

# PREPARING A NETWORK FOR CHANGE



ANNUAL REPORT AND ACCOUNTS  
31 MARCH 2020



## ABOUT THE TRUSSELL TRUST

We're here to end the need for food banks in the UK.

We support a UK-wide network of more than 1,200 food bank centres and together we provide emergency food and support to people locked in poverty, and campaign for change to end the need for food banks in the UK.

Our most recent figures for the number of emergency food supplies provided by our network:  
[trusselltrust.org/news-and-blog/latest-stats/](https://trusselltrust.org/news-and-blog/latest-stats/)

The Trussell Trust's food bank network brings together volunteers, staff and supporters of all faiths and none to make a difference. Local churches play a vital part in this work, with around 12,000 churches actively involved in donating food, and providing venues, volunteers and financial support for food banks.

You can read more about our work at  
[trusselltrust.org](https://trusselltrust.org)



## CONTENTS

<b>Overview</b>	
Welcome from the Chair of Trustees	4
Welcome from the Chief Executive	5
2019 - 2020 highlights	6 - 7
<b>Strategic Report</b>	
Our vision and strategy	9
Key achievements	12
Our response to Covid-19	20
Financial summary 2019-20	22
Financial performance	24
Principal risks and uncertainties	25
Our supporters	26
Corporate partners	27
Trusts and foundations	28
Our promise to supporters	29
Our volunteers	30
Grants to food banks	31
Structure, governance, and management	32
Our charity details	34
Statement of Trustees' Responsibilities	35
<b>Independent auditors' report</b>	<b>36 - 38</b>
<b>Financial statements</b>	
Statement of Financial Activities (Incorporating an Income and Expenditure Account) for the year ended 31 March 2020	39
Balance Sheet at 31 March 2020	40
Cash Flow Statement for the year ended 31 March 2020	41
Reconciliation of net income/ (expenditure) to net cash flow from operating activities	42
Notes to the Financial Statements for the year ended 31 March 2020	43 - 61



# WELCOME

## From Stephen Hicks, Chair of Trustees

On behalf of the Board, I'd like to thank you for your interest in our Annual Report and Accounts, which cover an extraordinary period of change for The Trussell Trust.

This year's review is titled Preparing a Network for Change, which alludes to the different ways in which we are proactively responding to the dramatically changing environment in which we and the food banks we serve, operate.

In the current and continuing climate of immense political and economic change, I'm always struck how it's the most vulnerable who bear the brunt of the impact. We've experienced an 18% year-on-year increase in the three-day emergency food parcels distributed by food banks across the Trussell Trust network. Whilst we remain deeply grateful for the dedication of food bank teams and the generosity of the general public and many other partners to meet this growing need, we cannot and will not simply satisfy ourselves with continuing to increase our efforts every year in a bid to respond to these external pressures and growing demand.

So, during the course of 2019-20, as a Board we engaged in our Network for Change strategy development process, alongside our staff and volunteer teams, food bank teams, those who need to access emergency food, partners and supporters. This concerted focus has enabled us to forge a new strategic plan for the coming five years and to do so in a way which includes and involves a huge range of stakeholders in the process. I'd personally like to thank my fellow trustees, all the staff and volunteers and all those who contributed in so many ways to the Network for Change process for their efforts in forming a compelling, ambitious and achievable strategic plan for working towards a UK without the need for food banks.

In the latter part of the year, the Covid-19 pandemic brought significant challenges and introduced additional complexity to our work. Our focus throughout 2019-20 in preparing for the implementation of our emerging strategic plan meant that we were well placed to handle the transition for staff to work remotely and were able to maintain excellent levels of support and service for food banks in the Trussell Trust network.



In particular, I'd like to pay tribute to all our volunteers and staff, also the network of food-banks we serve and those directly managed by the Trussell Trust who continued to serve those experiencing crisis in the very early period of national lockdown. The sheer determination to continue serving those most in need was and remains inspirational. We are indebted to you. You can read more about the extraordinary response to the pandemic later in the report.

Finally, I would like to extend my thanks to my fellow trustees who have profoundly engaged with the shaping of our new strategic plan, Together for Change. Their hard work, courage and wise counsel has served us well. I'm also delighted to welcome two new trustees to the Board, Rev Beverley Thomas and Dr Louise Hickman. The board remain committed to bringing rich and diverse experiences to our discussions and decisions in support of our continued work to meet the immediate need with compassion and continue to work for just solutions where our services are no longer needed. We're also acutely aware that our work would not be possible without all those who so generously support us, all our supporters, churches, the public, trusts and grant giving bodies, corporate partners and many others. They like us recognise that by working together we can realise our vision for a UK without the need for food banks.

Yours sincerely,

Stephen Hicks  
Chair of Trustees

# WELCOME

## From Emma Revie, Chief Executive Officer

No one should need to use a food bank. But this year the food banks in our network have faced record levels of need across the UK.

This isn't right. In 2019/20, food banks in our network distributed a record 1.9 million food parcels to people in crisis, including 700,000 for children. That's an 18% increase on the previous year, and the initial impact of the Covid-19 pandemic has caused a further increase in need. Food banks have been working as tirelessly as ever to support their local communities, but that support simply shouldn't be necessary.

Year-on-year, more and more people cannot afford the essentials in life - and when we look to the year ahead, it's likely that even more people will be pushed into destitution as we are all impacted by the storm caused by the Covid-19 pandemic.

We need change, and quickly. That's why, looking to the future, we'll be implementing our Together for Change strategy, focusing on tackling the root causes that sweep hundreds of thousands of people into poverty each year and ending the need for food banks entirely.

While doing so, we are dedicated to continuing to support our network to serve their local communities for as long as they're needed - but we must not allow food banks to become institutionalised, viewed as a normal part of our society. As a nation, we believe in justice and compassion - in helping one another. And we believe that everyone should have enough money for the essentials.

Together with our network of food banks, with people who have direct experience of living in poverty and other key partners, we have built solid foundations for the work ahead and achieved a great deal.



As we look back over the past year, I'm particularly grateful for the support and encouragement of Stephen and the wider Board of Trustees as they have worked closely with me and the staff team to form our new strategic plan. Their advice, challenge and engagement (both through formal meetings, and via food bank events and visits) has helped to bring additional clarity, focus and ambition to our work.

We know that together we can ensure no one needs a food bank to get by. Together, we can ensure everyone can afford the basics in life.

Thank you for your continued support.

Emma Revie  
Chief Executive Officer



# 2019-20 HIGHLIGHTS

## APRIL

### END OF YEAR STATS RELEASE

Our 2018-19 statistics gain significant media coverage, but continue to show a worrying year-on-year growth in need, with 1.6m emergency food supplies distributed.



## MAY

### ROLLING ROADSHOWS

Throughout May and June, over 600 food bank leaders attend one of our 7 roadshows to help shape the future of our work together.



### TOUR DE TRUSSELL

A group of enthusiastic volunteers (including our Chair and CEO) cycle 126 miles from Coventry to Salisbury to raise funds for our work.

## JUNE

### NATIONAL VOLUNTEERS WEEK

We send out a postcard to every regular volunteer across the Trussell Trust network via their food bank, to thank them for their amazing dedication and hard work.



### UNIVERSAL CREDIT UNCOVERED

As part of our work to push for a reduction to the five week waiting time for Universal Credit, we challenge the claims of the 'mythbusting' adverts launched by the Department for Work and Pensions.

## JULY

### STAFF CONFERENCE

Our Trussell Trust team gather for our annual two-day conference, which provides an opportunity for every staff member to help shape our future strategy.



## AUGUST

### GREENBELT

We're at the popular music, arts, faith and social justice festival where we're cooking up a storm with Jack Monroe. 550 people signed up for our campaign to end the five week wait for Universal Credit.



## SEPTEMBER

### REGIONAL FORUMS

We're on the road again, this time across 13 locations for regional forums to offer another opportunity for input to Network for Change, and offer training around mental health issues at food banks.

### STRATEGY CONSULTATION GROUPS

A group representing 42 food bank charities (around 10% of our network) meet for a second time to continue to hone our strategic plan – in total, they will meet 5 times throughout Network for Change.

## OCTOBER

### PARTY CONFERENCES

Trussell Trust speakers contribute to fringe events at both the Conservative and Labour Party Conferences, with a view to building stronger cross-party consensus for an end to the need for food banks.

## NOVEMBER

### STATE OF HUNGER IS LAUNCHED

Our landmark research with Heriot Watt University highlights that 94% of those referred to Trussell Trust food banks meet the criteria for destitution.



### TESCO COLLECTION

Food banks around the UK are able to generate additional food donations in advance of Christmas by running an in-store collection at Tesco stores.

## DECEMBER

### TIME FOR TRUSSELL LAUNCHES

We launch our first microvolunteering opportunity, with 5,000 volunteers receiving a pack complete with 21 small actions they can take to support food banks.



### NATIONAL CHURCH LEADERS BREAKFAST

16 national leaders representing a wide range of Christian denominations gather in London to respond to and shape our strategic plan – much of which is enabled through the Christian community's on-the-ground support for food banks.

### CHRISTMAS NUMBER 1

Ladbaby reaches Christmas Number 1 for the second year running with 'I Love Sausage Rolls' - a charity song to support our work at the Trussell Trust.



## JANUARY

### 20TH ANNIVERSARY OF SALISBURY FOODBANK

Salisbury Foodbank, the first Trussell Trust food bank, marks its 20th Anniversary, and we celebrate the dedication and commitment of 3 volunteers who have served for the whole period.



## FEBRUARY

### CELEBRATED TWO YEARS SINCE THE ASDA FHCC PROGRAMME WAS ANNOUNCED

We celebrate 2 years since the Asda Fight Hunger, Create Change programme was announced. By March, we have awarded over £5m in grants thanks to this partnership.



## MARCH

### LOCKDOWN

As Covid-19 radically changes life across the UK, our central offices shut – but food banks continue to offer an essential service, seeing an 81% increase in need in the last two weeks of March.



### OUTPOURING OF SUPPORT

In the first month of Covid-19, we see a remarkable public support for the work of food banks and the Trussell Trust – with extraordinary community fundraising and online events, celebrities such as Liam Payne speaking on our behalf, transformational support from grant-making trusts, and companies like Asda, Tesco and British Gas donating money, food and people to help others in crisis.



# STRATEGIC REPORT

## OUR VISION AND STRATEGY

### OUR VISION

**Our vision is for a UK without the need for food banks.**

We say this because it's not right that anyone can't afford their own food and needs to use a food bank to get by.

### OUR VALUES

Our values are:



**Compassion:**

We stand alongside people in crisis and provide support and care.



**Justice:**

It isn't right that anyone should experience hunger or poverty, and we must change this.



**Community:**

We're all connected, and we all have a responsibility to support one another.



**Dignity:**

Every person matters, and every person should be treated with respect.

### OUR STRATEGIC PRIORITIES

We are working to end the need for food banks in the UK by focusing on three strategic priorities:

#### 1. Changing Communities

Empowering food banks to orientate their work towards ending the need for the services in their local communities.

#### 2. Changing Policy

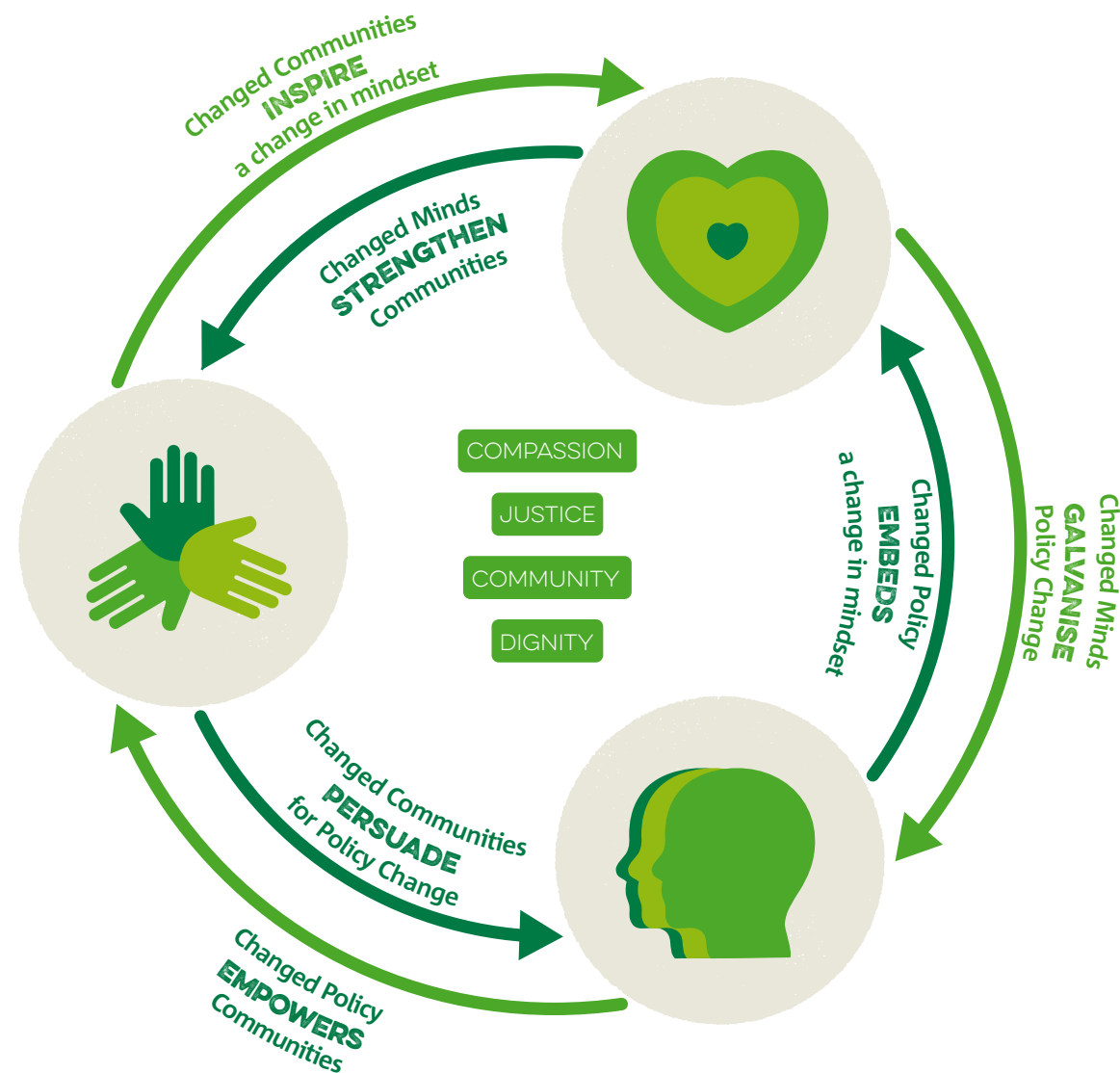
With partners, achieving evidence-based policy change through all levels of government to eradicate destitution in the UK.

#### 3. Changing Minds

Increasing public will for long-term solutions to end the need for food banks and building a movement for change.







## OUR STRATEGIC APPROACHES

At the Trussell Trust, we believe we can best deliver change by how we work, as well as what we do. The strategic approaches we champion are:



### Service

We serve the work of the food banks in our network, listening attentively and seeking the good of our shared mission, rather than our own agenda.



### Expertise

We work to be the very best we can be in the areas where others rely on us to be expert.



### Collaboration

We seek, wherever possible, to collaborate with others – most especially with people who have direct experience of living in poverty.



### Transparency

We are clear and open with information and plans, acknowledge where things haven't gone right, and demonstrate integrity and authenticity.

## PARTICIPATION, DIVERSITY AND INCLUSION

Our values and approaches are not only descriptive of our current reality, but also inspire us to become more fully who we need to be in order to achieve our vision.

In particular, the board and the executive team are actively focusing on two responses to our values and approaches.

Firstly, how we more fully embody dignity and collaboration by working more deliberately to embed the involvement of people with lived experience of poverty at every level of our work. In focusing on Participation in this way, we are seeking to acknowledge the inherent dignity of each person pushed into poverty, and to recognise that we can only create effective long-lasting change when we achieve this meaningful level of collaboration. To support this, we have:

- Commissioned a wide-ranging review of our approach to Participation, resulting in 12 recommended actions we will make in 2020-21
- Appointed a new senior role within the organisation, responsible for implementing these actions
- Embedded a common commitment to Participation within our updated franchise agreement with food banks

Secondly, how we act with justice and transparency to build an inclusive and diverse organisation, proactively taking steps to reflect the diversity of the communities we serve in the make-up of our staff and volunteer teams. In focusing on Diversity and Inclusion in this way, we are seeking to build an organisation which is rooted in equity, anti-racist, open and transparent, and which embodies the warmth of welcome and sense of community which are the hallmarks of food banks in the Trussell Trust network. To support this, we have:

- Started a far reaching cultural transformation programme to ensure we are an increasingly diverse and inclusive organisation
- Appointed a new senior role within the organisation, responsible for supporting staff, trustees and food banks to improve our approach to diversity and inclusion
- Implemented a new recruitment platform designed to improve equitable access to roles through tackling unconscious bias
- Improved and committed to further improvement, in the ethnic diversity of both our board and our senior team throughout 19-20 and 20-21.



# KEY ACHIEVEMENTS

## RESPONDING TO GROWING NEED

Whilst we are clear that we are working towards a future where our services are no longer needed, we continue to support food banks across the UK to respond for as long as we are needed.

Trussell Trust food banks operate out of more than 1,200 centres across the UK to provide a minimum of three days' emergency food and support to people in crisis.

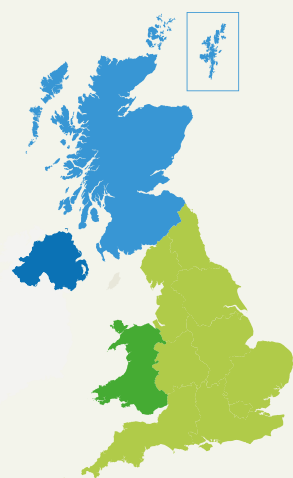
### The shape of the Trussell Trust network

Over **1200** food bank centres are run by **426** charities across the UK

Around **40%** of food bank charities run one food bank centre

Around **45%** of food bank charities run between two and five food bank centres

Around **15%** of food bank charities run more than five food bank centres

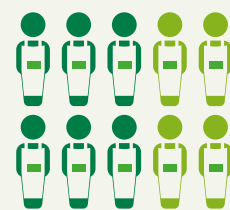


**74%** of food bank charities are in England

**12%** are in Scotland

**9%** are in Wales

**5%** are in Northern Ireland



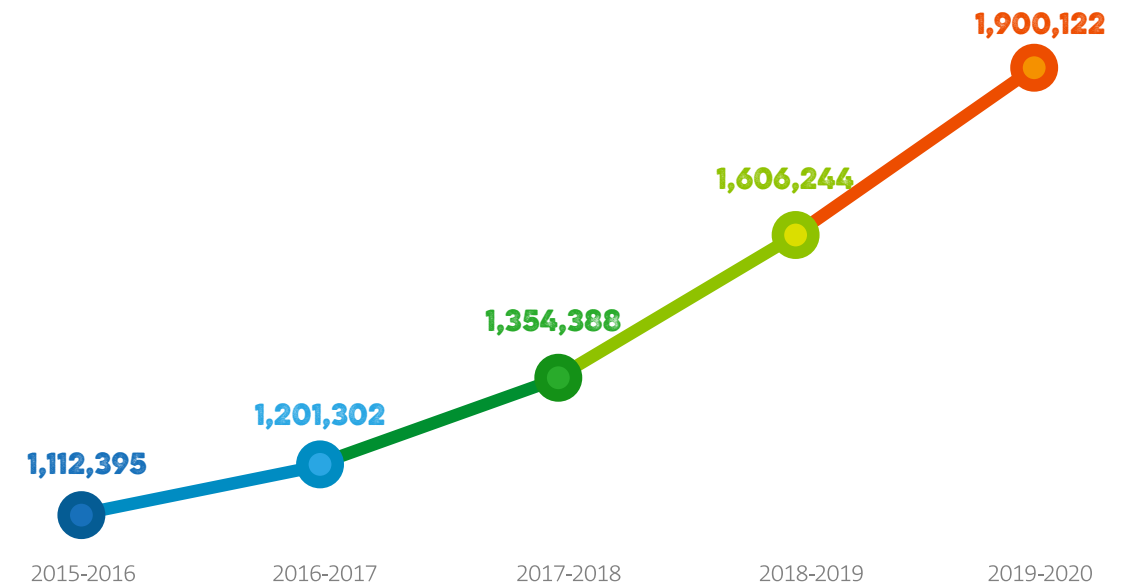
Around **6 IN 10** food banks have a paid project manager

Around **80%** of food bank charities have up to 100 regular volunteers

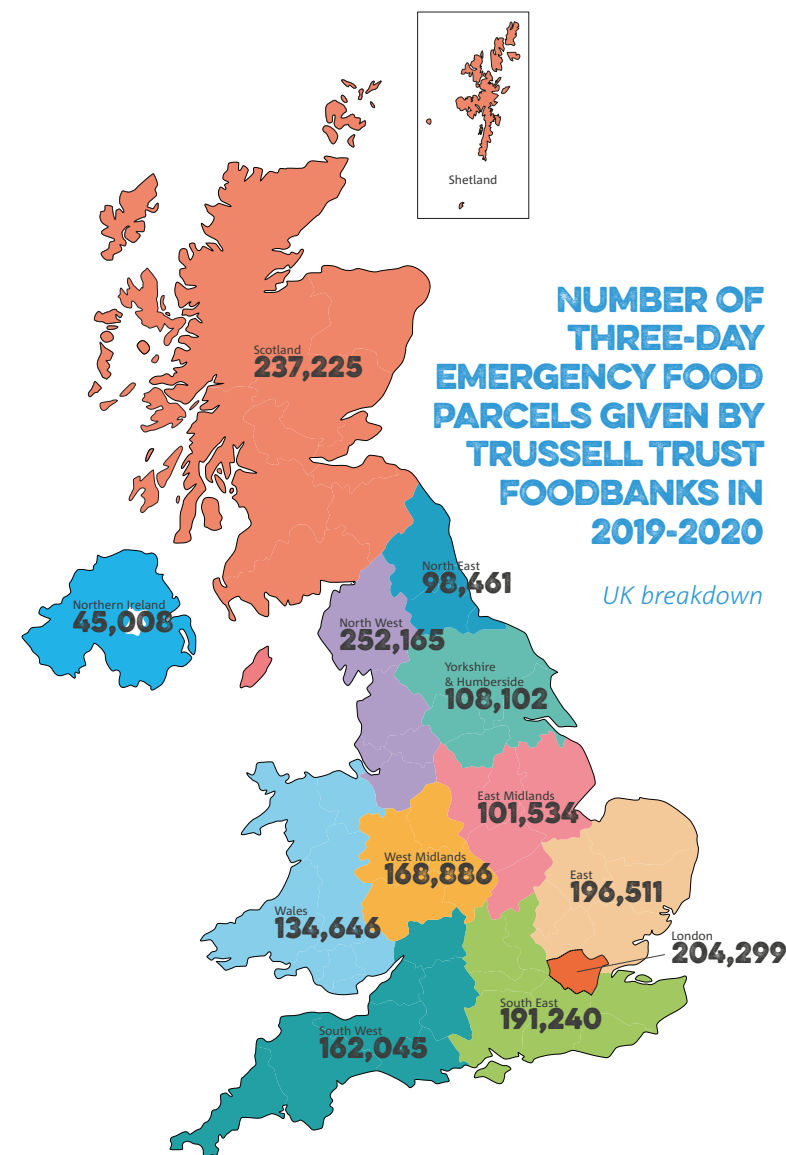
Around **20%** have more

Source: The State of Provision (Trussell Trust internal research, Dec 2018-Mar 2019)

In 2019/20, food banks in our network distributed 1.9 million three-day emergency food parcels. 700,000 of these were for children. Emergency food parcels provided by our network increased by 18% on the previous year and in the last two weeks of March, as the Covid-19 pandemic hit, food banks saw a shocking 81% increase in need.



In the last five years, food bank use in our network has increased 74%.



### RECORD SPIKE IN NEED AS THE CORONAVIRUS PANDEMIC UNFOLDS

During the last two weeks of March, food banks in the Trussell Trust network saw a soaring 81% increase in need for emergency food parcels, compared to the same period in 2019.

**81%** INCREASE IN NEED

**OVER 6,250** food parcels per day

**OVER 2,775** food parcels for children – every day

**122% INCREASE** in food parcels for children (compared to the same period in 2019)



Behind each of these statistics is a person. People like Chris who had to use a food bank:

*“The food bank was a life-saver, honestly. They gave me hope when I had lost all hope. It’s not just the food but the all-round care. I remember standing at their door crying because things had dropped so low. But the food bank was a safe and welcoming place. Thank you.”*

and meeting people in crisis with compassion and care is at the heart of the work of Trussell Trust food banks across the UK:

*“Through our telephone support service ,we found out that a man hadn’t been able to see his son because his ex-wife was concerned he wouldn’t be able to feed him, so we put extra food in his food parcel and his son was able to stay. We then found out that it was his son’s birthday coming up and our warehouse team came together so well. They found party poppers and cakes and treats. One of the volunteers researched the kinds of gifts that ten-year-old boys like and they went and bought some things. It’s those little things that mean so much when people are isolated-to know there are people out there who genuinely care for them is a massive thing. The volunteers had a real sense of purpose as well and put so much energy into finding what the family needed.”*

**Jane, Nantwich Foodbank**

**In order to meet this need over the past year:**



More than  
**16,000**

tonnes of food was donated by the public to food banks in our network.



Food banks worked with  
**34,221**

referral partners to enable people in crisis to access emergency food supplies.



Around  
**28,000**

people volunteered at a food bank in our network (prior to Covid-19).

## WORKING TO REDUCE THE NEED FOR FOOD BANKS LOCALLY

The food banks in our network offer incredible services to their communities. During 2019-20, we have continued to support food banks to provide those services, and empower them to work towards tackling the underlying drivers of poverty in their area, in line with our new strategy’s forthcoming Changing Communities work.

*As a Foodbank we are committed to service because we recognise that giving out food although vital is a bit of a sticking plaster. We want to see people’s lives change for the better preferably before they reach the point of needing food. We are slowly adding to our services in other ways other than signposting.*

**Debbie, Bournemouth Foodbank**

This year, we awarded over £4.7 million in grants to food banks in our network, and over the next five years our range of grant opportunities is expected to exceed £11.5 million per annum. These direct grants to food banks often provide the additional capacity that a food bank team requires to develop approaches which help tackle the underlying reasons why somebody is referred to a food bank.

Programmes like our Fight Hunger Create Change partnership with Asda have enabled us to begin working on projects in this area. Since the partnership began, as well as enabling over 320,000 people access fresh food and support, we have provided training to around 30% of our food banks to deliver effective signposting services.

**With support from Asda Fight Hunger Create Change grants:**

*“We’re doing things like stress management and money management courses. We have a welfare person in each of the food bank centres and we ask people when they come into the food bank if they’re getting the necessary benefits. Last year we achieved half a million pounds worth of extra benefits for people. It’s incredible.”*

**Southport Foodbank**

As a volunteer-powered movement, we also recognise the imperative to support food banks in their attraction, retention and development of these volunteer teams in order to help galvanise longer-term change. During Autumn, we ran a series of 13 regional forums across the UK, partnering with Mental Health UK to provide

*“The advice worker at the food bank was kind and patient – she asked me the right questions and seemed to understand my condition. She helped me write to my consultant for further information and my disability payments were reinstated”*

**John, who has experience of living in poverty**

training and support to food bank teams in understanding symptoms and support for mental health concerns around those referred to food banks, as well as offering an opportunity to talk about the mental health impacts of volunteering.

Working with food bank representatives, we also scoped, selected and launched a new bespoke Volunteer Management System which will provide new tools and efficiency-gains for food banks in their volunteer-focused work. Crucially, this new platform also offered us the opportunity to successfully steward nearly 2,000 volunteers from British Gas and thousands of further volunteer applications from the general public at the onset of the Covid-19 pandemic.

At Abergele District Foodbank, there is a Community Money Advice service delivering specialist debt advice. The service benefits from Asda funding and supports approximately a quarter of people referred to the food bank with specialist advice and support to help people like Robert become debt free.

Robert was an ex-serviceman who was going through a painful divorce and custody battle as well as suffering with mental health problems. He made two attempts on his own life.

The food bank successfully obtained a Debt Relief Order for him and we were able to support him with the provision of food parcels. He has been able to reduce his expenditure and has now moved into affordable accommodation and started a new job. He has managed to gain access to his children which had previously been denied. His mental health has improved significantly and he is now on a more stable footing with no need of food parcels.



## WORKING TO REDUCE THE NEED FOR FOOD BANKS VIA POLICY CHANGE

Alongside supporting food banks in the Trussell Trust network to offer emergency support, we're working through our advocacy work to challenge injustice and tackle the underlying drivers of poverty to help prevent people from needing to use a food bank in the future, in line with our new strategy's Changing Policy work.

In 2019/20, we continued our #5WeeksTooLong campaign calling for an end to the five-week wait for Universal Credit, releasing a report in September looking at possible solutions and ways forward. This kind of evidence-based research adds vital weight and credibility to our policy work, allowing us to outline feasible solutions and show the impact of current policies clearly. More than 50 organisations signed up to support the campaign, and we attracted engagement with more than 18,000 members of the public.

In November 2019, we released the first report from our three-year landmark research project State of Hunger, carried out by researchers at Heriot Watt University. Made possible by the Asda Fight Hunger Create Change partnership, this research revealed that 94% of those referred to a food bank in the Trussell Trust network are experiencing destitution, and households' average weekly income after housing costs is just £50.

The research tells us, with more granularity than ever before, the key drivers behind food bank use, including problems with the benefits system, ill health and challenging life experiences, and a lack of formal and informal support. This information means we can make informed policy recommendations and develop evidence-based solutions that will help the need for food banks.

### State of Hunger research found that people who have been referred to a food bank



have an **average weekly income after housing costs of just £50**



cannot afford to buy the absolute essentials that we all need to eat, stay warm and dry, and keep clean – with **94% facing real destitution**



are very likely to have health issues – with **nearly 75% reporting at least one health issue**

We continue to develop a broad base of support for policies which tackle destitution and the underlying drivers of food bank use, both in Westminster (with our evidence being cited and responded to in Parliamentary debates), and at Stormont, Holyrood and the Senedd Cymru.

We have also strengthened our partnerships with key organisations. In March, we built a coalition with the Joseph Rowntree Foundation, Child Poverty Action Group, Turn2us, StepChange, the Children's Society, and the Independent Food Aid Network to call on the government to take steps to protect people at risk of financial hardship during the Covid-19 pandemic.

*'Over the past years, we at CPAG have been pleased to work as partners alongside the Trussell Trust, pushing for the long-term solutions that will help to end child poverty in the UK for good. Our common conviction that poverty is not inevitable underpins our joint efforts to advocate for policies which will reduce, and ultimately end the need for wide scale emergency food distribution. The statistical evidence and ground-level experience that the Trussell Trust brings together from food banks across the UK complements our own data on poverty, and helps us to become a powerful joint voice for change when we work together.'*

**Alison Garnham, CEO of Child Poverty Action Group**

## WORKING TO REDUCE THE NEED FOR FOOD BANKS BY BUILDING PUBLIC SUPPORT

To create lasting change, we need to help people understand the issues which contribute to an increase in food bank use, build empathy and understanding, and grow confidence in practical ways in which they can take action themselves. This year, we have used the power of public opinion, through traditional and online media and through the people who support and deliver food bank work to begin to build momentum for growing public understanding and support, in line with our new strategy's Changing Minds work.

During April and May 2019, we worked with YouGov<sup>1</sup> to conduct the largest ever poll into public opinions on hunger, poverty and food banks in the UK, and found:

- 61% of people think hunger is a very or fairly big problem in the UK
- 60% of people think the issue of hunger has got worse over the past 5 years
- 90% of people agree that everybody should be able to afford to buy enough food from a supermarket to feed themselves
- 70% agree food banks shouldn't need to exist in modern society
- Around a third of the general public have donated food via a supermarket collection point in the past year, and up to a half of the general public say that they have taken some action in past year to address the issue of hunger.

Using this data, we have been able to understand the sentiments, opinions and behaviours of the general public more accurately, and also see how different parts of the population feel differently about hunger and poverty. We also shared headlines from this research with the media during October to promote greater public awareness of hunger and shared the findings with key partners who are working alongside us in anti-poverty work, including the Joseph Rowntree Foundation and BBC Children in Need, in order to strengthen capacity and understanding across the sector.

<sup>1</sup> Online fieldwork conducted on behalf of the Trussell Trust by YouGov, who surveyed 12,103 members of the general public between 17th April and 15th May 2019

During the year, food banks and the Trussell Trust continued to retain high levels of awareness in UK society, and support from celebrity influencers like Liam Payne and Ladbaby, corporate supporters like Asda, Tesco, and British Gas, church networks and denominations and community groups have all helped us to begin to connect with audiences who want to get involved in our work.

*"I've seen first-hand just how much knowledge food banks have about what changes would prevent people needing help, and how the right support can protect people from being pushed into poverty. When I was growing up, food banks weren't a thing. As my son grows up, I want to part of building a future where everyone has enough money for essentials - because this can change."*

**Liam payne, singer songwriter**

### Growing Awareness

Media coverage of our work has enabled us to start conversations with new audiences to help increase understanding of food bank drivers. Over the course of the year, we secured 6,123 pieces of online coverage and 7,777 in broadcast and print media, a rise of 42% from 2018/19. On Facebook, we reached close to 80,000 people with our posts and on Twitter achieved a total of 10.5 million impressions, 82% more than in the previous year.

The State of Hunger report in November was one of our most successful media releases to date. In total, we secured close to 1,000 pieces of coverage and 60 national newspaper mentions. Highlights included coverage on BBC News, Sky News, and Channel 4 News, and coverage in the Guardian, Independent, The Times, and Mail Online. Media coverage like this is vital in leveraging increased societal support for ending the need for food banks and it achieved incredible results.



# NETWORK FOR CHANGE

During the course of the year, we also completed the development of our new five year strategic plan, Together for Change.

Given the complexity of co-creating a strategy alongside stakeholders from 426 other charities, the people who use their services, and our combined partnership base, we aimed to spend a whole year consulting, co-designing and honing a joint strategic framework which would have the broadest possible base of support.

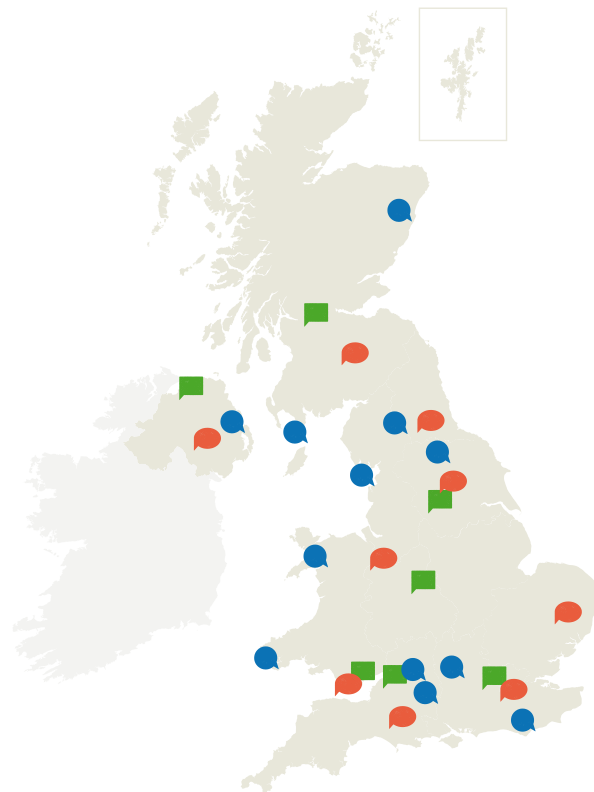
Throughout the course of the year, we worked through face-to-face interviews and conversations, workshops, research, questionnaires and focus groups in order to stimulate and progress our work in this area. As part of this Network for Change process, we enabled face-to-face input from 77% of Trussell Trust food banks, although this figure is higher when we consider those who responded to online surveys and questionnaires.

Although our ambition was to launch the results of this Network for Change process from April 2020, the Covid-19 pandemic meant that we delayed our formal launch until November 2020, when food banks and the staff team were facing less unpredictable challenges on a day-to-day basis. However, the principles which undergird the strategic framework which we have created also served to help frame our activity during the critical weeks and months from March 2020 onwards, and enabled us to make decisions which aligned to our agreed long term vision of a UK without the need for food banks.

The Together for Change strategy 2020-25 is available to view at [trusselltrust.org/together-for-change](https://trusselltrust.org/together-for-change).



**77%** of Trussell Trust food banks contributed in face-to-face consultation workshops:



*“No-one should need to use a foodbank. It is important that so many people and churches give their time, money and energy to provide food for families in need. But hunger and foodbanks must never become an accepted part of national life. We welcome Trussell Trust’s transformative aim to change minds about the causes of food poverty, to change communities to help tackle food poverty, and to change policy to ensure that families get the support they need to avoid food poverty. We look forward to working alongside Trussell to achieve its aim of a United Kingdom without the need for foodbanks.”*

**Rachel Lampard, Team Leader, The Joint Public Issues Team: Baptist, Methodist, United Reformed Church and Church of Scotland working together**

- 541** food bank trustees, other volunteers and staff attended a **Rolling Roadshow** to learn about and input into the strategy.
- 694** food bank trustees, other volunteers and staff attended a **Food Bank Forum** and got involved in the strategy development process.
- 82** in-depth conversations with people with direct experience of food bank use across 12 locations and by phone
- 18%** food banks ran Network for Change sessions and sent feedback to us at the Trussell Trust
- 10%** food banks were members of Strategy Consultation groups, meeting quarterly to tackle strategic questions, feed in their own experiences and shape the overall framework of ‘Together for Change’



*A group of food banks use the Network for Change toolkit*

*Trussell Trust staff reflect on ‘postcards from the future’ when our vision is complete*



# OUR RESPONSE TO COVID-19

## THE CHALLENGES WE FACED

At the beginning of the coronavirus pandemic, together with the food banks in our network, we faced a series of challenges that needed to be overcome in order to sustain support for people in crisis in a rapidly changing context.

The main challenges included:

- **Food supplies:** With people out and about less, and supermarkets struggling to maintain stock and limiting bulk purchases, there was a risk that supplies would run low.
- **A loss of referral partners:** Trussell Trust food banks work using a referral system, and the sudden lockdown affected local and national referral partners, many of whom were suddenly inaccessible to people in crisis.
- **Volunteers and staff:** Around 51% of regular volunteers at food banks in the Trussell Trust network are over 65<sup>2</sup>. With many people needing to shield or self-isolate due to age, underlying health conditions, or coronavirus symptoms, as well as people with school-age children needing to provide childcare, the possibility of a shortage of volunteers and staff across the network was a pressing issue.
- **Keeping people safe:** Usually, food banks aim to be welcoming places in which people can have a cup of tea, chat, and interact with one another. The risk of spreading coronavirus meant that to keep volunteers, staff, and people using food banks safe, we needed to rapidly develop new ways of operating that incorporated social distancing and enabled people to access support without leaving their homes.
- **Increased need:** It quickly became clear that the impacts of coronavirus on many people's financial circumstances would be substantial. We therefore needed to support food banks to prepare for an increase in the number of people being referred for emergency food parcels. It was also important for us to be able to measure this change, so that we could provide accurate evidence to inform and influence policy makers' responses and decision-making.

Tackling these challenges required creativity, rapid decision-making, and collaborative working, internally, across the Foodbank Network, and with partners of many kinds.

## HIGHLIGHTS OF IMPACTFUL SOLUTIONS TO THESE CHALLENGES

### Food Donations

Building on a long-standing partnership, Tesco donated £7.5 million worth of food to support food banks in the Trussell Trust network in the early stages of the pandemic. They made an equal donation to FareShare, ensuring that independent food banks and other voluntary sector projects needing food supplies were also supported. Receiving a donation of this scale made a huge difference to the network's ability to sustain its provision of emergency food over a 12-week period from April onwards.

### Food Distribution

Having secured this generous donation, we needed to transport this food directly to food banks. Developing a new partnership with British Gas, we created a logistics network drawing on volunteers from their own staff team, as well as further partnerships with Palletforce, XPO and The Entertainer to transport the food in weekly or fortnightly deliveries to 391 central food bank locations across England, Scotland and Wales over a 3 month period.



### Delivering Emergency Food

To keep people safe and minimise the spread of coronavirus, the majority of food banks switched to home deliveries, either exclusively or alongside a socially-distanced collection service. Our team provided food banks with guidance across the wide range of issues that needed to be considered, including insurance, safeguarding and maintaining a dignified service to people needing support. British Gas volunteers once again stepped into support over a quarter of the food banks in the Trussell Trust network, delivering over 44,000 food parcels to people's front door between April and July.

### Helping People Access Support

Traditionally, food bank referrals have been made by using paper vouchers. An e-referral system was in place prior to the pandemic, and a planned three-year roll out was in place. In March, only 15% of all referrals to Trussell Trust food banks were e-referrals. Use of e-referrals was rapidly accelerated in response to the pandemic, such that by June, 50% of referrals made every month were e-referrals, helping to keep people safe and referrals operating whilst some referrers were no longer physically accessible to the public.

In April 2020, a national helpline was set up in partnership with Citizens Advice (England & Wales) to ensure that people in crisis could access personalised, specialist and timely advice and support, particularly where people in crisis were unable to access a referrer in person. In its first six months, the helpline team have answered over 19,000 calls and have issued more than 12,000 referral vouchers. Importantly, the helpline is based on an 'advice first' approach, ensuring that people who needed crisis support received specialist income maximisation support as well as being referred to their local food bank where appropriate.

### Volunteering

Food banks reacted to the immediate potential shortfall in volunteers, and most were able to quickly adapt and fill this shortfall with existing waiting lists of volunteers or local expressions of interest. The Trussell Trust also responded proactively to recruit volunteers nationally to ensure continuity of service if necessary – although in many cases it was not possible to place people who expressed an interest in volunteering in a local food bank. However, over 4,300 of those who came forward have become social media volunteers, or got involved with Time for Trussell, our micro-volunteering programme, enabling them to support our work from their own homes.

### Food Bank Grants

An early decision by Asda to donate £2.5m in support of the Trussell Trust's response to the pandemic played an important part in enabling us to launch two new grants programmes to support food banks – firstly with Emergency Grants, and thereafter with Recovery Grants. In the months following this Annual Report, we distributed £1.1m of Emergency Grants to more than half of the food banks in the Trussell Trust network, covering costs such as:

- short-term staffing to cover key personnel who were needing to shield or self-isolate
- additional warehouse space and equipment needed to adapt to social distancing requirements and store bulk donations
- signage and protective equipment
- purchasing stocks of food and other essentials
- transporting food donations and deliveries

### Influencing Policy Responses to the Pandemic

In June we published data showing that during April 2020, there had been an 89% increase in need for emergency food parcels compared to the same month in the previous year, including a 107% increase in parcels for children. Our policy ask focussed on local welfare assistance funding in England, an important part of the welfare safety net – the nature and sufficiency of which varies significantly from place to place. Through the relationships we have developed with key civil servants and Ministers in a number of departments, we were able to highlight evidence of growing need among people unable to afford food and the need to provide rapid support. Alongside our partners, this influenced the government's announcement of an additional immediate £63 million in funding for local authorities in England.

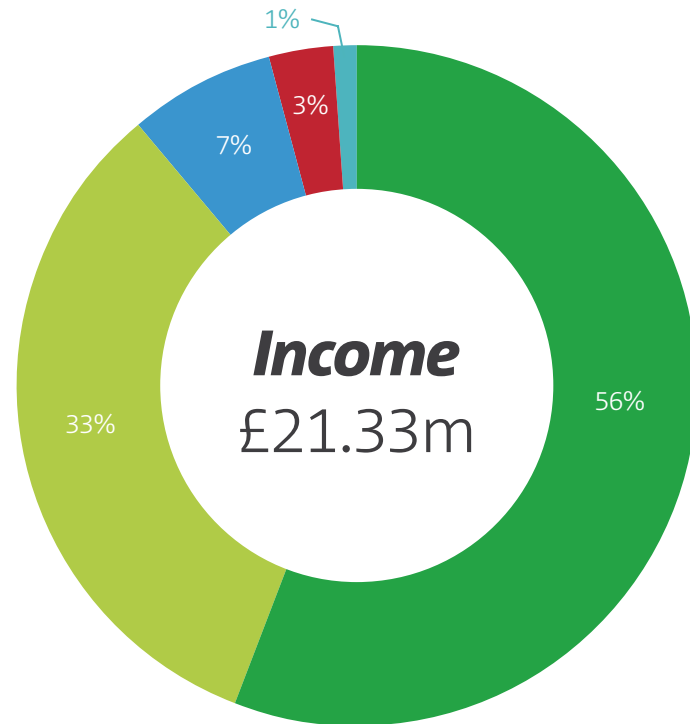
These highlights only represent a proportion of the impact that was achieved in the final month of 2019-20 and into early months of the following financial year. To find out more about our ongoing response to Covid-19, and for more information about how coronavirus is affecting food banks, please visit [trusselltrust.org/coronavirus-response](https://trusselltrust.org/coronavirus-response).

<sup>2</sup> Based on a survey completed by 2,800 food bank volunteers in the Trussell Trust network in June and July 2020.

# FINANCIAL REVIEW

## WHERE OUR INCOME COMES FROM

Percentages have been rounded to nearest one decimal place



### Donations and legacies - £12.01m

Thanks to our generous supporters, this accounts for over half our income for the year.

### Grants income - £6.94m

Grants income represents a third of our overall income. Most grants are from our corporate partnerships. This year Asda and Tesco provided the majority of our grant income.

### Trading activities - £1.49m

Trading Income relates to our Shops & Social Enterprise, Fundraising Events and Other Income. The majority is made up of Shops & Social Enterprise Income (£1.04m) and makes up 5% of our overall income

### Donated goods - £0.74m

This represents the financial value of food and other goods for distribution at the foodbanks directly operated by the Trussell Trust in Salisbury, Coventry and Brent. This year we also received Gifts-in-Kind relating to IT.

### Foodbank Network fees - £0.13m

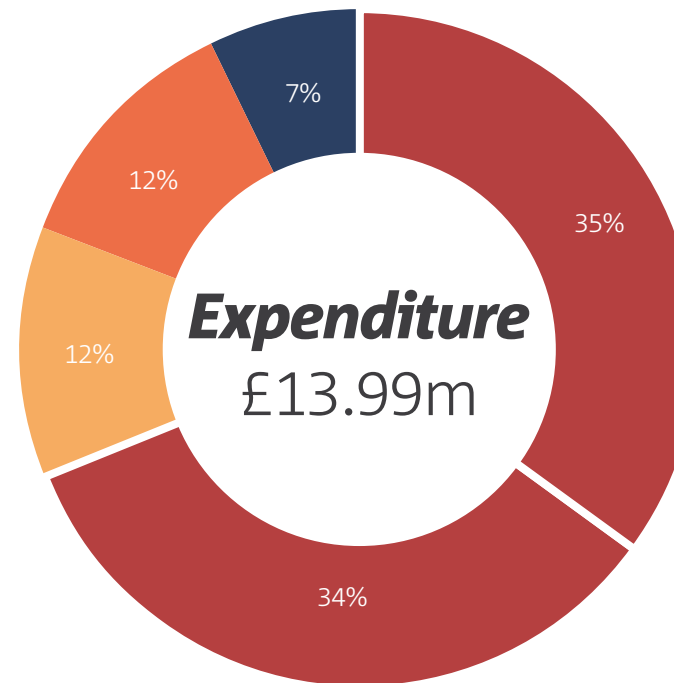
Fee levels for membership of the Foodbank Network have remained unchanged for many years to enable access for communities even in areas where resources are limited. Just after year end the decision was taken to suspend foodbank network fees due to the unfolding crisis.

### Investments - £0.02m

We receive a modest amount of income from our share portfolio and bank interest. This is currently under review to ensure that we are best deploying our resources to support frontline work.

## WHERE WE SPEND OUR INCOME

Percentages have been rounded to nearest one decimal place



### Direct Support for food banks - £9.66m

Comprising:

#### Foodbank Network costs and benefits - £4.88m

35% of our total expenditure supports the Foodbank Network including the three food banks directly operated by the Trussell Trust.

#### Grants directed to our food bank network - £4.78m

34% of our total expenditure benefits the network in the forms of grants to food banks from the Fight Hunger Create Change Programme, and top up grants received from Asda Fight Hunger Create Change and Tesco. This amount also includes the small amount of support costs needed to facilitate our grant giving.

### Advocacy - £1.71m

Our advocacy activity works towards our charitable aim to end the need for food banks in the UK by creating change. To influence MPs and policy and decision makers to address the structural issues that drive people to food banks, we must invest in our external affairs activities and team. This is a growth area for the charity, with several significant projects in progress and planned for future years.

### Fundraising costs - £1.62m

Like every charity, we must invest some of our income to unlock further funding. Our costs are on fundraising materials and staffing costs.

For further information on the way in which we approach fundraising, see page 26 onwards.

### Trading activities - £0.99m

This expenditure covers the costs of running our shops and other social enterprise projects, including staff, buildings and vehicles.

The information for the pie charts on page 22 and 23 is taken from the Statement of Financial Activities and supporting notes to the accounts which can be found in the detailed financial statements from page 39.

The expenditure values depicted on this page are shown after the inclusion of support costs allocations (see Note 7).



# FINANCIAL PERFORMANCE

**For the year to 31 March 2020, the Trussell Trust generated a surplus of £7.35m, an increase from a surplus of £977k in 2019. Some of this surplus has arisen due to significant increased funding in response to the Covid-19 crisis, with over £8m income received during the month of March 2020.**

## INCOME

Income for the year grew by 83%. This is predominantly due to an increase of 96% in income from donations and legacies, and an increase of 88% in grant income. Further detail on fundraising performance can be found on p15 onwards.

## COSTS

Expenditure has increased to £13.99m, compared to £10.68m for 2019. Much of this increase is due to £4.73m in grants awarded to the Foodbank Network, compared to £3.64m in 2019.

The work of the shops and social enterprise is carried out through the main charity; however, excluding these values, the charity spent 12% of its expenditure on generating income, which is 2% higher than 2019.

Net of shops and social enterprise costs, the charity spent 17% of its expenditure on support costs, which are analysed in Note 7. This is 4% higher than 2019. These costs are vital to the charity managing its finances, resources, people, and data effectively and in line with best practice. The increase in support costs relates largely to investment in IT, which required significant upgrading after a number of years without material capital investment in technology. This investment proved essential in enabling the organisation to switch almost exclusively to remote working in March 2020.

## NET ASSETS

The charity's net current assets position has strengthened considerably during the year, especially the improvement of cash holdings from £5.07m to £12.77m.

Food stock is recognised as an asset on the charity's balance sheet at fair value, which the charity currently deemed to be £1.75 per kilo on an aggregate basis. Food stock recognised

only relates to food banks operated directly by the charity – Salisbury, Coventry, and Brent – and is not a measure of wider Foodbank Network stock levels. The stock holding at these food banks fluctuates over time.

## RESERVES

The purpose of the reserves policy for the Trussell Trust is to ensure the stability of the delivery of the mission, programmes, employment, and ongoing operations of the Trust, recognising that the charity has committed to long-term support of the Foodbank Network.

Unrestricted general fund reserves are intended to provide an internal source of funds for situations such as a sudden increase in expenses, one-time unbudgeted expenses, unanticipated loss in funding, or uninsured losses. These reserves are not intended to replace a permanent loss of funds.

The current target minimum for unrestricted general fund reserves is based on a risk-based approach. When calculated this equates to a minimum fund balance of £4m -£5m.

At the year end, the unrestricted fund reserves balance is £9.74m. In the year, the 5 Year Strategy designated fund was spent down to nil. Also, the £0.2m remaining balance on the Foodbank Network designated fund was transferred to the general fund. This designated fund was historically set up to protect the organisation's allocation of membership fees when the Trussell Trust's charitable activities were more broad. However, as the Trust's sole focus is now to support the Foodbank Network, as well as working to end the need for food banks, this designated fund is no longer required. As such, there are no designated funds at the year end.

Held within the unrestricted fund reserve of £9.74m is the target minimum required balance of £4m. The surplus amount of £5.74m represents funds that will be used over the next five years to enable and accelerate the delivery of the Trussell Trust's Together for Change strategic plan. This £5.74m will cover the increased expenditure required to pursue this strategy.

An analysis of net assets between funds can be found in Note 20.

# PRINCIPAL RISKS AND UNCERTAINTIES

During the year, the charity continued to build on its ongoing embedding of risk management throughout the organisation, with a process to capture input, including identification of new or rising risks, from across the organisation and feed into Senior Leadership Group (SLG) considerations.

The SLG assesses likelihood and impact of risks and reviews potentially mitigating or controlling actions. The Finance, Audit and Risk board subcommittee reviews risk processes and significant risks as a standing agenda item and the Board of Trustees is updated on key risks at each meeting.

During the early stages of the Covid-19 pandemic in March 2020, the SLG was meeting daily by digital means and reviewing risks weekly, in conjunction with members of the Board.

At present, key risks faced by the organisation can be broadly categorised as follows:

## A HIGHLY CHALLENGING AND UNPREDICTABLE OPERATING ENVIRONMENT

Although both the charity and food banks in the network have responded in extraordinary ways to the pressures of the Covid-19 pandemic, adapting approaches rapidly to continue to serve their communities, there remains the risk of increased Covid-19 restrictions impacting food banks' ability to support their communities.

In particular, the necessity of reducing person-to-person contact means that there is a diminished ability for food banks to provide wraparound support for people referred to their services. This can lead to frustration and anxiety amongst food bank teams, and less effective outcomes for people who are referred. Whilst we are supporting with guidelines and advice around virtual signposting and socially distanced in-person meetings, this will continue to be a challenge for many food banks. In addition, a no-deal Brexit impact on food supplies

and economic outlook with direct impact on people on lowest incomes could both increase the numbers of people needing to be referred to a food bank and also restrict the availability of food to provide.

## DIVERSITY, INCLUSION AND PARTICIPATION

The charity is particularly attentive to its need to diversify its team and avoid the potential loss of broader experience and thinking if it fails to do so. Likewise, full integration of people with lived experience of poverty at every level of our charity is our goal, but we recognise that we are some distance from being able to achieve this at present. In the meantime, we risk lacking authenticity and making poorer decisions.

To address these risks, the charity has commissioned two external reviews of its approaches to Diversity & Inclusion, and to Participation. One outcome of these reviews is the forthcoming appointment of dedicated staff members to help embed Diversity & Inclusion, and Participation across the organisation. Engaging the food bank network with both aspects is also critical to the charity's ability to make the most impactful change.

## LOCAL SOLUTIONS FOR LASTING CHANGE

The Trussell Trust is clear that there is a need for long-term anti-poverty solutions that go far beyond provision of emergency food. It is important that other local and national food-provision entities share and support this message. The charity is investing in increasing resource for local food banks to develop strategic relationships including with local councils and also developing income maximisation propositions, both of which need to be effective for lasting change.

## OUR SUPPORTERS

### THANKS TO OUR SUPPORTERS

Through our fundraising, we aim to ensure the financial resilience and sustainability of the Trussell Trust and the food banks in our network by nurturing supportive relationships, raising funds, collecting food, and more.

Our fundraising approach continues to be based on the following principles:

- We put supporters and food banks at the heart of everything we do.
- We diversify our income mix and strive to increase our unrestricted income.
- We aim to develop more predictable and sustainable income streams.
- We invest for long-term returns.
- We use data and insight to inform our fundraising planning.

Last year, we generated income through fundraising of £19.89m, compared to a total of £10m from the previous year, an increase of 92%. £12.94m of this came from public fundraising efforts including individual donations, community events and sponsored challenges. The proportion of unrestricted funds is 65% which is a 14% increase from the previous year.

### OUR INSPIRATIONAL SUPPORTERS

Our supporters are our backbone. We couldn't be more grateful to the thousands of individuals who supported our work this year in a truly diverse number of ways. For the thousands who gave personal one-off and regular cash donations, we in turn received gifts from thousands more who took up a fundraising challenge or took part in a community event to help raise vital funds. Once again, we saw a varied array of fundraising endeavours - from plane jumps, cycling and swimming challenges to art auctions. Our supporters have enabled us to plan for the future with a regular and sustainable income source.

To recognise these amazing efforts, we've put supporter development and stewardship at the heart of our fundraising work. Our focus has been on delivering a more tailored, cost-effective, and innovative experience to our supporters. We continue to use data insights to make sure our communications are up-to-date and personalised to each supporter.

## CORPORATE PARTNERS

We are proud to partner with many different organisations which deliver income, access to expertise and resource, and who's influence supports the Trussell Trust in achieving our aim to end the need for food banks in the UK.

### TESCO

We have enjoyed working in partnership with Tesco for more than seven years and together we have supported over a million people in crisis. Our partnership with Tesco continues to be instrumental in ensuring our network of food banks has enough food to meet the increasing demand. Through permanent collection points, located in over 450 Tesco stores, people can donate food to their local food bank while doing their weekly shop and through an annual Food Collection in the run up to Christmas. The Food Collection is great fun for volunteers and Tesco employees alike and, since its inception in 2012, Tesco customers have donated more than 50 million meals. In addition, Tesco generously tops up its customers' food donations with a financial donation based on 20% of the value of the items donated.

Additionally, the contribution of around £7.5m worth of food items to support food banks through the early months of the pandemic ensured that they were fully stocked and able to meet the needs of people in crisis despite widespread shortages and restrictions on particular products and food categories.

### ASDA

This was the second year of our Fight Hunger Create Change partnership with Asda, with Asda providing over £3m in grant funding which could be passed onto food banks in our network, enabling them to expand their services to tackle the root causes of poverty in their local communities. Asda customers have continued to donate in stores through permanent collections points, supporting local food supply whilst Asda generously top up the food donations with a financial donation based on 20% of the value of the items donated.

In November 2019 we released the first State of Hunger report, the most in-depth piece of research into food bank use to date, funded by Asda, which acts as a benchmark not just for our charity, but for the Government and wider society, to better understand the structural issues that sweep so many people into poverty and destitution. In March 2020, Asda pledged £2.5m (£0.5m of which

was donated immediately) to the Trussell Trust to help the country's most vulnerable people through Covid-19, through investing in the logistics and support services. This allowed food banks in the Trussell Trust to support families throughout the crisis, including funding for telephone and online referrals and food delivery systems for people unable to afford food, as well as supporting the recruitment, development and direct and indirect management of 20,000 volunteers to support food banks.

The funding will also continue the work of the Fight Hunger Create Change partnership by helping tackle the root causes of poverty - supporting 800,000 people over the next year with access to income maximisation services for people at food banks.

### NEW RIVER

We're proud to launch our partnership with NewRiver – our first real estate partner. Through our partnership, NewRiver provides support to the Trussell Trust at a corporate and financial level. The company supports food banks in our network by enabling them to collect food supplies through donation drop-off points in its shopping centres, as well as having access to storage facilities to be able to store the donated food. NewRiver also provides food banks with a community space for use of promotional activity, volunteer and donor recruitment, and other fundraising activities.

### MARS FOOD

We are thrilled to announce our new partnership with Mars Food to Stand Against Hunger. In 2020 our aims are to support families currently using food banks through a financial donation to the Trussell Trust, and to raise awareness of food bank use in the UK, through an on pack promotion with Uncle Ben's and Dolmio, as the first step in changing minds around food bank use and poverty in the UK, and turning compassion into action. These two giant brands will make a call to action for everyone to support the Trussell Trust and their local food bank by donating food, money and offering to volunteer. Our ambition is that this becomes a long-term partnership and over time we'll work together on the ambition to end the need for food banks in the UK.





## OTHER HIGHLIGHTS

Unilever continued their long-term support through the third year of the 'Help Fight UK Hunger' campaign, donating 5p from selected iconic brands such as PG Tips and Colman's, and this year introducing Graze and Pot Noodle too!

The Sodexo Stop Hunger Foundation continues its partnership with the Trussell Trust with a generous donation and essential funding for our operations in Coventry.

Polaris designed eco-friendly charity Christmas crackers for both catering and retail markets in 2019. Each time their customers made a purchase, Polaris made a donation to the Trussell Trust.

British Gas provided an extraordinary level of operational support for our work at the beginning of the Covid-19 crisis, ensuring that food banks across England, Wales

and Scotland were able to receive bulk donations of food from Tesco, as well as supporting around a quarter of our food banks with local delivery services. In total, more than 1,700 British Gas volunteers contributed 58,656 hours to food banks in the Trussell Trust network. Sainsbury's, The Entertainer, Palletforce, and XPO Logistics all joined forces together with British Gas, in an unprecedented and innovative partnership that allowed us to help distribute the food to people who needed it most.

Following their decision to make £10m worth of food stocks available to food banks early in the pandemic, we're also grateful to Morrisons for their growing support of the Trussell Trust, especially through enabling customer donations to our own work and to support food banks locally.

We are also extremely grateful to the following companies for their generous support at the beginning of the Covid-19 crisis: XTX Markets, Papa Johns, National Grid, St James Wealth Management, BNP Paribas, and Deloitte.

## TRUSTS AND FOUNDATIONS

### Pears Foundation

Pears Foundation are a longstanding partner. We have deeply appreciated their core organisational support over many years. In February 2020, Pears agreed a transformational £1m grant to enable us to roll out our income maximisation programme nationwide. Pears previously supported a pilot income maximisation project based at a food bank in Tower Hamlets. This demonstrated the positive impact welfare rights and benefits advice can have; over the course of eight years, the project returned a total of £4.2m to 1,512 clients. This new partnership will help enable half of all food banks in the Trussell Trust's network to implement an income maximisation programme in the next five years. This will include building a financial resilience team, providing signposting training for volunteers, a grant programme to fund services and data capture and advocacy.

### Indigo Trust, Gatsby Charitable Foundation and Three Guineas Trust

In March 2020, the Indigo Trust and the Gatsby Charitable Foundation agreed grants of £1m each to help our food bank network to respond to the incredible

challenges posed by pandemic. In addition to this, the Three Guineas Trust also agreed a further grant of £1m which was received in 20-21. We are deeply grateful for their decisive support in the very early days of the crisis. Their wonderfully generous contribution allowed us to respond quickly and confidently to the rapidly changing situation, and to plan for longer term solutions. They played a critical role in enabling food banks up and down the nation to keep their doors open and able to meet to the huge increase in need for emergency food.

### Other Highlights

We are incredibly grateful for the generosity and partnership we receive from numerous charitable trusts and foundations. Their generosity enables us to support our nationwide network of food banks to both meet the increase in demand for emergency food and make important strides in our long-term vision to see an end for the need for food banks in the UK. We are particularly grateful for the transformational support from Portrack Charitable Trust, Big Lottery Fund Scotland, Stichting Benevolentia, Mitchell Charitable Trust, CHK Foundation, Tanlaw Foundation, City Bridge Trust, Scotshill Charitable Trust, and the Cornwell Charitable Trust.

## OUR PROMISE TO SUPPORTERS

**We care for each and every one of our supporters and in response to their generosity, we promise to:**

- Safeguard their personal details
- Treat them with respect, honesty and openness
- Take into account the needs of individuals who may be in vulnerable circumstances or require additional care and support to make an informed decision
- Never put them under pressure to make or continue a gift
- Use their gifts for the purpose for which they are given, and spend donations so they have the most impact
- Respect their wishes and preferences
- Listen to them about how they want to be contacted and honour their choices
- Be receptive to feedback and use this to improve our processes and procedures
- Take appropriate action if they are unhappy with our services, and accept the authority of the Fundraising Regulator if we cannot resolve their complaint
- Never share, sell or rent their personal data to third parties for marketing purposes
- Go above and beyond our legal requirements
- Provide the services of a dedicated Support Care Team.

### How we protect vulnerable people

We care for each and every one of our supporters and follow the Fundraising Code of Practice to ensure they are properly protected and looked after.

### How we support our vulnerable fundraisers

It is important to ensure that all our fundraising is conducted in an ethical way and we are committed to fair treatment of all our supporters. We work with our volunteer fundraisers who notify us that they are organising their own event in aid of the Trussell Trust. We ensure they are provided with the appropriate information, support, resources, and acknowledgement. If we have not been notified in advance, we provide a receipt and acknowledgement after the donation has been made.

Volunteer fundraisers who are appointed by the charity must provide their contact details and two references before they are able to begin their roles. All volunteers have a designated point of contact at the Trussell Trust and are supported in their role. They are also reimbursed for relevant expenses, upon proof of purchase.

### Our fundraising approach

- Fundraising is carried out by our in-house fundraising team and volunteer fundraisers, who are supported by our Supporters Promise.
- No external professional fundraisers work on behalf of the Trussell Trust.
- The Trussell Trust complies with the Fundraising Regulator and the Code of Fundraising Practice. There have been no compliance issues in the year.
- No complaints were received in the year relating to fundraising.

# OUR VOLUNTEERS

We are constantly inspired by the resilience, commitment, and passion shown by volunteers across the network. Up until the Covid-19 pandemic, we estimate around 28,000 people regularly volunteered for the Trussell Trust or their local food bank.

Throughout the majority of the year, around 400 people per month applied on average to volunteer with us, peaking at 4,000 in November 2019. Around 10% of applicants have direct experience of poverty. We placed 450 corporate volunteers in food bank warehouses and recruited more than 200 people as regular food bank volunteers, despite the fact that over 60% of food banks are at capacity and operating waiting lists for volunteering opportunities.

Research we conducted with over 2,800 volunteers during June/July 2020 shows that around 38% of existing volunteers in food banks stopped volunteering due to the pandemic, counterbalanced by around 27% of existing volunteers who are doing more volunteering, and a cohort of new regular volunteers. We will be doing further work in the coming year to understand more clearly the number and scale of new volunteering which has arisen as a result of Covid-19.

In addition to this 'on-the-ground' volunteering via food banks, centrally we received around 10,000 applications to volunteer in the first few weeks of the pandemic, demonstrating the generosity of spirit in the wider public. As most food banks were able to recruit additional volunteers through their existing local networks, we offered these applicants an invitation to join our micro-volunteering programme, and around 4,300 have taken this opportunity forward.

*"I love how the food bank bridges denominations and allows the church to work as one in our town. There are so many wonderful people who volunteer – it is an awesome organisation"*

Sarah - volunteer

*"I get more than I give. It's the main thing in my life and I'm happy with that"*

Neil - volunteer



Volunteering has had a positive impact on...



Based on a survey of 2,800 volunteers in Trussell Trust food banks, conducted in June/July 2020.

# GRANTS TO FOOD BANKS

We awarded grants to our Foodbank Network from the Asda Fight Hunger Create Change programme to the value of £2.76m, and £1.97m from other funds, including in response to coronavirus.

Our grants are issued to members of the Foodbank Network following a competitive application and award process. By brokering funding from corporate partners and other major donors, we are able to enhance the capability and impact of local food banks in the fight to end the need for their services, while providing donors with confidence in the grant awarding and monitoring processes.

As the Covid-19 pandemic began to unfold in March, we looked to expand grants significantly to help food banks

respond to the substantial new demands and costs they were facing, and we expect to maintain a significant grant-giving function for the next five years.

## SUPERMARKET TOP UP GRANTS

Through our partnership with Tesco, in which they give a top-up grant on all food donated by the public at their stores, an additional £1.71m was distributed to our Foodbank Network. Similarly, £0.41m was received from Asda in the final period of 19-20 to provide a top-up grant fund for food banks.





# STRUCTURE, GOVERNANCE, AND MANAGEMENT

## Organisational Structure

We have a clear and compelling programme of strategic initiatives designed to reach more people living with poverty and whilst there continues to be uncertainty in the external environment, we will continually evolve our structure to meet the needs operationally.

Our trustees are ultimately responsible for the overall control and strategic direction of the Charity and the protection of its assets. Day to Day management is delegated to the CEO, Emma Revie, and the Senior Leadership Group. Our Trustees meet regularly to set the vision, strategic framework, risks and budgets under which the charity operates. The Trustees have been chaired by Stephen Hicks since Sept 2018.

The full board formally meet at least three times a year and operate with sub committees for Finance, Audit & Risk; People & Governance and also Strategy & Impact. The sub committees also meet at least three times a year. An AGM is held each year and the board and senior leadership also attend an away day together each year.

Our governance is underpinned by the Charity Governance Code and put into action via annual appraisals for each board member and a formal process for the Chair, Treasurer and CEO who's appraisals are reviewed by our People & Governance sub committee.'

The trustees set the strategic direction of the organisation and are regularly updated on grants, budgets, public relations, and fundraising campaigns. New initiatives are normally developed by project managers in consultation with the CEO, supported by an assessment of project needs. Trustees receive regular financial updates which form the basis of the routine financial monitoring. The charity works to ensure all stakeholders in the organisation are able to participate in its development. We listen to our client groups and many of the service delivery improvements come from our stakeholders.

The CEO holds regular team meetings to monitor and control the organisation. Specific projects are managed through teams and cross-organisational programme boards. Each manager shares regular project updates which are circulated to stakeholders, including volunteers, staff, and trustees as appropriate.

## Governing Document

The Trussell Trust is a charitable company limited by guarantee, constituted under a trust deed dated 12 January 1997 and transferred into the charitable company (05434524) on 19 September 2005 and is a registered charity, number 1110522. The company also registered as a charity in Scotland on 5 September 2013, number SC044246. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up, members (the trustees) are required to contribute an amount not exceeding £10.

## Recruitment and Appointment of New Trustees

The trustees of the company are also charity trustees for the purpose of charity law.

When recruiting new trustees, we aim to attract a diverse range of candidates who have the skills the charity needs. It values the benefits of having members with different backgrounds, expertise and experience, and the board has committed to increasing our diversity in order to ensure we are benefitting from distinctive perspectives. Overall, our Trustees are appointed on merit, ensuring we have a balance of skills and experience.

During 2019 we recruited 2 new Trustees, making our total number nine. There is a robust interview and engagement selection process to ensure they understand are vision and values. Trustees are subject to DBS checks where applicable.

## Induction

The Trussell Trust actively promotes a learning culture and encourages development training across the charity. All new trustees undertake an Induction programme, which includes visits to our network, the roles and duties of the trustees, company and charity law and governance, and financial and risk management. Additional training is arranged as needed for individual trustee or for the trustees as whole.

## Remuneration Policy

Our People & Governance sub-committee meet at least 3 times annually and its terms of reference include setting the CEO's remuneration and considering staff remuneration, making recommendations in relation to setting salary scales and increments, and reviewing our current remuneration policy.

They are responsible for ensuring fairness, consistency, equality and objectivity in the company's dealings with its staff and facilitate the effective management and development of staff at all levels in the company thereby promoting an inclusive working environment.

They advise the Board on their financial and legal responsibilities to employees and to recommend measures to be put in place as required to ensure compliance with these responsibilities.

They also provide updates to the Board as appropriate on significant human resources- related issues within the company, as they arise. The lowest rate of pay is equitable to the Living Wage Foundation.

Our employee benefits encourage the wellbeing, mental health and financial resilience to our staff in keeping with our charitable aims.

## Public Benefit Disclosure

The trustees confirm they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives, and in planning future activities. The Trust is a public benefit entity. The trustees refer to public benefit throughout this report.

The trustees, who are also directors of the Trussell Trust (the Trust) for the purposes of the Companies Act 2006, present their report with the financial statements of the Trust for the year ended 31 March 2020. In preparing the report, which also serves as the Strategic Report for the purposes of Company Legislation, 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).



# OUR CHARITY DETAILS

## Registered Company Number

05434524 (England and Wales)

## Registered Charity Number

1110522 (England and Wales) SC044246 (Scotland)

## Registered Office

Unit 9, Ashfield Trading Estate, Ashfield Road, Salisbury, Wiltshire, SP2 7HL

## Trustees

Mr S Hicks (Chair of Trustees since September 2018)

Mr D Gordon (since September 2018)

Mr D Marshall (since September 2018)

Rt Revd J Packer (since November 2016)

Ms N Williams (since September 2018)

Mr P Morrison (since September 2018)

Mr R Lanyon (since November 2016)

Dr L Hickman (appointed October 2019)

Revd B Thomas (appointed October 2019)

## Company Secretary

Mrs E Revie (since June 2018)

## Chief Executive Officer

Mrs E Revie

## Bankers

The Royal Bank of Scotland, Drummond House (BL) Branch, Customer Service Centre, Drummond House, 1 Redheughs Avenue, Edinburgh, EH12 9JN

## Investment Managers

GBIM, Chequers Court, 37 Brown Street, Salisbury, Wiltshire, SP1 2AS

## Auditors

Morris Crocker Ltd, Chartered Accountants and Statutory Auditors, Station House, North Street, Havant, Hampshire, P09 1QU

# STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of The Trussell Trust for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and 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 of the incoming resources and 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 in the Charity SORP;
- 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 charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose the reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable 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 audit information of which the charitable company's auditors are unaware; and
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The trustees present their strategic report for the year ended 31 March 2020.

Approved by order of the board of trustees on 4th December 2020 and signed on its behalf by:



S Hicks - Chair of Trustees



# REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF THE TRUSSELL TRUST

## OPINION

We have audited the financial statements of The Trussell Trust (the 'charitable company') for the year ended 31 March 2020 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement 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 (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 March 2020 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.
- have been prepared in accordance with the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

## 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 Auditors' 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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

## 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 Report of the Independent Auditors 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.

# REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF THE TRUSSELL TRUST (CONTINUED)

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 Strategic Report and the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Report of the Trustees has 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 and the Report of the Trustees.

We have nothing to report in respect of the following matters where 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.

## RESPONSIBILITIES OF TRUSTEES

As explained more fully in the Statement of Trustees' Responsibilities, 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.

## OUR 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 a Report of the Independent Auditors that includes

# REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF THE TRUSSELL TRUST (CONTINUED)

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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Report of the Independent Auditors.

## 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 auditors' 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.



Paul Underwood (Senior Statutory Auditor)  
for and on behalf of Morris Crocker Limited  
Chartered Accountants  
Statutory Auditors  
Station House  
North Street  
Havant  
Hampshire  
PO9 1QU

Date: 14 December 2020

## STATEMENT OF FINANCIAL ACTIVITIES

(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 MARCH 2020

	Notes	Unrestricted funds £'000	Restricted funds £'000	2020 Total funds £'000	2019 Total funds £'000
<b>INCOME FROM</b>					
<b>Donations and legacies</b>					
Fundraising income	2	11,055	958	12,013	5,951
Donated goods		737		737	544
<b>Charitable activities</b>					
Grants income	5	934	6,006	6,940	3,701
Foodbank Network Fees		131		131	131
<b>Other trading activities</b>					
Investment income	4	24	21	24	9
<b>Total</b>		<b>14,345</b>	<b>6,985</b>	<b>21,330</b>	<b>11,654</b>
<b>EXPENDITURE ON</b>					
<b>Charitable activities</b>					
Raising funds	6	1,474	148	1,622	1,054
<b>Charitable activities</b>					
Grants Expenditure	5	84	4,696	4,780	3,643
Foodbank Network Support		3,331	1,551	4,882	3,589
Advocacy		1,168	545	1,713	1,034
<b>Other trading activities</b>					
	6	972	16	988	1,360
<b>Total</b>		<b>7,029</b>	<b>6,956</b>	<b>13,985</b>	<b>10,680</b>
Net gains/(losses) on investments	14	1		1	3
<b>NET INCOME/(EXPENDITURE)</b>					
		<b>7,317</b>	<b>29</b>	<b>7,346</b>	<b>977</b>
<b>RECONCILIATION OF FUNDS</b>					
Total funds brought forward	21	2,419	244	2,663	1,686
Total funds carried forward		9,736	273	10,009	2,663

The notes form part of these financial statements.



## BALANCE SHEET AT 31 MARCH 2020

	Notes	2020 £'000	2019 £'000
<b>FIXED ASSETS</b>			
Tangible assets	13	377	217
Investments	14	91	90
		<u>468</u>	<u>307</u>
<b>CURRENT ASSETS</b>			
Stocks	15	97	85
Debtors	16	1,179	1,275
Cash at bank	17	12,769	5,067
		<u>14,045</u>	<u>6,427</u>
<b>CREDITORS</b>			
Amounts falling due within one year	18	(4,488)	(3,906)
<b>NET CURRENT ASSETS/(LIABILITIES)</b>			
		<u>9,557</u>	<u>2,521</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			
		<u>10,025</u>	<u>2,828</u>
<b>CREDITORS</b>			
Amounts falling due after more than one year	19	(16)	(165)
<b>TOTAL NET ASSETS</b>			
		<u>10,009</u>	<u>2,663</u>
<b>FUNDS</b>			
Unrestricted funds	21	9,736	2,419
Restricted funds	21	273	244
<b>TOTAL FUNDS</b>			
		<u>10,009</u>	<u>2,663</u>

The financial statements were approved by the Board of Trustees on .....4th December 2020..... and were signed on its behalf by:



S Hicks - Chair of Trustees

The notes form part of these financial statements.

## CASH FLOW STATEMENT FOR THE YEAR ENDED 31 MARCH 2020

	Notes	2020 £'000	2019 £'000
<b>Cash flows from operating activities:</b>			
Cash generated from operations		7,925	3,560
Interest paid			(9)
<b>Net cash provided by (used in) operating activities</b>			
		<u>7,925</u>	<u>3,551</u>
<b>Cash flows from investing activities:</b>			
Purchase of tangible fixed assets	13	(247)	
Purchase of fixed asset investments	14		(31)
Sale of fixed asset investments	14		7
Interest received	4	24	9
<b>Net cash provided by (used in) investing activities</b>			
		<u>(223)</u>	<u>(15)</u>
Change in cash and cash equivalents in the reporting period			
		<u>7,702</u>	<u>3,536</u>
Cash and cash equivalents at the beginning of the reporting period			
		<u>5,067</u>	<u>1,531</u>
Cash and cash equivalents at the end of the reporting period			
		<u>12,769</u>	<u>5,067</u>

The notes form part of these financial statements.

# RECONCILIATION OF NET INCOME / (EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES

		2020	2019
		£'000	£'000
<b>Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities)</b>	Note	7,346	977
<b>Adjustments for:</b>			
Depreciation	13	87	90
(Gains)/losses on investments	14		17
Loss on disposal of fixed assets	13		69
Interest received	4	(24)	(9)
Interest paid			9
Decrease in provisions			(44)
(Increase)/decrease in stocks	15	(12)	(21)
(Increase)/decrease in debtors	16	96	(860)
Increase/(decrease) in creditors	18 & 19	432	3,332
<b>Net cash provided by (used in) operating activities</b>		<b>7,925</b>	<b>3,560</b>

# NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

## NOTE 1. 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 2015)', 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 except for investments which are included at market value, as modified by the revaluation of certain assets.

### Going concern

The Trustees have considered both the Trust's financial position at the year end and the impact of future activities. In particular, the Trustees have reviewed the relevant information regarding the effect of Covid-19 on the Trust, as outlined in the section Our Response to Covid-19. The main consideration from this section is the increase in funding due to Covid-19 and the increase in demand from the Trust's beneficiaries in response to the crisis. The Trustees therefore have a reasonable expectation that there are no material uncertainties about the Trust's ability to continue its operations, including to meet its liabilities, for the foreseeable future. As such, the Trust continues to adopt the going concern basis in preparing the financial statements.

### 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. Such income is only deferred when:

- The donor specified that the grant or donation must only be used in future accounting periods; or
- The donor has imposed conditions which must be met before the charity has unconditional entitlement.

Investment income is recognised on a receivable basis

Income from charitable activities includes income received under contract or where entitlement to grant funding is subject to specific conditions is recognised as earned (as the related goods and services are provided). Grant income included in this category provides funding to support activities and is recognised where there is entitlement, probability of receipt and the amount can be measured reliably.

### Volunteers and donated goods and services

The value of services provided by volunteers is not incorporated into these financial statements.

Where goods or services are provided to the charity as a donation that would normally be purchased from suppliers, this contribution is included in the financial statements at an estimate based on the value of the contribution to the charity.

Goods donated and held as stock for distribution by the charity, including food items donated to foodbanks, are recognised as incoming resources within voluntary income when received and as stock, an equivalent amount is included as resources expended when stock is distributed.



## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020 CONTINUED

### NOTE 1. ACCOUNTING POLICIES - CONTINUED

#### 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 cost 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.

#### Irrecoverable VAT

All resources expended are classified under activity headings that aggregate all costs related to the category. Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

#### Raising funds

Raising funds includes all expenditure incurred by the charity to raise funds for its charitable purposes and includes costs of all fundraising activities, events and non-charitable trading.

#### Allocation and apportionment of costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs have been allocated based on staff time and the split is shown in Note 7: Support Costs.

#### Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.  
Short leasehold – over the term of the lease  
Fixtures and Fittings – 25% on cost  
Motor Vehicles – 25% on cost  
Computer Equipment – 25% on cost  
Individual fixed assets costing £10,000 or more are capitalised at cost.

#### Stocks

Stocks are valued at fair value, after allowance for obsolete and slow-moving items.

#### 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 restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020 CONTINUED

### NOTE 1. ACCOUNTING POLICIES - CONTINUED

#### Hire purchase and leasing commitments

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the period of the lease.

#### 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.

#### Investments

Investments are stated at market value as at the balance sheet date. The Statement of Financial Activities include the net gains and losses arising on revaluation and disposal throughout the year.

#### Realised gains and losses

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and opening market value (purchase date if later). Unrealised gains and losses are calculated as the difference between the market value at the year end and opening market value (or purchase date if later).

#### Judgements and Key Assumptions

In preparing the financial statements judgements have been made when applying the accounting policies. These judgements are evaluated on an ongoing basis and are based on historical experience. The only area where judgement has a material effect on the values within the financial statements relates to depreciation on tangible fixed assets.

### NOTE 2. DONATIONS AND LEGACIES

	2020	2019
	£'000	£'000
<b>Fundraised income</b>		
Donations	11,091	5,611
Gift aid	892	286
Legacies	30	54
	<u>12,013</u>	<u>5,951</u>
<b>Donated goods</b>		
	737	544
	<u>12,750</u>	<u>6,495</u>

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020 CONTINUED

### NOTE 3. OTHER TRADING ACTIVITIES

	2020	2019
	£'000	£'000
Fundraising events	341	166
Shop & social enterprise	1,040	1,128
Other income	104	24
	<u>1,485</u>	<u>1,318</u>

### NOTE 4. INVESTMENT INCOME

	2020	2019
	£'000	£'000
Deposit account interest	21	7
Investment income	3	2
	<u>24</u>	<u>9</u>

Investment income is derived from assets held both within and outside of the United Kingdom.

### NOTE 5. GRANTS INCOME AND EXPENDITURE

	2020	2019
	£'000	£'000
<b>Grants Income</b>		
ASDA grants	4,918	3,215
Tesco top-up grants (cash distribution)	1,952	461
Other grants	70	25
	<u>6,940</u>	<u>3,701</u>

	2020	2019
	£'000	£'000
<b>Grants Expenditure</b>		
Grants to the food bank network	4,728	3,643

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020 CONTINUED

### NOTE 6. TOTAL EXPENDITURE

	2020	2020	2020	2020	2020	2019
	£'000	£'000	£'000	£'000	£'000	£'000
					Total	Total
	Remuneration costs	Office costs	Project costs	Support costs		
<b>Raising funds</b>	586	61	615	360	1,622	1,054
<b>Charitable activities</b>						
Grants payable			4,728	52	4,780	3,643
Foodbank Network support	1,991	208	1,449	1,234	4,882	3,589
Advocacy	946	70	260	437	1,713	1,034
	<u>2,937</u>	<u>278</u>	<u>6,437</u>	<u>1,723</u>	<u>11,375</u>	<u>8,266</u>
<b>Other trading activities</b>	534	79	298	77	988	1,360
	<u>4,057</u>	<u>418</u>	<u>7,350</u>	<u>2,160</u>	<u>13,985</u>	<u>10,680</u>

Remuneration costs include salaries, pensions, and NI.

Office costs include costs relating to employees, office expenditure and communications.

Project costs relate to expenditure on strategic activities.

Support costs represent indirect costs to provide the organisational structure that enables those strategic activities to take place.

An analysis of support costs is provided in Note 7.



## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020 CONTINUED

### NOTE 7. SUPPORT COSTS

	2020	2020	2020	2020	2019
	£'000	£'000	£'000	£'000	£'000
	Remuneration costs	Office costs	Project costs	Total	Total
<b>Support costs</b>					
Support costs	669	58	1,394	<b>2,121</b>	<b>1,324</b>
Finance costs			4	<b>4</b>	<b>11</b>
Governance costs			35	<b>35</b>	<b>24</b>
	<u>669</u>	<u>58</u>	<u>1,433</u>	<u><b>2,160</b></u>	<u><b>1,359</b></u>

	2020	2019
	£'000	£'000
<b>Governance costs</b>		
Auditors remuneration	<b>8</b>	7
Trustee costs	<b>8</b>	7
Accountancy and legal fees	<b>19</b>	10
	<u><b>35</b></u>	<u>24</u>

	2020	2020	2020
	£'000	£'000	£'000
	Before allocation	Support costs	Total
<b>Allocation of support costs</b>			
Raising funds	1,262	360	<b>1,622</b>
Charitable activities			
Foodbank Network	3,648	1,234	<b>4,882</b>
Advocacy	1,276	437	<b>1,713</b>
Grants Payable	4,728	52	<b>4,780</b>
Other trading activities	911	77	<b>988</b>
	<u>11,825</u>	<u>2,160</u>	<u><b>13,985</b></u>

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020 CONTINUED

### NOTE 8. NET INCOME/(EXPENDITURE)

	2020	2019
	£'000	£'000
Auditors' remuneration	8	7
Depreciation - owned assets	87	90
Hire of plant and machinery		12
Other operating leases	482	425
Deficit on disposal of fixed asset		68
	<u>577</u>	<u>602</u>

### NOTE 9. TRUSTEES' REMUNERATION & BENEFITS AND RELATED PARTY TRANSACTIONS

During both the current year and prior year, no trustees received any remuneration or benefits in their role as trustee. The Memorandum and Articles of Association of the company permit payments to trustees where certain criteria are met.

#### Trustees' Expenses

During the year, seven trustees were reimbursed for out of pocket expenses totalling £4,437 (2019: four trustees, expenses totalling £2,754). These expenses relate primarily to travel costs incurred on behalf of the charity.

### NOTE 10. STAFF COSTS

	2020	2019
	£'000	£'000
Wages and salaries	4,005	3,282
Social security costs	350	309
Other pension costs	225	117
Redundancy	147	
	<u>4,727</u>	<u>3,708</u>

Redundancy costs in the year related to the organisation-wide restructuring in pursuit of the Trust's strategic aims.

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020 CONTINUED

### 10. STAFF COSTS CONTINUED

The average monthly number of full time equivalent employees during the year as follows:

	2020	2019
Raising Funds	14	13
Operations	48	42
Advocacy	17	11
Shops and Social Enterprise	24	24
Support	16	13
Grants	2	2
	<u>121</u>	<u>105</u>

	2020	2019
The number of employees whose benefits (excluding employer pension costs) exceeded £60,000 was:		
£60,001 - £70,000	2	4
£70,001 - £80,000	1	
£80,001 - £90,000		1
£90,001 - £100,000	1	
	<u>4</u>	<u>5</u>

Staff are employed in all areas of the Trussell Trust's work, including the charity shops and associated supporting activity, to enable the charity to meet its responsibilities. The lowest rate of pay is aligned to the living wage as set by the Living Wage Foundation.

### Key Management Personnel

The key management personnel (KMP) of the charity comprise the trustees, the Chief Executive Officer (who also acts as the Company Secretary), Chief Strategy Officer, Chief Operating Officer and Director of Policy, External Affairs and Research. The total employee benefits (including employer National Insurance contributions and employer pension costs) of the KMP was £210,007 (2019: £117,769).

The increase in 2020 is due to the three further roles being incorporated into the KMP. Two of the roles, Chief Operating Officer and Chief Strategy Officer, were created in the year. The former role was taken up in January 2020 and the latter role in April 2020.

Using available pay data for the end of the year to 31 March 2020, the CEO/median pay ratio is 3:1. That is to say that the CEO earns 3 times the rate of the median paid employee on a full time equivalent basis, accounting for all salary related benefits.

We believe that this is a reasonable ratio for our organisation and sector, reflecting our commitment to fair pay for our entire staff team and our alignment with the aims of the Good Business Charter following our accreditation in August 2020.

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020 CONTINUED

### NOTE 11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES (FOR THE PERIOD ENDING 31 MARCH 2019)

	2019	2019	2019
	£'000	£'000	£'000
	Unrestricted funds	Restricted funds	Total funds
<b>Income from</b>			
Donations and legacies	4,648	1,847	6,495
Charitable activities	131	3,701	3,832
Other trading activities	1,327		1,327
	<u>6,106</u>	<u>5,548</u>	<u>11,654</u>
<b>Expenditure on</b>			
Raising funds	950	104	1,054
Charitable activities	2,381	5,885	8,266
Other trading activities	1,360		1,360
	<u>4,691</u>	<u>5,989</u>	<u>10,680</u>
<b>Net gains/(losses) on investments</b>	3		3
<b>Net income/(expenditure)</b>	1,418	(441)	977
<b>Reconciliation of funds</b>			
Total funds brought forward	1,001	685	1,686
Total funds carried forward	<u>2,419</u>	<u>244</u>	<u>2,663</u>



## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020 CONTINUED

### NOTE 12. INTANGIBLE FIXED ASSETS

	Computer software £'000	2020 Total £'000
<b>COST</b>		
At 1 April 2019 and 31 March 2020	43	43
<b>AMORTISATION</b>		
At 1 April 2019 and 31 March 2020	43	43
<b>NET BOOK VALUE</b>		
At 31 March 2020		
At 31 March 2019		

Costs capitalised relate to the Foodbank Data Collection system.

### NOTE 13. TANGIBLE FIXED ASSETS

	Short leasehold £'000	Fixtures and fittings £'000	Motor vehicles £'000	Computer equipment £'000	2020 Totals £'000
<b>COST</b>					
At 1 April 2019	352	22	52	16	442
Additions	113		19	115	247
At 31 March 2020	465	22	71	131	689
<b>DEPRECIATION</b>					
At 1 April 2019	172	12	33	8	225
Charge in year	62	5	11	9	87
At 31 March 2020	234	17	44	17	312
<b>NET BOOK VALUE</b>					
At 31 March 2020	231	5	27	114	377
At 31 March 2019	180	10	19	8	217

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020 CONTINUED

### NOTE 14. FIXED ASSET INVESTMENTS

	Listed investments £'000
<b>MARKET VALUE</b>	
At 1 April 2019	90
Additions	
Disposals	
Revaluations	1
At 31 March 2020	91
<b>NET BOOK VALUE</b>	
At 31 March 2020	91
At 31 March 2019	90

	Total 2020 £'000	Total 2019 £'000
<b>Analysis of investments by type:</b>		
Equities	83	83
Cash held within the investment portfolio	8	7
	91	90
<b>Geographical analysis of investments:</b>		
Held inside the United Kingdom	24	80
Held outside the United Kingdom	67	10
	91	90

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020 CONTINUED

### NOTE 14. FIXED ASSET INVESTMENTS CONTINUED

The trustees consider that the following investment holdings are material (representing more than 5% of the total portfolio value):

Holding	Units held	Market value £,000
The Renewables Infrastructure Grp Ord NPV	10,555	14
Janus Henderson Global Sustainable Equity Fund	3,700	13
Worldwide Healthcare Trust Ordinary GBP0.25	375	11
Rathbone Unit Trust Management Ethical Board	11,000	10
Assura plc Ord 10p	12,000	10
Lazard Global Active Funds Listed Infrastructure	6,000	9
ASI UK Ethical Equity Fund	5,600	8
Eden Tree Investment Management Amity for Charities A Inc	9,200	8

### NOTE 15. STOCKS

	2020 £'000	2019 £'000
Food stocks	97	85

### NOTE 16. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2020 £'000	2019 £'000
Trade debtors	165	787
Other debtors	435	334
VAT	60	26
Prepayments and accrued income	519	128
	1,179	1,275

### NOTE 17. CASH AT BANK

Cash at bank is mainly held to meet the day to day running costs of the charity as they fall due. The high cash balance is due to significant funding received in March in response to the Covid-19 crisis.

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020 CONTINUED

### NOTE 18. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2020 £'000	2019 £'000
Trade creditors	392	206
Social security and other taxes	103	93
Other creditors	61	100
Credit card	12	
Deferred income (see below)	3,725	3,318
Accrued expenses	195	189
	4,488	3,906
Deferred Income:		
Brought forward	3,318	132
Amount released to incoming resources	(3,318)	(132)
Amount deferred at year end	3,725	3,318
Carried forward	3,725	3,318

### NOTE 19. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2020 £'000	2019 £'000
Other creditors	16	165



## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020 CONTINUED

### NOTE 20. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds	Restricted funds	2020 Total funds	2019 Total funds
	£'000	£'000	£'000	£'000
Fixed assets	377		377	217
Investments	91		91	90
Current assets	10,047	3,998	14,045	6,427
Current liabilities	(763)	(3,725)	(4,488)	(3,906)
Long-term liabilities	(16)		(16)	(165)
	9,736	273	10,009	2,663

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020 CONTINUED

### NOTE 21. MOVEMENT IN FUNDS

For the period ending 31 March 2020

	At 1 April 2019 £'000	Incoming resources £'000	Resources expended £'000	Gains and losses £'000	Net movements in funds £'000	Transfers between funds £'000	At 31 March 2020 £'000
<b>Unrestricted funds</b>							
General fund reserve	1,200	14,345	(6,017)	1	8,329	207	9,736
<b>Designated funds</b>							
Foodbank Network	207					(207)	
Five-year strategy fund	1,012		(1,012)		(1,012)		
	2,419	14,345	(7,029)	1	7,317		9,736
<b>Restricted funds</b>							
ASDA: FHP Personnel	(8)	669	(661)		8		
ASDA: FHP Programme	28	404	(431)		(27)		1
ASDA: FHP Regrants	1	2,759	(2,758)		1		2
ASDA: Covid		450	(406)		44		44
Big Lottery Fund Scotland		101	(101)				
Brent Foodbank		12	(12)				
Comic Relief	50	34	(84)		(50)		
Coventry Foodbank	1	106	(106)				1
Cummins		127	(88)		39		39
Foodbank Network: Covid-19		176	(165)		11		11
London Midland	(1)						(1)
Martin Lewis Hub Trial	75		(57)		(57)		18
Npower Fuelbank		82	(54)		28		28
Other restricted funds	12	140	(92)		48		60
Persula Foundation		50	(50)				
Salisbury Foodbank		14	(13)		1		1
Step Change		100	(36)		64		64
Tesco (top-up)	56	1,651	(1,705)		(54)		2
The 29th May 1961 Fund	30		(29)		(29)		1
Waitrose		110	(108)		2		2
	244	6,985	(6,956)		29		273
<b>Total funds</b>	2,663	21,330	(13,985)	1	7,346		10,009

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020 CONTINUED

### NOTE 21. MOVEMENT IN FUNDS - CONTINUED

Comparatives for period ending 31 March 2019

	At 1 April 2018 £'000	Incoming resources £'000	Resources expended £'000	Gains and losses £'000	Net movements in funds £'000	Transfers between funds £'000	At 31 March 2019 £'000
<b>Unrestricted funds</b>							
General fund	1,001	5,899	(4,691)	3	1,211	(1,012)	1,200
<b>Designated funds</b>							
Foodbank Network		207			207		207
Five-year strategy fund						1,012	1,012
	<u>1,001</u>	<u>6,106</u>	<u>(4,691)</u>	<u>3</u>	<u>1,418</u>		<u>2,419</u>
<b>Restricted funds</b>							
ASDA: FHP Personnel		675	(683)		(8)		(8)
ASDA: FHP Programme		457	(429)		28		28
ASDA: FHP Re grants		3,215	(3,214)		1		1
Big Lottery Fund Scotland	44	149	(193)		(44)		
Brent Foodbank	2	38	(40)		(2)		
Comic Relief	1	175	(126)		49		50
Coventry Foodbank	18	22	(39)		(17)		1
Coventry - Knott Family Trust	25		(25)		(25)		
Cummins	30		(30)		(30)		
Eat Well Spend Less	39		(39)		(39)		
Foodbank Network Regional		189	(189)				
London Midland	19	24	(44)		(20)		(1)
Martin Lewis Hub Trial	280		(205)		(205)		75
Npower Fuelbank	(5)	52	(47)		5		
Other restricted funds	68	48	(110)		(62)		6
Sodexo	56	43	(99)		(56)		
Tesco (top-up)		461	(405)		56		56
The 29th May 1961 Fund	53		(23)		(23)		30
Tudor Foundation: LDF	55		(49)		(49)		6
	<u>685</u>	<u>5,548</u>	<u>(5,989)</u>		<u>(441)</u>		<u>244</u>
<b>Total funds</b>	<u>1,686</u>	<u>11,654</u>	<u>(10,680)</u>	<u>3</u>	<u>977</u>		<u>2,663</u>

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020 CONTINUED

### NOTE 21. MOVEMENT IN FUNDS - CONTINUED

24 months period from 1 April 2018 to 31 March 2020

	At 1 April 2018 £'000	Incoming resources £'000	Resources expended £'000	Gains and losses £'000	Net movements in funds £'000	Transfers between funds £'000	At 31 March 2020 £'000
<b>Unrestricted funds</b>							
General fund	1,001	20,244	(10,708)	4	9,540	(805)	9,736
<b>Designated funds</b>							
Foodbank Network		207			207	(207)	
Five-year strategy fund			(1,012)		(1,012)	1,012	
	<u>1,001</u>	<u>20,451</u>	<u>(11,720)</u>	<u>4</u>	<u>8,735</u>		<u>9,736</u>
ASDA: FHP Personnel		1,344	(1,344)				
ASDA: FHP Programme		861	(860)		1		1
ASDA: FHP Re grants		5,974	(5,972)		2		2
ASDA: Covid		450	(406)		44		44
Big Lottery Fund Scotland	44	250	(294)		(44)		
Brent Foodbank	2	50	(52)		(2)		
Comic Relief	1	209	(210)		1		
Coventry - Knott Family Trust	25		(25)		(25)		
Coventry Foodbank	18	128	(145)		(17)		1
Cummins	30	128	(119)		9		39
Eat Well Spend Less	39		(39)		(39)		
Foodbank Network: Covid-19		176	(165)		11		11
Foodbank Network Regional		198	(195)		3		3
London Midland	19	24	(44)		(20)		(1)
Martin Lewis Hub Trial	280		(104)		(104)		176
Npower Fuelbank	(5)	134	(101)		33		28
Other restricted funds	68	179	(196)		(17)		51
Persula Foundation		50	(208)		(158)		(158)
Salisbury Foodbank		14	(13)		1		1
Sodexo	56	43	(99)		(56)		
Step Change		100	(36)		64		64
Tesco (top-up)		2,112	(2,110)		2		2
The 29th May 1961 Fund	53		(52)		(52)		1
Tudor Foundation: LDF	55		(49)		(49)		6
Waitrose		110	(108)		2		2
	<u>685</u>	<u>12,534</u>	<u>(12,946)</u>		<u>(412)</u>		<u>273</u>
<b>Total funds</b>	<u>1,686</u>	<u>32,985</u>	<u>(24,666)</u>	<u>4</u>	<u>8,323</u>		<u>10,009</u>



## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020 CONTINUED

### NOTE 21. MOVEMENT IN FUNDS - CONTINUED

#### Fund descriptions:

#### DESIGNATED FUNDS

**Foodbank Network** For supporting emergency or unexpected costs of the Foodbank network. This fund was transferred to the General Fund as the purpose of the designated fund was no longer relevant to the Trust's strategic aims.

**Five-year strategy delivery** For the delivery of the Trust's strategy. This fund was fully spent down in the year.

#### RESTRICTED FUNDS

**ASDA: FHP Re grants** Performance-related grants to food banks

**ASDA: FHP Operating Personnel** For the use of operating personnel

**ASDA: FHP Programme** Programme implementation activities

**ASDA: Covid** For use in the response to Covid-19 Crisis

**Big Lottery Fund (Scotland)** For the support and expansion of the Foodbank Network in Scotland, including the salary and costs of the food bank regional development team

**Brent Foodbank** For the support of Brent Foodbank, including salary costs of the food bank manager

**Comic Relief** For the support of the Foodbank Network and More Than Food projects, including a share of the salary and costs of the food bank regional development team and More Than Food project team

**Coventry Foodbank** Donations received to support the work of Coventry Foodbank

**Coventry Foodbank Knott Family Trust** For Coventry Foodbank

**Cummins** For refurbishment work at our Coventry site; kept in separate fund for reporting

**Eat Well Spend Less** Donations towards the costs of operating the Eat Well Spend Less programme

**Foodbank Network Regional** For the support and development of the Foodbank Network

**Foodbank Network: Covid-19** For the support and development of the Foodbank Network in response to the Covid-19 pandemic

**London Midland** Funding from former rail company London Midland for the purchase and operation of a van to support Coventry Foodbank

**Martin Lewis Hub Trial** Funding received from the Martin Lewis Charitable Foundation for the trial provision of financial triage within food banks

**Npower Fuelbank** To support the delivery of Fuelbank across the UK

**Other Restricted Funds** Relates to amounts which are immaterial individually and in sum

**Persula Foundation** For work relating to policy programme strategy

**Salisbury Foodbank** For the support of Salisbury Foodbank, including salary costs of the food bank manager

**Sodexo** Funding from Sodexo for refurbishment work at our Coventry site

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020 CONTINUED

### NOTE 21. MOVEMENT IN FUNDS - CONTINUED

<b>Step Change</b>	For IT systems development
<b>Tesco top-up</b>	From the neighbourhood food collections. The charity chooses to share this funding with member organisations of the Trussell Trust's Foodbank Network
<b>The 29th May 1961 Fund</b>	Funding from the 29th May 1961 Fund for refurbishment work at our Coventry site; kept in separate fund for reporting purposes
<b>Tudor Foundation; LDF</b>	For costs relating to the London area
<b>Waitrose</b>	For costs relating to Trussell Trust roadshows

### NOTE 22. RELATED PARTY DISCLOSURES

The trustees and key management personnel of the charity donated a combined total of £330 before Gift Aid to the charity in the year (2019: £480).

### NOTE 23. ULTIMATE CONTROLLING PARTY

The charitable company is not under the control of another entity or any one individual.

### NOTE 24. LEASE COMMITMENTS

	2020	2019
	£'000	£'000
<b>Operating lease payable</b>		
Within one year	416	378
Between two and five years	741	789
Beyond five years	25	104

### NOTE 25. POST BALANCE SHEET EVENT

On 1st November 2020 Salisbury Foodbank transferred out of the Trussell Trust and was set up as an independent charity. A franchise agreement was established so that Salisbury Foodbank now operates as part of the Trussell Trust's foodbank network.

Adopting a similar approach to the remaining two food banks which are operated by the Trussell Trust (Coventry Foodbank and Brent Foodbank) is under consideration.

The Board are completing a thorough review of the Trust's reserves and investment policies.

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