



**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.

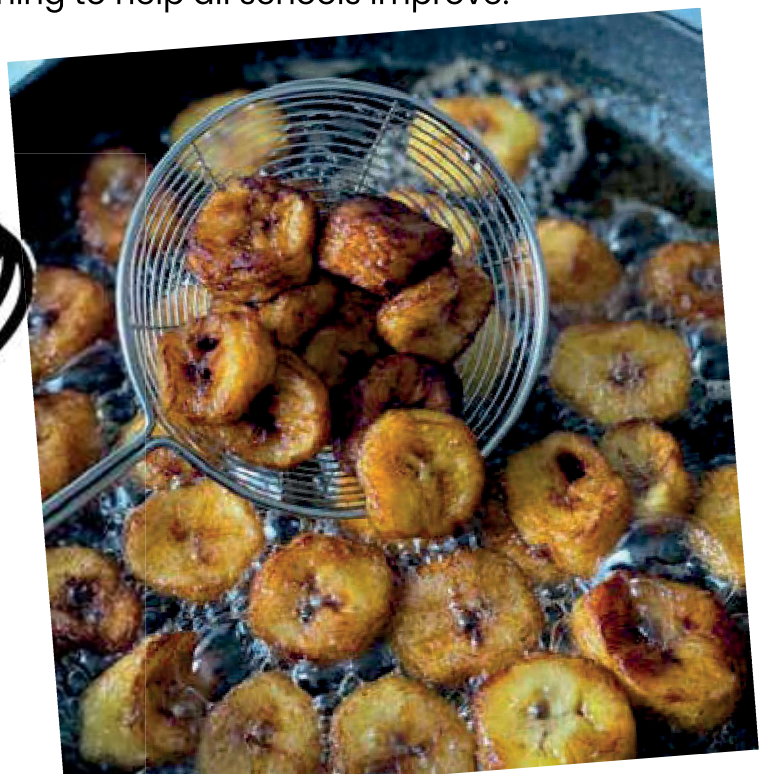
Our aim is to change the food culture within a school; we want food to be at the heart of a school, part of the daily language and something that brings people together.

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







**REPORT OF THE TRUSTEES AND  
UNAUDITED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2022  
FOR  
CHEFS IN SCHOOLS**

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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

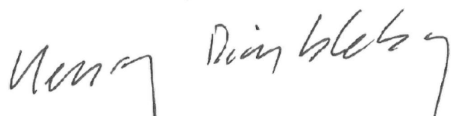
### Risk management

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

<b>Registered Company number</b>	11356489 (England and Wales)
<b>Registered Charity number</b>	1178964
<b>Registered office</b>	Hackney School of Food C/o Mandeville Primary School Oswald Street London E5 0BT
<b>Trustees</b>	Jane Amphlett Henry Dimbleby John Michael Lee (resigned 20.10.22) Thomasina Miers Louise Nichols Jasbir Kaur Notay Anna Cain (resigned 31.5.22)
<b>Chief Executive</b>	Naomi Duncan
<b>Independent Examiner</b>	Collards Chartered Accountants 5-9 Eden Street Kingston-upon-Thames Surrey KT1 1BQ
<b>Bankers</b>	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 Dimbleby - 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 £
<b>INCOME AND ENDOWMENTS FROM</b>					
Donations and legacies	3	211,354	237,080	448,434	764,640
<b>Charitable activities</b>					
Trading activities		93,668	-	93,668	94,506
Other income		4	-	4	290
<b>Total</b>		<u>305,026</u>	<u>237,080</u>	<u>542,106</u>	<u>859,436</u>
<b>EXPENDITURE ON</b>					
<b>Charitable activities</b>	5				
Donations, legacies and trading		359,512	211,255	570,767	747,934
Other		8,194	-	8,194	3,042
<b>Total</b>		<u>367,706</u>	<u>211,255</u>	<u>578,961</u>	<u>750,976</u>
<b>NET INCOME/(EXPENDITURE)</b>		(62,680)	25,825	(36,855)	108,460
<b>Transfers between funds</b>	15	59,139	(59,139)	-	-
<b>Net movement in funds</b>		(3,541)	(33,314)	(36,855)	108,460
<b>RECONCILIATION OF FUNDS</b>					
<b>Total funds brought forward</b>		336,017	146,862	482,879	374,419
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u>332,476</u>	<u>113,548</u>	<u>446,024</u>	<u>482,879</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 £
<b>FIXED ASSETS</b>					
Tangible assets	12	86,094	-	86,094	102,066
<b>CURRENT ASSETS</b>					
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
<b>CREDITORS</b>					
Amounts falling due within one year	14	(52,950)	(9,231)	(62,181)	(32,975)
<b>NET CURRENT ASSETS</b>		<u>246,382</u>	<u>113,548</u>	<u>359,930</u>	<u>380,813</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>332,476</u>	<u>113,548</u>	<u>446,024</u>	<u>482,879</u>
<b>NET ASSETS</b>		<u>332,476</u>	<u>113,548</u>	<u>446,024</u>	<u>482,879</u>
<b>FUNDS</b>	15				
Unrestricted funds				332,476	336,017
Restricted funds				<u>113,548</u>	<u>146,862</u>
<b>TOTAL FUNDS</b>				<u>446,024</u>	<u>482,879</u>

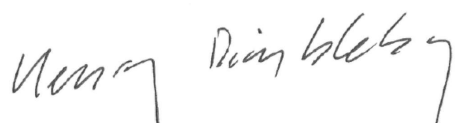
The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 August 2022.

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 £
<b>Cash flows from operating activities</b>			
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>
<b>Cash flows from investing activities</b>			
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>
<b>Change in cash and cash equivalents in the reporting period</b>		<b>(9,892)</b>	74,997
<b>Cash and cash equivalents at the beginning of the reporting period</b>		<u><b>372,451</b></u>	<u>297,454</u>
<b>Cash and cash equivalents at the end of the reporting period</b>		<u><b>362,559</b></u>	<u><b>372,451</b></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 £
<b>Net (expenditure)/income for the reporting period (as per the Statement of Financial Activities)</b>	<b>(36,855)</b>	108,460
<b>Adjustments for:</b>		
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)
<b>Net cash (used in)/provided by operations</b>	<b>(9,419)</b>	86,920

### 2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.9.21 £	Cash flow £	At 31.8.22 £
<b>Net cash</b>			
Cash at bank	372,451	(9,892)	362,559
	372,451	(9,892)	362,559
<b>Total</b>	<b>372,451</b>	<b>(9,892)</b>	<b>362,559</b>

**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	<b>448,434</b>	760,056
Grants	<u>-</u>	<u>4,584</u>
	<b><u>448,434</u></b>	<b><u>764,640</u></b>

Grants received, included in the above, are as follows:

	2022	2021
	£	£
Other grants	<u>-</u>	<u>4,584</u>

### 4. INCOME FROM CHARITABLE ACTIVITIES

	Activity	2022	2021
		£	£
Trading income	Trading activities	<b><u>93,668</u></b>	<b><u>94,506</u></b>

### 5. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Support costs (see note 6)	Totals
	£	£	£
Donations, legacies and trading	<b><u>570,037</u></b>	<b><u>730</u></b>	<b><u>570,767</u></b>

### 6. SUPPORT COSTS

	Finance	Governance costs	Totals
	£	£	£
Other resources expended	-	<b>8,194</b>	<b>8,194</b>
Donations, legacies and trading	<b><u>730</u></b>	<u>-</u>	<b><u>730</u></b>
	<b><u>730</u></b>	<b><u>8,194</u></b>	<b><u>8,924</u></b>

### 7. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2022	2021
	£	£
Depreciation – owned assets	<b>15,493</b>	17,443
Deficit on disposal of fixed assets	<b><u>952</u></b>	<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	<u>16,894</u>	<u>17,060</u>
	<u><b>441,254</b></u>	<u><b>348,805</b></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
	<u>11</u>	<u>8</u>
Staff		

No employees received emoluments in excess of £60,000.

##### FULL TIME EQUIVALENT

	2022	2021
	<u>9.5</u>	<u>6.9</u>
Full Time Equivalent (FTE)		

#### 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 £
<b>INCOME AND ENDOWMENTS FROM</b>			
Donations and legacies	265,111	499,529	764,640
<b>Charitable activities</b>			
Trading activities	94,506	-	94,506
Other income	290	-	290
<b>Total</b>	<u>359,907</u>	<u>499,529</u>	<u>859,436</u>
<b>EXPENDITURE ON</b>			
<b>Charitable activities</b>			
Donations, legacies and trading	274,511	473,423	747,934
Other	3,042	-	3,042
<b>Total</b>	<u>277,553</u>	<u>473,423</u>	<u>750,976</u>
<b>NET INCOME</b>	82,354	26,106	108,460
<b>RECONCILIATION OF FUNDS</b>			
<b>Total funds brought forward</b>	<u>253,663</u>	<u>120,756</u>	<u>374,419</u>
<b>TOTAL FUNDS CARRIED FORWARD</b>	<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 £
<b>COST</b>			
At 1 September 2021	<b>124,752</b>	<b>2,106</b>	<b>126,858</b>
Additions	-	<b>473</b>	<b>473</b>
Disposals	-	<b>(1,528)</b>	<b>(1,528)</b>
At 31 August 2022	<u><b>124,752</b></u>	<u><b>1,051</b></u>	<u><b>125,803</b></u>
<b>DEPRECIATION</b>			
At 1 September 2021	<b>24,197</b>	<b>595</b>	<b>24,792</b>
Charge for year	<b>15,084</b>	<b>409</b>	<b>15,493</b>
Eliminated on disposal	-	<b>(576)</b>	<b>(576)</b>
At 31 August 2022	<u><b>39,281</b></u>	<u><b>428</b></u>	<u><b>39,709</b></u>
<b>NET BOOK VALUE</b>			
At 31 August 2022	<u><u><b>85,471</b></u></u>	<u><u><b>623</b></u></u>	<u><u><b>86,094</b></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	43,261	1,316
	<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	40,993	22,923
	<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	21,154	-
	<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
	£	£	£	£
<b>Unrestricted funds</b>				
General fund	336,017	(62,680)	59,139	332,476
<b>Restricted funds</b>				
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	62,629	-	(59,139)	3,490
	<u>146,862</u>	<u>25,825</u>	<u>(59,139)</u>	<u>113,548</u>
<b>TOTAL FUNDS</b>	<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 £
<b>Unrestricted funds</b>			
General fund	305,026	(367,706)	(62,680)
<b>Restricted funds</b>			
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>
<b>TOTAL FUNDS</b>	<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 £
<b>Unrestricted funds</b>			
General fund	253,663	82,354	336,017
<b>Restricted funds</b>			
Restricted funds	120,756	26,106	146,862
	<u>374,419</u>	<u>108,460</u>	<u>482,879</u>
<b>TOTAL FUNDS</b>	<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 £
<b>Unrestricted funds</b>			
General fund	359,907	(277,553)	82,354
<b>Restricted funds</b>			
Restricted funds	499,529	(473,423)	26,106
	<u>859,436</u>	<u>(750,976)</u>	<u>108,460</u>
<b>TOTAL FUNDS</b>	<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)

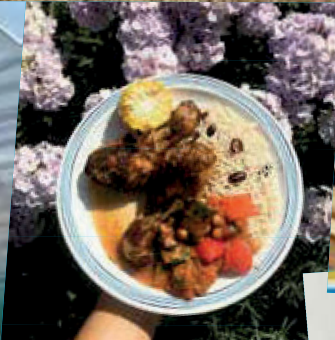
£3,052 was paid to the LEAP Federation for food costs incurred in the delivery of children's cookery classes at the Hackney School of Food, in lieu of a donation to the same value from Tastily for this purpose.

£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!**