



Together for change: Ending hunger together

Our strategy for 2025-2030

“

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

”

Chika – a person with lived experience of hardship who helped inform our new strategy



Welcome to our strategy for 2025-2030

We're proud to share Trussell's strategy for 2025-2030, *Together for Change: Ending Hunger Together*.

Since our first strategy launched in 2020, food banks have stood at the heart of a society in flux. In that time, our community of food banks provided 13.3 million emergency food parcels – a staggering reflection of both the scale of hunger and hardship, and the incredible strength of our community of food banks.

Together, we've delivered vital financial advice, influenced policy, empowered communities, shifted the national conversation around food bank need, and made huge strides toward our vision of ending the need for food banks in the UK. A massive thank you to everyone who has supported our work.

Yet there is so much more to be done. Our *Cost of Hunger and Hardship* report shows that 9.3 million people, including three million children, are facing hardship – a number that will rise without further action.

In this document, we'll outline how we plan to tackle this and how, together, we can build a future where no one needs a food bank.

We hope you'll join us.

Emma Revie and
Matthew van Duyvenbode

Co-Chief Executives

Our vision

Our vision is for a UK without the need for food banks. This strategy sets out our priorities for working towards that vision over the next five years.

Together for Change: Ending Hunger Together is our plan for how the Trussell community will:

- provide a warm welcome, advice and emergency food for people facing hunger and hardship today
- work together with others to amplify change across society
- build a future where no one needs a food bank.

Why do people need food banks?

In the past five years (2020-2025), food banks in the Trussell community distributed a staggering 13.3 million food parcels to people facing hunger and hardship in the UK – with five million of those parcels being for children.

But this is just the tip of the iceberg. Outside of the Trussell community, other organisations in the charitable food sector are also working hard to meet growing need – while many people who are struggling to put food on the table never even visit a food bank for support.

Our Cost of Hunger and Hardship report shows that 9.3 million people, including three million children, are facing severe hardship – a number that will rise even further without urgent action.

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

79%

of people referred to food banks in the Trussell community say that they, or a member of their household, **have a disability** – twice the level across the general population (38%)

24%

of **unpaid carers** experienced food insecurity – compared to 13% of non-carers

62%

of people referred to food banks are **renting their home** – in comparison, 23% of people across the UK rent their homes

19%

of **working-age adults** experienced food insecurity – compared to 4% of people over the age of 65

75%

of people referred to food banks are **in receipt of Universal Credit** – compared to less than one in 10 (9%) of the general population

34%

of people visiting a food bank say that, before their referral, they **received no advice** from other services – which could have prevented them from needing a food bank

Hunger is not a food problem

We know food banks are not a long-term solution, because hunger in the UK is not a food problem. It's a money problem.

- Some people are in between jobs, are caring for relatives, or have health conditions that can create extra costs, or make it harder to work.
- Some people are in work that's insecure, or doesn't pay enough. Barriers – like a lack of affordable childcare, limited transport options, or precarious accommodation – can also hold people back.
- The high cost of having somewhere to call home, especially for renters, leaves people without enough money for other essentials like food.
- People using food banks are more likely to have experienced multiple adverse events in their lives.

The journey so far

Five years ago, we published our first ever strategy, covering 2020-2025, and shifting our collective focus towards ending the need for our services.

This was a period of unparalleled change and challenges – including economic and political uncertainty, the cost of living crisis, and the Covid pandemic – with record levels of need from people facing hunger and hardship.

Over five years, we saw a 51% increase in people referred to food banks in the Trussell community, and more emergency food parcels than ever before being distributed. Yet, in the face of adversity and external pressures, the Trussell community continued to show huge commitment and compassion across the UK – providing immediate support while also working towards the longer-term changes that will help prevent food bank need.

Together, we've delivered vital financial advice, influenced policy, coordinated communities, and shifted the national conversation around food bank need.

Our projects providing advice on money matters, social security and debt ensured essential financial gains for people needing a food bank's support.

We've worked in partnership with experts in advice provision at local, national and UK-wide levels to unlock almost half a billion pounds for people experiencing hunger and hardship.

We raised awareness of what causes the need for food banks, making great strides in altering public opinion and changing minds, while working with referral and signposting partners to shift understanding and tackle the underlying need behind a food bank referral.

Our campaigning work – in local communities and nationally – influenced the political landscape, with multiple political party manifestos now committed to addressing the issues of hunger, hardship, and the prevalence of food banks in the UK. We also initiated and grew a network of local advocates and champions, working to bring about change in over 100 local communities – while rooting this work in the first-hand experience of

people who had accessed support from a food bank.

But, if we're going to ensure that no one needs a food bank to survive, there is still so much more to be done. And it's only by working together that we can achieve that change.



Developing our strategy

To form the next phase of our strategy, we worked closely and collaboratively with a wide range of people and organisations to shape our priorities for the coming five years.

We listened to a variety of voices, with different expertise, insight, perspectives, priorities, and approaches – via numerous consultation and co-design groups, one-to-one meetings, workshops and forums across the UK. These included:

- people with lived experience of financial hardship – meeting regularly with nine groups across the UK, comprising around 60 people
- food banks across the Trussell community – including widescale participation events, roadshows, regional forums, plus quarterly meetings with consultation groups across the UK, involving 52 food bank leaders
- other food banks and community organisations providing charitable food support – including one-off and regular meetings with 34 representatives of organisations across the UK
- UK-wide partners, such as the Independent Food Aid Network, Feeding Britain and Salvation Army – considering different ways of supporting people, why support is needed for specific groups, and our shared ground in preventing reliance on services
- supporters, collaborators and experts – including the broader charity sector, academics, funders, corporate partners, faith leaders and representatives of various church denominations, plus organisations working in the social justice arena.



Ending hunger today, together and forever

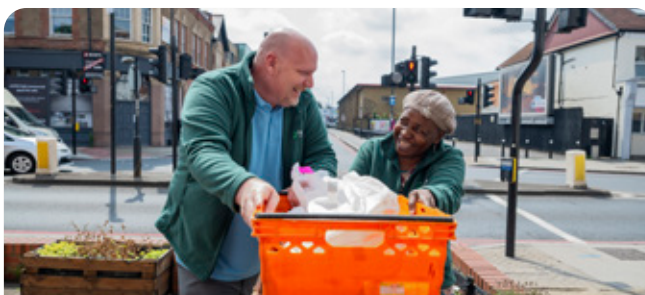
Our strategy focuses on three key themes:



Ending hunger today

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

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



Ending hunger together

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

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



Ending hunger forever

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

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

Working towards our goals

To achieve our vision, we've created eight programmes of activity - aligned to our three themes.

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



Ending hunger today



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At our food bank, we know that how people are treated matters just as much as what they receive. A warm welcome, a listening ear, a chance to feel seen – these small things can make a huge difference when someone is in crisis. As we move forward with our new strategy, it means a lot to know that this kind of thoughtful, people-first work is being prioritised. Sometimes, change starts not with a big gesture, but with sitting down, offering a cuppa, and saying, ‘You’re welcome here.’

”

Crystal Clayton

Senior Manager, Renfrewshire Foodbank

Programme:

Food bank resilience

Our UK-wide community of food banks, across 1,400 locations, is under enormous pressure. Given the economic climate, it's vital to protect what makes food banks uniquely impactful in communities - ensuring they can provide an inclusive, warm welcome and guaranteed level of service that supports everyone coming through their doors.

We need to make sure that they can continue to meet huge levels of need, with the dignity and compassion that we know can be life changing for people facing hunger - and particularly for those who are facing it alone. We'll continue to stand shoulder to shoulder with food banks in every area of operational challenge - with bespoke support, training, funding and specialist expertise.

Our goal

Every person in every food bank experiences a dignified, inclusive and warm welcome, with appropriate support through a food parcel, and access to an advice journey.

Ending hunger today



Programme:

Sustainable holistic advice

Ending hunger today

Over the past five years, we have seen the effectiveness of advice, with 90% of food banks in the Trussell community providing people with access to financial inclusion services (such as advice on money matters and debt management).

The impact of this holistic advice is clear, with a quarter of recipients assessed by their adviser in 2020-2025 deemed likely to no longer need to use a food bank. We remain committed to the role of advice in reducing food bank need, and will continue supporting food banks to design and deliver tailored advice pathways, with financial inclusion at their heart. We'll also be working to make sure this advice is available on a sustainable basis – advocating for the financial resources necessary to unlock lasting change.

Our goal

Everybody who is referred to a Trussell food bank is offered an onward support journey, and that targeted advice for people at risk of hunger and hardship is available on a sustainable basis in local communities.

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Embedding advice and support in our food bank has been a hallmark of our work over the past years. As we look to the future, we're excited about the possibility of working towards ensuring that every person who accesses our food bank is offered a tailored support pathway – and that we can work closer with our partner agencies to help make sure these services are sustainable.

”

Tessa Bradley
Trustee, Llandrindod Foodbank

Ending hunger together



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We recognise the vital role food banks play in local communities, especially in rural areas, where access to support can be limited. We see first-hand how the right help, at the right time, can be the difference between someone needing a food bank or not. That’s why it’s so important that we use our voices – not only as organisations, but alongside those with lived experience of poverty, to advocate for the support our communities deserve.

”

Ian Watling

Manager, Pembrokeshire Foodbank

Programme:

Supportive communities

Ending hunger together

Over the past five years, we've worked intensively in over 100 communities to pilot and learn from innovative approaches. We know the community resources, structures and practices needed around food banks to protect people from hardship. We've learned how food banks can better coordinate referrals, improve upstream support, and strengthen local partnership working. And we understand the importance of building community-based power, local knowledge and action.

We will collaboratively scale this best practice to help foster communities that protect people from hunger and hardship. We'll help food banks to enable local activities for change, work with partners to scale community development, and propose community-focused policy recommendations – for a coordinated approach to reducing local need.

Our goal

People at risk of needing to use a food bank are increasingly given appropriate, timely and dignified support before they need to access a food bank, which reduces their risk of experiencing hunger and hardship.



Programme:

Unleashed leadership

When times are tough, the leadership and collaboration skills of individuals can harness difficulties and turn these into opportunities for partnerships and progress. Our intensive innovation and piloting work over the past five years has helped demonstrate how peer support, training and experiential learning can help unlock leadership potential.

We've also invested in equipping people with direct experience of hunger and hardship to take the lead in changemaking. In coming years, we'll scale access to this, unleashing the leadership skills required to achieve our vision by investing in social change leadership programmes – focused on collaboration between the Trussell community and the wider community food sector, and bringing together people with and without experience of hunger and hardship.

Our goal

A growing network of anti-poverty leaders across the UK – creating local, regional and national change to end the need for food banks.

Ending hunger together



Programme:

Together with Trussell

Our vision is ambitious – and cannot be achieved by Trussell and our community of food banks alone. Our experiences and consultation have pointed to the vital role of collaboration in achieving impact – but also to the fact that this requires dedicated time, energy and resources. We know that we must work in active partnership with others – bringing diverse groups together to focus on a common goal, while building trust and connections.

We will strengthen support for our collective mission across all the audiences who could partner with us – including donors, campaigners, volunteers and champions – while expanding the ways that people can take action to support our vision, helping people from all backgrounds understand how they can play their part in ending the need for food banks.

Our goal

We have stronger connections with a wider range of partners, supporters and donors – leading to an increase in impact through greater funding, campaigning and other support for our work.

Ending hunger together



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A really important part of our work together is making sure that we have enough resources and support to keep pushing onwards. As a local food bank in Rugby, it spurs me on knowing that I'm working as part of a bigger community of food banks, and that collectively we have millions of people behind us who are donating food, volunteering their time, campaigning or offering financial support.

”

Adi Robinson

Service Delivery Manager, Rugby Foodbank



Ending hunger forever



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

”

Karen Mullan

Director, Foyle Network Foundation (Foyle Foodbank)

Programme:

Making social security work

Ending hunger forever

We are a leading advocacy voice on the link between deficiencies in the social security system and food bank need. We'll continue influencing governments around this topic, capitalising on the success of the Guarantee our Essentials campaign – a joint initiative with Joseph Rowntree Foundation. This campaign calls for social security to cover the cost of life's essentials, combining policy with public influencing, to build the economic and moral case for social security.

We'll also increase our evidence and policy recommendations on employment support – addressing barriers which prevent key groups who are over-represented at food banks from accessing good, stable work – while delivering high-profile activities and messaging to shift public perceptions on social security.

Our goal

Improvements to the funding and delivery of social security and employment support over the current parliamentary term – and that public understanding of social security increases, and attitudes about the constructive role it can play are strengthened.



Programme:

Prioritising hunger and hardship

Ending hunger forever

To enable a future where no one needs a food bank to survive, we must embolden people's imagination about what's possible – inspiring others to view the issue of food bank need as one that requires urgent and concerted action. Over the past years, we've increased our footprint and credibility across society, the media and in the public space, gaining support from high-profile influencers and brand partners.

Now we'll harness these touchpoints, challenging people to prioritise a shared mission to end the need for food banks, boosting public prominence of our cause, and influencing sectors, organisations and key individuals whose choices and priorities underpin the ability for our mission to succeed.

Our goal

Increasing understanding, empathy and action among the public around ending the need for food banks – with targeted audiences and sectors changing their strategies and practice to reduce food bank need.



Programme:

Knowledge transformation

Ending hunger forever

Our UK-wide community, working daily with people facing hunger and hardship, provides unparalleled real-time insight – guiding our activities, helping to improve services, and giving us a powerful voice in making the case for change. We know it's vital to share data, stories, evidence and insight to influence service design, motivate wider society and push for long-term policy solutions.

Over the coming years, we'll harness the rich capabilities of our data, learning and stories, combine them with those of partners, and make them more readily available to civil society, funders, commissioners, policymakers and other decision-makers – improving our collective ability to end hunger forever.

Our goal

The Trussell community is equipped to gather, curate and deploy high-quality collective and individual knowledge in order to work towards our vision, and persuade others to do so.



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We know that data, learning and insights are vital to the work we do here at the food bank. But it's not just about our work locally. We're part of a wider community of food banks across the UK, and having greater access to the knowledge that exists in every part of Trussell will be invaluable to us in improving what we do, and advocating for tried-and-tested solutions.

”

Sam Sudlow

Chair of Trustees, Wokingham Foodbank



Our values

Underpinning this strategy, our three key themes, and each of our work programmes are our core organisational values.

In everything that we do, we are guided by our values of:



Compassion

We stand alongside people facing hardship – and provide support and care for individuals.



Justice

We know it's not right that anybody should experience hunger or poverty – and that we must take action to change this.



Community

As people, we are all interconnected, and because of this we have a responsibility to support one another.



Dignity

We recognise the value of every individual, prioritising other people's needs and concerns in the spirit of friendship.

Get involved

If you've been inspired by our strategy, here are some of the ways in which you can support our work.



Donate food

To find out how to donate food and other essential items to your local food bank, visit trussell.org.uk/donate-food



Donate money

Your support is crucial in helping us achieve our vision. To make a financial donation, please visit trussell.org.uk/donate



Volunteer

Can you spare some time to support people facing hardship in your local community? Find out more at trussell.org.uk/volunteer



Campaign for change

We're calling on the UK Government to implement an 'Essentials Guarantee' - making sure the basic rate of Universal Credit is enough to cover essentials such as food and household bills. For more info, see trussell.org.uk/essentials



Raise funds

You can help raise money for your local food bank or Trussell - and raise awareness at the same time. For fundraising ideas, events, tips and resources, visit trussell.org.uk/fundraise



Stay connected

You can keep up to date with progress on our strategy by visiting trussell.org.uk - or following our social media channels



trussell.org.uk



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