150 | (94,726) | - | 13,516 |
| Hackney School of Food | 3,052 | 20,000 | (23,052) | - | - |
| Covid | 59,139 | - | - | (59,139) | - |
| Team Development | 3,490 | 500 | (500) | - | 3,490 |
| | 146,862 | 237,080 | (211,255) | (59,139) | 113,548 |
| | 146,862 | 237,080 | (211,255) | (59,139) | 113,548 |

Lead

This funding is used for our School by School programme to help schools transform their food provision. We help them to recruit and train chefs, develop menus and implement systems to manage their kitchen and embed meaningful food education.

Inspire

This funding supported the development of our Chefs Alliance programme; initially focusing on procurement to help schools source high quality ingredients at the best price.

Enable

This funding supported the delivery of our training programme for school chefs, equipping them with the skills and knowledge to feed kids well.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2023**
14. Restricted funds (continued)
Enable Toolkits

This fund supports the dissemination of our digital toolkit which provides guidance to schools on how to manage the increased demand for school lunches following the Mayor of London's decision to provide universal free school meals for London primary schools.

Hackney School of Food

This fund is a partnership between Chefs in Schools and the LEAP Federation of Schools to offer schools and the local community a range of cookery courses to teach children and their families to cook nourishing foods from scratch.

Team Development

This fund relates to donations received which are restricted to our core activities.

15. Analysis of net funds

| | Unrestricted funds | Restricted funds | Total funds |
|-----------------------|-------------------------------|-----------------------------|------------------------|
| | £ | £ | £ |
| Current year | | | |
| Tangible Fixed Assets | 1,432 | - | 1,432 |
| Current assets | 543,672 | 104,053 | 647,725 |
| Current liabilities | (114,784) | (5,883) | (120,667) |
| | <u>430,320</u> | <u>98,170</u> | <u>528,490</u> |
| Prior year | | | |
| Tangible Fixed Assets | 86,094 | - | 86,094 |
| Current assets | 308,563 | 113,548 | 422,111 |
| Current liabilities | (62,181) | - | (62,181) |
| | <u>332,476</u> | <u>113,548</u> | <u>446,024</u> |

16. Related Party Transactions
Hackney School of Food

The Hackney School of Food is a community cookery school and gardens established in March 2020 by the LEAP Federation (a group of three maintained primary schools in Hackney), in partnership with Chefs in Schools, to pioneer seed to spoon food education. Leading up to January 2023, the operation of the school was delivered in partnership, with a share of operating costs and income across both organisations. LEAP Federation bore the majority of costs and received the majority of income.

In January 2023, the boards of both organisations agreed that for the long term success of the Hackney School of Food, it should be given its own independent legal status, so the Hackney School of Food CIC was created. The board of the CIC includes Louise Nichols, Executive Head of the LEAP Federation (and Chefs in Schools Trustee), Naomi Duncan, Chief Executive of Chefs in Schools and Melanie Neill (Chefs in Schools Trustee).

During the year:

- £40,333 was paid in connection with running costs, including the cost of a project manager to establish the CIC (2022 £nil);
- a grant of £52,205 was paid to the CIC to allow a General Manager to be appointed to drive the business forward and establish a sustainable, independent financial footing (2022 - £nil);
- £5,000 was paid in connection with post-incorporation costs for marketing support, to allow the CIC to generate new income to establish financial sustainability (2022 - £nil).
- Fixtures and fittings, included within tangible fixed assets with a net book value of £80,664 were gifted to the CIC (2022 £nil).

Amounts due to the Hackney School of Food at 31 August 2023 were £57,205 (2022: £nil)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2023**

16. Related Party Transactions (continued)

LEAP Federation

Louise Nichols (Trustee) is Executive head of the LEAP Federation of three London Borough of Hackney Primary Schools - Kingsmead, Mandeville and Gayhurst.

During the year:

- £nil was paid to the LEAP Federation for food costs incurred in the delivery of children's cookery classes at Hackney School of Food, in lieu of a donation to the same value from Tastily for this purpose (2022 - £3,052);
- £18,941 was paid to the LEAP Federation as a contribution to the salary and associated costs of the Head Chef Educator of the Hackney School of Food, prior to the incorporation of the Hackney School of Food CIC (2022 - £28,924).

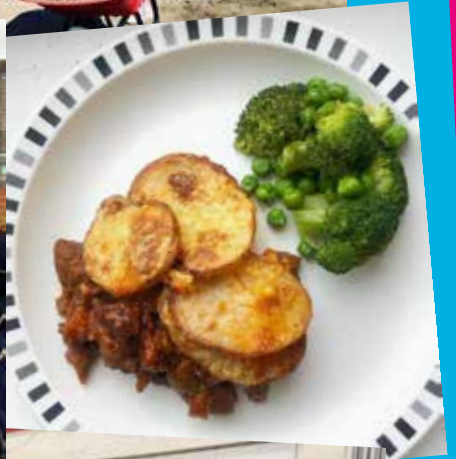
Bartle Bogle Hegarty (BBH)

Karen Martin (Trustee), is CEO of BBH, London, a global creative agency. BBH created and produced a short video to commemorate Chefs in Schools 5th year anniversary, valued at £4,950.

17. Company Limited by Guarantee

The Charity is limited by guarantee and accordingly has no share capital.

The liability guaranteed by each member is £1. The authorised membership of the company is unlimited. At 31 August 2023 the membership was 6 (2022: 5).



CHEFS IN SCHOOLS

CHEFS IN SCHOOLS

England & Wales - Charity number 1178964

Accounts



CHEFS IN SCHOOLS

ANNUAL REPORT
For the year ending 31st August 2022



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INTRODUCING

CHEFS IN SCHOOLS



Chefs in Schools was established in 2018 by co-founders Henry Dimbleby (author of the National Food Strategy, The School Food Plan and co-founder of the restaurant chain LEON), Louise Nichols (Executive Headteacher of LEAP Federation) and Nicole Pisani (former Head Chef of NOPI). Growing from the seed of their experiment in one bold, forward-thinking school, where they trialled and honed a method of delivering school food and food education, to improve the health, wellbeing, behaviour and attainment of their pupils – we now work with schools across the country to transform how food and food education is delivered.

Our model of delivering school food and food education rips up the rulebook that says it isn't possible to do better for our school children, that budgets are too tight and that school chefs aren't really 'chefs'. We know that school chefs are a vital workforce worth investing in, that **better is possible** in school food, and we're proving it in the 57 schools we work with – reaching more than 22,750 pupils.

If you think the whole school meals thing was fixed ages ago, think again. 60% of secondary schools fail to meet the school food standards. We know, because we see it every day, that many primary schools are falling short too. Change is needed, because more than ever, school food and food education have a vital role to play.

Our country is in the grip of a food crisis, with diet-related disease already costing the NHS at least £6bn a year, on course to be £9bn a year by 2050. The wider cost to the economy in terms of lost productivity runs into the high tens of billions, not to mention the enormous personal cost to the individual.

Our goal is to ensure that every school in the country is delivering tasty, nutritious, inexpensive, generation-powering food and food education. In schools, we do this by working directly with them to help them implement our transformative philosophy, training up the school chefs who play such a crucial role in the relationship children develop with food. Outside of schools, we lobby for change; campaigning, advising and collaborating with industry and other NGOs.



HENRY DIMBLEBY



LOUISE NICHOLS



NICOLE PISANI

EXECUTIVE'S UPDATE

After a year like no other of rolling pandemic-related restrictions and our ongoing crisis response, September 2021 was a moment to reset and refocus on our core activities. The charity had grown significantly since launching in 2018 and withstood the pressures and threats of the pandemic – we've remained nimble, solution focused and prioritised innovation. 2021-22 saw the need to innovate and adapt again – but this time to the complex challenges of a 'post covid' landscape. Galvanised by what we'd seen in our crisis response effort, we set to work more aware than ever of the urgent need to ensure every child received the nutrition, and lifelong learning, great school food has to offer.

2021-22 has been a year of organisational growth for us. We have strengthened our team with a new Finance & Office manager, bringing much-needed relief to administration pressures. This has freed up more time for us to focus on our day-to-day work in schools and we have been delighted to see this immediately bear fruit – with another seventeen schools and seven thousand pupils able to access better school food and food education, through our 'School by School' intervention programme.

We welcomed our first school in Yorkshire – the Astrea Academy Sheffield, who are at the start of their journey with us. We were delighted to secure new funding from our first backers, the Fishmongers' Company, to launch a formal division in the South West, following a successful first trial school in Bournemouth in 2020-21. This now gives us three strong geographic regions to build from – London, Yorkshire & the South West – allowing us to reach children across England, and demonstrate that our model works everywhere, from towns to villages, cities to coastal regions.

As with the previous two years, there have been enormous external pressures across every facet of our work. Schools had barely begun to recover from the pressures of dealing with the pandemic, when the cost of living crisis began to bite in early 2021. Rising inflation also saw costs continue to spiral across the public sector. To help schools in areas with higher levels of social deprivation, we launched the Belazu Equipment Fund. This provided grants for kitchen essentials, cutlery or money to fix up dilapidated dining halls. We focused on supporting our chef community – sharing ideas within the Chefs Alliance, managing and swapping suppliers to mitigate price increases, while working closely with headteachers and school business managers to help them remain flexible in menu offering.

Notably, when surveyed in 2021, our chef community did not feel that quality had needed to reduce in order to make ends meet, in contrast to newspaper reports across the school food sector. They instead focused on being adaptable and changing their menus and purchasing habits. Even so, the pressures on school chefs has been considerable. As we look to 2022-23, we



aim to significantly strengthen and grow our Chefs Alliance programme. We want to provide more support to school chefs across the country, still all too often the unsung frontline heroes.

Notable also for us is that despite the most incredible pressure on school leaders, we continue to see strong demand for our programmes. This in part has been driven by ongoing instability and cost pressures in the school food sector, with some caterers significantly increasing prices, or ending contracts at short notice. This has left a number of schools – particularly smaller ones, often with high levels of free school meal entitlement – in need of urgent support.

As the school food sector continues to adapt to the challenges it faces and schools increasingly realise the benefits of quality school food provision, our expectation is that we will continue to see high demand for our direct intervention work over the coming twelve months.

We are excited for the potential to increase our impact and galvanised by the vital need to do so. Across the schools we work with more than a third of children were entitled to a free school meal pre-pandemic – this number has been growing ever since. For every child, a good school meal is a source of nutrition but also education, fuel for learning, social glue and so much more. But for children entitled to a free school meal, this meal can be the only one they eat in a day. In a cost of living crisis that is decimating family incomes, we foresee only growing numbers of children in need of this crucial daily intervention.

Our mission remains unchanged – to transform child health through school food and education. Every child should have the chance to eat and learn about real food in schools. Our focused intervention continues to target those areas with high levels of deprivation, where children are most at risk of missing out. In 2022–23, we'll set out how to deliver our mission over the next three years, with a focus on scaling our work to help many more schools invest in and develop their kitchen workforce, while delivering better food for their pupils. Onwards and upwards, come what may!



NAOMI DUNCAN

IMPACT

School by School

17

new schools onboard



first school in Yorkshire

7275

pupils in those schools



36%

average entitlement to free school meals

We continue to target our work in areas with high levels of deprivation, where the need is the greatest. In some of our inner-city partner schools, entitlement can be as high as 75%. Nonetheless, children are slipping through the gaps of support, with as many as 800,000 children living in poverty who are denied a free school meal, due to unfair thresholds. Building on our award-winning co-campaigning in the End Child Food Poverty campaign, we intend to continue to campaign on this issue into next year, until all children are able to access a school meal.



77%

average uptake of school meals

Uptake of school meals across the country has struggled to recover to pre-covid levels, however up to date statistics have not been released nationally for comparison. Whilst the average across our partner schools is high, 10% of schools reported decreasing participation, and a small handful of schools reported uptake of less than 60%. Uptake appears to be declining most among paid for school meals, with parents/carers unable to afford meals but ineligible for free school meals. In 2022-23 we are strengthening our evaluation team and will publish further detailed analysis.



£0.95 average food cost per meal

Costs vary from between 65p a plate in large primary schools, to £1.50 per plate in highly specialised education needs schools. In 2022-23, we are investing in our evaluation team to allow us to monitor and report this with more granularity across different settings.

3,100,403

Estimated number of school meals consumed this year across the 57 schools who've been through our programme

That's a whole lot of delicious, nutritious, mind-opening food!

Our impact online and in the media

How we communicate our work is core to our mission, as is our aim to extend the impact of our work by inspiring and enabling others to do the same. Our new communications assistant joined the charity in August 21 as the new school year approached. This role was vital in increasing our output and reach on social media, where our presence continues to grow. We reached the 4,000-follower mark on twitter and surpassed 8,000 on Instagram.



A new look for a new year

In 2020-21 we were enormously lucky to be supported pro-bono by global creative agency Bartle Bogle Hegarty (BBH), who gave us an incredible makeover, with a rebrand that brought our look in line with our bold mission. The makeover was revealed at the start of 21/22 with a sizzle – BBH created the Give A Sausage campaign to mark the launch. All of this work and expertise was donated. It secured national media coverage, trade coverage and boosted our presence online, putting school food in the spotlight.



Our website

Our rebranded website also launched at the end of September 21 and has been worked on during the year – user numbers have soared – an increase of 335% over a twelve-month period, from 4191 users to 18,450.



In other news

Supported pro-bono by the PR agency, IndigoEight, we secured coverage in a range of titles from Woman's Own to Waitrose Magazine, Church Times to Sprout Wired, national newspapers – such as The Times, and the target trade publication – Public Sector Catering Magazine, which gave us a four-page spread. We almost made it on to one well known early evening television show – but the camera and footage were stolen from the back of the producer's car!

However, we were soon back in the headlines – our cookbook was published in March, landing on bookshelves in shops and homes. Feed Your Family graced the front page of Feast Magazine and other national titles, it featured on popular lifestyle websites and was shared on social media by cooking stars from Tom Kerridge to Jamie Oliver and our own Tommi Miers and Prue Leith.



On the horizon

We ended the year with a range of exciting projects lined up and ready to go – worked on during 2021/22 was polling from Survation which uncovers the extent of school food poverty, plus the Hackney School of Food toolkit, funded by Clarion Housing Group's William Sutton Prize – both to be released in 22/23. Our aim is to give voice to the frontline, both schools and chefs, and to showcase the very best of what is possible to deliver.

OUR APPROACH

Our philosophy is simple. We treat food education and school food as interlinked, vital opportunities that shape better eating habits for life. Research by the McKinsey Institute identified eighteen proposed interventions to tackle the western obesity crisis. A third of these were in schools.

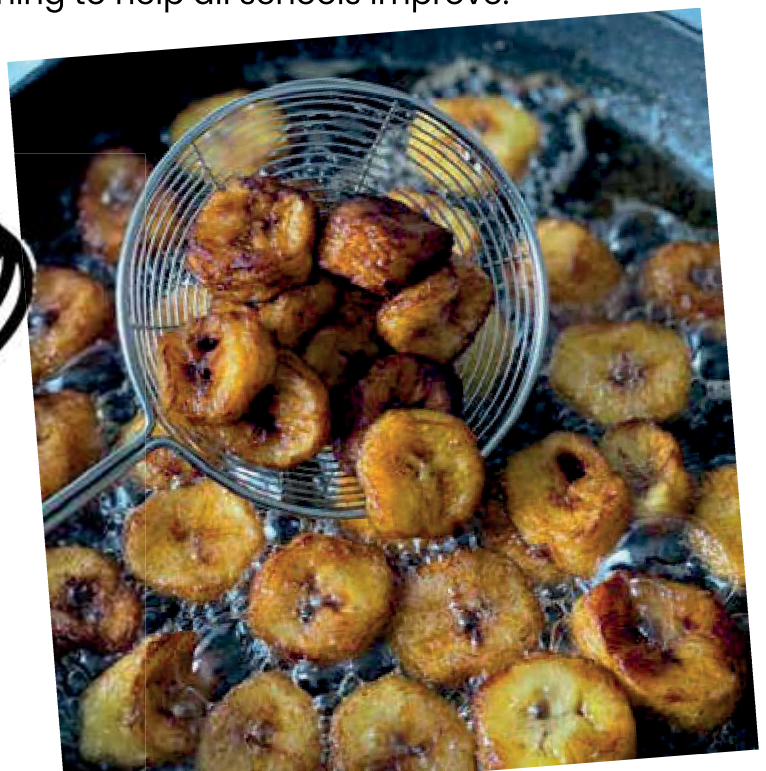
Our aim is to change the food culture within a school; we want food to be at the heart of a school, part of the daily language and something that brings people together.

Empowering school chefs to serve great food is key to success. We train them to run their kitchens with a passion for food and the skill of top restaurants and restaurant chefs. We help schools to integrate food into their culture. We also campaign to showcase that better is possible and that serving nutritious food in schools is a priority.

To see long-term change, we need school chefs who are passionate about food, but we also need schools who value their kitchen teams and invest in their development and training – just as they would for teaching staff.

How we work to achieve change:

1. We continuously innovate and hone 'What Works Well' in school food and food education.
2. We work directly 'School by School' implementing our philosophy and transforming the standards of food and food education offered.
3. We showcase that Better is Possible to raise the profile of school food, developing resources and training to help all schools improve.





WHAT WORKS WELL

Our work is grounded in continuously learning, innovating and honing skills to help children develop a healthy relationship with food. Across our different programmes, we have now built partnerships that reach more than tens of thousands of pupils nationally. Every single partnership offers an opportunity to learn and refine what we do – we never sit back and stop innovating! The lessons we learn from every school we have worked with shape how we approach each new partnership. We bring our growing chef community together regularly to share lessons with each other too.

The first and most fundamental of our partnerships is with the LEAP Federation of schools in Hackney. This was the birthplace of Chefs in Schools, and in March 2020 we jointly opened the Hackney School of Food, an incredible growing & cooking space in one of Hackney's most under-served council wards. The school, a community garden and multi-function kitchen, is set in the grounds of a primary school. The kitchen is equipped with an outdoor pizza oven, productive vegetable gardens, beehives and its latest residents, chickens! Here, children and adults alike can learn about food, from soil to stove. Our experience indicates that people are more likely to try new foods when they have had a hand in producing them, so classes are split between the gardens and kitchen, giving a complete experience.

In 2021, we were awarded the Clarion Prize for Innovation, funding us to develop a digital toolkit to help other schools across the country create their own food education hubs. After some delays due to the cost of living crisis, this will be released in early 2023.

In 2022-23 we will also be working with LEAP Federation to establish the Hackney School of Food as a community asset in its own right, through the formation of a community interest company. This will ensure that the facility exists sustainably for Hackney long into the future, whilst remaining a place for the community to access incredible food education.

SCHOOL BY SCHOOL

Core to our approach is the belief that you have to inspire change from the ground up: you can't improve the quality of food served up on a plate through legislation, or even accreditation, alone. We set out in 2018 with a goal to work with 100 schools by the end of 2023, as examples of what it is possible to achieve. As of August 2022, we have worked with 57 schools directly, and another 38 through a partnership with Enfield Traded Services – bringing us agonisingly close to the total target – a full year ahead of schedule!

How does the programme work?

Schools apply to join our programme through completing a form on our website. We then assess schools based on their level of free school meal entitlement and geographic location. We arrange initial audits to assess their needs. From this we draw up a proposal for a year-long programme of support and agree this with the school – whether it's helping them to recruit a new Head Chef, or train up an existing team. The primary focus of our support is on training, but we support schools with everything from recruitment through to finance and monitoring systems.

What does the programme deliver?

We help schools to completely transform how school food and food education is delivered. Out with the bland, beige and boring, in with the bright, colourful and varied – all linked up with lessons, formal and informal, about food. Schools take full ownership of all things food, but are firmly supported by our advice, guidance & resources.

School leaders tell us that our work in schools is effective. Our 2021 survey found:

- 90% of headteachers are satisfied or very satisfied with the quality of food since working with Chefs in Schools (compared to 23% with their previous catering arrangement)
- 75% of headteachers reported that they are satisfied or very satisfied with the price of their school meals (compared to 44% with their previous catering arrangement)

“

We've been blown away by the difference it makes at the school. Children are excited to be eating lunch much more than they ever were, they're asking about it and interested in the food. Head Chef James' passion enthuses others, the number of teachers who have school dinners has shot up.
– Headteacher



“

It's more than just the food on the plate. It's the education that comes along with it. By the time the pupils leave at 18 you want to make sure they know how food can help keep themselves healthy, but also keep their brain engaged.

– Headteacher

- 90% of headteachers reported feeling satisfied or very satisfied with the healthiness of the food (compared to 24% with their previous catering arrangement)
- 85% of headteachers feel satisfied or very satisfied with the choice of food available (compared to 24% with their previous catering arrangement)
- 80% of headteachers reported feeling satisfied or very satisfied with the morale of their kitchen team (compared to 42% with their previous catering arrangement)
- 80% of headteachers reported an increase in the amount of fruit and vegetables consumed by their pupils
- 90% of headteachers said that it is likely or very likely for their pupils to try new foods since working with Chefs in Schools



OUR WORK IN THEIR WORDS

Food quality has significantly improved. Previous to working with Chefs in Schools, I ate school dinners twice in three years – now I eat school dinners every week. Food is healthier and chefs are informative and talk with passion about what food is on offer and benefits of food types. Chefs discuss food options with school council (pupils), school leaders and parents (through our parent forum), discussions are informative and solution focussed, new ideas are trialled and all groups have a better understanding of the importance of food in learning and health,
– Headteacher



“

The webinar was a total joy. I have been a secondary school food teacher for 35 years and seen many great initiatives come and go. (It) was an inspiration; to see and hear about the amazing work in action gave me fresh hope that food can and should be placed right at the heart of the curriculum.

– via Instagram



“

I was truly humbled by the visit and it was just mind blowing to see the impact of what great food and exceptional chefs can do in a school environment and especially a school environment like St Anne's.

I am thrilled that we are working with you and I look forward to building our working relationship between Belazu and Chefs in Schools,

– David Balmer, MD of Belazu (funder)

BETTER IS POSSIBLE

September 21 and we started our year with a sizzle by launching of our Give A Sausage campaign, the aim being to highlight better is possible in school food. A campaign video, created pro-bono for us by the world-leading marketing team at Bartle Bogle Hegarty, ensured the campaign was noticed online. Further pro-bono support from the fabulous communications agency, IndigoEight, ensured wide-spread coverage of the campaign by national and regional journalists – including in print, broadcast and online. Tweeted and posted about by influencers, the campaign reached tens of thousands of people on social feeds. Pro-bono advertising of the campaign saw hoardings across London turn neon when our campaign posters filled the screens. This campaign put school food well and truly in the spotlight.



In early 2022, Better is Possible hit the headlines again with a four-page spread in Public Sector Catering magazine, detailing our work in contrasting settings – that of a local authority caterer and a small school – showing how our model can have impact across the board. Come March, our cookbook – Feed Your Family – hit the shelves of bookstores. The book tells our story while also celebrating school chefs and the food they serve. The cookbook featured in national news, food and lifestyle websites and magazines – again showcasing what is possible in school food.

Throughout the year, our hands-on work in schools hit the headlines in life-style magazines, food and news publications. We were also featured on Instagram lives, podcasts and influential social media sites. And we worked with Rushey Green to support and promote their attempts to fundraise for a memorial garden for their much-missed teacher, Sabina Nessa, who was murdered. National and regional news covered this story, boosting the fundraising efforts and ensuring the target was reached. The edible garden is now blooming and a legacy to Sabina, honouring her love of outdoor education while encouraging food education. It highlights how when schools focus on food and food education, the benefits are wide-ranging and can be unexpected. Food is helping their school heal.



With a new communications assistant on board, our charity was able to spend more time on our own social media feeds, which went from strength to strength, showcasing best practice in schools – such as:

- Col's Corner Marketplace at Surrey Square, a weekend market at the school where nutritious food is offered to families.
- Wild Farmed collaborating with the Hackney School of Food to grow wheat onsite which will one day be baked as bread in the school's kitchen.
- And the impressive efforts of school chefs, such as Newington Green's hand-stretched wholemeal pizzas. And Cedric's bamboo charcoal buns, packed with buttermilk chicken and rose harissa mayo – devoured by pupils at School 21.
- We also launched our rebranded website during 21/22, maintaining a steady stream of fresh and engaging content, which saw visitor numbers increase by around 350%.

Out and about – we cooked up a storm at Suffolk's Food Museum to contribute to food education projects, we toured the South West to launch our expansion to the region, promoting our work in person to schools, farmers, producers and food education experts. We shouted about our work at events such as the Craft Guild of Chefs conference, food festivals in Cornwall and sustainability discussions in London. We welcomed people to visit us – taking organisations around schools, including a group from the Edinburgh Food Social. At EGA, we helped organise a cooking competition – working with the school and chef/author Clare Finney to get students baking – the winner received Clare's book *The Female Chef*.

We nominated school chef, Jake Barwood, for the Craft Guild's Public Sector Chef of the Year Award – which he won! And our work was recognised at parliament – Nicole and Nerissa were presented with Tooting Heroes Award by Dr Rosena Allin-Khan for services to the local community.

We ended the year, gearing up to unveil polling which would highlight the importance of school food and how some children are going hungry – launching this in September 22 to build on the hard work from the year before and remind people that kids are our future so let's feed them like it.





THE PLAN FOR 22/23

Transform food & food education in another 20 schools, reaching an additional 6,500 pupils nationally.

Our focus next year will be on organic growth in existing areas and with multi-academy trusts, while also establishing School by School in the South West.

We will strengthen our team to increase our on the ground capacity and to broaden the breadth of support we offer to schools.

Roll out our School Chef Educator Training Programme to 100 schools, training up to 250 school chefs.

We'll roll out the programme to our existing partner schools and new schools.

We'll beta test, refine the project and build data to demonstrate impact.

We intend to seek investment to create a nationwide scalable model/qualification, which will become the industry benchmark.

Campaign for lasting reforms

We will continue campaigning to ensure every child can access a nutritious and tasty school meal, raising awareness of the vital need to expand eligibility for free school meals.

We'll also continue to raise awareness about the importance of school food standards and what is possible in school food.

We will hone and strengthen our evaluation methods to demonstrate the impact and benefits of our work.

Thank you

None of our successes would be possible without the generosity and involvement of our supporters – visionary organisations, businesses, trusts, foundations, and individuals. From longstanding partners to new funders, we couldn't do it without you. This year, we'd like to give special thanks to:

Bartle Bogle Hegarty
Belazu Foundation
Charlie Bighams
Clarion Housing Group
Esmée Fairbairn Foundation
Garfield Weston Foundation
Hawksmoor
Impact on Urban Health
Indigo Eight
Kusuma Trust
Mark Leonard Charitable Trust
Natoora
Rothschild Foundation
Swire Charitable Trust
The Fishmongers' Company's Charitable Trust
The Food People
The Worshipful Company of Cooks

Patrons

Ailana Kamelmacher
Carmel McConnell
Joanna Weinberg
Yotam Ottolenghi
Lisa Markwell
Prue Leith
Rosie Boycott



REGISTERED COMPANY NUMBER: 11356489 (England and Wales)
REGISTERED CHARITY NUMBER: 1178964



**REPORT OF THE TRUSTEES AND
UNAUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2022
FOR
CHEFS IN SCHOOLS**

CONTENTS OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2022

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REPORT OF THE TRUSTEES

For the year ended 31 August 2022

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 August 2022. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

Objectives and aims

Our mission

Chefs in Schools exists to improve the health of children, through improving school food and food education. Our objects are to:

1. Advance education through cookery & food preparation.
2. Advance health through (but not limited to) the improvement of food standards in schools.

How we deliver our objects

We deliver our objects through the provision of training, advice, guidance and resources, working directly with schools. We also campaign, lobby and advise on best practice, and devise and deliver food education programmes.

Activities

We are helping schools to achieve this in three ways:

- Leading from the front. Working directly in schools to prove that it is possible to deliver great school food, that provides nourishment and education. We have also built a School of Food in Hackney, a blueprint for community provision of food education from seed to spoon.
- Inspiring others to follow our lead, setting high standards for what is possible, sharing stories of outstanding school food, food education programmes, and providing free resources to schools and caterers. We aim to set a new aspirational bar for schools and caterers to work towards.
- Enabling others to follow our lead through campaigning for meaningful policy changes, developing practical tools – like our School Chef Educator qualification – that will help others achieve higher standards, and sharing our knowledge freely. For example, we are shortly due to release a free digital toolkit to help others replicate the Hackney School of Food

Our work on the ground in schools informs all of our broader work, seeking to challenge the systemic barriers to better education about food in schools, campaigning and creating enabling resources and materials. To see long-term change, we need school chefs who are passionate about food, but we also need schools who value their kitchen teams and invest in their development and training – just as they would for teaching staff.

Public Benefit

The principal activities of the charity during the year continued to be to advance education in cookery and food preparation and to advance health through the improvement of food standards in schools. The trustees are aware of the Charity Commission guidance on public benefit reporting as set out in Section 17 Charities Act 2011.

STRATEGIC REPORT

Achievement and performance

Charitable activities

Total incoming resources amounted to £542,106 compared to £859,436 in the previous year. During the year the charities expenditure was £578,961 compared to £750,976 the previous year.



The restricted income of the charity is available only for the specific projects or purposes determined by the funders. During the year the charity received £237,080 of restricted income and spent £211,255.

Financial review

Reserves policy

In accordance with its Articles of Association, Chefs in Schools holds free reserves to enable the charity to meet timing variations in income or unforeseen expenditure, to provide for contingencies or to cover core costs in the event of a shortfall in funding. Our Trustees regularly review the charity's need for reserves in line with guidelines issued by the Charity Commission and the operating environment prevailing at that time. Staff and Trustees aim to accumulate reserves equal to three to six months' unrestricted expenditure. Unrestricted funds currently stands at £332,476 and restricted funds £113,548.

Going concern

The trustees assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the company to continue as a going concern. The trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements and have concluded that the charity has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the charity's ability to continue as a going concern, thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

Chefs in Schools is a company limited by guarantee, incorporated on 11 May 2018 and registered as a charity on 27 June 2018.

The company is governed under its Articles of Association. The Trustees have a responsibility to ensure that all aspects of the Charity's activities are properly conducted and carried out in full compliance with its Articles of Association. The Trustees normally meet at least four times a year. All Trustees give their time voluntarily and receive no benefits from the charity. No expenses were claimed by any Trustee during the year.

Recruitment and appointment of new trustees

The Trustees are appointed under the terms of the Articles of Association.

Role of Trustees

The Trustees provide governance and develop the policies of the charity and

accept ultimate legal authority for it. The board meets four times a year with a focus on strategic decision making, financial oversight and management of risk. The Trustees approve budgets and are responsible for the good stewardship of the charity's resources. They work in partnership with the Chief Executive to help her achieve the charity's objectives. The Trustees, who are also the members of the Company, each have a limited liability of £1 in the event of the charity being wound up.

Role of Chief Executive

The Chief Executive provides leadership to employees and is responsible for the operational detail and implementation of the business plan and the management of the charity, including control of expenditure in line with budgets and delegations approved by the Board. The Chief Executive reports regularly to the Trustees on progress against agreed priorities and objectives and seeks opportunities to expand and promote the organisation.

Recruitment and appointment

The People and Skills (P&S) subcommittee is responsible for overseeing board effectiveness, including skills audit, and recruitment of new trustees. A review of skills on the Board is carried out regularly to ensure these are in line with the Charity's strategy. The P&S committee are also responsible for implementation of our diversity, equity and inclusion plan at Board & Executive, and ensuring the number of trustees meets the Articles' requirements.

Trustee positions are advertised openly through Trustees Unlimited, Linked In and similar. Candidates that wish to apply for the role do so via an anonymised process, based on the Applied method, followed by interviews with the Chair, other board members and the Chief Executive.

All Trustees must undergo a DBS check and sign the Charity Commission Trustee Declaration as well as complete a declaration of interests notice in order to be accepted onto the board.

One third (or the number nearest one third) of the Trustees must retire at each AGM, those longest in office retiring first and the choice between any of equal service being made by drawing lots. A retiring Trustee who is eligible (as laid out in the terms of the Memorandum and Articles - Article 3.3) may be reappointed. There is no specific requirement in the articles to hold an AGM.

Key management remuneration

Key management personnel are considered to be the Chief Executive and Executive Chef. Remuneration for key management personnel is reviewed annually by the People and Skills Trustee subcommittee. Benchmarking data from across the sector is considered. Any recommended increases are proposed to the wider full Trustee board for approval.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Risk management

The Trustees have reviewed the major strategic, business and operational risks to which Chefs in Schools is exposed. These include governance and compliance issues, loss of key members of staff, changing Government policy, project or campaign failure and loss of income. The Trustees confirm that systems have been established to mitigate any such risks, that appropriate insurance cover has been obtained and that the assessment of risks is kept under review. The charity's risk register, a working document for which all members of staff and Trustees are responsible, is reviewed annually by Trustees and Chefs in Schools' management team. It considers the possible risks to the charity and prudent ways to avoid such risks arising, as well as mitigation should problems occur.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number 11356489 (England and Wales)

Registered Charity number 1178964

Registered office Hackney School of Food
C/o Mandeville Primary School
Oswald Street
London
E5 0BT

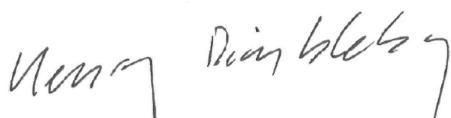
Trustees Jane Amphlett
Henry Dimpleby
John Michael Lee (resigned 20.10.22)
Thomasina Miers
Louise Nichols
Jasbir Kaur Notay
Anna Cain (resigned 31.5.22)

Chief Executive Naomi Duncan

Independent Examiner Collards
Chartered Accountants
5-9 Eden Street
Kingston-upon-Thames
Surrey
KT1 1BQ

Bankers Coutts
440 Strand
London
WC2R 0QS

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 19th January 2023 and signed on the board's behalf by:



Henry Dimpleby - Trustee

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF CHEFS IN SCHOOLS

Independent examiner's report to the trustees of Chefs in Schools ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 August 2022.

Responsibilities and basis of report

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

Independent examiner's statement

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of Institute of Chartered Accountants in England and Wales which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



Christopher Julian Brigstocke
Institute of Chartered Accountants in England and Wales
Collards
Chartered Accountants
5-9 Eden Street
Kingston-upon-Thames
Surrey
KT1 1BQ

Date: 19 January 2023

CHEFS IN SCHOOLS

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 AUGUST 2022

| | Notes | Unrestricted funds £ | Restricted funds £ | 2022 Total funds £ | 2021 Total funds £ |
|--|-------|------------------------------|------------------------------|---------------------------------------|-----------------------------|
| INCOME AND ENDOWMENTS FROM | | | | | |
| Donations and legacies | 3 | 211,354 | 237,080 | 448,434 | 764,640 |
| Charitable activities | | | | | |
| Trading activities | | 93,668 | - | 93,668 | 94,506 |
| Other income | | <u>4</u> | <u>-</u> | <u>4</u> | <u>290</u> |
| Total | | <u>305,026</u> | <u>237,080</u> | <u>542,106</u> | <u>859,436</u> |
| EXPENDITURE ON | | | | | |
| Charitable activities | | | | | |
| Donations, legacies and trading | 5 | 359,512 | 211,255 | 570,767 | 747,934 |
| Other | | <u>8,194</u> | <u>-</u> | <u>8,194</u> | <u>3,042</u> |
| Total | | <u>367,706</u> | <u>211,255</u> | <u>578,961</u> | <u>750,976</u> |
| NET INCOME/(EXPENDITURE) | | | | | |
| | | (62,680) | 25,825 | (36,855) | 108,460 |
| Transfers between funds | 15 | <u>59,139</u> | <u>(59,139)</u> | <u>-</u> | <u>-</u> |
| Net movement in funds | | (3,541) | (33,314) | (36,855) | 108,460 |
| RECONCILIATION OF FUNDS | | | | | |
| Total funds brought forward | | 336,017 | 146,862 | 482,879 | 374,419 |
| TOTAL FUNDS CARRIED FORWARD | | <u><u>332,476</u></u> | <u><u>113,548</u></u> | <u><u>446,024</u></u> | <u><u>482,879</u></u> |

The notes form part of these financial statements

CHEFS IN SCHOOLS

BALANCE SHEET 31 AUGUST 2022

| | Notes | Unrestricted funds £ | Restricted funds £ | 2022 Total funds £ | 2021 Total funds £ |
|--|-------|------------------------------|------------------------------|---------------------------------------|-----------------------------|
| FIXED ASSETS | | | | | |
| Tangible assets | 12 | 86,094 | - | 86,094 | 102,066 |
| CURRENT ASSETS | | | | | |
| Debtors | 13 | 34,552 | 25,000 | 59,552 | 41,337 |
| Cash at bank | | <u>264,780</u> | <u>97,779</u> | <u>362,559</u> | <u>372,451</u> |
| | | 299,332 | 122,779 | 422,111 | 413,788 |
| CREDITORS | | | | | |
| Amounts falling due within one year | 14 | (52,950) | (9,231) | (62,181) | (32,975) |
| NET CURRENT ASSETS | | | | | |
| | | <u>246,382</u> | <u>113,548</u> | <u>359,930</u> | <u>380,813</u> |
| TOTAL ASSETS LESS CURRENT LIABILITIES | | | | | |
| | | <u>332,476</u> | <u>113,548</u> | <u>446,024</u> | 482,879 |
| NET ASSETS | | | | | |
| | | <u><u>332,476</u></u> | <u><u>113,548</u></u> | <u><u>446,024</u></u> | <u><u>482,879</u></u> |
| FUNDS | | | | | |
| | 15 | | | | |
| Unrestricted funds | | | | 332,476 | 336,017 |
| Restricted funds | | | | <u>113,548</u> | <u>146,862</u> |
| TOTAL FUNDS | | | | | |
| | | | | <u><u>446,024</u></u> | <u><u>482,879</u></u> |

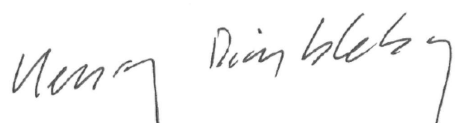
The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 August 2022.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 August 2022 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

The financial statements were approved by the Board of Trustees and authorised for issue on 19 January 2023 and were signed on its behalf by:



Henry Dimbleby - Trustee

The notes form part of these financial statements

CHEFS IN SCHOOLS

CASH FLOW STATEMENT FOR THE YEAR ENDED 31 AUGUST 2022

| | Notes | 2022 £ | 2021 £ |
|---|-------|------------------------------|-----------------------|
| Cash flows from operating activities | | | |
| Cash generated from operations | 1 | <u>(9,419)</u> | <u>86,920</u> |
| Net cash (used in)/provided by operating activities | | <u>(9,419)</u> | <u>86,920</u> |
| Cash flows from investing activities | | | |
| Purchase of tangible fixed assets | | <u>(473)</u> | <u>(11,923)</u> |
| Net cash used in investing activities | | <u>(473)</u> | <u>(11,923)</u> |
| Change in cash and cash equivalents in the reporting period | | | |
| | | (9,892) | 74,997 |
| Cash and cash equivalents at the beginning of the reporting period | | <u>372,451</u> | <u>297,454</u> |
| Cash and cash equivalents at the end of the reporting period | | <u><u>362,559</u></u> | <u><u>372,451</u></u> |

The notes form part of these financial statements

CHEFS IN SCHOOLS

NOTES TO THE CASH FLOW STATEMENT FOR THE YEAR ENDED 31 AUGUST 2022

1. RECONCILIATION OF NET (EXPENDITURE)/INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

| | 2022 | 2021 |
|---|-----------------------|----------------------|
| | £ | £ |
| Net (expenditure)/income for the reporting period (as per the Statement of Financial Activities) | (36,855) | 108,460 |
| Adjustments for: | | |
| Depreciation charges | 15,493 | 17,443 |
| Loss on disposal of fixed assets | 952 | - |
| (Increase)/decrease in debtors | (18,215) | 35,897 |
| Increase/(decrease) in creditors | 29,206 | (74,880) |
| Net cash (used in)/provided by operations | <u>(9,419)</u> | <u>86,920</u> |

2. ANALYSIS OF CHANGES IN NET FUNDS

| | At 1.9.21 | Cash flow | At 31.8.22 |
|-----------------|-----------------------|-----------------------|-----------------------|
| | £ | £ | £ |
| Net cash | | | |
| Cash at bank | <u>372,451</u> | <u>(9,892)</u> | <u>362,559</u> |
| | <u>372,451</u> | <u>(9,892)</u> | <u>362,559</u> |
| Total | <u>372,451</u> | <u>(9,892)</u> | <u>362,559</u> |

CHEFS IN SCHOOLS

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2022

1. STATUTORY INFORMATION

Chefs in Schools is a private company, limited by guarantee, registered in England and Wales. The company's registered number and registered office address can be found in the report of the trustees. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

2. ACCOUNTING POLICIES

Basis of preparing the financial statements

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

Income

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

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Expenditure is measured at the fair value of the consideration paid or payable, excluding discounts, rebates and value added tax.

Tangible fixed assets

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

| | |
|-----------------------|------------------------------|
| Fixtures and fittings | - 15% on reducing balance |
| Computer equipment | - Straight line over 5 years |

It is the charity's policy to capitalise fixed asset expenditure on costs exceeding £500.

Taxation

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

Fund accounting

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

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

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits

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

CHEFS IN SCHOOLS

NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31 AUGUST 2022

3. DONATIONS AND LEGACIES

| | 2022 | 2021 |
|-----------|-----------------------|-----------------------|
| | £ | £ |
| Donations | 448,434 | 760,056 |
| Grants | <u>-</u> | <u>4,584</u> |
| | <u>448,434</u> | <u>764,640</u> |

Grants received, included in the above, are as follows:

| | 2022 | 2021 |
|--------------|----------|--------------|
| | £ | £ |
| Other grants | <u>-</u> | <u>4,584</u> |

4. INCOME FROM CHARITABLE ACTIVITIES

| | | 2022 | 2021 |
|----------------|--------------------|----------------------|----------------------|
| | Activity | £ | £ |
| Trading income | Trading activities | <u>93,668</u> | <u>94,506</u> |

5. CHARITABLE ACTIVITIES COSTS

| | Direct Costs £ | Support costs (see note 6) £ | Totals £ |
|---------------------------------|-----------------------|---------------------------------------|-----------------------|
| Donations, legacies and trading | <u>570,037</u> | <u>730</u> | <u>570,767</u> |

6. SUPPORT COSTS

| | Finance £ | Governance costs £ | Totals £ |
|---------------------------------|-------------------|--------------------------|---------------------|
| Other resources expended | - | 8,194 | 8,194 |
| Donations, legacies and trading | <u>730</u> | <u>-</u> | <u>730</u> |
| | <u>730</u> | <u>8,194</u> | <u>8,924</u> |

7. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

| | 2022 | 2021 |
|-------------------------------------|-------------------|----------|
| | £ | £ |
| Depreciation - owned assets | 15,493 | 17,443 |
| Deficit on disposal of fixed assets | <u>952</u> | <u>-</u> |

CHEFS IN SCHOOLS

NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31 AUGUST 2022

8. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 August 2022 nor for the year ended 31 August 2021.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 August 2022 nor for the year ended 31 August 2021.

9. STAFF COSTS

| | 2022 | 2021 |
|-----------------------|-----------------------|-----------------------|
| | £ | £ |
| Wages and salaries | 387,068 | 303,461 |
| Social security costs | 37,292 | 28,284 |
| Other pension costs | 16,894 | 17,060 |
| | <u>441,254</u> | <u>348,805</u> |

Staff costs are allocated to the respective funds based on the amount of time spent by the staff members.

The charity considers its key management personnel comprise the Trustees, the Chief Executive and the Executive Chef.

The total employment benefits including employer pension contributions and national insurance of the key management personnel were £136,566 (2021: £135,949). The Trustees received no remuneration during the period (2021: £Nil).

The average monthly number of employees during the year was as follows:

| | 2022 | 2021 |
|-------|------------------|-----------------|
| Staff | <u>11</u> | <u>8</u> |

No employees received emoluments in excess of £60,000.

FULL TIME EQUIVALENT

| | 2022 | 2021 |
|----------------------------|-------------------|-------------------|
| Full Time Equivalent (FTE) | <u>9.5</u> | <u>6.9</u> |

10. MATERIAL TRANSFERS

The transfer from the restricted funds to unrestricted funds has arisen as the donors have removed their restriction on what the funds could be used for.

CHEFS IN SCHOOLS

NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31 AUGUST 2022

11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

| | Unrestricted funds £ | Restricted funds £ | Total funds £ |
|------------------------------------|----------------------------|--------------------------|-----------------------|
| INCOME AND ENDOWMENTS FROM | | | |
| Donations and legacies | 265,111 | 499,529 | 764,640 |
| Charitable activities | | | |
| Trading activities | 94,506 | - | 94,506 |
| Other income | <u>290</u> | <u>-</u> | <u>290</u> |
| Total | <u>359,907</u> | <u>499,529</u> | <u>859,436</u> |
| EXPENDITURE ON | | | |
| Charitable activities | | | |
| Donations, legacies and trading | 274,511 | 473,423 | 747,934 |
| Other | <u>3,042</u> | <u>-</u> | <u>3,042</u> |
| Total | <u>277,553</u> | <u>473,423</u> | <u>750,976</u> |
| NET INCOME | 82,354 | 26,106 | 108,460 |
| RECONCILIATION OF FUNDS | | | |
| Total funds brought forward | <u>253,663</u> | <u>120,756</u> | <u>374,419</u> |
| TOTAL FUNDS CARRIED FORWARD | <u><u>336,017</u></u> | <u><u>146,862</u></u> | <u><u>482,879</u></u> |

12. TANGIBLE FIXED ASSETS

| | Fixtures & fittings £ | Computer equipment £ | Totals £ |
|------------------------|-----------------------------|----------------------------|-----------------------------|
| COST | | | |
| At 1 September 2021 | 124,752 | 2,106 | 126,858 |
| Additions | - | 473 | 473 |
| Disposals | <u>-</u> | <u>(1,528)</u> | <u>(1,528)</u> |
| At 31 August 2022 | <u>124,752</u> | <u>1,051</u> | <u>125,803</u> |
| DEPRECIATION | | | |
| At 1 September 2021 | 24,197 | 595 | 24,792 |
| Charge for year | 15,084 | 409 | 15,493 |
| Eliminated on disposal | <u>-</u> | <u>(576)</u> | <u>(576)</u> |
| At 31 August 2022 | <u>39,281</u> | <u>428</u> | <u>39,709</u> |
| NET BOOK VALUE | | | |
| At 31 August 2022 | <u><u>85,471</u></u> | <u><u>623</u></u> | <u><u>86,094</u></u> |
| At 31 August 2021 | <u><u>100,555</u></u> | <u><u>1,511</u></u> | <u><u>102,066</u></u> |

continued...

CHEFS IN SCHOOLS

NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31 AUGUST 2022

13. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

| | 2022 | 2021 |
|--------------------------------|----------------------|----------------------|
| | £ | £ |
| Trade debtors | 16,127 | 39,288 |
| Other debtors | 164 | - |
| VAT | - | 733 |
| Prepayments and accrued income | <u>43,261</u> | <u>1,316</u> |
| | <u>59,552</u> | <u>41,337</u> |

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

| | 2022 | 2021 |
|---------------------------------|----------------------|----------------------|
| | £ | £ |
| Trade creditors | 5,267 | - |
| Social security and other taxes | 11,237 | 7,726 |
| VAT | 3,047 | - |
| Other creditors | 1,637 | 2,326 |
| Accruals and deferred income | <u>40,993</u> | <u>22,923</u> |
| | <u>62,181</u> | <u>32,975</u> |

Deferred income relates to income received during the year for services which will be provided during the year after the balance sheet date. The movement on deferred income is as follows:

| | 2022 | 2021 |
|--|----------------------|-----------------|
| | £ | £ |
| Brought forward | - | - |
| Recognised during this year | - | - |
| Income received this year being deferred | <u>21,154</u> | <u>-</u> |
| Carried forward | <u>21,154</u> | <u>-</u> |

15. MOVEMENT IN FUNDS

| | At 1.9.21 | Net movement in funds | Transfers between funds | At 31.8.22 |
|---------------------------|-----------------------|------------------------|-------------------------|-----------------------|
| | £ | £ | £ | £ |
| Unrestricted funds | | | | |
| General fund | 336,017 | (62,680) | 59,139 | 332,476 |
| Restricted funds | | | | |
| School by School | 60,089 | 36,453 | - | 96,542 |
| Hackney School of Food | 3,052 | (3,052) | - | - |
| Better is Possible | 21,092 | (7,576) | - | 13,516 |
| Core costs | <u>62,629</u> | <u>-</u> | <u>(59,139)</u> | <u>3,490</u> |
| | <u>146,862</u> | <u>25,825</u> | <u>(59,139)</u> | <u>113,548</u> |
| TOTAL FUNDS | <u>482,879</u> | <u>(36,855)</u> | <u>-</u> | <u>446,024</u> |

CHEFS IN SCHOOLS

NOTES TO THE FINANCIAL STATEMENTS – continued FOR THE YEAR ENDED 31 AUGUST 2022

15. MOVEMENT IN FUNDS – continued

Net movement in funds, included in the above are as follows:

| | Incoming resources £ | Resources expended £ | Movement in funds £ |
|---------------------------|----------------------------|----------------------------|---------------------------|
| Unrestricted funds | | | |
| General fund | 305,026 | (367,706) | (62,680) |
| Restricted funds | | | |
| School by School | 129,430 | (92,977) | 36,453 |
| Hackney School of Food | 10,000 | (13,052) | (3,052) |
| Better is Possible | 87,150 | (94,726) | (7,576) |
| Core costs | 10,500 | (10,500) | - |
| | <u>237,080</u> | <u>(211,255)</u> | <u>25,825</u> |
| TOTAL FUNDS | <u>542,106</u> | <u>(578,961)</u> | <u>(36,855)</u> |

Comparatives for movement in funds

| | At 1.9.20 £ | Net movement in funds £ | At 31.8.21 £ |
|---------------------------|-----------------------|----------------------------------|-----------------------|
| Unrestricted funds | | | |
| General fund | 253,663 | 82,354 | 336,017 |
| Restricted funds | | | |
| Restricted funds | 120,756 | 26,106 | 146,862 |
| | <u>374,419</u> | <u>108,460</u> | <u>482,879</u> |
| TOTAL FUNDS | <u>374,419</u> | <u>108,460</u> | <u>482,879</u> |

Comparative net movement in funds, included in the above are as follows:

| | Incoming resources £ | Resources expended £ | Movement in funds £ |
|---------------------------|----------------------------|----------------------------|---------------------------|
| Unrestricted funds | | | |
| General fund | 359,907 | (277,553) | 82,354 |
| Restricted funds | | | |
| Restricted funds | 499,529 | (473,423) | 26,106 |
| | <u>859,436</u> | <u>(750,976)</u> | <u>108,460</u> |
| TOTAL FUNDS | <u>859,436</u> | <u>(750,976)</u> | <u>108,460</u> |

CHEFS IN SCHOOLS

NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31 AUGUST 2022

15. MOVEMENT IN FUNDS – continued

School by School (Restricted Income Fund)

This fund is used in individual schools in order to help them recruit and train chefs to run their kitchens, implement systems to manage their food programmes, and reintroduce meaningful food education.

Hackney School of Food (Restricted Income Fund)

The Fund is a partnership between us and the LEAP Federation of Schools to offer schools and the local community a range of cookery courses to teach children and their families to cook nourishing foods from scratch.

Better is Possible (Restricted Income Fund)

Chefs in Schools believe that the school kitchen workforce is a crucial force in educating children about food, yet school kitchen workers have also too often been underinvested in. By investing in continuous professional development of the workforce, we can empower and enable them to contribute to children's overall development and education about food. With funding and support from Impact on Urban Health, we have created a pilot for the first ever qualification for school chefs. The training programme was trialled with a mix of private caterers, local authority caterers and in-house schools. Early results indicate improvements in compliance with School Food Standards and anecdotal improvements in employee satisfaction.

Core Costs (Restricted Income Fund)

This fund relates to donations received which are restricted to our core activities.

16. RELATED PARTY DISCLOSURES

The LEAP Federation

(Louise Nichols, Trustee, is Executive Head of the LEAP Federation of three London Borough of Hackney Primary Schools; Kingsmead, Mandeville and Gayhurst)

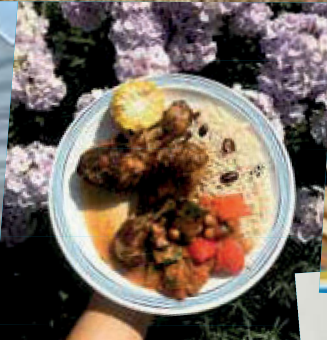
£3,052 was paid to the LEAP Federation for food costs incurred in the delivery of children's cookery classes at the Hackney School of Food, in lieu of a donation to the same value from Tastily for this purpose.

£28,924 was paid to the LEAP Federation as a contribution to the salary and associated costs of the Hackney School of Food Head Food Educator.

17. INDEPENDENT EXAMINER FEES

The fees paid to the independent examiner during the period in respect of their independent examination and other services provided by them are as follows:

| | 2022 | 2021 |
|-------------------------|--------------|--------------|
| | £ | £ |
| Independent examination | 1,500 | 859 |
| Other services | 1,263 | 859 |
| | <u>2,763</u> | <u>1,718</u> |



CHEFS IN SCHOOLS!

CHEFS IN SCHOOLS

England & Wales - Charity number 1178964

Accounts



CHEFS IN SCHOOLS

ANNUAL REPORT

For the year ending 31st August 2021

THURSDAY



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12/05/2022

#100

COMPANIES HOUSE



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INTRODUCING

CHEFS IN SCHOOLS

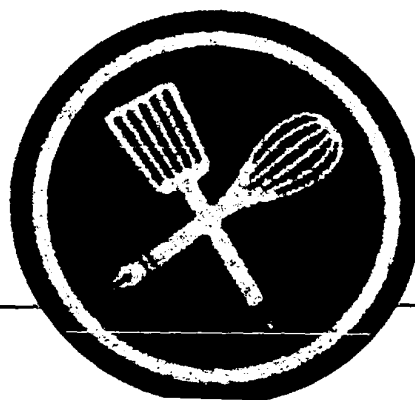
Chefs in Schools was established in 2018, growing from the seed of one bold, forward thinking school, who knew that investing in school food would improve the health, wellbeing, behaviour and attainment of their pupils. And if that wasn't enough, when the food is cooked from scratch, sourced ethically and sustainably, there are benefits to the environment too.

Our model of delivering school food and food education rips up the rulebook that says it isn't possible to do better for our school children, that budgets are too tight and that school chefs aren't really 'chefs'. We know that isn't true, that school chefs are a vital workforce worth investing in, that in school food, and we're proving it in the 41 schools we work with – reaching more than 16,000 pupils.

If you think the whole school meals thing was fixed ages ago, think again. 60% of secondary schools fail to meet the school food standards. We know, because we see it everyday, that many primary schools are falling short too. Change is needed, because more than ever, school food and food education has a vital role to play.

Our country is in the grip of a genuine food crisis, with malnutrition and diet-related disease so prevalent that one in three children in the poorest areas are leaving primary school obese. Meanwhile, more than 1.5m children miss out on the vital nutrition of a daily free school meal because unfair eligibility thresholds exclude them. We can't solve these problems with improved school meals and food education alone, but we do have a vital opportunity to provide immediate nutrition, food that fuels learning and guides lifelong eating habits.

Our goal is to ensure that every school in the country is delivering tasty, nutritious, inexpensive, generation-powering food and food education. In schools, we do this by working directly with them to help them implement our transformative philosophy, training up the school chefs who play such a crucial role in the relationship children develop with food. Outside of schools, we lobby for change; campaigning, advising and collaborating with industry and other NGOs.



EXECUTIVE'S UPDATE

Our second birthday as a charity coincided with the start of the pandemic, which exposed the cruel realities of social inequality, hunger, malnutrition and diet-related disease. It also reiterated to us how vitally important school food is - for some children it will be the only hot meal they eat each day.

The schools we work with have as many as 70% of pupils entitled to free school meals - when schools closed, they were at risk of going hungry. We reinvented ourselves as a food crisis response operation. Our networks of schools, suppliers and supporters enabled us to swiftly establish production hubs that delivered more than 600,000 meals to those families at home.

We went into September 2020 with a renewed belief - equipping the next generation with the skills and enthusiasm to feed themselves well had never been more relevant, important or as high in the public consciousness. When schools re-opened, we were able to focus again on our core mission of ensuring every child has equal opportunity to learn about and enjoy real food in schools. Too often this is still a postcode lottery, with processed & beige school meals in one school, while next door the food is freshly cooked and vibrant. And in all areas, too many children are missing out on a hot lunch due to a threshold for free school meal eligibility that does not reflect the true number of children living in food insecurity.

Our overriding aim going into the year was twofold:

- Continue to demonstrate that better is possible through our frontline work with schools.
- To share that possibility by creating meaningful resources that will help other schools to follow their lead.





With this in mind, we invested in our team, creating a new training department which is busy developing a bespoke qualification aimed specifically at school chefs, funded by Impact on Urban Health. We were also delighted to be awarded the Clarion Prize in 2021, enabling us to start work on a digital toolkit, to help others replicate the food education work delivered at the Hackney School of Food.

Alongside this we continued to work, boots on the ground, in schools. Our chef trainers worked with another 12 schools, bringing the total up to 41. This means 4500 more pupils able to choose vibrant, exciting and nutritious meals. Our covid hamper programme continued, with more than 12,000 hampers distributed to families across London – including nearly 3,000 Christmas hampers with treats and gifts for the festive period.

We also continued to work collaboratively with partners across the sector. At the 2021 Third Sector Awards we were jointly awarded the Big Impact and Charity Partnership of the Year awards. These awards recognised our food poverty support work in partnership with School Food Matters and Impact on Urban Health. Also recognised was our advocacy behind the scenes of the End Child Food Poverty coalition (headed up by Marcus Rashford) to secure vital food support for children during the most intensive phase of the pandemic.

Our sincere thanks goes to our funders, partners, supporters and volunteers. Most of all to our co-founders, our incredible team, patrons and trustees who made this all possible in another uniquely challenging year. We lateral flowed, forgot we were on mute, had our pets make impromptu appearances at every crucial juncture of meetings and, most importantly, kept each other sane in the most challenging times of the year.

We go into 2021-22 with a team of nine, a stable financial platform and a renewed vigour for our mission. We know it's possible for every child in the country to get a full education about food, from great food in the dining room to meaningful lessons in the classroom. And we won't stop until that is exactly what they have.

IMPACT

School by School

Our aims: Through School by School, to grow our portfolio of best practice examples of school food in another ten schools, utilising free school meal entitlement as an indicator of target schools with the greatest need. Using these, we aim to continue raising the profile of school food and the bar for what it is possible to achieve.

Our progress: Despite ongoing disruption from the covid pandemic, we managed to reach more schools than planned, working with a mix of schools including primary, all-through and special educational needs provision, demonstrating it is possible to implement our model across a broad range of settings.

12

new schools worked with

4574

pupils in those schools

40

number of schools reached cumulatively

16084

number of pupils reached cumulatively



36%

average entitlement
to free school meals

School by School continued

Our aims: To further develop a quantitative evidence base of the impact of our programmes, to strengthen our case for a national drive to improve school food and food education standards.

Our progress: In 2020–21 we conducted our first surveys of headteachers and school chefs in the schools that we had worked with. The results demonstrated the positive benefits of our programmes for both the schools and the chefs, with significant improvements for schools in the food provision and healthiness of food in particular. We are incorporating the lessons from this feedback to help us improve our future work with schools.



84%
of chefs felt their job satisfaction had increased since getting involved with Chefs in Schools



100%
of chefs we trained would recommend working in a school kitchen



90%
of headteachers were now satisfied with food quality (vs 23% under previous arrangements)



92%
of chefs experienced a positive shift in food culture



75%
of headteachers were now happy with the price of school meals (vs 44%)

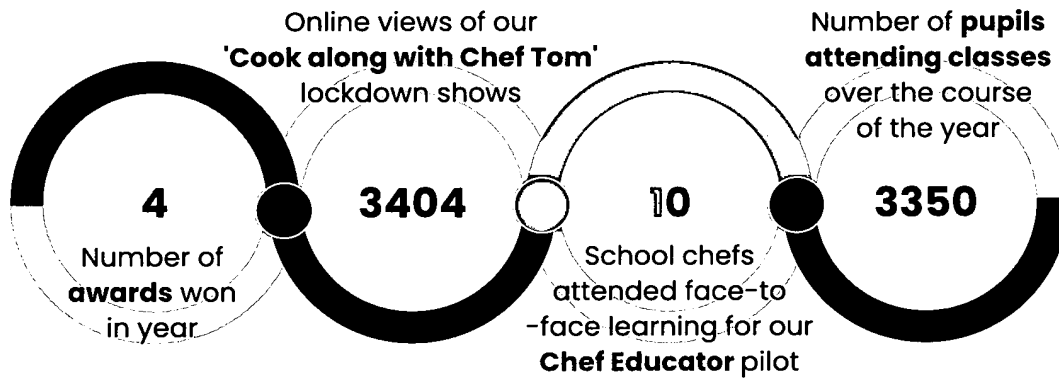


90%
of headteachers were now satisfied with healthiness of food available (vs 24%)

School of Food

Our aims: Through the Hackney School of Food to continue to run programmes for local school children, honing our understanding of What Works Well, introduce classes for adults, and share our learning freely.

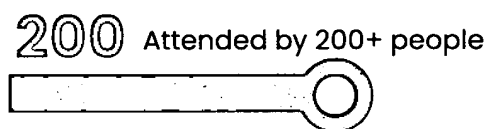
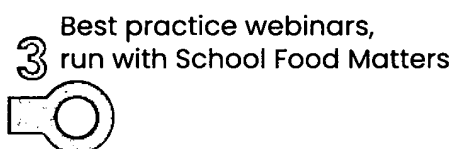
Our progress: Through our partnership with LEAP Federation, the Hackney School of Food was able to reach thousands more local school children, and their families, through a mix of in person and online lessons. In August 2021, with restrictions lifted, we also began teaching adults in the facility.



Better is Possible

Our aims: Through Better is Possible to share our knowledge freely, challenging myths and preconceptions that may be holding back progress on standards and gathering and sharing best practice examples from across the school food system.

Our progress: We gathered best practice examples of school food delivery from across the country and shared these case studies with school leaders, caterers and chefs at a series of well attended webinars. We partnered on delivering these with School Food Matters.



Our aims: To gather and share aspirational content through social and traditional media to inspire others to take action.

Our progress: Our work was covered across a broad range of traditional media throughout the year, leading to direct engagement with another 54 schools. We also significantly increased our following on social media across Twitter and Instagram, allowing us to engage with thousands more people, including school leaders, supporters and the general public, to help drive awareness.

26 National, local or regional media features
(inc Telegraph, The Food Programme, Sainsbury's Magazine, Delicious Magazine, BBC local radio, Hackney Gazette, Times Radio)



+3100 Followers on Instagram



3300 Followers on Twitter



Our aims: To continue our co-campaigning work with other charities to call for meaningful action to tackle child food poverty, using the vital safety net of free school meals.

Our progress: Our successful role in the End Child Food Poverty campaigning group, which led to significant additional support for children entitled to free school meals, was recognised in a joint Big Impact Third Sector award in August 2021.

4500+ Views of our #EndChildFoodPoverty video Tinned Pears



2 Third Sector Awards



Big Impact



Charity Partnership
of the Year

OUR APPROACH

Our philosophy is simple. We treat food education and school food as interlinked, vital opportunities that shape better eating habits for life. Research by the McKinsey Institute identified eighteen proposed interventions to tackle the western obesity crisis. A third of these were in schools.

Our aim is to change the food culture within a school; we want food to be at the heart of a school, part of the daily language and something that brings people together.

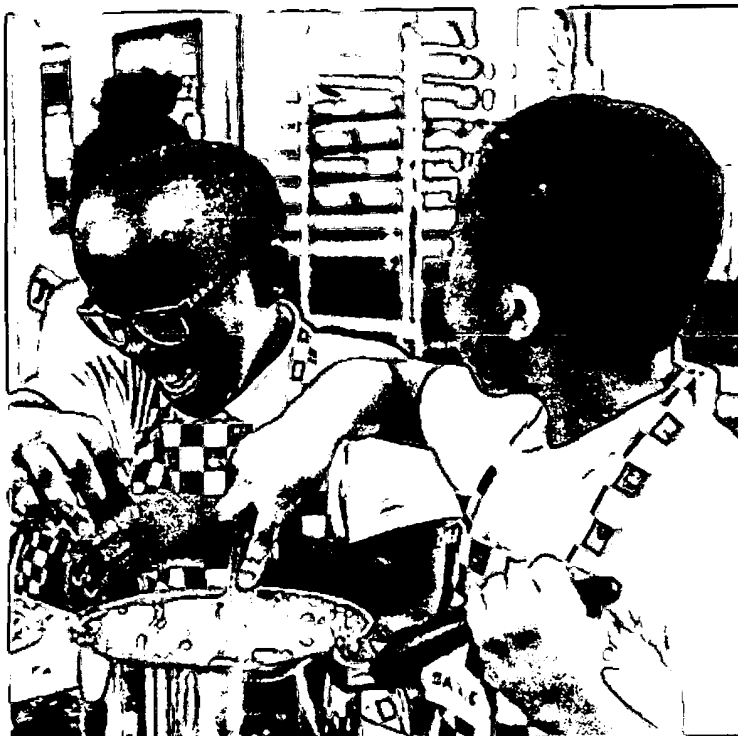
Empowering school chefs to serve great food is key to success. We train them to run their kitchens with a passion for food and the skill of top restaurants and restaurant chefs. We help schools to integrate food into their culture. We also campaign to showcase that better is possible and that serving nutritious food in schools is a priority.

To see long-term change, we need school chefs who are passionate about food, but we also need schools who value their kitchen teams and invest in their development and training – just as they would for teaching staff.

How we work to achieve change:

1. We continuously innovate and hone 'What Works Well' in school food and food education.
2. We work directly 'School by School' implementing our philosophy and transforming the standards of food and food education offered.
3. We showcase that Better is Possible to raise the profile of school food, developing resources and training to help all schools improve.





WHAT WORKS WELL

Our work is grounded in continuously learning, innovating and honing skills to help children develop a healthy relationship with food. In partnership with the LEAP Federation, we opened the Hackney School of Food in March 2020.

The school, a community garden and multi-function kitchen, is set in the grounds of a primary school. The kitchen is equipped with an outdoor pizza oven, productive vegetable gardens, beehives and its latest residents, chickens! Here, children and adults alike can learn about food, from soil to stove. Our experience indicates that people are more likely to try new foods when they have had a hand in producing them, so classes are split between the gardens and kitchen, giving a complete experience.

Despite ongoing disruption to planned lessons, due to rolling national lockdowns and social distancing requirements, we are proud that the school has been open throughout the pandemic, providing free online lessons available to all. The LEAP Federation delivered in-person lessons for local school children, utilising the grounds and kitchen. In 2021, we were awarded the Clarion Prize for Innovation, funding us to develop a digital toolkit to help other schools across the country create their own food education hubs. This will be released in 2022.

Beginning in August 2021, Chefs in Schools has launched in-person training sessions for school chefs at the Hackney School of Food.

Over the course of the coming year we intended to grow use of the space for the local community, firmly establishing the Hackney School of Food as the go-to food learning space in East London.

SCHOOL BY SCHOOL

Core to our approach is the belief that you have to inspire change from the ground up – you can't improve food and food education through legislation alone. We set out in 2018 with a goal to work directly with 100 schools over the course of 5 years, to set these up as examples of what it is possible to achieve.

Over the last 12 months, we've worked with another 12 schools, bringing the total to date to 41 schools, reaching 16,000 pupils across London. We also secured our first schools outside of London, which will start in September 2021.

In Spring 2021 we conducted our first annual impact survey of school chefs and headteachers. Headteachers in schools we worked with reported that:

- 90% are satisfied or very satisfied with food quality (23% before they started with us).
- 75% are satisfied or very satisfied with meal price (vs 44%).
- 90% are happy with the healthiness of food (vs 24%).
- 90% reported an increase in fruit and vegetable intake.



“

A huge thank you for helping the school improve the food offer at school in every area and continuing to support it in its journey. I also want to mention the passion and innovation during lockdown with food hampers and the fight to end child food poverty and how it has helped so many of the school's families,

– Headteacher



“

Chefs in Schools are passionate about what they do and so are we, so the partnership just felt right from the beginning. Yes there were some risks but that's how we progress and it's exciting learning together and having autonomy about what and when we feed our students and how we deliver food education so that it's meaningful to all of our young people,

– Headteacher

Our school by school programme involves working very closely with schools to help them put food back at the centre of a child's education. We help them to recruit and train chefs to run their kitchens, implement systems to manage their new food programmes, and reintroduce meaningful food education.

Our survey of school chefs we've placed or trained found that:

- 100% would recommend working in a school kitchen.
- 96% were satisfied or very satisfied in their jobs.
- 92% experienced a shift in food culture.
- 96% felt the job they signed up to met their expectations.
- Chefs are fuelled by the mission (and the sustainable working patterns).



WE'RE TEACHING SCHOOL LUNCHES A LESSON



CHEFS IN SCHOOLS

JOIN THE SCHOOL FOOD REVOLUTION

BETTER IS POSSIBLE

The third strand of our work seeks to use the learnings from our experience on the ground in schools, to bring about change necessary to ensure every child in the country gets a good education about food – both in the dining room and the classroom.

Our work in 2020-21 included:

- Running a series of best practices webinars, attended by 100+ caterers, school leaders and local authorities covering:
 - Tackling stigma and improving quality of free school meals.
 - Food education, life skills for a future generation.
 - Sustainable school kitchens.
- Contributing to working groups on school food and public sector procurement for the National Food Strategy.
- Feeding into the UN Food Systems summit via Omved Gardens.
- Contributing to the global Policies Against Hunger summit strands relating to school feeding programmes.

We also continued development of our School Chef Educator training programme. Delayed by the pandemic, the pilot will begin in September 2021 with the first cohort of 40 learners. Our goal with this programme is for every school in the country to have a professionally qualified school chef by 2030.

OUR WORK IN THEIR WORDS

“

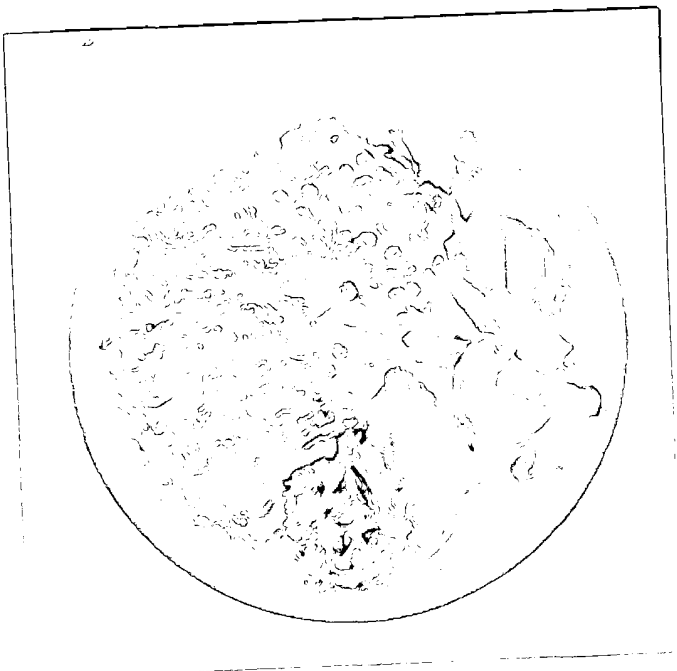
Food quality has significantly improved. Previous to working with Chefs in Schools, I ate school dinners twice in three years - now I eat school dinners every week. Food is healthier and chefs are informative and talk with passion about what food is on offer and benefits of food types. Chefs discuss food options with school council (pupils), school leaders and parents (through our parent forum), discussions are informative and solution focussed, new ideas are trialled and all groups have a better understanding of the importance of food in learning and health,
- Headteacher



“

The webinar was a total joy. I have been a secondary school food teacher for 35 years and seen many great initiatives come and go. (It) was an inspiration; to see and hear about the amazing work in action gave me fresh hope that food can and should be placed right at the heart of the curriculum.

- via Instagram



“

I was truly humbled by the visit and it was just mind blowing to see the impact of what great food and exceptional chefs can do in a school environment and especially a school environment like St Anne's.

I am thrilled that we are working with you and I look forward to building our working relationship between Belazu and Chefs in Schools,

- David Balmer, MD of Belazu (founder)



RESPONDING TO THE PANDEMIC

In 2020, when the pandemic first took hold in the UK, we immediately took action. Our work in schools is focused in areas with high levels of socioeconomic deprivation, therefore we see first-hand every day the reliance that some children have on a good quality free meal in schools.

We established an emergency food hamper relief programme and were original members of the campaigning group that went on to become the End Child Food Poverty coalition – headed up by the Food Foundation.

In 2020-21, with the pandemic still causing significant disruption to the country and food insecurity rising, we continued our involvement in both of these initiatives, alongside reinstating the remainder of our programmes.

Over the course of the pandemic, Chefs in Schools has distributed more than 600,000 meals to families across London. Our work:

- Targeted families who were at risk, those missing out on government support programmes, or for whom those programmes were insufficient.
- Prioritised nutrition, our hampers were created with the idea of supporting families access to fresh fruit and vegetables.
- Put dignity first, by ensuring our food products were high quality and responding to feedback from families.

We continued that work throughout the last twelve months in close collaboration with key funders including UBS Bank and Impact on Urban Health, and delivery partners School Food Matters.

Our work has seen us winning two Third Sector Awards, in the 'Big Impact' and 'Charity Partnership' categories, and finalists for a Lord Mayor's Dragon Award for Innovation During Covid-19.

Our campaigning work continues to make sure no child misses out on the vital nutrition, education and fuel of a quality school meal.



TRUSTEES' REPORT

Introduction

2020-21 has been another unprecedented year, with the ongoing Covid-19 pandemic providing a stark reminder of the need to tackle the underlying causes of obesity and our nation's unhealthy relationship with food.

We have strengthened and grown our core team and head into 2021-22 with a sustainable financial position and renewed drive to set the next generation up with the fuel and skills to live a healthier future.

Our mission, objects and how we deliver them

Our mission is to improve the health of children, through improving school food and food education. Specifically, our objectives are to:

1. Advance education through cookery & food preparation.
2. Advance health through (but not limited to) the improvement of food standards in schools.

We deliver these objectives through the provision of training, advice, guidance and resources, working directly with schools. We also campaign, lobby and advise on best practice, and devise and deliver food education programmes.

We fund our work through a mixture of fundraising activities, working primarily with Trusts & Foundations, in addition to a select group of corporate sponsors who align with our values. We also have an increasing focus on income generation through traded activities, to ensure a stable and sustainable financial basis as we grow.

Risk management

Our Trustee board meets four times a year; with a focus on strategic decision making, financial oversight and management of risk. In 2020, we strengthened our board, with the appointment of Jasbir Notay – a chartered accountant – as Treasurer. In 2021 we will review the development of subcommittees in line with our growing size.

With a risk register developed to monitor all ongoing risks and ensure appropriate mitigations, the board has identified the following key risks and outlined the mitigations in place:

Ongoing disruption caused by the pandemic

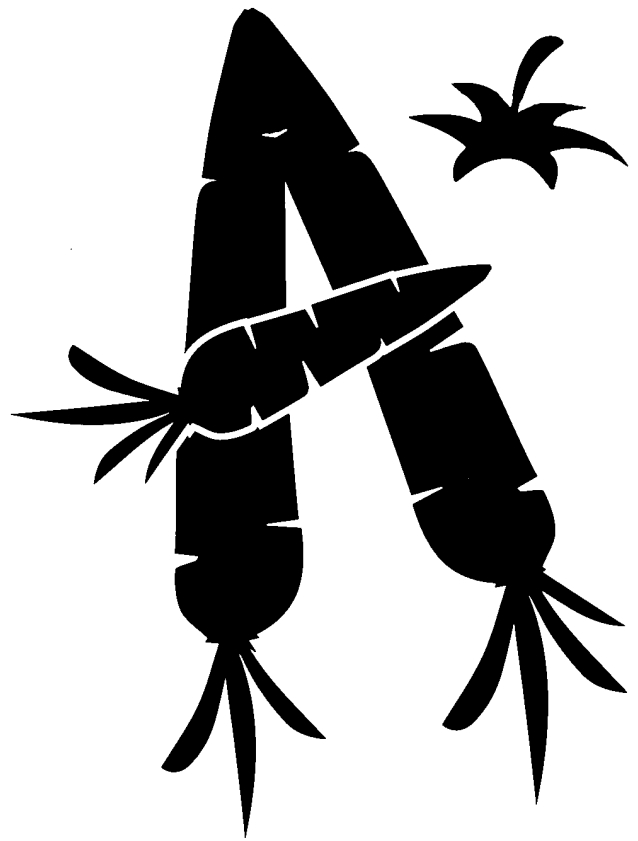
The risks of the pandemic to the charity include risks to the team of incapacitation or ill health, and risks to the operational and financial stability of the charity. We have and continue to mitigate those risks through (1) adhering to all government guidelines, rules and regulations, (2) maintaining sufficient reserves, (3) prudent budgeting and cost planning to account for potential loss of traded income, (4) clear and open communication with funders, staff and partners.

Reputational

Chefs in Schools is a new charity but has worked quickly to build a reputation of which we are proud. We ensure we protect our reputation through (1) compliance with legal & statutory requirements, (2) strengthening our team as we grow, with a Treasurer added to the Trustee Board and a plan to recruit a Finance Manager in 2021-22, (3) maintaining policies and training to deliver our responsibilities including safeguarding, employee management and food safety. We have also recruited additional communications support, to enable us to respond to any adverse PR or publicity should this arise.

Resourcing

As a new charity that has grown quickly, there is a risk that our resource could outstrip the demand for our services. We manage this risk through (1) financial prudence, (2) delegation of limited authority to the Chief Executive to manage resource in line with income, (3) seeking new, stable investment to allow us to reinforce our team as necessary to meet demand.




Governance

Chefs in Schools is a charitable company, limited by guarantee. The company was incorporated on 11th May 2018 and registered as a charity on 27th June 2018. We are governed by our Articles of Association.

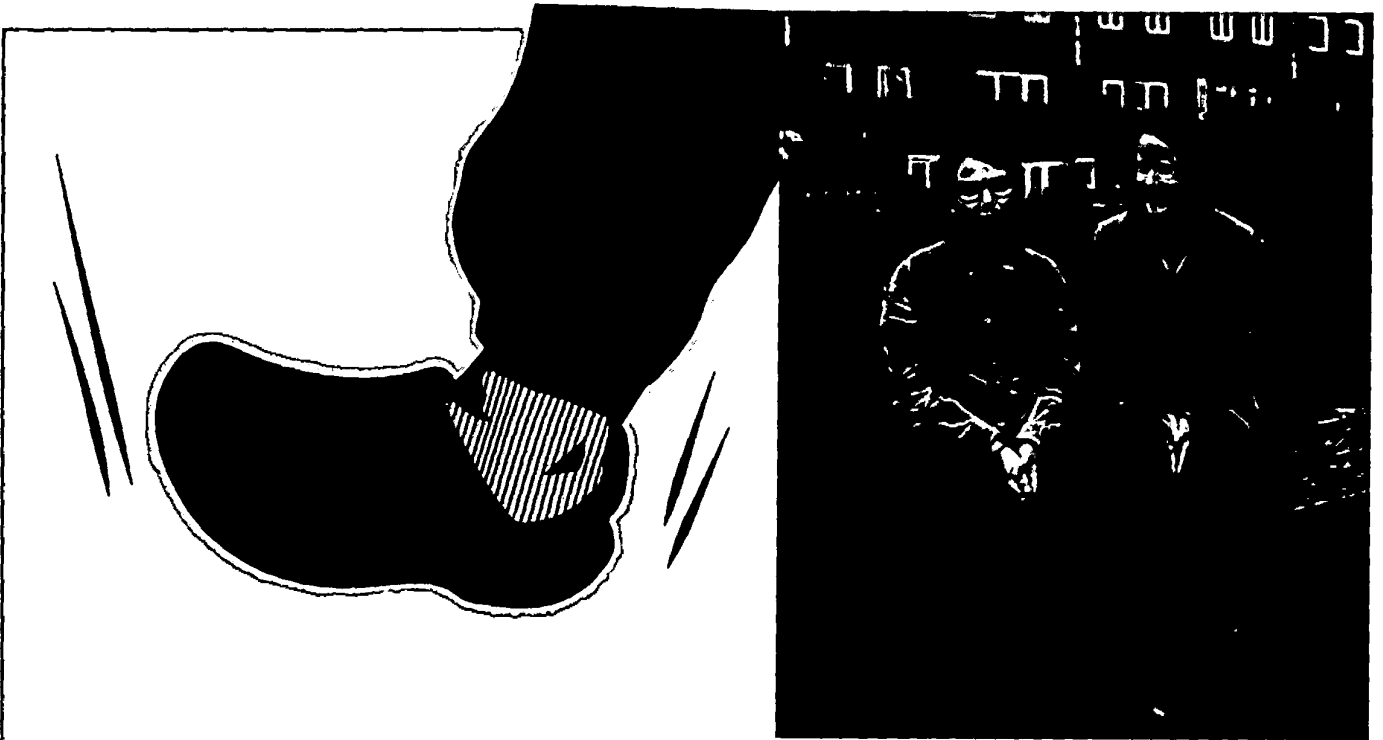
Our Trustee board is made up of seven volunteers with experience across the private and public sector. Skills and knowledge on our board include legal, governmental, professional and accountancy, in addition to experience from the education sector.

No Trustees received any personal benefit, or claimed any expenses during the year 2020-21.

**LET'S GET
SCHOOL
LUNCHES
OUT OF THE
TURKEY
DINOSAUR AGE**

CHEFS IN SCHOOLS 

JOIN THE SCHOOL FOOD REVOLUTION



LOOK AHEAD TO 2021-22

In 2021-22 we will continue to build on our successful work to date by:

- Working with a further 25 schools to transform food and food education for another 10,000 pupils.
- Developing our work outside of London, including establishing a new hub outside of London.
- Complete the pilot for the School Chef Educator qualification and deliver the evaluation evidence along with a plan to role this out nationwide.
- Establish the Hackney School of Food as the 'go to' food education space in East London.
- Launch a national campaign to get the country talking about the importance of school food.

In 2022 we will also set out a bold and ambitious five year plan to grow our impact further.

We believe that key to 'building back better' must be investing in our nation's young people, their health, academic attainment and wellbeing.

We know that school food and food education can play a crucial role in this and are determined to ensure that every child in the country has the same opportunity to access great school food.

Thank you

As ever, we could achieve nothing without the support of our incredible partners who provide us with funding, in-kind support and promote our work.

Bartle Bogle Hegarty
Belazu Foundation
Charlie Bighams
Clarion Housing Group
Esmée Fairbairn Foundation
Hawberry Trust
Hawksmoor
Impact on Urban Health
Indigo Eight
Issy Croker
James Helm
Leon Foundation
Libby Burke-Wilde
Mark Leonard Charitable Trust
Natoora
Ocado
Progress Films
Rude Health
Tastily Ltd
The Fishmongers' Company's Charitable Trust
The Food People
The Linbury Trust
The Worshipful Company of Cooks
Trail
UBS
Wahaca
Windmill Organics (Biona)
Woodward Charitable Trust



Patrons

Ailana Kamelmacher
Carmel McConnell
Joanna Weinberg
Lisa Markwell
Prue Leith
Rosie Boycott
Yotam Ottolenghi

Independent examiners

Project H Accountants
Beadle House, Bull Plain
Hertford
Hertfordshire, SG 1DT

Bankers

Coutts, The Strand, WC2R 1DT

Senior Management Team

Naomi Duncan, *Chief Executive*
Nicole Pisani, *Co-Founder & Executive Chef*
Danielle Glavin, *Head of Communications*
Polly Prail, *Head of Development*
Yenny Chong, *Head of Training*

Address of charity and registered office

Hackney School of Food, Oswald Street, E5 0BT

Email: hello@chefsinschools.org.uk

Website: www.chefsinschools.org.uk

Company registration no: 11356489

Charity registration no: England and Wales 1178964



INTRODUCTION TO FINANCIAL STATEMENTS

Despite ongoing significant disruption to our work, including the re-closure of schools in January 2021, Chefs in Schools has carefully managed its resources.

We have invested in our team to grow our reach and impact, whilst maintaining sufficient reserves to ensure our stability in periods of uncertainty. In 2020-21 we:

- Raised a further £277,000 to continue our emergency Covid-19 food hamper programme.
- Increased our income from traded activity by a further 17%, continuing on our path to minimising long term reliance on charitable donations.
- Invested further in our team, doubling our team to end the year with nine employees.
- Maintained reserves of 5 months forecast total expenses not otherwise covered by restricted funding, to ensure our financial security in uncertain times. Our reserves policy will be reviewed quarterly.

We remain very confident in our long-term ability to continue growing sustainably, despite the uncertain circumstances.

Company Registration: 11356489 (England & Wales)

Registered Charity Number: 1178964

CHEFS IN SCHOOLS

REPORT OF THE TRUSTEES AND FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2021

CHEFS IN SCHOOLS

CONTENTS OF THE FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2021

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| Report of the Trustees | 2 |
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| Statement of Financial Activities | 5 |
| Balance Sheet | 6 - 7 |
| Notes to the Financial Statements | 8 - 14 |

CHEFS IN SCHOOLS

REFERENCE AND ADMINISTRATIVE DETAILS

| | |
|----------------------------------|---|
| Members | Henry Dimpleby Thomasina Miers Louise Nichols |
| Trustees | John Michael Lee Jane Amphlett Anna Cain Jasbir Kaur Notay (appointed 06.11.2020) |
| Company Name | Chefs In Schools |
| Registered Office | Hackney School Of Food C/O Mandeville Primary School Oswald Street London, E5 0BT |
| Registered Company Number | 11356489 (England & Wales) |
| Registered Charity Number | 1178964 |
| Independent Examiners | Project H Accountants Beadle House, Bull Plain Hertford, Hertfordshire Hertfordshire, SG14 1DT |
| Bankers | Coutts 440 Strand London, WC2R 0QS |

CHEFS IN SCHOOLS

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST AUGUST 2021

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are directors of Chefs In Schools for the purpose of company law) are responsible for preparing the Report of the Trustees and financial statements in accordance with the applicable law and the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

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

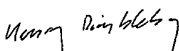
The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets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

In so far as the trustees are aware:

- there is no relevant information of which the Independent Examiner is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant independent examination information and to establish that the Independent Examiner is aware of that information.

Approved by the board of trustees.

Dated 19th April 2022

Signed 

Henry Dimpleby, Chair of the Trustees

CHEFS IN SCHOOLS

INDEPENDENT EXAMINER'S REPORT

I report to the trustees of Chefs In Schools (Charity No 1178964) on the accounts of the company for the year ended 31st August 2021 which are set out on pages 5 to 14.

Respective responsibilities of the trustees and examiner

The charity's trustees are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year under section 144 of the Charities Act 2011 ("The Charities Act") and that an independent examination is needed.

It is my responsibility to:

- examine the accounts under section 145 of the Charities Act 2011,
- to follow the procedures laid down in the General Directions given by the Charity Commission (under section 145(5)(b) of the Charities Act 2011, and
- to state whether particular matters have come to my attention

Basis of independent examiner's statement

My examination was carried out in accordance with General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from the trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a 'true and fair' view and the report is limited to those matters set out in the statement below.

CHEFS IN SCHOOLS

INDEPENDENT EXAMINER'S REPORT *continued*

Independent examiner's statement

In connection with my examination, no material matters have come to my attention which gives me cause to believe that in, any material respect:

- the accounting records were not kept in accordance with section 130 of the Charities Act 2011; or
- the accounts did not accord with the accounting records; or
- the accounts did not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination.

I have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Ray Harris
.....

R C Harris BA (Hons) FMAAT
AAT licensed & regulated accountant (No. 1001948)

Project H Limited
Accountants
Beadle House, Bull Plain
Hertford
Hertfordshire
SG14 1DT

CHEFS IN SCHOOLS

STATEMENT OF FINANCIAL ACTIVITIES

FOR YEAR ENDED 31ST AUGUST 2021

| | | Unrestricted Funds | Restricted Funds | Restricted Asset Funds | Total Funds 2021 | 2020 |
|--|------|-----------------------|---------------------|---------------------------|---------------------|----------------|
| | Note | £ | £ | £ | £ | £ |
| INCOME RESOURCES | | | | | | |
| Donations and legacies | 2 | 265,111 | 499,529 | - | 764,640 | 640,697 |
| Charitable activities: | | | | | | |
| Trading Income | 3 | 94,506 | - | - | 94,506 | 80,762 |
| Investment income | | - | - | - | - | - |
| Other income | 4 | 290 | - | - | 290 | 2,634 |
| Total Income Resources | | 359,907 | 499,529 | - | 859,436 | 724,093 |
| RESOURCES EXPENDED | | | | | | |
| Charitable Expenditure: | | | | | | |
| Charitable activities | 5 | 274,511 | 473,423 | - | 747,934 | 464,599 |
| Other | | 3,042 | - | - | 3,042 | 3,731 |
| Total Resources Expended | | 277,553 | 473,423 | - | 750,976 | 468,330 |
| NET INCOME / (EXPENDITURE) | | 82,354 | 26,106 | - | 108,460 | 255,763 |
| Transfers between funds | | - | - | - | - | - |
| Income / Expenditure for the year | | 82,354 | 26,106 | - | 108,460 | 255,763 |
| Balance brought forward | | 253,663 | 120,756 | - | 374,419 | 118,656 |
| Balance carried forward | | 336,017 | 146,862 | - | 482,879 | 374,419 |

CHEFS IN SCHOOLS

**BALANCE SHEET
AS AT 31ST AUGUST 2021**

| | Notes | Unrestricted Funds £ | Restricted Funds £ | Total Funds 2021 £ | Total Funds 2020 £ |
|--|-------|----------------------------|--------------------------|--------------------------|--------------------------|
| FIXED ASSETS | | | | | |
| Tangible assets | 11 | 42,639 | 59,426 | 102,065 | 107,585 |
| CURRENT ASSETS | | | | | |
| Debtors | 12 | 24,523 | 16,081 | 40,604 | 77,234 |
| Cash at bank and in hand | | 224,996 | 147,455 | 372,451 | 297,454 |
| | | 249,519 | 163,536 | 413,055 | 374,688 |
| CREDITORS: within 1 year | 13 | 9,569 | 22,672 | 32,241 | 107,854 |
| NET CURRENT ASSETS | | 239,950 | 140,864 | 380,814 | 266,833 |
| TOTAL ASSETS LESS CURRENT LIABILITIES | | 282,589 | 200,290 | 482,879 | 374,419 |
| NET ASSETS | | 282,589 | 200,290 | 482,879 | 374,419 |
| FUNDS | | | | | |
| | 14 | | | | |
| Unrestricted Funds | | | | | |
| General fund | | | | 336,017 | 253,663 |
| Restricted Funds | | | | | |
| General fund | | | | 146,862 | 120,756 |
| Fixed asset fund | | | | - | - |
| TOTAL FUNDS | | | | 482,879 | 374,419 |

CHEFS IN SCHOOLS

**BALANCE SHEET continued
AS AT 31ST AUGUST 2021**

For the year ended 31 August 2021 the charitable company was entitled to exception from audit under section 477 of the Companies Act 2006 relating to small companies.

The trustees have not required the charitable company to obtain an audit in accordance with section 476 of the Companies Act 2006.

The trustees acknowledge their responsibility for complying with the requirements of Sections 386 & 387 of the Act with respect to keeping accounting records and Sections 395 & 395 for preparation of the accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime and in accordance with the provisions of FRS 102 Section 1A - Small Entities.

19th April 2022

The financial statements were approved by the trustees on and were signed on its behalf by:

Henry Dimbleby

.....

Henry Dimbleby, Chair of the Trustees

CHEFS IN SCHOOLS

NOTES TO THE FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2021

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company have been prepared in accordance with the Charities SORP (FRSSE) 'Accounting and Reporting' by Charities: Statement of Recommended Practice applicable to Charities preparing their accounts in accordance with the provisions of FRS 102 Section 1A Small Entities and the Companies Act 2006. The financial statements have been prepared under the historic cost convention.

Income

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

Expenditure

Liabilities are recognised as expenditure as soon as there is legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Expenditure is measured at the fair value of the consideration paid or payable, excluding discounts, rebates and value added tax.

Tangible assets

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

Computer equipment - 20% straight line

Fixtures & Fittings - 15% reducing balance

It is the charity's policy to capitalise fixed asset expenditure on costs exceeding £500.

CHEFS IN SCHOOLS

NOTES TO THE FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2021

1. ACCOUNTING POLICIES continued

Taxation

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

Fund Accounting

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

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

Further explanation of the nature and purposes of each fund is included in the notes to the financial statements.

2. DONATIONS AND LEGACIES

| | 2021 £ | 2020 £ |
|-----------|----------------|----------------|
| Donations | 760,056 | 640,697 |
| Grants | <u>4,584</u> | <u>0</u> |
| | <u>764,640</u> | <u>640,697</u> |

Grants received, included in the above are as follows;

| | | |
|--------------------------------|--------------|----------|
| Other grants: HMRC JRS funding | <u>4,584</u> | <u>0</u> |
|--------------------------------|--------------|----------|

CHEFS IN SCHOOLS

NOTES TO THE FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2021

| | | |
|--|---------------------|-----------------------------------|
| 3. INCOME FROM CHARITABLE ACTIVITIES | 2021 | 2020 |
| | £ | £ |
| Trading Income | 94,506 | 80,762 |
| 4. OTHER INCOME | 2021 | 2020 |
| | £ | £ |
| Other Income | 290 | 2,634 |
| 5. CHARITABLE ACTIVITIES COST | | |
| | Direct costs | Support costs (note 6) |
| | £ | £ |
| Charitable activities | 672,638 | 75,296 |
| | | 747,934 |
| 6. SUPPORT COSTS | | |
| | Management | Governance costs |
| | £ | £ |
| Other resources expended | | 3,042 |
| Charitable activities | 72,254 | |
| | 72,254 | 75,296 |
| 7. NET INCOME / (EXPENDITURE) | | |
| | 2021 | 2020 |
| | £ | £ |
| Net income / (expenditure) is stated after charging / (crediting); | | |
| Accountants fee | 2,628 | 1,560 |
| Depreciation | 17,443 | 7,333 |
| | 20,071 | 8,893 |

CHEFS IN SCHOOLS

NOTES TO THE FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2021

8. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustee's remuneration, benefits or expenses paid for the year ended 31st August 2021.

9. STAFF COSTS

| | 2021 | 2020 |
|-------------------------------------|----------------|----------------|
| | £ | £ |
| Chief Executive & Senior Management | 191,875 | 135,519 |
| Other Staff | 111,039 | 57,823 |
| Social security costs | 28,284 | 16,804 |
| | <u>331,198</u> | <u>210,146</u> |

The average number of employees during the period was as follows:

| | |
|----------|----------|
| <u>8</u> | <u>6</u> |
|----------|----------|

The number of employees whose employee benefits (excluding pensions) exceeded £60,000 was

| | |
|----------|----------|
| <u>0</u> | <u>0</u> |
|----------|----------|

10. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

| | Unrestricted Funds | Restricted Funds | Restricted Asset Funds | Total Funds |
|-----------------------------------|-----------------------|---------------------|---------------------------|----------------|
| | £ | £ | £ | £ |
| INCOME AND ENDOWMENTS FROM | | | | |
| Donations and legacies | 141,351 | 473,513 | 24,958 | 639,822 |
| Charitable activities | | | | |
| Trading Income | 84,128 | - | - | 84,128 |
| Investment income | - | - | - | - |
| Other income | 143 | - | - | 143 |
| | <u>225,622</u> | <u>473,513</u> | <u>24,958</u> | <u>724,093</u> |

CHEFS IN SCHOOLS

NOTES TO THE FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2021

10. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES continued

| | Unrestricted Funds £ | Restricted Funds £ | Restricted Asset Funds £ | Total Funds £ |
|-----------------------------------|----------------------------|--------------------------|--------------------------------|------------------|
| EXPENDITURE ON | | | | |
| Charitable activities | | | | |
| Charitable activities | 86,884 | 352,756 | 24,958 | 464,598 |
| Other | 3,732 | | | 3,732 |
| | 90,616 | 352,756 | 24,958 | 468,330 |
| NET INCOME / (EXPENDITURE) | 135,006 | 120,757 | - | 255,763 |
| RECONCILIATION OF FUNDS | | | | |
| Total funds brought forward | 50,000 | - | (50,000) | - |
| Total funds carried forward | 135,006 | 120,757 | (50,000) | 255,763 |

11. TANGIBLE FIXED ASSETS

| | Computer Equipment £ | F&F £ | Totals £ |
|-----------------------|----------------------------|----------------|----------------|
| Cost | | | |
| At 1st September 2020 | 1,565 | 113,370 | 114,935 |
| Additions | 541 | 11,382 | 11,923 |
| At 31st August 2021 | 2,106 | 124,752 | 126,858 |
| Depreciation | | | |
| At 1st September 2020 | 235 | 7,115 | 7,350 |
| charge for the period | 361 | 17,082 | 17,443 |
| At 31st August 2021 | 596 | 24,197 | 24,793 |
| Net Book Value | | | |
| At 31st August 2021 | 1,510 | 100,555 | 102,065 |
| At 1st September 2020 | 1,330 | 106,255 | 107,585 |

CHEFS IN SCHOOLS

NOTES TO THE FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2021

| 12. DEBTORS | 2021 | 2020 |
|--------------------|---------------|---------------|
| | £ | £ |
| Trade receivables | 39,288 | 76,252 |
| Prepayments | 1,316 | 982 |
| | <u>40,604</u> | <u>77,234</u> |

| 13. CREDITORS | 2021 | 2020 |
|------------------------------|---------------|----------------|
| | £ | £ |
| Trade payables | - | 29,553 |
| Accruals | 22,923 | 72,857 |
| Taxation and social security | 9,318 | 434 |
| Other creditors | - | 5,010 |
| | <u>32,241</u> | <u>107,854</u> |

14. MOVEMENT IN FUNDS

| | At 01.09.2020 | Movement in | At 31.08.2021 |
|---------------------------|----------------------|--------------------|----------------------|
| | £ | funds | £ |
| | | £ | |
| Unrestricted funds | | | |
| General funds | 253,663 | 82,354 | 336,017 |
| Restricted funds | | | |
| General funds | 120,756 | 26,106 | 146,862 |
| Fixed asset funds | - | - | - |
| TOTAL FUNDS | <u>374,419</u> | <u>108,460</u> | <u>482,879</u> |

CHEFS IN SCHOOLS

NOTES TO THE FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2021

14. MOVEMENT IN FUNDS continued

Net movement in funds, as included above are as follows:

| | Incoming Resources £ | Resources Expended £ | Movement in funds £ |
|---------------------------|----------------------------|----------------------------|---------------------------|
| Unrestricted funds | | | |
| General funds | 359,907 | (277,553) | 82,354 |
| Restricted funds | | | |
| General funds | 499,529 | (473,423) | 26,106 |
| Fixed asset funds | - | - | - |
| TOTAL FUNDS | 859,436 | (750,976) | 108,460 |

15. RELATED PARTY DISCLOSURES

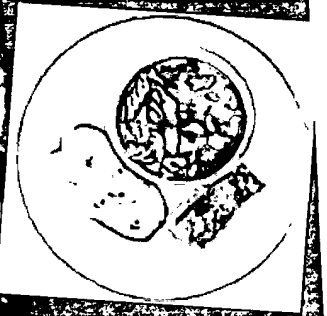
There were no related party transactions during the year ended 31st August 2021

16. COMPARATIVE REPORTING PERIOD

During the previous year ended August 2020, the company extended their accounting reference date from May to August and subsequently reported a 15 month period. The comparative figures within these financial statements reflect exclusively the 12 month period ended August 2020 so as to give a true and reflective, year on year comparative.

17. GOING CONCERN

The trustees assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the company to continue as a going concern. The trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements and have concluded that the charity has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the charity's ability to continue as a going concern, thus they continue to adopt the going concern basis of accounting in preparing the financial statements.



Walking One West Grand

