



TOGETHER, BUILDING A NETWORK FOR CHANGE

ANNUAL REPORT AND ACCOUNTS, 2021/2022



TOGETHER, WE'RE CREATING A FUTURE WITHOUT THE NEED FOR FOOD BANKS

We should all be free from hunger. We should all have enough money for the essentials. But right now in the UK, more and more people don't have enough money to live on and have no option but to use a food bank. This isn't right.

The Trussell Trust is a network of over 1,300 local food bank centres in communities across the UK. Together we provide practical emergency support to people facing financial hardship.

Our 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 at least 12,000 churches actively involved in donating food, and providing venues, volunteers and financial support for food banks.

But it's not right that anyone needs a food bank. Everyone should have enough income to cover the essentials we all need to live.

Together, we're thousands and thousands of people, working to right this wrong.

Together, we can build a future where none of us need a food bank, because none of us will allow it.

Read more about our work and find our most recent figures for the number of emergency food parcels provided by our network at **trusselltrust.org**

Apart from one food bank which is part of the Trussell Trust charity, all other food banks in the Trussell Trust's network are independent charities or community groups, and therefore their finances and food stocks are not included in our financial statements.

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WELCOME

From Stephen Hicks, Chair of Trustees

On behalf of the Board of Trustees, I would like to warmly welcome you to our Annual Report for 2021-22. This past year has, yet again, been one of great challenge and change. Coming hard on the heels of the pandemic we're faced with the cost of living crisis.

In this report, we set out how we've taken significant, extra steps to meet the needs of the people we serve. Increasing the grants we made to our network to £28m in the last year, which illustrates the scale of change we've needed to respond to. These grants have enabled developments to be made within food banks to meet the short and long-term needs of people facing hardship, helped people become more financially resilient and access further support, and trained people to advocate for social and policy improvements locally, so that nobody needs to visit a food bank again.

I must share my greatest gratitude to our network of food banks, who serve so faithfully and with utter commitment to their communities. I'm grateful too for the immense support of churches, alongside other faith and voluntary groups whose support makes this work possible. And also to all our staff, volunteers, supporters and donors who enable us, together with Trussell Trust food banks, to change communities, policy and minds as we progress towards a future without the need for food banks.

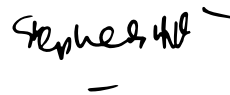
I'm also proud and encouraged by the great number of people with lived experience of hardship now influencing our work. Whether by sharing their own story to raise awareness, or by helping to influence and shape solutions to the causes of hardship; their contribution has been, and remains invaluable to our work and vision. Their courage and dignity in speaking out should never be underestimated.

The board has admirably stepped up to the new challenges we face; we are stronger and more diverse than ever before; this though remains an ongoing journey and there can be no complacency. We have invested significant time in a thorough review of our governance, three years after our last review.

We now benefit from an established subcommittee structure, where much of the detailed and involved governance work takes place and spans Finance, Audit & Risk, People & Governance, Strategy & Impact, Remuneration and Nominations. I'd like to pay tribute to each board member, current and former. Their time and talents are freely given, often not in the limelight but critically important to enabling the executive and staff team to remain resolute and boldly focused on the second full year of our strategy to end the need for food banks in the UK.

While we are so grateful for the support and service, it remains unjust and contrary to the common good that we're needed at all, let alone on such a wide scale across all nations and regions of the UK in what is the sixth largest and wealthiest economy globally.

Our values on which we base our behaviours and decisions are compassion, justice, community and dignity. Particularly during some of the more testing times, these values have served us well. We know it's not right that anyone should need a food bank and we look forward to the day when the need for mass scale distribution of emergency food ends. In the meantime, we, and our network of food banks across the UK, will continue to offer help to everyone who is facing hardship with compassion and dignity while working towards a more just society where everyone can afford the essentials.



Stephen D Hicks
Chair of Trustees



WELCOME

From Emma Revie, Chief Executive Officer

Entering this year in the midst of the Covid-19 pandemic, we knew things were going to be tough. But as we continued to grapple with the devastating effects of a global pandemic, we were faced with a new crisis - a dramatic rise in the cost of life's essentials.

Food banks found themselves on the frontline of yet another crisis. But even with the dedication, compassion and kindness that each of the 36,000 volunteers across our network offer everyone who enters their food bank, an emergency food parcel was simply not enough.

Food banks continued to respond to the needs of their communities; handing out hot water bottles, changing their opening hours to ensure people could get support on their way to work, providing food that didn't need heating as people couldn't afford to use their ovens. But as one food bank manager so poignantly expressed "that's all we can do" - that sense that it feels too little, too insufficient to scale of need we are now confronted with. The sticking plaster food banks had compassionately provided for the last decade was no longer holding.

Our response had to be greater than ever before. We had to drive forward our shared strategy to build capacity within food banks to provide wider support and use this deeply tragic moment to create change.

We were fortunate to enter this year with significant reserves, thanks to the generosity of our partners and supporters during the pandemic. We were able to quickly scale up our support to food banks to help build their capacity in the face of these challenges. We committed £28 million in grants to food banks, almost seven times what has previously been awarded, to help them continue to meet the immediate need but also take huge steps forward in their local strategies to help ensure no one needs emergency food to get by.

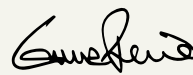
Two thirds of these grants were awarded to food banks to help provide advice and support that gets more money into people's pockets - helping to address the underlying causes of hardship so they don't need to use a food bank again.

This advice helps people access money they are entitled to and on average increases someone's income by over £3,500 a year, providing them with the dignity of going to the supermarket and buying their own food. With expert insight and predictions suggesting that the cost of living crisis is only set to get worse, I know it can be difficult to hold on to a sense of hope. But I also know that while we are all feeling the impact of the rising price of essentials and it remains at the forefront of our minds, we are becoming increasingly united in our determination that this just isn't right. In a country as wealthy as the UK, people should not be turning to charity to afford essentials like food.

In the past year alone, the Trussell Trust has been mentioned in the media nearly 50% more than in 2019/20, and more people say that they are likely to contact their MP and other elected representatives about hunger and its causes.

Together with our food bank network, staff and volunteers, our partners, the generosity of businesses, churches and supporters and the guidance of our Board of Trustees, I'm choosing to look forward with hope. A hope that things can and must change. A hope that's rooted in the strength of our network, backed up by our evidence, and bolstered by all of our partners and supporters.

Thank you for working with us to build a future where we can all afford the essentials.



Emma Revie
Chief Executive Officer



2021-22 HIGHLIGHTS

APRIL

END OF YEAR STATS RELEASE

We secure widespread media coverage and attention for our latest stats showcasing that more people than ever needed to use a food bank.



2.5 MILLION
emergency food parcels
given to people in crisis by
food banks in the Trussell
Trust network in the
financial year 2020/21

CHURCH LEADERS' BREAKFAST

We hold our first Church Leaders' Breakfast to explore our vision. Between April and June, more than 300 church leaders join a breakfast meeting to learn more about our work, and how they can support a future without the need for large scale emergency food distribution.

MAY

A PLAN TO END THE NEED FOR FOOD BANKS IN SCOTLAND

Following specific calls from our supporters, as part of the Hunger Free Future campaign and, in advance of the elections to the Scottish Parliament, First Minister, Nicola Sturgeon commits the Scottish government to set out a plan to end the need for food banks in the first year of the new parliament.

STATE OF HUNGER 2021

We publish 'State of Hunger 2021', the latest part of the largest ever study into hunger and food bank use in the UK. The research helps us understand the scale of hunger and destitution and the solutions needed to reach our vision.



JUNE

TEA FOR TRUSSELL

During a challenging year for in-person fundraising events, our supporters find new and innovative ways to join together and raise vital funds and awareness for our work.



NATIONAL VOLUNTEER WEEK

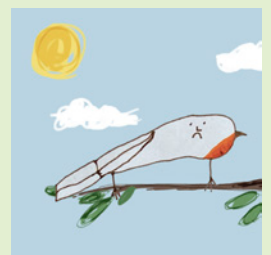
We celebrate the 36,000 volunteers who give their time to support people in their communities who are facing hardship.



JULY

HUNGER FREE FUTURE POETRY COMPETITION

As part of our nationwide campaign, we launch a children's poetry competition, inspired by a poem written by someone who used a food bank. The competition gains widespread attention from celebrities and media helping to raise awareness and build understanding of what drives people to food banks.



AUGUST

KEEP THE LIFELINE LAUNCHES

As the government pledges to go ahead with their decision to cut Universal Credit by £20 a week, we join forces with a coalition of over 100 charities, faith groups, academic organisations and business groups to call on them to Keep the Lifeline.

SEPTEMBER

LEVI ROOTS LENDS HIS VOICE TO HELP KEEP THE LIFELINE

Dragon's Den star Levi Roots volunteers at Brixton Foodbank and calls on supporters to contact their MP and ask them to help stop the £20 cut to Universal Credit.



"If we all shout with one voice, we can make change happen, and that is why I want to get involved to say enough is enough."

RACE AGAINST HUNGER



Hundreds of people across the UK take to the streets and parks to Race Against Hunger. On their own, or with teammates, their efforts raise awareness and funds, representing a growing movement of people taking a stand against the issues that drive people to use food banks.

OCTOBER

THOUSANDS CALL ON THEIR MP FOR CHANGE

25,000 people across the UK join the movement for change and write to their MP urging them not to cut Universal Credit by £20 a week.

BBC LIFELINE APPEAL

Rev Kate Bottley hosts a national fundraising and awareness appeal on BBC1, bringing the issue of hunger and food bank need to a mainstream, large scale audience.



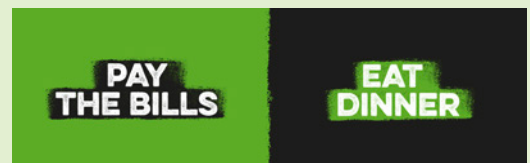
NOVEMBER

MID YEAR STATS RELEASE

We release our latest stats showing that every day almost 2,000 emergency food parcels were provided to children across the UK by food banks in our network.

IMPOSSIBLE DECISIONS

We launch our winter campaign to raise vital funds and awareness. The campaign reaches new audiences and helps to build empathy for why people need to use food banks.



DECEMBER

SAUSAGE ROLLS FOR EVERYONE!

LadBaby joins forces with Sir Elton John and Ed Sheeran for a record-breaking fourth Christmas Number 1, donating 100% of the profits to support our work towards a future without the need for food banks.



TOGETHER FOR CHANGE PANEL

Our Together for Change panel meets for the first time, helping to ensure that the voices, experiences and views of people with lived experience of using food banks are at the heart of our work.

FOOD BANK DONATIONS

Generous supporters across the UK donate nearly 3,000 tonnes of food over December. The Christmas period is typically a busy period for food banks, but the beginning of the cost of living crisis and the recent cut to Universal Credit create additional challenges.

JANUARY

FOOD BANKS PREPARE FOR THE YEAR AHEAD

As we move into the new year, food banks in our network brace themselves for the impact of the £20 cut to Universal Credit and the growing cost of living crisis.



FEBRUARY

GOVERNMENT DEBT RESEARCH RELEASE

We release 'Debt to Government, Deductions and Destitution', which explores the experiences of people with government debt, its impact and ways towards a more just and sustainable approach.

THE TRUE COST OF LIVING CAMPAIGN IS LAUNCHED

As the cost of living crisis deepens, we launch a national campaign to work towards a future where everyone has enough income to cover the essentials - not just during a time of national crisis, but every day.

MARCH

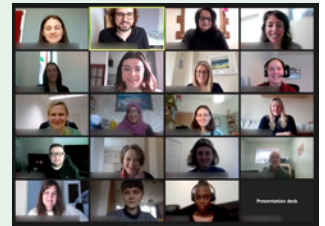
COST OF LIVING RESEARCH CALLS FOR URGENT UPDATING

We publish 'The True Cost of Living' research which shares findings on the rising price of essentials and on people receiving Universal Credit, highlighting why the UK government must urgently uprate benefits in line with inflation.



FIRST ORGANISING PROGRAMME TRAINING SESSION

Using grant funding to recruit local organisers, 15 food banks join the first round of our Organising Programme and receive six weeks of training to enable them to campaign for change within their local area.



PATHFINDER FOOD BANK WORKSHOP

23 Pathfinder food banks attend a Participation workshop, exploring how food banks can engage more deeply with people with lived experience of poverty, and ensure that their views and experiences help shape the direction of local services.

A BUSY MONTH FOR THE HELPLINE

The Help through Hardship helpline team faces one of its busiest ever months, answering 14,213 calls from people needing support and advice.



STRATEGIC REPORT



OUR VISION AND STRATEGY

OUR VISION

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

We should all be free from hunger - we're a network of food banks providing emergency support to people who can't afford the essentials, and campaigning for a future where none of us need emergency food to get by.

OUR VALUES



Compassion:

We're motivated to stand alongside people facing hardship and provide support and care for individuals.



Justice:

We are driven by the fact that it is not right that somebody should experience hunger or poverty, and we take action to change this.



Community:

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



Dignity:

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

OUR STRATEGIC PRIORITIES

We are working to end the need for food banks in the UK in three key ways:



1. Changing Communities

We're helping unlock even more of the potential of food banks to become places where the underlying drivers of destitution are addressed, as well as supporting food banks to develop strategies to reduce the need for emergency food locally.



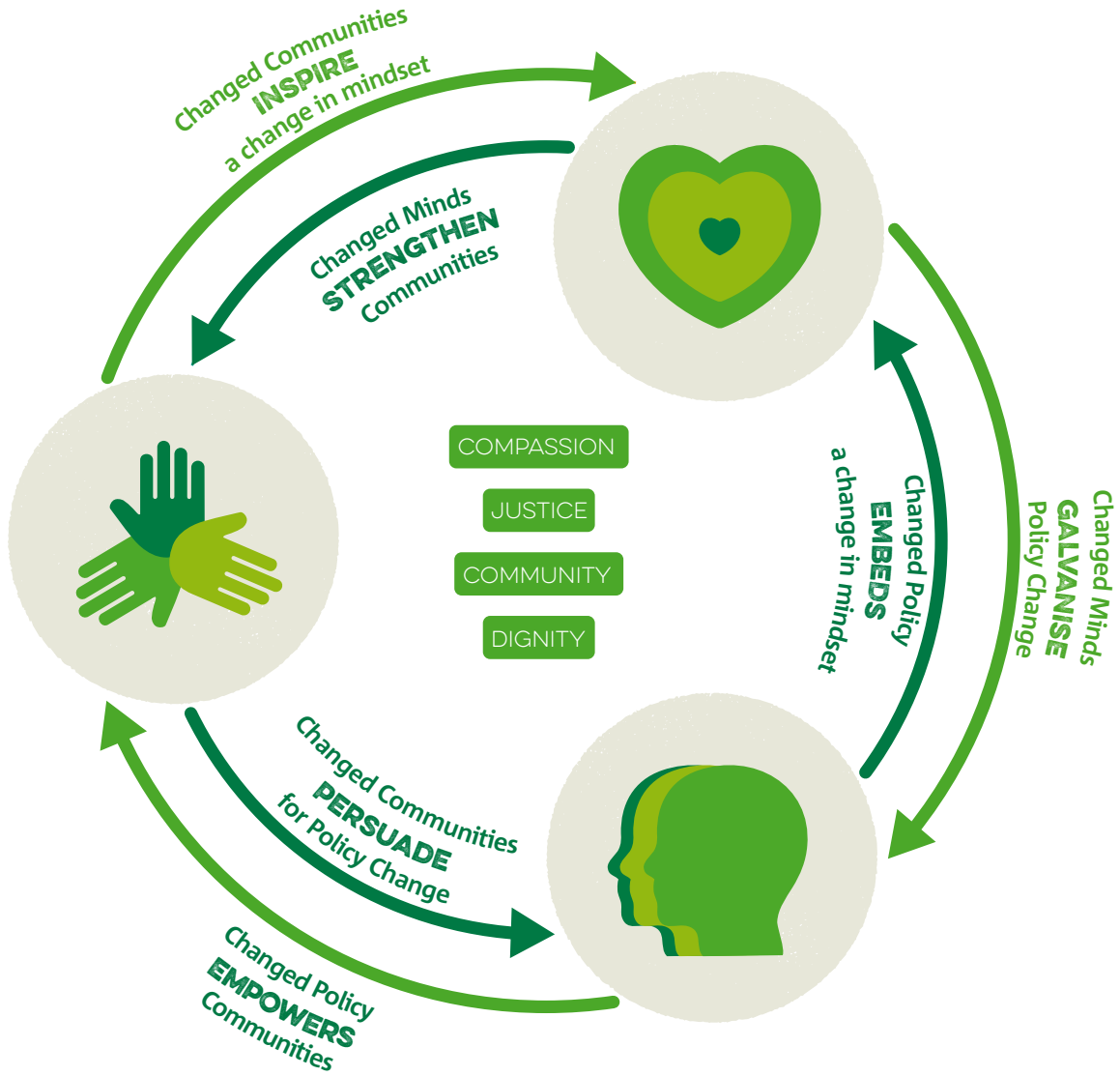
2. Changing Policy

Government decisions can have a huge impact on people facing hunger and poverty. We use evidence gathered through our network of food banks to drive policy change that will make sure we're helping shape a future where no one needs to use a food bank.



3. Changing Minds

Lasting change happens when wider society thinks and acts differently about an issue, so we're building understanding and empathy about the drivers of food bank use and calling on people to take action.



OUR STRATEGIC APPROACHES



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.

OUR COMMITMENT TO EQUITY, DIVERSITY AND INCLUSION

Equity, diversity and inclusion (EDI) are central to our work to achieving our vision of a UK without the need for food banks. We must ensure people with direct experience of poverty in their own lives shape every aspect of our work. Equally, we must do our part in dismantling the structural discrimination that cuts across our society and locks people in poverty. We are committed to being an anti-racist, equitable and inclusive organisation which acknowledges areas of improvement and is not afraid of challenging the status quo.

Our research has shown that most people who need the support of a food bank are more likely to face obstacles that can make it harder to afford the essentials. Discrimination and health inequality can create barriers for people with protected characteristics like race, disability and gender. This isn't right. And that's why meaningful EDI work is core to our vision of ending the need for food banks.

Like many in the charity sector, we have actively worked on our response to building an equitable, diverse and inclusive organisation. We are pleased that our staff and people who use our food banks will have begun to feel some of that impact. This might have been by including people who have experience of poverty to co-create and influence our work, increasing diversity within our workforce, or how our board and senior leadership group address, and are accountable for EDI matters.



Key areas of progress include:

- The Trussell Trust board has established a formal commitment to our EDI strategy and goals and commissioned an EDI audit around their governance role.
- The Senior Leadership team has designated our Director of People and Inclusion as a sponsor to help maintain accountability within their respective work areas.
- We have continued to provide opportunities for staff and volunteers with a disability, throughout the organisation including our charity shops.
- We are striving to learn and better understand with initiatives such as sharing articles on key EDI dates, such as Pride Month, Black History Month, Disability Month, Mental Health Day and have gained accreditation as a Menopause friendly employer.
- We have provided guidance and resource to our campaigns and marketing materials, ensuring that they are representative of our current and future supporters, as well as ensuring our image library better reflects the communities that we serve and work within.
- Our new impact assessments ensure that our policies, practices and key projects are fair and do not present barriers to participation or disadvantage any protected groups from participation.
- Through our EDI food bank pilot, we have provided one-to-one support to a cohort of food banks to create their own EDI strategies and plans, influenced by their own unique local knowledge of their communities. Food banks have been supported to ensure that they have EDI training and resources around best practice within employment, so that nobody, whether they wish to work or volunteer in a food bank, or need to access support, faces barriers to prevent that from happening.

COVID-19, THE COST OF LIVING CRISIS AND THE IMPACT ON FOOD BANKS

A year after the start of the pandemic, food banks were still recovering from its devastating impact.

Food banks were exhausted from constantly navigating and responding to an ever-changing and ever-demanding external environment. Faced with a year of unprecedented need, food banks were hopeful that any 'new normal' would begin to create a future where everyone could afford the essentials and that number of food parcels needed would drop substantially.

Universal Credit is reduced by £20 a week

But as society started to return to 'normal', people on the lowest incomes were hit with another blow as the UK government chose to remove their £20 a week Universal Credit uplift payment - the biggest overnight cut to social security payments since the Second World War.

Despite pleas from over a hundred organisations, who warned of the devastating effect it would have, and the thousands of people who joined our call to Keep the Lifeline, the cut went ahead - and food banks braced themselves for the impact on people who could least afford it.

"I'm very worried about what is around the corner for the people of Antrim, with rising fuel costs and, of course, the cut to Universal Credit - many people are unable to buy the basics. We will do everything we can to provide support. However, with winter around the corner, things will be getting even harder for people and it's likely that we will be seeing many more through our doors."

Fionnuala O'Donnell, Project Manager at Antrim Foodbank, Autumn 2021



"It's the difference between being able to have the heating on when I need it or not. Also, between me having meals or just my child."

Mother, on Universal Credit, speaking of her fears ahead of the cut

Yet another crisis emerges

Just as people's Universal Credit payments were reduced, they were faced with the costs of essentials dramatically rising and food banks found themselves at the frontline of yet another crisis.

"We are seeing more and more families having to turn to the food bank for help due to the rise in the cost of living. Many people who would normally be able to manage are being tipped over the edge and having to use food banks as they simply do not have enough money for food."

"We had a nurse who came to us and explained that after paying rent and bills that there was just no money left to buy food for her and her son. I feel that we are in the midst of a poverty pandemic."

"It is not just the cost of food that is rising, but the price of toiletries, sanitary items and cleaning products are all increasing. If you have a very limited budget, it is impossible now to make it stretch to cover everyday essentials."

Debbie Waller, Operations Manager at Newquay Foodbank



For the first time outside of a pandemic year, food banks in our network provided over **2 million emergency food parcels** to people struggling to afford the essentials, an increase of 14% compared to the same period just before the pandemic. 832,000 of these parcels went to children.

Calls to our Help through Hardship helpline increased, as more and more people found themselves with an income too low to afford life's essentials.

Over the past year



96,738
calls handled



£19,188,288
total income unlocked



46,883
food bank vouchers issued



90,031
people provided with emergency food

Adapting to the cost of living crisis

Not only were food banks responding to more people needing support, but the impact of the cost of living crisis was starting to hit them too.

Many food banks in the network had to adapt their support; some changed their opening hours to ensure people could get support on their way to work, and many provided food parcels that didn't need cooking as people couldn't afford to use their oven.

"We have to open our food bank earlier in the day at 8am so people can pick up their parcels on the way to work. Although we have a large proportion of people referred to us who are on benefits, we are seeing more and more people who are working, but whose wages have not increased in line with the rise in the cost of food, fuel and other items needed for a basic living standard."

Gill Fourie, Operational Manager, Blackburn Foodbank



OUR RESPONSE TO THE CRISIS

In numbers (as at 31 March 2022)

The Trussell Trust network of food banks

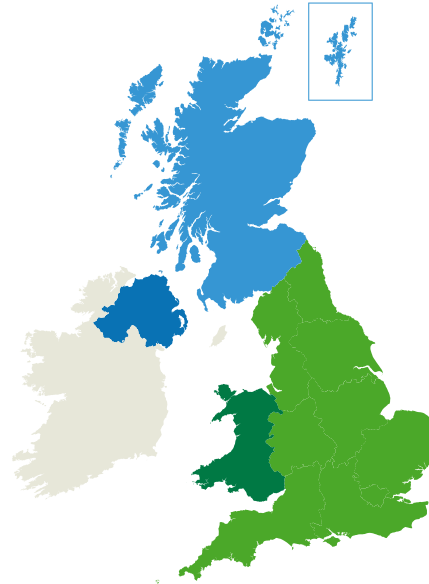
Over
1,300
food bank
centres

Run by
422
charities
across the UK

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

Around
42%
of food bank charities run
between two and five food bank
centres

Around
18%
of food bank charities run more
than five food bank centres



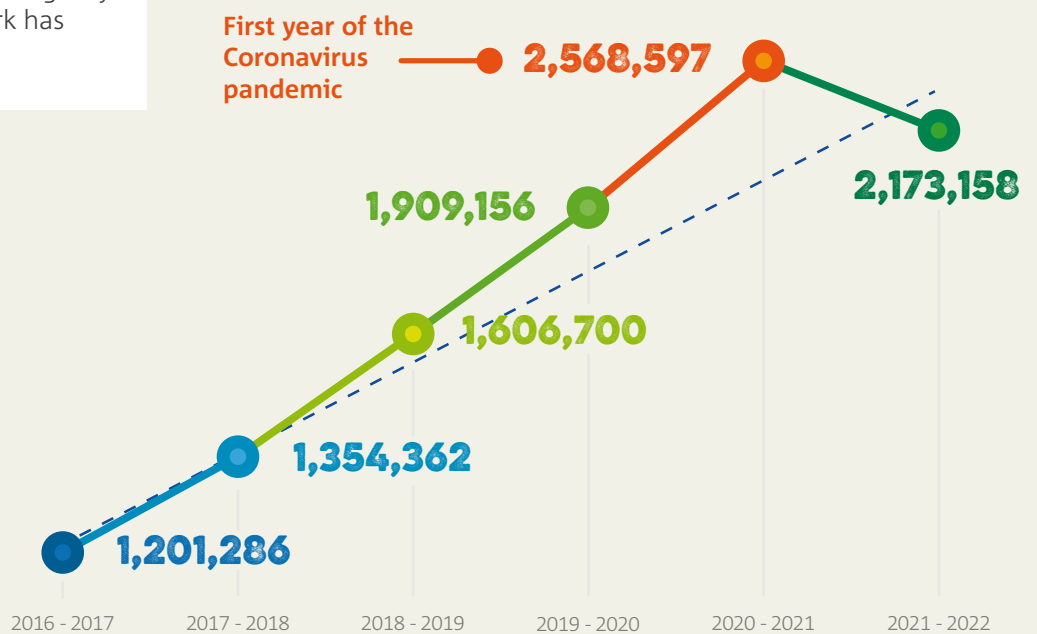
76%
are in England

10%
are in Scotland

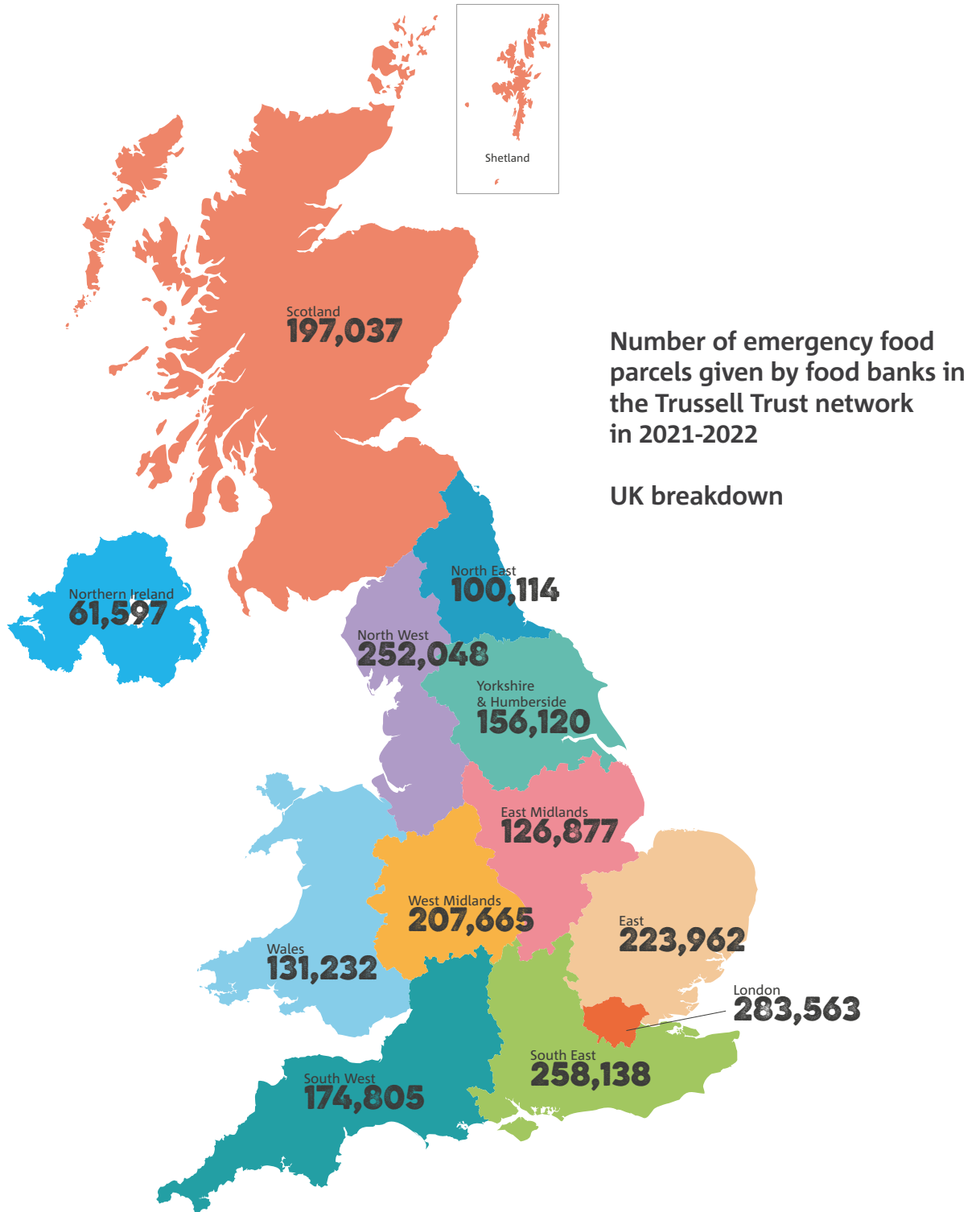
9%
are in Wales

5%
are in Northern Ireland

Since 2017, the need for emergency food parcels in our network has increased by 81%.



1 Because of the impact of the first year of the pandemic, 2020/21 was a highly unusual year for food banks in our network, so a comparison of the number of emergency food parcels distributed in 2019/20 and 2021/22 is more representative of the overall trend.



Behind each of these statistics is an individual or family facing hunger and financial hardship.

“I do skip meals. The kids don’t, but I do. I can go three days without eating. When I first started doing it, it was like, oh my God, I feel ill. Now, I’m used to it.”

Person who needed a food bank

“Imagine not having £1 in your purse when your child’s tooth falls out. Imagine sitting watching your child eat whilst your own stomach grumbles with hunger..”

Caroline, childminder, and mother who has experience of poverty

Our vision is clear. But the reality of the cost of living crisis meant that hundreds of thousands of people were needing food banks, many for the first time.

At the frontline of yet another crisis, food banks responded with compassionate, practical support.

“The Trussell Trust’s vision for there to be no need for food banks in the future struck a chord with me and led me to want to work with them, along with the excellent work they do in the community. Although, of course, there is still an immediate necessity for us to be here, I hope this will lessen; in the meantime, we will continue to provide care and commitment with dignity to people in need and be respectful of the trust they put in us.”

Natasha Copus (pictured right), Project Manager at Southend Foodbank



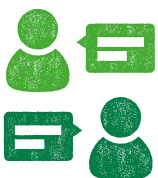
Over the past year



More than **20,000 TONNES OF FOOD** was donated by the public to food banks in our network



36,000 PEOPLE volunteered at food banks across our network



Food banks worked with **23,706 REFERRAL PARTNERS** to support people facing hardship with emergency support



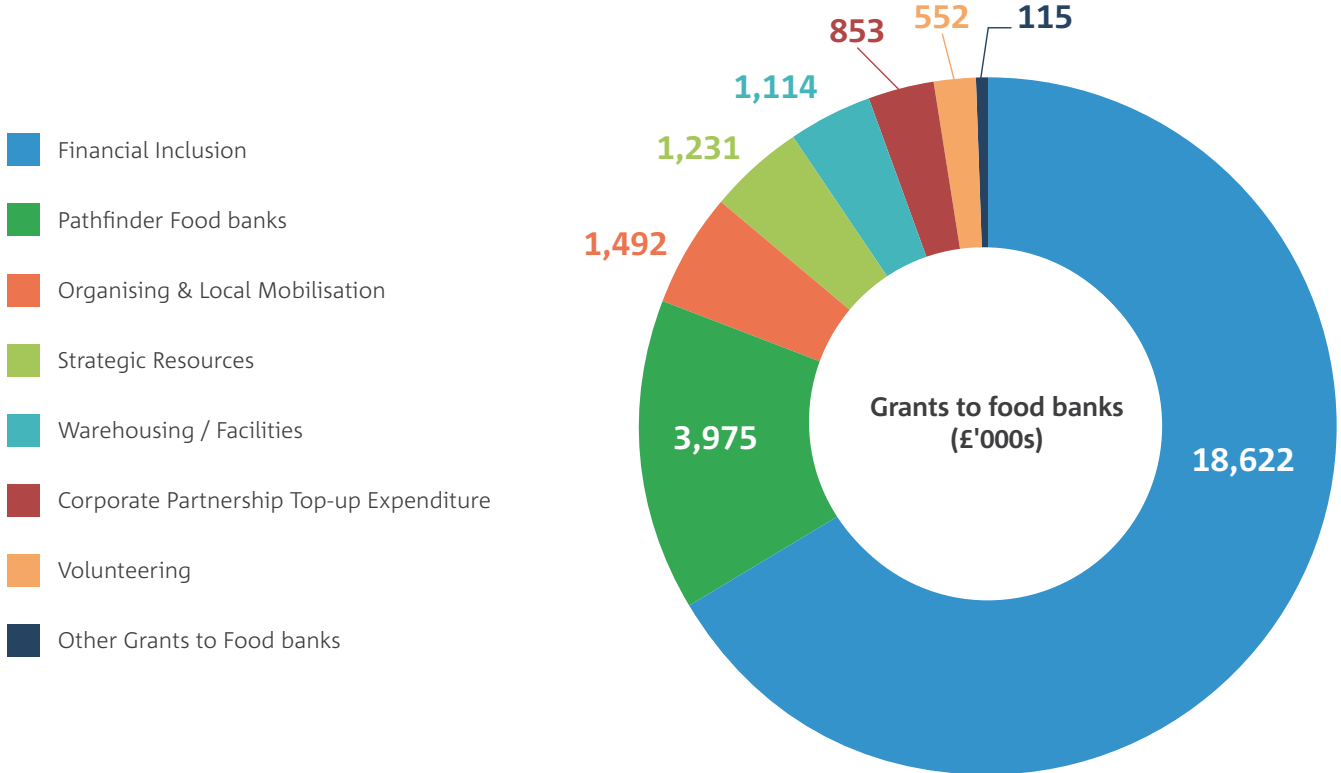
£28M OF GRANTS committed to food banks to support people today and work towards a tomorrow where everyone can afford life’s essentials



GRANTS

'In 2021/22 we saw continued significant support for our mission, through donations from generous organisations and individuals. This has enabled us to increase our grants programme and commit £28 million in grants to support the network.

In 2021/22, a total of 397 grants (excluding supermarket top-up grants) were committed to food banks. The grants helped deliver both immediate support to people facing hardship and longer-term activities that will work towards our shared vision.



Grants were used to:

Embed 91 full-time specialist advisers within food banks.

This means that, along with receiving an emergency food parcel, people could get advice on benefits, debt, and other areas, helping prevent them from needing support in the future.

Mobilise food banks' local community to campaign for change.

This new programme supported food banks to organise, influence, and campaign for change locally. We provided a package of grant funding, training, and ongoing support to give food banks the capacity, skills, and resources to identify local issues, develop influencing strategies and campaign to make change happen to address the underlying drivers of destitution.

Develop the skills and expertise of food bank volunteers.

Our Volunteer Development Programme helped increase the skills of volunteers in food banks across our network, and of the food bank staff who manage them.

Create and deliver strategic plans to end the need for their services locally.

Strategic resources grants have enabled food banks to recruit new strategic roles or administrative staff to free up time for leaders to pursue their food bank's longer-term goals. This means they can also strengthen their relationships with referral agencies which can help address the underlying drivers that lead to people being referred to food banks.

Continue the growth of our Pathfinder Programme to focus on testing different approaches to reducing the need for food banks locally.

We established a dedicated grant fund (which enables strategic activity across a range of disciplines) and provided intensive support to Pathfinder food banks through a specialist team and a range of online and in-person training and learning events. This programme helped to learn what works and pave the way to our vision.

CHANGING COMMUNITIES



Supporting food banks to actively reduce the need for emergency food in their communities.

The work of food banks goes beyond providing emergency food parcels. A growing number of food banks also provide additional services with the support of skilled staff and volunteers, expert advisors from other agencies or through partnerships with organisations who individuals that visit the food bank can be referred to. Through this work, Changing Communities empowers food banks to tackle the underlying drivers that push people to their food bank and work towards ending the need for their services in their local communities.

We do this in the following ways:

1. **Local plans of action**
2. **Maximising peoples' incomes**
3. **Transforming volunteering**

LOCAL PLANS OF ACTION

Throughout 2021-22, we have continued to work alongside food banks in the network to develop and execute a strategic plan for reducing the need for their services locally. Alongside their Area Managers, food banks have initiated their own strategic plan to support Changing Communities across the UK.

Abergavenny Foodbank

Abergavenny Foodbank successfully recruited Kate into the role of Strategic Food Bank Manager last year. Kate brought a strong strategic mindset to the role which has made a huge difference in driving the food bank's longer term aims and transforming their approach. Alongside the food bank team, Kate worked to create annual action plans rooted in a strategy built together with the food bank Trustees and our local Area Manager at the Trussell Trust. More than this, Abergavenny Foodbank has a close relationship with their local authority who provided money to Abergavenny and Monmouth food banks to provide fuel vouchers. The food banks worked together to establish how they can best distribute these across their areas. Abergavenny Foodbank was also selected for the financial inclusion programme and want to see this area of work benefit people across the whole of Monmouthshire.



Changing Communities Programme boost

We know that localised support is vital in enabling food banks to create their own strategic plans. Building on the excellent work done to date, we want to further empower food banks as they work with their volunteers, Trustees, people with lived experience of poverty, referral partners and their local community towards ending the need for food banks. That's why we boosted our Changing Communities work by offering increased bespoke support to every food bank in our network to tackle the underlying drivers of food bank need. We recruited a team of Financial Inclusion Managers, Pathfinder Leads and Senior Organisers who work within particular regions, alongside existing Area Managers and Network Leads to provide hands-on support to food banks as they execute their strategic plans.

MAXIMISING PEOPLES' INCOME

Our financial inclusion projects exist to address the underlying causes of financial hardship. Through these projects, food banks provide people with high-quality, timely support to help them to maximise their incomes; this might be through helping people to access benefits or other sources of income that they're entitled to but not receiving, by making debt repayments more affordable, or addressing wider factors that force people to use food banks.

"My client had suffered years of domestic abuse both physical and mental. She has two young children. Her partner abused her financially by taking out loans in her name. We referred her to the Benefits Adviser, and she is in the process of making a PIP application. We arranged a Debt Management Plan for her of £28,000 debt."

Debt Advisor

"I was desperately trying to support my children and keep up with paying my bills. I was suffering from anxiety and depression and receiving help from the doctor and a mental health practitioner. I was referred to the food bank and they suggested that I speak to one of the advisers from Community Money Advice. I now have a Debt Management Plan in place, and I am managing my finances much better. My mental health has improved and I am working again. The food parcels have been an enormous help too. Thank you so much."

Person visiting Abergele Foodbank



Help through Hardship helpline

At the start of the pandemic, we joined forces with Citizens Advice to establish the Help through Hardship helpline in England and Wales. This partnership provides free, personalised advice and support to help address the underlying causes of hardship, as well as a referral to a food bank if required.

In the past year:

3x Need for the service rocketed and **we trebled the number of advisers.**



Helpline advisers handled **96,738 calls** and provided advice to **31,726 people** facing hardship.



The helpline **unlocked £19.2 million of income** for 5,391 people.



The average gain was over £3,500 per person, with the highest gains going to people with a disability. For many, this increase in income is the difference between needing a food bank or being able to buy their own food from the supermarket.



89% of callers found the advice given on how to manage or understand their income helpful.

Supporting Jarad and his family

Jarad, an asylum seeker, arrived in the UK with his family in 2021. He called the Help through Hardship helpline and, with the support of an interpreter, Jarad explained that his children, some of whom had additional needs, were not in school and he didn't know how to arrange this.

The Help through Hardship team contacted Salusbury World, an organisation that works with refugee and migrant families helping children, young people and parents to realise their rights and potential. They were able to support Jared in finding school places for his children.

Jarad was also referred to his local Citizens Advice who have an Arabic-speaking adviser and was given information on checking his Asylum Support payment was correct, local free food collections and the National Zakat Foundation's Hardship Relief Fund.

Thanks to the Help through Hardship helpline, the family is now receiving the right specialist support.

Mind partnership

1 in 2 callers to the Help through Hardship helpline described themselves as having poor mental health, showing a clear link between poverty and mental health.

As a result, we welcomed the mental health charity Mind to the Help through Hardship partnership. Now, if a caller needs mental health support, seamless transfers take place from the helpline to Mind's Infoline. We are also exploring how we can further facilitate specialist mental health support for people struggling to afford the essentials at a national and a local level. The partnership's vision is to treat people's needs holistically, offering both immediate help and longer-term support, tackling both poverty and mental health together.

"The adviser obviously could tell I needed the help and I'm happy she passed me through to Mind. I ended up getting some help from my GP. Without talking to the helpline and Mind I don't think I would have done that or at least I wouldn't have done it for a long time or until it got really bad."

Person benefiting from a referral to Mind

TRANSFORMING VOLUNTEERING

We are constantly inspired by the generosity and commitment of the thousands of volunteers who give their time and expertise to the Trussell Trust and our food bank network. This inspiration has only been fortified as volunteers have demonstrated their incredible resilience and resounding passion for making a difference in their communities within the challenging context of the growing cost of living crisis and the ongoing devastating impact of the pandemic.

Volunteer training

Investing in our volunteers is a critical part of both our short-term goal to offer support when people are facing immediate hardship, and the long-term, strategic plan of building a future where emergency food is no longer needed.

Half of the food banks in our network took part in our Volunteer Management training over the past year, providing an overview of best practice in relation to recruiting volunteers, supporting them through their journey and recognising the huge contribution they make to our collective ability to offer support.

The feedback we received was incredibly positive and we'll be building on this in the coming year, adding further modules to increase the impact each volunteer brings.

Assemble: our volunteer support system

Over the past year a third of the food banks have regularly used our new volunteer management system, Assemble, which is invaluable for communicating with volunteers, fostering a sense of community, sharing news, organising rotas, accessing training and providing a secure location for volunteering data. It also provides a support journey for new recruits.



275,016

hours were logged on Assemble last year

Assemble also provides a platform for advertising volunteering roles, making it easy to see where there are vacancies and providing a place where new roles can be shared. Whilst the focus of volunteer roles has previously been on traditional warehouse, centre and driver roles, food banks are increasingly recruiting for more varied positions, including data and communications specialists, further developing the reach of volunteers and increasing their impact within individual food banks.

92%

of volunteers would recommend the food bank as a great place to volunteer

92%

of volunteers feel that they are making a difference to other people

96%

of volunteers think their contribution is valued by the food bank

"It's so wonderful and encouraging to be working with such a fabulous team of people, who come from a wide variety of backgrounds, but all hold the same goal - to help others."

Louise Creasey - volunteer for the Trussell Trust Network Support team



Pathfinder Referral Pathways workshop, Manchester in November 2021

PATHFINDER FOOD BANKS

The food banks in our network have long demonstrated their innovative and creative approach to tackling issues around hardship and hunger, tracking a variety of approaches to see what has the greatest impact locally. The Pathfinder programme was established to work with 60 food banks from across the UK, to introduce and test different approaches to reduce the need for food banks in a local setting. This includes looking at what happens when multiple interventions and initiatives happen at the same time, with the aim of introducing successful approaches across the wider network.

In 2021/22 the programme achieved its intended scale, with 14% of the network joining the programme, covering every area in the UK. Food banks who have joined the programme have committed to align their energy and resources towards strategic anti-poverty activity, and to sharing their learnings with the wider network of food banks. In response, we have established a dedicated grant fund (which enables strategic activity across a range of disciplines) and provide intensive support to Pathfinder food banks through a specialist team and a range of online and in-person training and learning events.

There are five key principles of the Pathfinder programme, including a shared commitment to:

1. **A UK without the need for food banks** - while the food banks in the network continue to respond to the impact of the pandemic and the cost of living crisis, the drive to see a future without the need for emergency food provision has not diminished.
2. **Developing a locally designed strategic plan that aims to reduce the need for emergency food in that community** - while a certain approach might work in one area, it might not have the same impact elsewhere, so a local approach is critical to delivering the greatest impact.
3. **Adopting a proactive approach towards involving people with direct experience of poverty in the food bank's work** - food bank teams are experts at building relationships with people who have experience of hardship or who may have even sought support from the food bank. This first-hand experience helps forge solutions and perspectives to some of the main drivers of food bank use and financial hardship.
4. **Working in partnership with a variety of local stakeholders** - building a future without the need for food banks is a collaborative process, so the Pathfinder food banks have worked hard to build relationships with stakeholders across their communities. From people who visit a food bank to referral agencies, from other support services to local churches and community groups, these partnerships are developing long-term approaches on how best to offer support to people.
5. **Actively learning together as we trial new, locally appropriate approaches** - by sharing approaches that have worked - or not - food banks can learn from one another. Some ideas may be adapted to better support different communities, but by trying a new approach in one area and testing it elsewhere, we can start to map out key approaches that can be applied to the whole of the network.

The Pathfinder programme focusses on experimentation and learning. We expect, over the coming two to three years, to identify a range of new approaches which can be tested more widely, before scaling up to achieve greater impact across the Trussell Trust network. In order to ensure that there are short-to-medium term benefits, we have also tasked each Pathfinder food bank to begin work in the three priority areas of financial inclusion, managing referral pathways and participation.

“Pathfinders opened my mind to see what we need to do to help the most people in the best way - what we need to change, what we need to stop and what we need to start doing. It feels like there is a whole new world of opportunities opening up. Learning from the network of food banks has helped us to ‘steal’ their ideas and meld them with ours to serve our community better. We see a lot that other people won’t and until you understand your community, you won’t know what to do to change it. The data we collect told us that debt was consistently the biggest underlying driver for people coming to the food bank and, as there wasn’t an existing debt service in our community, we were free to set one up in the food bank.”

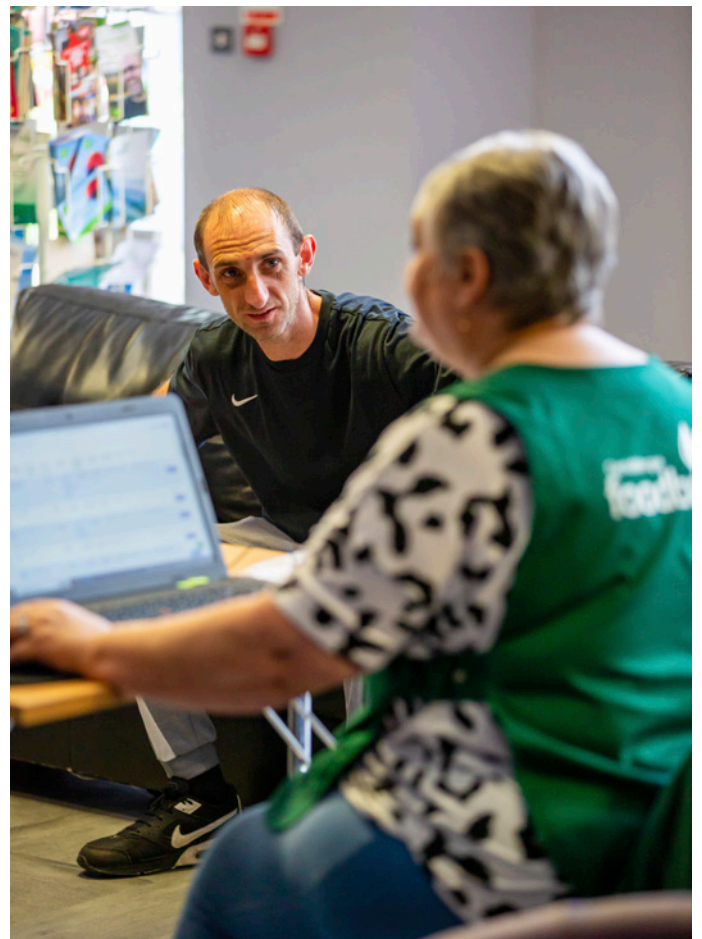
“But we want to end the need for our food bank, and, if we are to do so, it will have to be on the basis of good relationships. We are developing good relationships with our referral partners and, although it takes longer for them to collect data from their clients, we encourage them to do so because it’s really useful.”

The data gives us the evidence to approach decision-makers and explain the reasons people are coming to the food bank. We’re not just talking abstractly about what’s going wrong - we know what’s going wrong.”

Miriam Jones (pictured below), Carmarthen Foodbank



Pathfinder cluster meetings provide an opportunity for food banks to share their experiences and collaborate with each other.



CHANGING POLICY

Gathering robust evidence to influence and drive policy change so that everyone can afford the essentials.



Working with the food banks in our network, we gather data which helps us to understand what's behind the number of food bank parcels distributed across the UK every day. With this data, and together with food banks, partners and people with lived experience of poverty, we work to change policy and eradicate destitution across the UK. We also work closely with other anti-poverty organisations in the UK to recommend policies which will stop people from experiencing financial hardship in the first place.

We do this in the following ways:

1. **Providing robust data, evidence and research**
2. **Influencing policymakers**
3. **Working together to call for change**

PROVIDING ROBUST DATA, EVIDENCE AND RESEARCH

Over the last 12 months, we have published an array of research including:

April 2021: We released our End of Year Statistics showing that a record 2.5 million emergency food parcels were provided to people from April 2020 to March 2021 by food banks in our network.

May 2021: We published State of Hunger 2021, the latest part of the largest ever study into hunger and food bank use in the UK. Carried out by researchers at Heriot-Watt University, this research is helping us to understand the scale of hunger and destitution in the UK and learn how we can work together to build a future where we can all be free from hunger. Key findings include:

- 95% of people referred to food banks in our network in early 2020 were destitute, meaning they were unable to afford to eat or stay warm and dry.
- 18% of households referred to food banks in our network during the pandemic were single parents - this is more than twice the rate in the general population.
- 62% of working aged people referred to a food bank in early 2020 had a disability, over three times more than in the general population.

The State of Hunger project (2018-2021) has shown how debt to central and local government plays a significant role in pushing people into destitution and towards food banks. In mid-2020, nearly half of people referred to food banks in the Trussell Trust network were in debt to the DWP (Department for Work and Pensions) alone, a significant rise on previous years.

June 2021: The Scottish Affairs Select Committee published its inquiry into welfare reform in Scotland, citing evidence submitted by the Trussell Trust.

August 2021: We provided evidence to the UK Parliament's Welsh Affairs Select Committee inquiry into the benefit system in Wales.

October 2021: We organised a public event, jointly with IFAN, on ending the need for emergency food aid in Scotland. Other speakers represented FareShare, the Scottish Pantry Network and Citizens Advice Scotland. This event was the first time that these organisations had spoken alongside each other publicly.

November 2021: We released our Mid Year Statistics, showing that, between 1 April 2021 and 30 September 2021, food banks in our network distributed 5,100 emergency food parcels a day to people facing hardship, which was an increase of 11% compared to the same period in 2019.

February 2022: We released Debt to Government, Deductions and Destitution, a participatory research report exploring the experiences of people with government debt, its impact, and ways towards a fairer approach.

March 2022: Tackling Child Poverty and Destitution was released. This report, commissioned by the Trussell Trust in conjunction with Save the Children and authored by the IPPR Scotland, found the new Scottish Child Payment has not yet reduced the need for food banks, but could, if it were increased. It also found the Scottish Welfare Fund to be an essential part of our social security system to support people experiencing destitution. The findings were presented at a roundtable of MSPs, with the Cabinet Secretary for Social Justice, Housing and Local Government giving a keynote speech.

March 2022: We published The True Cost of Living, which shares findings on the impact of the cost of living crisis on people on Universal Credit, highlighting why the government must urgently uprate benefits in line with inflation.

INFLUENCING POLICYMAKERS

APPG on Ending the Need for Food Banks

The All Party Parliamentary Group (APPG) on Ending the Need for Food Banks was established in December 2020 to bring together parliamentarians of all parties from both Houses of Parliament with an interest in and commitment to ending the need for food banks. The APPG discusses the solutions that are needed to eradicate the destitution which drives the need for food banks and makes recommendations to the relevant government departments that are key to achieving this goal.

Over the last year, the APPG held a number of meetings to promote and discuss the Trussell Trust's latest work and to explore the key issues which our research shows drive the need for food banks. Highlights included:

State of Hunger report launch and discussion

In May 21, the APPG hosted an expert panel discussion exploring the findings of the Trussell Trust's State of Hunger report with Baroness Louise Casey (Crossbench Peer and former government advisor on social policy), Baroness Philippa Stroud (Conservative Peer and Chief Executive, Legatum Institute) and Helen Barnard (Director, Joseph Rowntree Foundation), as well as a speaker with lived experience. With more than 170 attendees, including 20 Parliamentarians from four political parties, this was our most popular event of the year.



AGM

At the AGM in December 21, the APPG elected two co-chairs - Wendy Chamberlain MP (Liberal Democrat) and Neil Coyle (former Labour MP, currently independent) - demonstrating our commitment to cross-party working. We also increased the breadth of our Officers with three Conservative MPs elected.

Joint event on destitution, debt and deductions

In February 22, the APPG hosted a joint event with the APPG on Personal Debt and Finance to launch and discuss the Trussell Trust's report on tackling government debt and deductions. Speakers included Wendy Chamberlain, Shadow Work and Pensions Secretary Jonathan Ashworth and Conservative MP and member of the Work and Pensions Committee, Nigel Mills MP. Two members of the research project, who had co-designed the report and recommendations, spoke movingly about their personal experiences with government debt and the devastating impacts this has had on their lives, including their physical and mental health and morale.



We met with 22 MPs between April 21 - March 22. MPs were from across the political spectrum and included all of the major political parties in Westminster.



The Trussell Trust was mentioned 74 times in the House of Commons in 2021-22 - that's 20 more times than 2020-21



42 MPs from across the political spectrum mentioned the Trussell Trust in 2021-22

"Any of us could end up needing to go to a food bank. This can happen to any of us, but important though food banks have become, I want a government that seek to end the need for them. Is that too much to ask? Do we just have to accept food banks as a permanent feature of our country now, or might we one day have a government that set out to end the need for them?"

Alison McGovern MP, (Shadow Employment Minister), 25 January 2022



Influencing at Holyrood, Scottish parliament - key activities

- We produced a Trussell Trust manifesto for the May 2021 Scottish Parliamentary elections, calling on all candidates to act to end the need for food banks and engaging our Scottish supporters in activity to promote this call.
- We delivered an Election Hustings event, in partnership with Glasgow SW & Glasgow NE food banks and secured the leaders of the SNP and Scottish Labour as panellists.
- We responded to the Scottish government's consultation on *Ending the Need for Food Banks*, including organising roundtables with key partners and briefings for food banks in our Scottish network.
- We participated in the *Scottish Parliamentary Cross Party Group on Poverty*.
- We briefed food banks in our Scottish network on our policy asks of the Scottish government, to facilitate local influencing and media work.
- We successfully launched our *Tackling Child Poverty and Destitution* research in the Scottish Parliament and securing the Cabinet Secretary for Social Justice, Housing and Local Government, as our keynote speaker.

Policy successes during last financial year

May 2021: We discussed the design and implementation of the Covid Local Support Grant with ministers and officials in advance of the announcement in May of an additional £160m for households most affected by the pandemic.

May 21: We secured a commitment from the First Minister to deliver an action plan to end the need for food banks in Scotland

September 2021: A new £500m Household Support Fund was announced. This contained an explicit emphasis on helping vulnerable households to afford the essentials. We advocated a lessening of the restrictions associated with this fund, so that it could be better targeted at those in greatest need.

September 21: Through our partnership with the Scottish End Child Poverty Coalition, we secured a doubling of the Scottish Child Payment from £10 a week to £20 a week from April 2022.

October 2021: A change to the taper rate for Universal Credit was announced, permanently providing £3bn a year more money to some groups receiving benefits. This was a response to the Keep the Lifeline campaign to retain the £20 uplift to Universal Credit Standard Allowance, which we supported.

June 21 - March 22: The Trussell Trust was represented on an independent panel of experts appointed by the Communities Minister, Deirdre Hargey, to complete a comprehensive review of the Discretionary Support scheme in Northern Ireland - which provides emergency financial support to people on low incomes - and to make recommendations for improvements.

Extension of welfare reform mitigations in Northern Ireland

The Trussell Trust is part of the working group for the Cliff Edge Coalition - a group that is campaigning to extend and strengthen the welfare mitigations package in Northern Ireland. Legislation was finally passed in March 22 to extend the benefit cap and bedroom tax mitigations.

The focus of work will now be on strengthening the package with some possible new recommendations. The coalition has been calling for new support around the two-child limit, the Universal Credit five-week wait and improvements in the private rented sector. We await the publication of the Review into Welfare Mitigations and look forward to the important recommendations.

WORKING TOGETHER TO CALL FOR CHANGE

If we are to reach our vision, it's vital that we form partnerships with experts and organisations from across the anti-poverty sector and beyond to tackle the causes of financial hardship.

In the last year we have continued to unite our voices to call for the changes we need to see across all four corners of the UK to ensure that we all have enough income to afford the essentials.

- 25,000 people wrote to their MPs as part of the Keep the Lifeline campaign calling on the government not to cut the £20 increase to Universal Credit. Although the UK government did make the cut, it announced a £500m Household Support Fund, and the taper rate at which Universal Credit is withdrawn as claimants' earnings increase was reduced. The Keep the Lifeline campaign was supported by a coalition of over 100 charities, faith groups, academic organisations and business groups, including the Joseph Rowntree Foundation, Citizens Advice, Mind, Christians Against Poverty, Crisis and the Child Poverty Action Group. The coalition has continued to work together to coordinate activities and key messages to maximise the impact of campaigns to protect households on low incomes during the cost of living crisis.
- The Trussell Trust hosted a webinar on Just Communities: Towards a future without the need for food banks as part of the 2021 National Parliamentary Prayer Breakfast, organised by Christians in Parliament. It was chaired by Trussell Trust Trustee Revd Bev Thomas, and the panel included Emma Revie, CEO of the Trussell Trust, Conservative MP for Devizes, Danny Kruger, Labour MP for Battersea, Marsha de Cordova and Paul Woolley, CEO of the London Institute for Contemporary Christianity. During the event, Danny praised the work of his local Trussell Trust food bank (Devizes) and the wide range of ways they supported their local community throughout the Covid-19 pandemic and recognised the limitations of emergency food parcels as a response to more complex needs. Danny also recognised that benefit levels were too low and the great challenge for the UK was how to put "a strong floor under people's incomes".

Partnering to power change

We partnered with people with lived experience of the social security system to advocate for policy change around deductions from benefits payments and the repayment of debt to the UK government. A total of 48 participants, with experience of repaying

debt to government, contributed through interviews, contributions to an online community, and then group discussions to develop policy ideas. Since then, members of the group have gone on to advocate for policy change through contributions to an APPG event, and through the media.

The feedback from participants has been overwhelmingly positive, both during the research phase and during the advocacy phase. Some have described feeling like they have had their voice heard, and that working together with the Trussell Trust has given them opportunities to make a difference they wouldn't have otherwise had.

The research itself received significant attention. At the APPG event launching the research, which participants spoke at, the Shadow Secretary of State for Work and Pensions Jonathan Ashworth voiced his commitment to ending the need for food banks. Conservative MPs also spoke positively about the research and the contributions of the participants to the event.

Since the research was published, the conclusions have shaped our own position on deductions, keeping it at the forefront of our asks, as well as keeping it on the policy-influencing agenda of anti-poverty charities that we partner with too.

Partnerships across the nations

In Wales:

- We collaborated with the Anti-Poverty Coalition to develop key policy asks in advance of the Senedd elections in May 2021 and in February 2022 we collaborated with the Anti-Poverty Coalition to provide evidence to Senedd ministerial cost-of-living summit.
- We joined the Senedd cross party group for poverty and are involved in a Welsh Government working group to support the development of a Basic Income Pilot for care leavers.



In Northern Ireland:

- The Trussell Trust was represented on the Anti Poverty Strategy co-design group for the development of an anti-poverty strategy for Northern Ireland which has continued to work in collaboration with the Department for Communities to produce Northern Ireland's first cross-cutting policy in this area.
- We were represented on the independent panel to review the Department for Communities' Discretionary Support scheme. Our involvement in the panel ensured that food banks and rural community groups had their voices and experiences heard in the review process.



In Scotland:

- Through our partnership with the Scottish End Child Poverty Coalition, we delivered a joint manifesto to influence the Scottish Parliamentary elections; participated in fringe meetings at SNP and Green Party Conferences and supported a successful campaign to double the Scottish Child Payment.
- Working together with IFAN, we hosted a successful event during Challenge Poverty Week 2021 attracting over 80 attendees online to discuss how we end the need for charitable food aid in Scotland.
- We actively supported campaigns delivered by the Poverty Alliance, including Everyone Aboard and Scrap the Cap.
- We worked with the Scottish Food Coalition, on the launch of their Plenty report to encourage MSPs to strengthen the Good Food Nation Bill, to put tackling food insecurity at its heart.

Working together and drawing on different expertise and influence have been crucial to making a lasting difference towards ending the need for food banks, and we look forward to building upon our existing partnerships - and developing new ones - over the coming year.



CHANGING MINDS

Building understanding and empathy to inspire action towards a more just future

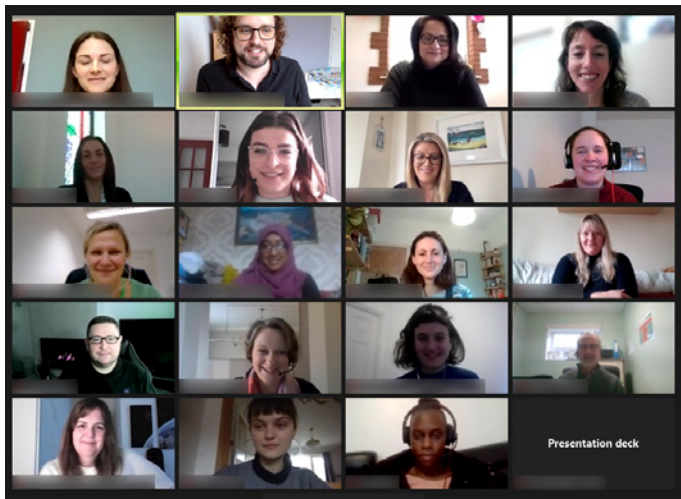
We know that lasting change happens when wider society thinks and acts differently about an issue. Through our changing minds work, we want people to not only see the compassion of providing emergency food but also recognise the longer-term solutions and take action towards our vision. Working collaboratively with food banks and people with lived experience, we are building greater understanding and empathy for the underlying reasons why food banks exist, and we will call on greater numbers of people to change their behaviours and encourage others to do the same.

We do this in the following ways:

1. **Mobilising local communities**
2. **Tackling misconceptions and shifting opinions across the UK**
3. **Building a movement for change**

Mobilising local communities

With their unique local knowledge and links into communities, food banks are an essential key to unlock the change needed for people facing hardship. That's why, this year, we launched our new Organising and Local Mobilisation project which supports food banks to organise, influence, and campaign for change locally. We provided a package of grant funding, training, and ongoing support to give food banks the capacity, skills, and resources to identify local issues, develop influencing



Organising and Local Mobilisation project Zoom meeting



strategies and campaign to make change happen to address the underlying drivers of destitution.

The programme supported food banks to maximise their unique local position and use their power to influence and campaign for change in communities right across the UK.

How are we doing this?

- We're working closely with people with lived experience of hardship and bringing them together to bring a strong voice to campaign with authority and knowledge.
- We're working with food banks to identify issues that cause hardship and find solutions, building skills and confidence to create meaningful change by campaigning. That issue might be local and led by the food bank or could be regional, national or UK wide and link in with a larger campaign, led by the Trussell Trust or wider change-making community.
- Working with colleagues across the Trussell Trust, we're providing support to food banks to influence decision-makers to make change happen, whether that's supporting a food bank's own influencing priorities or as part of a Trussell Trust campaign.
- We're helping food banks build capacity and expertise through grant funding, training and ongoing support.

"I see this role as a very exciting role to enable people to have a voice heard. And not just heard, but also take action from as well, to give people the platform to let their voices be heard within the city."

"As a local organiser, it's empowering to know I'm not just on my own. I'm part of a network up and down the country, which is being formed by the Trussell Trust to support people when there are times of crisis, but also as a campaign to end the need for food banks within the UK."

Colin Pryor, Feeding Liverpool, in partnership with North Liverpool Foodbank

Our commitment to people with lived experience

We must ensure that people who have direct experience of financial hardship have opportunities to shape, lead and influence how we end the need for food banks.

At its heart, our participation work is about building relationships with people experiencing financial hardship and working with them as partners, to unlock new ways of thinking, generate ideas to drive change together, and seek shared solutions.

In March 2022 we launched The Living Change report, a key piece of research, which sheds light on the stories and experiences of how eight Pathfinder food banks in the network have introduced participatory approaches to their work. The case studies share the learnings and experiences of the food banks, as well as their aspirations to build on what they have learnt. It also explores what participation means, and how we can work alongside people with lived experience of using food banks, and how participation can help us to change minds within our local communities.

You can read more about our work alongside people with direct experience of financial hardship on page 35.

TACKLING MISCONCEPTIONS AND SHIFTING OPINIONS ACROSS THE UK

As part of our UK Changing Minds work, we work to share the stories of people struggling to afford the essentials and create powerful storytelling content that increases understanding and empathy and drives lasting change.

We want people with lived experience to feel confident, comfortable and in control of how their stories are told. Decisions are made by the people who are being affected by those decisions the most. To support this, we:

- Provide training and tools to help people feel in control of their story.
- Build supportive, mutually beneficial relationships.
- Share expertise on how to communicate powerfully in ways that win people's hearts and minds.
- Co-create storytelling content and collaborate on opportunities to amplify stories and bring them to new audiences.

Putting this into action:

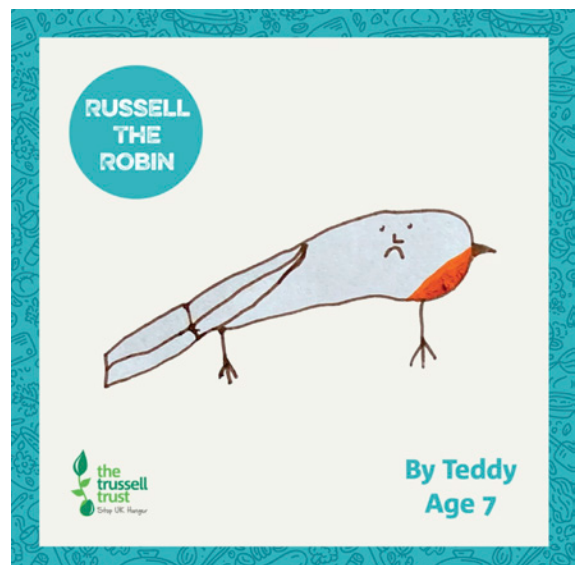
Working with Charlotte, a person with lived experience of using a food bank and a passion for poetry, we organised a masterclass with a leading spoken word poet.

Charlotte's poem formed the base of our Hunger Free Future campaign and even inspired a children's poetry competition.

The 'Acceptable' poem (trusselltrust.org/acceptable/) has been viewed over **51,000** times on YouTube, featured in **144** pieces of media and was shared by seven celebrities including **Emma Bunton, Tamzin Outhwaite, Dom Joly** and **Dawn French**.

The campaign received **277** pieces of targeted media coverage. Our CEO hosted a radio day, alongside some celebrity judges and featured homepage of the Guardian following an in-depth interview.

Bye Bye Hunger, our children's poetry competition, led to a compilation of poems written by children under 10 helping to raise awareness for hunger and poverty in the UK.



'Russell the Robin', the winning entry of our children's poetry competition, by Teddy, aged 7

BUILDING A MOVEMENT FOR CHANGE

By working with food banks locally, and through campaigns across the UK, we are inspiring thousands of people to take action towards a more just future.

Keep the Lifeline

We worked in coalition with over 100 charities, faith groups, academic organisations and business groups to campaign against the cut to Universal Credit through Keep the Lifeline.

Generating a groundswell of public concern, we mobilised the public:

- Over 25,000 people wrote to their MP, covering every constituency in the UK bar two
- The campaign had 771 media mentions
- 1,000 messages were sent to the Chancellor as part of our *text Rishi* action



The government felt the pressure from the public. During the campaign:

- The Trussell Trust was mentioned five times and food banks generally 55 times in the House of Commons in just the first two weeks of Parliament after recess.
- We secured a question at Prime Minister's Questions about the launch of survey results with Labour MP Mick Whitley.
- We built relationships with a range of Conservative MPs who spoke out against the government's position.
- There was open acknowledgment from a variety of MPs that the social security was inadequate.



25,000 people wrote to their MP



20,626 new supporters joined the campaign for change



771 media mentions



Nearly 2m social media impressions



87 food banks actively participated in the Keep the Lifeline campaign



55 mentions of food banks in the UK parliament

Spring Statement campaign activity

In the run up to the Chancellor's Spring Statement, we mobilised our campaigners and supporters to write to their MP calling for urgent intervention to support people on the lowest incomes, with an uprating of benefits in line with the cost of living. In the build up to our end of year stats, we spotlighted our debt and deductions insights and told the story of the rising need against the backdrop of a cost of living crisis.

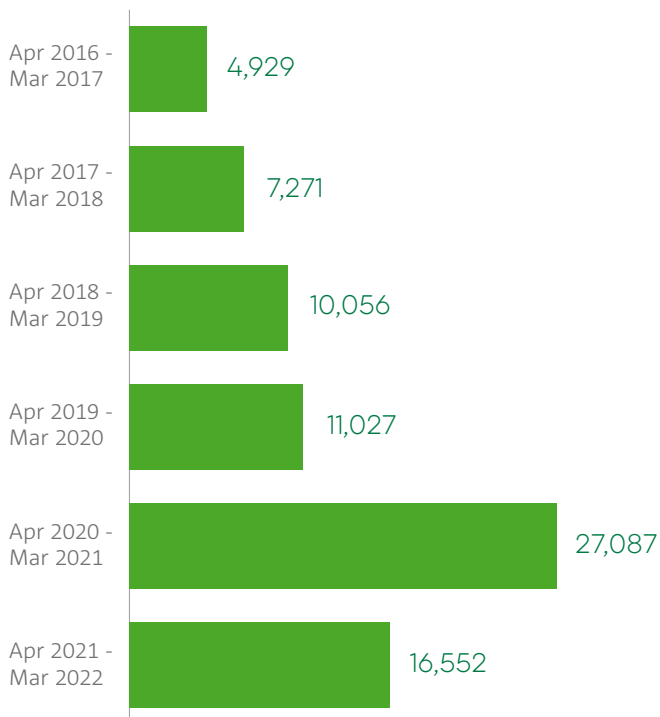
Elections

We also engaged campaigners in local elections in Scotland and Assembly elections in Northern Ireland respectively. Campaigners in these regions used our template letter to engage their candidates ahead of the elections, calling for support of our pledge to end the need for food banks.

At the end of March 2022 32,932 campaigners had joined our movement to take further action towards a more just future.

Media and social media coverage

Our media coverage continues to grow year upon year, aside from the spike during the pandemic.



Media moments:

April 2021: End of Year statistics: 1,125 pieces of coverage across nine days following the release. This equated to a total news reach of 60.39 million people. The story was featured in 13 printed pieces in UK national newspapers and 35 printed pieces in UK Key regional papers. Emma Revie, was interviewed by Sky News and BBC News Channel

May 2021: State of Hunger 2021. Gained almost 500 pieces of coverage across nine days. This equated to a total news reach of 32.78 million people. This included 12 print pieces in UK national newspapers and 32 print pieces in UK Key regional papers. Channel 4 news included the findings in a news package.

September 2021: Keep the Lifeline campaign. 750 mentions in the media, with a spike of 124 mentions on one day. We received 216 mentions in broadcast alone, including LBC, Virgin Radio and various BBC Stations.

November 2021 Mid-year statistics: 740 media mentions across the week following the release of our Mid-Year Stats. In total there was a combined news reach of over 28.38 million people through print and TV coverage alone. This included 289 broadcast mentions and 97 print mentions, on top of over 311 online mentions. Highlights included ITV news and Newsround.

December 2021: HRH King Charles III and Queen Consort Camilla (then, the Duke and Duchess of Cornwall) visited Wandsworth Foodbank in London, meeting staff and volunteers while taking a look at the emergency food parcels provided to people in need over Christmas. This captured much media attention, including a long story on the Mail Online and Big Issue.



Christmas 2021: LadBaby: social media stars LadBaby scooped the UK's Christmas number one single for a record-breaking fourth year in a row - with help from Sir Elton John and Ed Sheeran. They secured 27 high profile, mass reach pieces of media coverage including on The One Show, and our post about their support was our most engaged with social post, with almost 8,000 engaging with our tweet.



March 2022 Debt to Government, Deductions and Destitution report. This report allows people directly experiencing issues with the benefits system to tell their story. Our research participants John, Dee and Rosa featured in a range of news pieces, including You and Yours on Radio 4 and BBC Scotland.

Support from Churches

More than 300 church leaders took part in a series of breakfasts between April and June 2021 to explore our vision of ending the need for food banks.

Churches are vital to the ongoing delivery of food bank operations across the UK, as well as our campaigning and fundraising, so we produced resources designed specifically for them as part of our Keep the Lifeline campaign and our Tea for Trussell fundraising event.

Through our church engagement work, we have expanded and deepened our reach into diverse expressions of church communities and Christian networks, encouraging churches to work within their local communities to consider what more they can do to bring about an end to the need for food banks.

Our work with churches is so integral to our movement for change, because:

- Over 800 food bank centres are based in church buildings
- On average, each food bank has relationships with 17 local churches in the past year
- 52% of Trussell Trust food bank volunteers identify as active Christians, compared to 12% of the UK population



“It has given me a voice in an area where we rarely are heard.

I feel I am of some use in the fight to eradicate poverty and the need for food banks and can ensure the voiceless hidden in communities are heard through my voice.”

Caroline, panel member from Northern Ireland



OUR COMMITMENT TO PEOPLE WITH LIVED EXPERIENCE

We must ensure that people who have direct experience of financial hardship have opportunities to shape, lead and influence how we end the need for food banks.

At its heart, our participation work is about building relationships with people experiencing financial hardship and working with them as partners, to unlock new ways of thinking, generate ideas to drive change together, and seek shared solutions.

Together for Change panel

Our Together for Change panel is a group of experts from across the UK, all with lived experience of poverty and food bank use and a shared drive to create meaningful change.

During monthly meetings, panel members split into the three groups, each focussing on the area of the strategy that interested them the most and where they felt they could make the greatest impact.

Working together, we have designed projects that work towards our vision, and are influenced and driven by the participant's unique understanding and experience.

By using my experiences to help others identify with the stigma, shame and know that they are not alone, and to enlighten and inform wider society that poverty isn't a choice, its an enforcement of circumstances, it has no preference and only united will we as a society as a whole, make real genuine changes.

Katrina, Together for Change panel member

It's meant a lot.. being in the panel has been one of the best things I've taken part in for a number of reasons. As a panel we are standing up and making a change to the way people see food poverty, I've learnt so much from the people on the panel and my self confidence has grown.

Laura, Together for Change panel member

Stand for Change - Young People Against Poverty

In March 2022, we shared that over the past year 832,000 emergency food parcels were given to children.

Young people today are the first generation to be born into a world where food banks are available to support people facing hardship. They are also the generation who will likely shoulder much of the work needed to end the need for food banks.

The unique perspective of young people who are affected by the issues of hardship and hunger is integral to our work to build a better future for generations who follow. Stand for Change, delivered in partnership with BBC Children in Need, aims to change minds and narratives around the causes and impacts of poverty and financial hardship in the UK, with specific focus on the voices and experiences of children and young people.

The project works directly with children and young people, aged 13-21, with lived experience of poverty and financial hardship to:

- Shape and co-design all aspects of the project
- Develop their skills and experience in storytelling, social action campaigning, use of digital and media tools and platforms, and more
- Create interactive, educational resources and digital media content for use in schools and youth projects to increase awareness of the structural causes of poverty and increase empathy and will for change among the wider population
- Improve media literacy and salience of the issues faced by young people who experience poverty amongst journalists and filmmakers.

During the year, we formed a group of young people to participate and steer the project, and look forward to sharing an update on what this incredible group have achieved in next year's annual report.

LOOKING AHEAD

2022-23

Over the coming year we will continue to face the challenges caused by the pandemic, the cost of living crisis and the inadequate social security system, which all pose a threat to people living on low incomes. People will face impossible decisions, like whether to heat their homes or put food on the table. Parents will have to skip meals so their children can eat. We are braced for further challenges as we face uncertain times, nationally and globally.

Strategic direction and resourcing

Food banks are gearing themselves up for the increase in need in communities across the UK, as the cost of living crisis and soaring energy prices continue to impact on people who can least afford it.

When we developed our strategy, ‘Together for Change’ to reach our vision, the challenges of Covid-19 and the cost of living crisis were still to unfold. The work we have done so far to implement our strategy has gone hand-in-hand with the fast-paced, reactive response to these challenges. The projects launched over the past year will continue to grow and develop, yielding results that will help us get closer to that future.

In the coming year, we will continue our work to strengthen and build upon progress made towards our vision of a future without the need for food banks. We will continue to reinforce and increase capacity across the network, to both deal with the coming pressures and find long-term solutions. We will expand our partnerships with organisations and continue to provide platforms for people who have lived experience of financial hardship to speak their truth through our channels to help bring about lasting change.

Our commitment to EDI and working with people with lived experience of financial hardship and hunger will continue to be central to all strands of our work

Although we are making progress, our commitment to authentic and meaningful EDI must be long-term, if we are to reach our vision of a future where everyone has enough to afford the essentials.

Across our organisation and our network of food banks, we will continue to challenge inequalities and structural discrimination for people experiencing barriers through evidence collected through our data and changing minds work.

We will ensure that diverse groups of people with lived experience of poverty are included and central to informing our work and will continue to build on the foundational relationships that we have started to cultivate with people who have had direct experience of financial hardship.

Our Together for Change panel will move into its second phase and expand the opportunities for members to speak into, and influence decision-making throughout the Trussell Trust.

We will continue to build on our Stories work and policy projects, bringing the voices of people who have experienced financial hardship to key public and policy makers. We’re excited to support this work to flourish more widely in food banks across the UK, as our central support team, combined with the peer leadership of food banks who have adopted participatory approaches, inspire others to ensure that lived experience is at the heart of our work together.

All Party Parliamentary Group (APPG) on ending the need for food banks

In the coming year we will continue to work on the foundations built by the APPG. The first phase has focused on the solutions that are needed to eradicate the destitution and hardship that drives the need for food banks and made recommendations to the relevant government departments that are key to achieving this goal.

The next stage is to undertake a call for evidence on the most effective and dignified ways for communities and all levels of government to support people experiencing a financial hardship. This will involve a cross-party group of MPs gathering evidence from food banks, people needing to use food banks, and other partners to make recommendations in a report to the government. We will also develop participatory research with people who have lived experience of poverty and destitution to understand how people can be better supported, as we continue to explore how best to end the need for food banks in the UK.

The APPG will evaluate the effectiveness of emergency food and cash as responses to destitution. This ‘cash first’ principle is about offering money to people facing financial hardship. Emergency food is a short-term solution to hardship, so we are interested in the ways in which a cash first approach might reduce the need for food banks.

Organising and Local Mobilisation

Our new Organising Programme, which supports food banks to organise, influence, and campaign for change locally, will continue to grow and reach greater numbers of people and organisations who can help create lasting change. Over 2022-23, more food banks will join the programme, with an aim of 60 local areas being represented across the UK. Once trained, they will build teams of volunteers and work with people with lived experience, mapping and reaching out to others in the community, identifying issues, developing influencing strategies and creating lasting change in their communities.

New forms of volunteering

Our volunteers are the very backbone of our network, and we recognise their contribution to not only support people facing hardship, but to ending the need for food banks. Building upon the foundation of our strategy, 'Together for Change', we have identified and prioritised five key roles to introduce into food banks to support them as they look to raise their profile, campaign and further the service for people needing a food bank:

Together for Change Trustee - to unite volunteers behind the food bank's vision.

Communications Lead - to use social media to bring to life the stories and statistics behind food bank use.

Community Inspirer - to proactively engage in local, regional, and national campaigns.

Data and Impact Support - to delve into local data to better understand local demographics and drivers to the food bank.

Community Connector - to strengthen the relationship with local referral partners to ensure improved, up to date and comprehensive signposting for visitors.



Our response to the external environment

Economic and political uncertainties are providing an enormously challenging context for food banks and for people experiencing financial hardship. As we look ahead to winter 2022, increasing food costs and rising energy costs will disproportionately impact people on the lowest incomes - which we anticipate to drive a significant increase in numbers of people referred to food banks. Alongside this, food banks themselves will have to deal with hikes to utility bills and needing to top up food donations by purchasing food like never before.

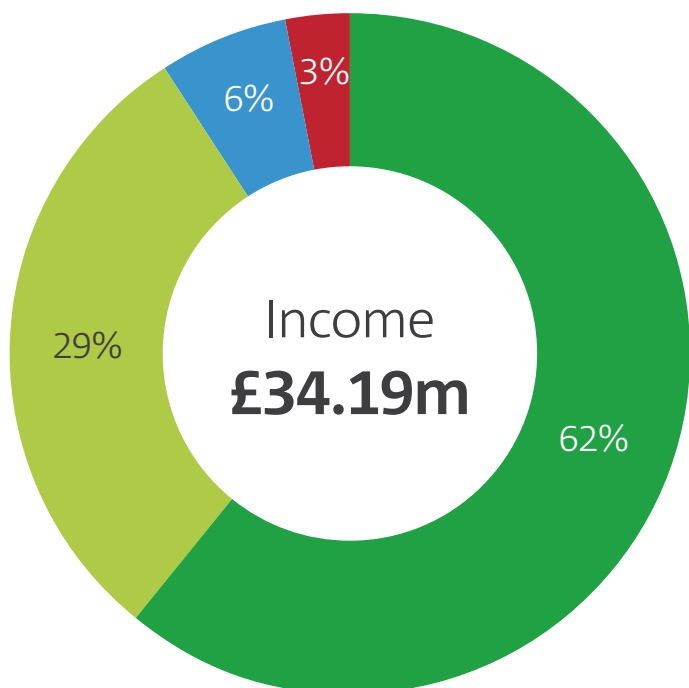
A key challenge for us in this situation is to ensure the continuity of our operations for people who need to access a food bank while retaining a firm and tangible commitment to ending the need for emergency food aid. The capacity building we have undertaken through grant making and additional central support in 2021/22 will help us to maintain this orientation, but we know that we will need to remain nimble and adaptive to ensure we maximise those programmes, initiatives and approaches that embed positive long lasting change.

During this uncertain time, we must hold on to what we know for sure. We will always do everything we can to serve our network of food banks. Our shared values of compassion, justice, dignity and community will be at our core. Our vision and Together for Change strategy will drive every decision we make. Our commitment to meaningfully involve people with lived experience and advocate alongside them will help us create the right solutions. And while things may get worse before they get better, we will see a UK without the need for food banks in our lifetime.



FINANCIAL REVIEW

WHERE OUR INCOME COMES FROM



We are reliant upon the generosity of all our supporters to fund our charitable activities and work towards a future where no one is left without enough income to afford the essentials. Our income is made up of donations (including Gift Aid) and legacies from individuals, plus donations, grants, and contractual partnership payments from corporates, trusts and foundations.

- **Public donations - £21.00m**
- **Corporate supporters - £9.75m**
- **Trusts & Foundations - £2.15m**

- **Charity retail & other trading - £1.09m**
The majority of this income relates to funds raised by our network of charity shops, selling goods kindly donated to us by members of the public.
- **Donated food - £0.17m**
This represents the financial value of food and toiletries donated for distribution by Brent Foodbank, which is directly operated by the Trussell Trust.
- **Investments - £0.03m**
This relates to interest income earned on our bank deposits during the year.
- **Food bank network fees - £nil**
Following the decision in 2020/21 in light of the Covid-19 pandemic to not charge food banks the annual membership fee, this approach was continued for the 2021/22 financial year.

WHERE WE SPEND OUR INCOME

Changing Communities activities:

Grants to food bank network - £28.27m

This year, 56% of our expenditure consists of grants (comprised of £28m of grants to food banks as previously stated plus an allocation of support costs to administer those grants) made to the food banks in our network. As described in detail in this report, these grant programmes are designed to support food banks both to respond to immediate need and to enable them to work towards a future without the need for food banks. The significant increase in grant support to food banks on the prior year recognises the extraordinary challenges they face and our commitment to direct support for front-line activities which help to deliver effective anti-poverty activities, across Changing Communities, Changing Minds and Changing Policy strands.

Other Changing Communities activities (excluding grants & helpline funding) - £7.19m

In addition to the £28.3m grants figure above, expenditure for the year included £7.19m of non-financial support to food banks to enable them to deliver their services effectively - including expert staff and infrastructure support. The costs of the Brent Foodbank, which is directly operated by the Trussell Trust, are also included here.

Changing Communities activities:

Helpline funding - £4.44m

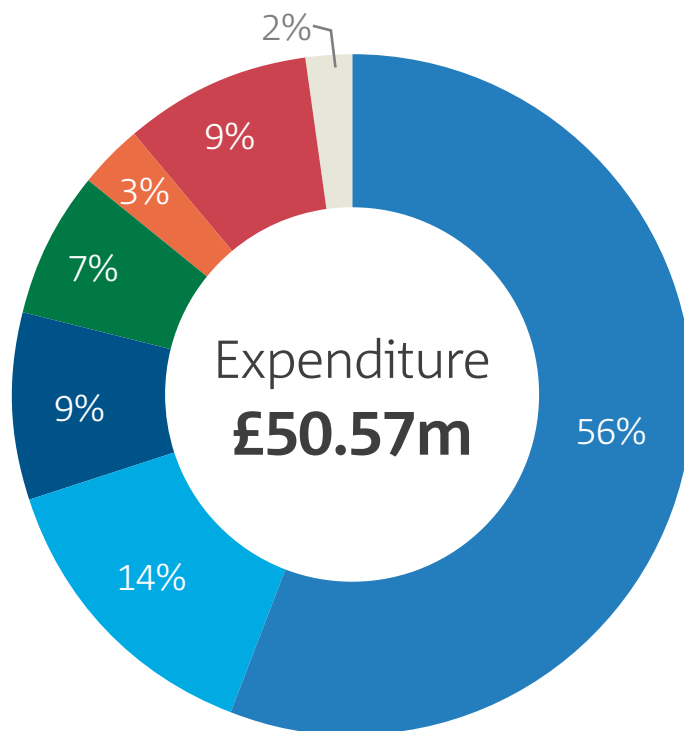
Building on the work we started in the previous year, we are partnered with Citizens Advice to deliver the Help through Hardship helpline, which acts as a referring agent to food banks, but also provides free expert advice to people experiencing acute financial difficulty.

Changing Minds activities - £3.64m

In the year we invested £3.64m in increasing the public understanding of poverty and what leads people in our communities to access food banks, as part of our integrated approach to ending the need for food banks across the UK.

Changing Policy activities - £1.60m

Costs included here relate to our research, strategy, and policy work. Together with partners, including food banks in our network and those with lived experience of poverty, we work to change policy at all levels of government to eradicate destitution across the UK.



Fundraising activities - £4.47m

Like every charity, we must invest in our fundraising team to enable them to secure the funding we require to continue and expand our charitable work. In this financial year we significantly increased our investment in fundraising activities so that we can continue to generate funds to directly support our network and to deliver our strategy. For further information on the way in which we approach fundraising, see page 46.

Charity retail - £0.96m

This expenditure covers the costs of running our charity shops, including staff, buildings, and vehicles. As the UK continued to deal with the impacts of the Covid-19 pandemic, trading remained very challenging, but during this financial year the charity shops returned to generating a surplus.

The expenditure values depicted on this page are shown after the inclusion of support cost allocations (see note 7). To aid understanding, this breakdown is now described with relation to the activities in our organisational strategy, Together for Change. Note 7 provides restated comparator figures for the prior financial year.

FINANCIAL PERFORMANCE AND POSITION

For the year to 31 March 2022, the Trussell Trust made a net deficit of £16.38m compared to a surplus of £39.07m for the year to 31 March 2021. This significant change represented an unprecedented level of planned investment in our strategy and critically in supporting our food bank network through the extraordinary challenges they face. It would not have been possible without the historic levels of support from new and existing supporters that the organisation received in the year ending 31 March 2021.

A summary of the year's results can be found on page 59 of this report and accounts.

On 1 April 2021 the charity incorporated a wholly owned trading subsidiary, Trussell Trust Limited (company 13310114, registered in England and Wales), to support its income generation activities. For reasons of materiality the financial results of Trussell Trust Limited have not been consolidated within this report.

Income

Thanks to our generous supporters - the general public, corporates, trusts and foundations - the Trussell Trust received £34.19m of income. This represents a 41% decrease on income received in the previous financial year, which was understood to be atypical as it covered the start of the Covid-19 pandemic. We are deeply grateful for this support and have robust plans in place for future years to continue to grow our income, in order to deepen and accelerate our impact.

A breakdown of total income by source can be seen on page 38 and further analysis seen in notes 2 to 6.

Costs

As described in last year's Annual Report and Accounts, our plan for the year ending 31 March 2021 was to significantly increase the scale of the work designed to deliver our strategy, making use of the extraordinary volume of support we received from the start of the Covid-19 pandemic. Overall, this has translated to an increase in total expenditure from £18.72m to £50.57m, with increased investment in each of our strategic goals.

Centrally, we were able to very significantly increase the value of grants made to our food bank network and to support the Help through Hardship helpline, to £32.71m, compared to £5.78m in the previous year.

As described earlier in this report, grants to food banks were specifically designed to both support food banks to meet their immediate needs, and to help build a

future where no one needed to use a food bank. Further, these grant programmes were designed with a range of different durations in mind, ensuring that support to food banks is as sustainable and impactful as possible. In addition, we were able to support the successful operation of the helpline across the financial year, following its establishment part-way through the prior financial year.

In the year to 31 March 2022, the organisation increased its investment in fundraising activities with the ambition of generating further additional income in future years to support this expansion in our impact. As a proportion of total expenditure, our fundraising activities in this year decreased to 9%, compared to 12% in the prior year.

A breakdown of total expenditure can be seen on page 39 and further analysis in note 7.

Directly operated food banks

The Trussell Trust directly operates one food bank, in Brent and the financial results and performance of this food bank are included in this report. Accordingly, all figures presented in these accounts are not a measure of the food donations and disbursements across the food bank network as a whole.

Reserves policy

Given our vision for a UK without the need for food banks, our reserves policy aims to ensure our work is protected from the risk of disruption at short notice due to lack of funds and preserve some incoming resources for future opportunities that may present themselves whilst at the same time ensuring we do not retain income for longer than required. Our policy is also designed to ensure we are able to honour our grant commitments and deliver our longer-term grant-making strategy.

Unrestricted free reserves are not intended to cover a permanent loss of funds. They are intended to provide an internal source of funds for situations such as:

- a temporary fall in income or increase in expenditure as well as covering working capital requirements
- one-time unbudgeted expenditure, such as uninsured losses or emergency grants to our network partners
- to allow the organisation time to respond to a permanent fall in income or increase in expenditure
- to take advantage of new opportunities in strategic priority areas

The current target range for unrestricted free reserves is set in line with a risk-based approach. We have calculated an appropriate reserves range for our organisation of £9.5m to £12m based on financial impact of risk, working capital and commitments and long-term plans.

Funds

The total funds of the charity as at 31 March 2022 were £32.71m. This includes £5.52m of restricted funds and £27.19m of unrestricted funds.

Within this balance of unrestricted funds, the Trustees have made the following designations:

- Together for Change strategy - at 31 March 2021, a total of £26.75m was designated across these three funds (Changing Communities, Changing Minds and Changing Policy) to be spent over a two year period on magnifying and accelerating the delivery of the Trussell Trust's Together for Change strategic plan, enabling us to provide increased funding and support to our network and to expand our impact throughout this challenging period and during the recovery from it. By 31 March 2022, £17.86m of this balance had been spent. A further £4.36m has been designated in light of planned expenditure on our Changing Communities boost programme, so that the balance on these funds as at 31 March 2022 was: Changing Communities - £5.90m; Changing Minds - £5.53m; Changing Policy - £1.82m. These are intended to be spent down over the coming year.
- Pathfinder grant programme - at 31 March 2021, £3.00m was designated for grants to food banks signed up to our Pathfinder programme. The vast majority of this was spent during the year, leaving £0.28m remaining at 31 March 2022 to be used over the coming year.
- Asda and Tesco top-ups - the charity has established the practice of distributing the top-up donations received by Asda and Tesco, after the deduction of a small percentage for the charity's core costs, to the food bank network. These monies have therefore been set aside as designated funds - the balances on these funds at 31 March totalled £0.53m.

At 31 March 2022 the charity's free reserves, being funds neither restricted nor designated, were £13.14m. This figure falls just above the upper end of the reserves policy above and is reflective of the highly unpredictable and challenging operating environment we find ourselves in, providing free reserves available to allow us to quickly act where needed across the network whether to take advantage of opportunities to collaborate with other organisations who share our vision and values or support the food bank network with additional resources to meet their needs.

An analysis of net assets between funds can be found in Note 22.

Investment policy

The Trussell Trust's priority is to spend its resources as promptly as strategically and operationally possible and in line with its mission to end the need for food banks in the UK.

On occasion and due to significant shifts in income and expenditure trends, the charity may be holding larger than anticipated reserves. At such times the overall objective is:

- to operate within an ethical framework for investment
- to manage counterparty risk of cash holding

Investment decisions are sought to be made in line with:

- the Charity's values of compassion, justice, community and dignity
- the Charity's vision to end the need for food banks in the UK
- the Charity's ethical standards

During the year the charity held only instant-access cash deposits with CCLA and did not invest in equities, other securities, or long-term fixed deposits.



PRINCIPAL RISKS AND UNCERTAINTIES

The on-going fallout from the pandemic, Brexit and energy crisis continues to create a significant amount of uncertainty and disruption. The resulting risks have been managed through our well-established risk management system which has been embedded and has proven robust.

This includes our long-term strategic plan, annual business plan and annual budget, all of which are approved by the Trustees. The monthly review of both our financial position (including quarterly rolling forecasts) and review of our business plan ensures visibility of our priorities, activities, and risks to identify any emerging issues and allow us to act accordingly.

The Senior Leadership Group (SLG) assesses likelihood and impact of risks on a rolling monthly basis and reviews potential mitigating 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.

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

A highly challenging and unpredictable operating environment

The current political and economic uncertainty - removal of key temporary government support such as the £20 uplift to Universal Credit, supply chain issues facing supermarkets and cost of living crisis - are all adversely affecting the numbers of people requiring the support of a food bank, and the amount of food donated to food banks by the general public. We are working closely with our supermarket partners and network to monitor food flow, we have launched an emergency appeal for food and funding in the public space, and continue to press for policy solutions and mitigations which reduce levels of food bank need.

Food bank capacity

Operational demands on food banks mean that their ability to engage with strategic activity is restricted, leading to slower long-term change. As a network, we are committed to providing the most compassionate response for as long as we are needed. But we also recognise that we need to implement strategic solutions which address the drivers of increased food bank need. To mitigate this risk, we have expanded our dedicated support through our on the ground area manager team, tailored easy to access grant funding, increased resources through our digital hub and helpline, and are increasing access to specific well-being support for volunteers.

Diversity, Inclusion and Participation

In the area of equity, diversity and inclusion, we risk being insufficiently attentive to the barriers which prevent people feeling included in our service provision, and to the structures which disproportionately impact particular groups within the UK population. We also risk failing to design and deliver our work with a breadth and depth of experience.

Over the past twelve months, we have started to address some of the cultural change needed to reach meaningful equity, delivery and inclusion across our organisation and the food bank network. You can read more about this on p12. Over the coming twelve months, we will continue to focus on delivering our EDI strategy and action plan in order to ensure we're making our intention a reality.



OUR SUPPORTERS

There's no doubt, our vision of a future without the need for food banks is ambitious, but we could not get there without our generous supporters.

FUNDRAISING IN THE COMMUNITY

The restrictions dictated by the pandemic required us to make substantial changes to many of our fundraising events and challenges. We introduced a number of virtual events, so supporters could take part regardless of their location, whilst still feeling like they were part of a team working towards the same goal.



Three Peaks challenge

In June, Saoirse, Emily and Catherine (pictured above) took on the challenge to climb the Three National Peaks (Snowdon, Scarfell Pike and Ben Nevis). As if this wasn't demanding enough, the team decided to make things even more challenging by cycling the 450 miles between the peaks.

Intent on breaking the previous record for this challenge, the team set out to complete this mammoth undertaking in under 72 hours. Despite some challenging weather they completed their challenge in 67.5 hours- beating the previous women's record by a staggering 20 hours.

The team wanted to support the Trussell Trust because they recognised the challenges the pandemic brought and were keen to support food banks, not only to distribute emergency food, but also in tackling the underlying issues that bring people through their doors.

Total raised: £2,924

Race Against Hunger

Race Against Hunger 2021 exceeded our expectations, with 860 people signing up to take part across the UK, raising a staggering £130,000 between them.

The team at Scottish company Warmworks, was determined to raise funds to support people facing hardship and raise awareness of our work. The five runners took to the streets to Race Against Hunger in March, aiming to run the 5K in their best possible time.

But Race Against Hunger was just the start! The company have continued to support the Trussell Trust with regular events and fundraising initiatives.



Freddie's 1,000 night tent challenge

At the start of lockdown in 2020, Freddie, (who was just nine at the time) asked if he could sleep in the family tent for a few nights. Fast forward two years and Freddie has turned 'a few nights' into a phenomenal fundraising challenge and is still sleeping in a tent in the garden, in all weathers! His goal is to spend 1,000 nights under canvas to raise vital funds for the Trussell Trust.

Freddie was keen to raise funds to support our work towards a future without the need for food banks.

"It is not fair that many children have to live off school meals due to the fact that their parents can't afford enough food for their families."

Freddie

So far, Freddie has raised over £21,000

CORPORATE PARTNERS

The relationships we build with corporate partners are crucial to our ability to deliver on our vision. We are proud to partner with many different organisations who share that vision and deliver income, access to expertise and resources. Some of these partnerships have been valued supporters for some years and some are new to the cause, but as the cost of living crisis deepens, and more people are struggling to make ends meet, these partnerships are critical to both support the immediate hardship and work towards a future without the need for food banks.

Tesco

Our relationship with Tesco spans a number of years, delivering a huge impact to food banks across the network. This year, we worked together to build stronger communities by supporting food banks in our network with customer donations from over 500 stores. 1.6 million meals were donated to food banks over the course of two food collection events and Tesco's generous customers have provided additional help through the donation of Clubcard points. Many food banks simply couldn't continue to meet the need in their communities without the support of Tesco, their customers and colleagues.

Cadbury

We are delighted to be one of Cadbury's trusted charity partners in the UK, working together at Christmas and Easter to make these seasons a touch more special for everyone. This year, Cadbury generously provided direct support to food banks through donations of seasonal products, as well as helping our wider work to change the things that push people to need a food bank through charitable donations of £196,650 to the Trussell Trust. As part of the 2021 Cadbury Secret Santa campaign, we were able to reach new audiences and build understanding and empathy for food bank use through features in Times Magazine, The Sunday Times and social content with LadBible and George the Poet.

Asda

We believe that in order to reach a future where everyone has enough income to afford the essentials, financial resilience is crucial. That's why we were so grateful for Asda's support last year to help fund financial inclusion grants for food banks in our network and to support our Help through Hardship helpline. The helpline, which seeks to address financial hardship for callers, has already been able to unlock £19.2 million of income for 5,391 people. Asda will continue to support us via permanent collection points, as well as their annual food drive. Last year over 2 million meals were donated by Asda's generous customers.

Lloyd's

After an incredibly tough year for many, Lloyd's of London's support came at a crucial time. A variety of public engagement campaigns, supported by Lloyd's of London, have helped us reach over 34 million people in the UK through social media, press, and online, enabling the Trussell Trust to increase the number of our active supporters.

Bank of America

In the final year of the two-year partnership with Bank of America, employees across the UK offices have supported the Trussell Trust in a variety of ways, from volunteering to piano recitals, mountain treks to dragon boat races. The annual Thanksgiving auction and fundraising day was bigger than ever with no covid restrictions in place.

Bank of America also pledged to support the Trussell Trust Helpline event in May 2022, which will be a unique event to raise vital funds which will support our Help through Hardship helpline. Bank of America firmly supports our long-term vision of a UK without the need for food banks and has helped secure communications coverage of our work to raise awareness and support our Together for Change strategy, and this will continue into 2022.

Barclays

The Trussell Trust and Barclays share a common goal to support people to get the help they need to be more financially resilient. Since 2020 Barclays has supported the Trussell Trust's Help through Hardship helpline, which has helped thousands of people facing financial hardship. Barclays colleagues have also raised more than £65,000 to support the Trussell Trust over the last two years. In March 2022, we launched a three-year financial wellbeing partnership which aims to build awareness of the help available to people facing financial hardship and increase access to the support they are entitled to but not receiving.

Vodafone

For many people coming to food banks, being unable to afford phone and internet access prevents them being able to access vital support services and stay in touch with loved ones. In partnership with the Trussell Trust, Vodafone's initiative "Buy One Give One" means that, for every Vodafone Together customer, they will provide people facing hardship with a SIM card, loaded with data and free calls and texts each month. To ensure the scheme reaches people who are struggling to afford the essentials, the SIMs are being distributed through the Trussell Trust's UK network of food banks.

Post Office

In November 2021, PostOffice partnered with the Trussell Trust for their 'Take out cash, take on hunger' campaign where they gave 1p to the Trussell Trust for every cash withdrawal made in their branch until 30th March 2022, raising £295,956. Their donation went towards strategic facilities grants to enable food banks to make substantial changes in their warehouse and distribution facilities, increasing the support they could offer to people. Post Office has encouraged postmasters to link up with their local foodbanks and set up food collection points in stores. Since January 2022, these branches have provided an additional 2.1 tonnes of food across the network.

We consider all new partnership proposals very carefully to ensure they align with our organisational vision, values and priorities. Each partnership is subject to a robust internal due diligence process and approval by our senior leadership group and Board of Trustees.

TRUSTS AND FOUNDATIONS

We are so very grateful for the generosity and partnerships we have received from numerous charitable trusts and foundations. These grants have played a critical role in allowing us to scale up the support we are able to offer to our food banks during uncertain times and significantly expand our key programmes to end the need for food banks.

Pears Foundation

The long-term support of the Pears Foundation is deeply appreciated. To reach our vision without a need for food banks, we know that financial resilience is crucial to people facing hardship.

Thanks to their core support for our financial inclusion work, 177 food banks were able to provide high quality benefits advice to people facing hardship. We look forward to building on this work together over the next few years, continuing to provide benefits and debt advice to people who visit food banks and hopefully preventing people from needing emergency food and support in the future.

People's Postcode Lottery

Our close partnership with People's Postcode Lottery delivered another highly successful year, thanks to their continued support towards our Help through Hardship helpline. The helpline has grown in capacity to meet the increase in call volumes from people needing support and advice, with 120 FTE advisors now working to unlock benefits and grants for people facing hardship.

Vertex Foundation

The incredibly generous grant from the Vertex Foundation played a significant role in our Help through Hardship helpline. Their support from inception was pivotal in attracting more funding. This programme of work has delivered real success in identifying financial gains for individuals and tackling the drivers of hardship. Our continuing partnership is delivering real impact across our work, and we look forward to building upon this in the future.

Other highlights

We are also particularly grateful for the transformational support from Adobe Foundation, Aldama Foundation, Balcombe Charitable Trust, City Bridge Trust, PDB Foundation, Portrack Charitable Trust and The Julia and Hans Rausing Trust, to name but a few.

OUR PROMISE TO SUPPORTERS

We could not continue to work towards our vision without our amazing supporters. We deeply appreciate their generosity.

In response to their support, 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. Our dedicated community and events team work with our community fundraisers who notify us that they are organising their own event in aid of the Trussell Trust. We provide all the appropriate support, information 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

- All 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.

Contact us by email at supportercare@trusselltrust.org or call 01722 580 178 (Mon-Fri, 9am - 5pm)

OUR VOLUNTEERS

The support from volunteers across the UK is core to everything we do at the Trussell Trust and the food bank network. With nearly 500 different roles available the volunteers who give their time are supporting the immediate, and long-term goals of the organisation.

Now, as we move past the pandemic and into the cost of living crisis, their passion, commitment and resilience is a constant inspiration of what can be achieved by groups of people who want to make a difference in their communities.

That's why we're so grateful to the volunteers across the network. Their contribution, both to people facing immediate hardship, and the long-term, strategic plan of building a better future is invaluable.



“Volunteers are an integral part of the food bank and every project we embrace, we are helped and supported by our wonderful volunteers. Our ‘army’ of volunteers are always so willing to support our work and without them, we couldn’t achieve what we do for people facing food insecurity.”

Kathleen Neilly (pictured above), West Lothian Foodbank, General Manager

GRANT MAKING

GRANTS AWARDED TO FOOD BANKS

In 2021/22, grants worth £28m were committed to food banks in our network. Food banks are best placed to understand the needs and circumstances of their local communities, so our grants programme helps them to invest in personnel and activities that are tailored to meet these needs and move them towards their strategic goals. These grants help food banks to develop strategic plans, improve their facilities, employ skilled advisors, provide training for their volunteers, and much more.

In many cases, our grant commitments represent guaranteed project funding over 2 or 3 years, giving food banks the certainty they require to embark upon longer-term projects with confidence.

Summary of our grant-making policy in 2021/22

The Trussell Trust only awards food bank grants to the governing charities of food banks that are members of our food bank network. Grants are awarded towards the costs of food bank activity, or associated activities designed to alleviate or reduce poverty amongst people referred to food banks. Awards are determined by awarding panels, compiled of suitably skilled and experienced members of the Trussell Trust staff, and with representation from food banks in the network. Grant-funded activity is monitored by Area Managers as part of their relationship with food banks; written reports are normally required and are a condition of a grant award.

The exception to the above is top-up grants received from Tesco, Asda and Waitrose - after the deduction of a small percentage for Trussell Trust core costs, this money is distributed out to the food bank network in proportion to the weight of food donated by the public to each food bank at Tesco, Asda and Waitrose stores.



Together for Change Grant Programme

Financial Inclusion

Amount awarded	Grants
£18,622,000	231

Aston and Nechells Foodbank received a grant award for two part time advisers from a local partner organisation, Birmingham Settlement.

"I regularly speak to clients who feel lost and helpless after phoning several different contact numbers and either not getting through or receiving mixed advice. This leaves our clients feeling frustrated and helpless. Just a few short minutes with the debt advisers and you can see the difference in them, they seem like a weight has been lifted."

Suzi Lea - Programme Coordinator

Organising & Local Mobilisation

Amount awarded	Grants
£1,492,000	14

Pathfinder

Amount awarded	Grants
£3,975,000	45

Strategic Resources

Amount awarded	Grants
£1,231,000	44

Strategic Facilities

Amount awarded	Grants
£1,114,000	38

Bath Foodbank was awarded a grant to fit out and project management costs of new warehouse premises

"The new warehouse provides us with a better, flexible and above all, safer workspace. This meant we could adapt our service as needed and maintain our support of people facing crisis throughout the pandemic."

The improved location has also meant that we have been able to recruit many new volunteers to support Bath Foodbank after many of our existing volunteers needed to shield or decided they were not comfortable volunteering in the challenging environment of a pandemic."

Kelly Hall - Bath Foodbank



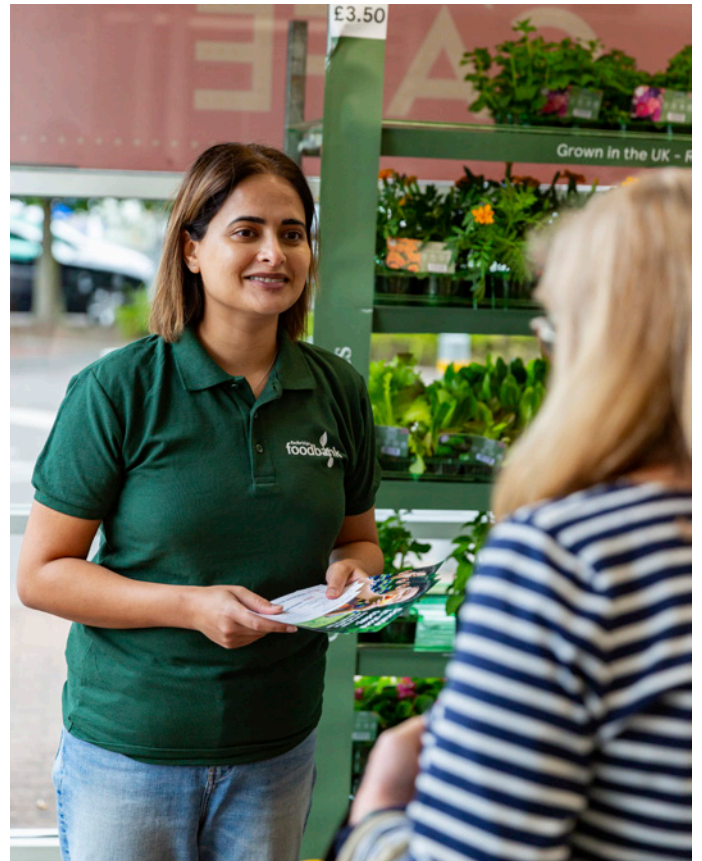
Volunteer Development

Amount awarded	Grants
£552,000	29

Leicester South Foodbank was awarded a grant for volunteer training

"I completed Safeguarding Adults, Customer Service, Conflict Resolution and Equality, Diversity and Inclusivity. I found these courses to be extremely useful and insightful. I find my understanding has increased and I'm a little more confident when responding to clients and understanding different needs. Thank you."

Call centre volunteer



Supermarket top-up grants

Top-up

Amount awarded	Grants
£853,000	346

OUR STRUCTURE, GOVERNANCE AND MANAGEMENT

Organisational structure

We have a clear and compelling programme of strategic initiatives designed to reach more people facing hardship 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, and budgets under which the charity operates and to manage risks. The Board has been chaired by Stephen Hicks since September 2018.

The Board has established five committees with delegated authority for certain matters and to ensure key matters are given increased time and scrutiny.

- **Finance, Audit and Risk:** ensures that the charity operates within the financial guidelines set out in current legislation, by the Charity Commission, by the charity's governing documents and by the Board. This includes review of current and forward financial situation, oversight of internal and external audit functions and oversight of the implementation of the organisation-wide risk strategy.
- **Strategy and Impact:** monitors the progress of the Trussell Trust's organisational strategy, and ensures that there is a robust and effective process for capturing and understanding evidence of the strategic objectives, approaches and values of the Trussell Trust and wider network of food banks.
- **People and Governance:** advises the board on effective governance and oversight of strategic HR actions and policies to enable recruitment, development, engagement and retention of the best staff, volunteers, and Trustees. This includes reviewing and approving key policies and oversight of key areas of people-focused activity such as safeguarding, equity, diversity and inclusion and the participation of people with lived experience of poverty in our work.
- **Nominations:** leads on the recruitment and selection for appointments to the Board, its subcommittees and its subsidiary. This includes regular Board appraisals and skills audits to inform future Board development or composition.

- **Remuneration:** oversees the remuneration policy and strategy of the organisation and agrees the salaries and any other payments to the Chief Executive Officer (CEO) and Senior Leadership Group (SLG) members.

The full board formally meet at least three times a year and operate with subcommittees for Finance, Audit & Risk; People & Governance, Strategy & Impact, Remuneration, and Nominations. The subcommittees also meet at least three times a year. An AGM is held 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 whose appraisals are reviewed by our People & Governance subcommittee.

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 have structures and programmes to ensure that key stakeholders are at the heart of decision-making, including a panel of people with lived experience of financial hardship, and strategic consultation groups with representatives of 10% of Trussell Trust food banks.

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 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.

No new Trustees joined the Board in the year ending 31 March 2022, and the organisation continues to keep under active review the size and composition of the Board. This work is led by the Nominations committee, which was established in the year. When a new Trustee is appointed, this follows a robust interview and engagement selection process to ensure they understand our vision and values. Trustees are subject to DBS checks where appropriate.

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 Trustees or for the Trustees as whole.

Remuneration policy

During the year the organisation completed an extensive pay review to ensure that its staff remuneration structure was appropriate and in line with its values and commitment to EDI. This review, as described below, made use of benchmarked salary data and principles from specialist firm Mercer.

The lowest rate of pay is equal to the Living Wage Foundation rate and the charity is accredited as a Living Wage employer.

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

The key management personnel (KMP) of the charity comprise the Trustees, the Chief Executive Officer, Chief

Strategy Officer, Chief Operations and People Officer (formerly the Chief Operating Officer), and the Company Secretary. As disclosed in Note 11 of these financial statements, no Trustees received any remuneration or benefits in their role as Trustee; additional disclosures on the impact of this pay review, key management personnel remuneration and other changes to the organisations investment in its people can be seen in Note 12.

Our pay principles

As part of our work to be an equitable and inclusive employer, this year we undertook a pay review to define our pay principles.

Our new pay principles give us a clear and defined approach to pay that is deeply rooted in equity, diversity and inclusion (EDI), helping us ensure we have consistency and transparency. The principles work towards our vision by helping us to recognise, retain and attract high-quality talent by paying fairly and competitively, while embedding our values and putting our commitment to EDI at our core.

1. We pay competitively

We are a responsible employer paying competitively and fairly within the charity sector. We use a robust, industry-leading methodology to define our market to ensure we're aligned with other organisations of similar size, with similar roles. We regularly review the external market to ensure we are competitive and well positioned for the future.

2. We pay the mid-point in our market

We pay the mid-point (or median) within this defined charity market - i.e., some organisations within our market pay slightly less for similar roles and some organisations pay slightly more. We are confident this allows us to be a responsible employer, paying fairly and competitively, helping us to retain and attract talent. We are a responsible organisation that looks at cost-of-living and applies where appropriate.

3. We are committed to equity

We pay each role a 'spot rate' which means one salary for each role, with no range or room for variance. Pay is not based on performance as this is subjective, which would create inequities. Instead, performance and skills are linked to learning and development, and career progression opportunities. New employees cannot negotiate salaries as this can also lead to discretions. As roles can be based anywhere in the UK, and there is no ongoing requirement to be based in an office, there is no geographical differentiation between roles. We regularly carry our equity impact assessments to ensure there are no unintended consequences of this principle.

4. We are transparent

We are committed to being transparent in how we calculate and talk about pay. We have a defined level and a spot rate for each role. Roles are not recognised just for people management but also specialist expertise, allowing everyone to have more meaningful conversations with their manager about career development.

These pay principles were embedded this year as part of a full pay review. We are proud of our commitment to these principles, as part of our EDI strategy.

Modern slavery

The Trussell Trust complies with the Ethical trading initiative base code, and we expect our suppliers and their supply chain to comply with this code. There is no modern slavery or human trafficking in any part of our business. When we review our contracts, and develop new ones, we assess the possibility of modern slavery. We continue to monitor and improve how we manage contracts and provide training to staff and the network to raise awareness.

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 Trussell 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 for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2022. 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)
Mr D Gordon
Dr L Hickman
Mr R Lanyon
Mr D Marshall (until June 2021)
Mr P Morrison
Rt Revd J Packer (until August 2021)
Revd B Thomas
Ms N Williams (until November 2021)

Company Secretary
Mrs C Leeper

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
CCLA, Senator House, 85 Queen Victoria Street, London, EC4V 4ET

Auditors
Buzzacott LLP, 130 Wood Street, London, EC2V 6DL

Lawyers
Bates Wells & Braithwaite London LLP, trading as Bates Wells, 10 Queen Street Place, London EC4R 1BE

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 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.

Approved by order of the Board of Trustees on 30 November 2022 and signed on its behalf by:



S Hicks - Chair of Trustees

AUDITOR'S REPORT



INDEPENDENT AUDITOR'S REPORT 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 2022, which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements including details of the principal accounting policies adopted. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of 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, 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 auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report including the strategic report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' report including the strategic report has been prepared in accordance with applicable legal requirements.

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

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 Trustees' report including the strategic report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) 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 Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charitable company through discussions with management, and from our commercial knowledge and experience of the sector;
- the identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit;
- we focused on specific laws and regulations which we considered may have a direct material effect on the accounts or the activities of the charitable company. These included but were not limited to the Companies Act 2006, the Charities Act 2011, Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102), those that relate to fundraising and are overseen by the Fundraising Regulator, and those that relate to data protection (General Data Protection Regulation); and

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

- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management, inspecting legal correspondence and reviewing Trustees' meeting minutes.

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management and those charged with governance as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- tested the authorisation of expenditure as part of our substantive testing thereon;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias; and
- used data analytics to identify any significant or unusual transactions and identify the rationale for them.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reviewing the minutes of meetings of the Trustees, as well as the Finance, Audit & Risk Committee, and the People & Governance Committee;
- enquiring of management and those charged with governance as to actual and potential litigation and claims; and
- reviewing any available correspondence with HMRC and the Charity Commission.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the Trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

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 and to the charity's Trustees as a body, in accordance with Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Katharine Patel (Senior Statutory Auditor)

For and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

14 December 2022

FINANCIAL STATEMENTS



STATEMENT OF FINANCIAL ACTIVITIES

(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2022

	Note	Unrestricted £'000	Restricted £'000	2022 £'000	2021 £'000
INCOME FROM					
Donations and legacies	2				
Fundraising income		25,115	7,449	32,564	54,905
Donated goods & services		174	91	265	1,128
Charitable activities	3				
Programme Grants and contracts		-	243	243	906
Other trading activities	4	1,050	-	1,050	466
Investment income	5	30	-	30	13
Other income	6	37	-	37	364
Total income		26,406	7,783	34,189	57,782
EXPENDITURE ON					
Raising funds					
Fundraising activities	7	4,177	292	4,469	2,326
Other trading activities	7	961	-	961	1,025
Charitable activities	7				
Grants expenditure		28,055	4,658	32,713	5,782
Changing Communities		5,969	1,221	7,190	6,421
Changing Minds		3,375	264	3,639	2,135
Changing Policy		1,485	110	1,595	1,034
Total expenditure		44,022	6,545	50,567	18,723
Net gains on investments		-	-	-	15
Net (expenditure) / income		(17,616)	1,238	(16,378)	39,074
Reconciliation of funds					
Total funds brought forward at 1 April 2021	23	44,806	4,277	49,083	10,009
Total funds carried forward at 31 March 2022	23	27,190	5,515	32,705	49,083


The notes form part of these financial statements.

BALANCE SHEET AT 31 MARCH 2022

	Note	2022 £'000	2021 £'000
Fixed assets			
Tangible assets	14	426	603
Investments	15	-	-
		426	603
Current assets			
Stocks	16	8	23
Debtors	17	6,009	4,460
Cash at bank	18	50,088	48,345
		56,105	52,828
Creditors: Amounts falling due within one year	19	(19,464)	(4,203)
Net current assets		36,641	48,625
Total assets less current liabilities		37,067	49,228
Creditors: Amounts falling due after more than one year	20	(4,225)	(8)
Provisions for liabilities	21	(137)	(137)
Total net assets		32,705	49,083
Funds			
Unrestricted			
General	23	13,140	14,976
Designated	23	14,050	29,830
		27,190	44,806
Restricted	23	5,515	4,277
Total funds		32,705	49,083

A cash balance has been reclassified within the comparator figures to more accurately describe its nature, as detailed in Note 18.

The financial statements were approved by the Board of Trustees on: 30 November 2022

And were signed on its behalf by: 

Company Registration Number: 05434524

CASH FLOW STATEMENT FOR THE YEAR ENDED 31 MARCH 2022

	Note	2022 £'000	2021 £'000
Cash flows from operating activities:			
Cash generated from operations		1,735	35,779
Net cash provided by operating activities		1,735	35,779
Cash flows from investing activities:			
Purchase of tangible fixed assets	14	(22)	(322)
Purchase of fixed asset investments		-	(16)
Sale of fixed asset investments		-	122
Interest received	5	30	13
Net cash used in investing activities		8	(203)
Change in cash and cash equivalents in the reporting period		1,743	35,576
Cash and cash equivalents at the beginning of the reporting period		48,345	12,769
Cash and cash equivalents at the end of the reporting period		50,088	48,345
Reconciliation of net income to net cash flow from operating activities			
	Note	2022 £'000	2021 £'000
Net (expenditure) / income for the reporting period		(16,378)	39,074
Adjusted for:			
Depreciation	14	199	227
Gains on investments		-	(15)
Loss on disposal of fixed assets	10	-	6
Interest received	5	(30)	(13)
Decrease in stocks	16	15	74
(Increase) in debtors	17	(1,549)	(3,281)
Increase / (decrease) in creditors	19 & 20	19,478	(293)
Net cash used in operating activities		1,735	35,779
Breakdown of cash and cash equivalents			
	Note	2022 £'000	2021 £'000
Cash at bank	18	50,088	48,345
		50,088	48,345

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

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 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention except for investments which are included at market value, as modified by the revaluation of certain assets.

The results of the charitable company's wholly owned subsidiary, Trussell Trading Limited, have not been consolidated into these financial statements due to their immateriality in the context of the Group's finances as a whole. A summary of Trussell Trading Limited's results is shown in note 15.

The financial statements are presented in sterling, rounded to the nearest thousand pounds.

Going concern

The Trustees have considered both the charity's financial position at the year end and the impact of future activities. The Trustees have made this assessment in respect to a period of one year from the date of approval of these financial statements.

Although the organisation and UK society more broadly continues to feel the impacts of the Covid-19 pandemic, the cost of living crisis and other challenges, the Trussell Trust continues to manage key risks through our well-established risk management processes which have been embedded and have proved robust; for more information, please see page 42.

A risk-based reserves policy has been adopted; more details of this can be seen on pages 40-41. The Trustees therefore have a reasonable expectation that there are no material uncertainties about the charity's ability to continue its operations, including to meet its liabilities, for the foreseeable future. As such, the charity 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.

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. Contract income 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.

Income from the sale of donated goods via the charity's shops is recognised at the point of sale.

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 as an estimate based on the value of the contribution to the charity.

Food and toiletries donated to the charity and held as stock for distribution by the food bank directly operated by the charity, are recognised as income within voluntary income when received and as stock; an equivalent amount is included as expenditure when stock is distributed.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

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. In the case of grants payable, these conditions are met when the amount of grant awarded has been communicated to the recipient, and there are no conditions attached to the grant which give the charity discretion to avoid this commitment. 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.

Provisions

Provisions are recognised when the charity has a legal or constructive obligation, but for which either the timing or the amount of the future expenditure required to settle the obligation is uncertain.

Irrecoverable VAT

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

Raising funds

Raising funds includes all expenditure incurred by the charity to raise funds for its charitable purposes, such as fundraising activities and events, and the costs of charity retail trading (under the sub-heading 'Other trading activities').

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 8: 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 improvements - 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, plus individual assets purchased as part of a capital project costing in excess of £10,000, are capitalised at cost.

Stocks

Stocks comprise food, toiletries and household essentials held for distribution by the food bank directly operated by the charity. 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.

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.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

NOTE 1. ACCOUNTING POLICIES - CONTINUED

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).

Accounting estimates and judgements

In preparing the financial statements estimates and judgements have been made when applying the accounting policies. These are evaluated on an ongoing basis and are based on historical experience. The only areas where estimates or judgements have a material effect on the values within the financial statements are:

- the anticipated value of grants payable to the food bank network in future periods, where these have been committed or designated at the balance sheet date
- depreciation on tangible fixed assets;
- the allocation of support costs across expenditure categories in the Statement of Financial Activities; and
- the assumptions used in respect of forecasted income and expenditure for the purpose of concluding that the charity is a going concern.

NOTE 2: DONATIONS & LEGACIES

	2022 £'000	2021 £'000
Fundraised income:		
Donations & grants	29,812	51,299
Gift Aid	2,675	3,525
Legacies	77	81
	32,564	54,905
Donated goods & services		
Food (Trussell Trust - owned food banks)	174	1,008
Services and other goods	91	120
	265	1,128
	32,829	56,033

In the year the Trussell Trust directly operated one food bank, in Brent (2021: in addition to Brent, the Trussell Trust directly operated food banks in Coventry and Salisbury for part of the year).

During the year the charity received free social media advertising to the value of £91,000 (2021 - £120,000).

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

NOTE 3: CHARITABLE ACTIVITIES

	2022 £'000	2021 £'000
Programme grants & contracts	243	906
	243	906

This comprises income earned under performance-related grants, where this is conditional upon the charity's delivery of specific charitable programmes, or under contracts for the provision of services aligned with the Trussell Trust's charitable aims. Other grants received to support the charity's work are included within 'donations and grants' in note 2 above.

NOTE 4: OTHER TRADING ACTIVITIES

	2022 £'000	2021 £'000
Charity retail - shop sales	998	448
Other income	52	18
	1,050	466

NOTE 5: INVESTMENT INCOME

	2022 £'000	2021 £'000
Deposit account interest	30	12
Investment income	-	1
	30	13

NOTE 6: OTHER INCOME

	2022 £'000	2021 £'000
Charity retail - Covid government support grants	37	364
	37	364

The Trussell Trust's charity shops were closed at start of the financial year to comply with Covid-19 restrictions and as such were eligible for funding from the government's business support schemes.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

NOTE 7: TOTAL EXPENDITURE

	Remuneration Costs 2022 £'000	Office Costs 2022 £'000	Project Costs 2022 £'000	Support Costs 2022 £'000	Total 2022 £'000	Total 2021 £'000
Raising funds						
Fundraising activities	1,482	50	2,087	850	4,469	2,326
Other trading activities	514	82	314	51	961	1,025
Charitable activities						
Grants payable	148	31	32,432	102	32,713	5,782
Changing Communities	3,820	204	1,140	2,026	7,190	6,421
Changing Minds	1,635	64	1,108	832	3,639	2,135
Changing Policy	803	15	397	380	1,595	1,034
	6,406	314	35,077	3,340	45,137	15,372
	8,402	446	37,478	4,241	50,567	18,723

Remuneration costs shown above plus those included within support costs (as shown in note 8 below) relate to the various remuneration costs set out in note 12. Office costs include costs relating to employees, office expenditure and communications. Project costs relate to expenditure on specific activities; for grants payable this figure equates to the grants made as detailed in note 9. Support costs represent indirect costs which provide the organisational structure that enables the charitable activities to take place. An analysis of support costs is provided in Note 8. The comparative figures for the year ending 31 March 2021 have been restated in line with the current year figures to match the organisation's strategic goals.

NOTE 8: SUPPORT COSTS

	2022 £'000	2021 £'000
Remuneration	2,009	1,238
IT (software, consultancy and equipment)	929	767
Premises	431	415
Recruitment and general consultancy	344	246
Training and other staff-related costs	263	80
Governance	160	77
Miscellaneous	105	57
	4,241	2,880

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

NOTE 8: SUPPORT COSTS (CONTINUED)

	2022 £'000	2021 £'000
Governance costs		
Auditor's remuneration - statutory audit	25	24
Trustee costs	8	1
Accountancy and legal fees	127	52
	160	77

NOTE 9: GRANTS PAYABLE

	2022 £'000	2021 £'000
Grants to the food bank network		
Together for Change programmes:		
<i>Financial inclusion</i>	18,622	967
<i>Pathfinder food banks</i>	3,975	289
<i>Strategic resources</i>	1,231	55
<i>Warehousing/facilities</i>	1,114	176
<i>Food supply support</i>	-	77
<i>Volunteering</i>	552	33
<i>Organising & Local Mobilisation</i>	1,492	-
Corporate Partnership top-up expenditure	853	983
Covid response grant expenditure	-	1,146
Other grants to food banks	115	512
Total grants to the food bank network	27,954	4,238
Citizens Advice - Help through Hardship helpline	4,354	1,418
Other grants	124	-
Total Grants	32,432	5,656

The following was a recipient of material grant funding during the year:

Citizens Advice £4,353,605

Grants have been awarded to over 400 food bank charities across the Trussell Trust network totalling almost £28 million. The network is based throughout the UK including England, Scotland, Wales and Northern Ireland.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

NOTE 10: NET EXPENDITURE IS STATED AFTER CHARGING:

	2022 £'000	2021 £'000
Auditors' remuneration	25	24
Depreciation - owned assets	199	227
Operating leases	466	496
Deficit on disposal of fixed assets	-	6

NOTE 11: TRUSTEES' REMUNERATION & BENEFITS

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, three Trustees were reimbursed for out of pocket expenses totalling £1,128 (2021: two, expenses totalling £346). These expenses relate primarily to travel costs incurred on behalf of the charity.

NOTE 12: STAFF COSTS

	2022 £'000	2021 £'000
Wages and salaries	8,882	5,712
Social security costs	930	530
Other pension costs	538	316
Redundancy	-	11
Other benefits	61	46
	10,411	6,615

Other benefits relates to costs of providing income protection and life assurance, and health plans, which are offered to all employees on an equal basis.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

NOTE 12: STAFF COSTS (CONTINUED)

The average monthly number of employees during the year, on both a headcount and a full-time equivalent basis, was as follows:

	Headcount		FTE	
	2022	2021	2022	2021
Raising funds	36	19	33	16
Changing Communities	85	66	78	61
Changing Minds	33	16	32	16
Changing Policy	15	11	15	10
Charity retail	27	31	19	22
Support	37	25	35	23
Grants	5	2	4	2
	238	170	216	150

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

	2022	2021
£60,001 - £70,000	16	3
£70,001 - £80,000	6	-
£80,001 - £90,000	-	2
£90,001 - £100,000	2	-
£100,001 - £110,000	1	1
	25	6

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, Chief Strategy Officer, Chief Operating Officer and the Company Secretary. The total employee benefits (including employer National Insurance contributions and employer pension costs) of the KMP amounted to £403,599 (2021: £349,983).

The main reason for the difference between the figures for 21/22 and 20/21 is the inclusion of a full year of costs for the Company Secretary, a role created towards the end of 20/21.

Using available pay data for the end of the year to 31 March 2022, the CEO/median pay ratio is 3:1 (for the end of the year to 31 March 2021 - 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 2022

NOTE 13: COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted 2021 £'000	Restricted 2021 £'000	Total 2021 £'000
INCOME FROM			
Donations and legacies			
Fundraising income	45,090	9,815	54,905
Donated goods and services	1,008	120	1,128
Charitable activities			
Programme grants and contracts	248	658	906
Other trading activities	466	-	466
Investment income	13	-	13
Other income	364	-	364
Total income	<u>47,189</u>	<u>10,593</u>	<u>57,782</u>
EXPENDITURE ON			
Raising funds			
Fundraising activities*	2,188	138	2,326
Other trading activities	988	37	1,025
Charitable activities			
Grants expenditure*	1,840	3,942	5,782
Changing Communities*	4,372	2,049	6,421
Changing Minds*	1,902	233	2,135
Changing Policy*	846	188	1,034
Total expenditure	<u>12,136</u>	<u>6,587</u>	<u>18,723</u>
Net gains on investments	15	-	15
Net income before transfers	35,068	4,006	39,074
Transfers between funds	2	(2)	-
Net income	<u>35,070</u>	<u>4,004</u>	<u>39,074</u>
Reconciliation of funds			
Total funds brought forward at 1 April 2020	9,736	273	10,009
Total funds carried forward at 31 March 2021	<u>44,806</u>	<u>4,277</u>	<u>49,083</u>

*As described in Note 7, the Statement of Financial Activities for the year ending 31 March 2021 has been updated to re-describe the organisation's charitable activities under the pillars within our strategy Together for Change, to allow comparability with the current year figures.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

NOTE 14: TANGIBLE FIXED ASSETS

	Leasehold improvements £'000	Motor Vehicles £'000	Computer equipment £'000	2022 Total £'000
Cost				
At 1 April 2021	514	45	430	989
Additions	-	22	-	22
Disposals	-	(26)	-	(26)
At 31 March 2022	514	41	430	985
Depreciation				
At 1 April 2021	270	35	81	386
Charge in year	91	4	104	199
Disposals	-	(26)	-	(26)
At 31 March 2022	361	13	185	559
Net book value				
At 31 March 2022	153	28	245	426
At 31 March 2021	244	10	349	603

NOTE 15: INVESTMENTS

Investment in subsidiary company

The charity has a wholly owned subsidiary, Trussell Trading Limited, a company incorporated in the UK from 1 April 2021 (Company Registration No. 13310114), whose principal activity is the management of corporate sponsorship activities on behalf of the charity. As at 31 March 2022, the charity's investment in Trussell Trading Limited was £1. The results of Trussell Trading Limited for the year ended 31 March 2022 are summarised below; due to their immateriality in the context of the Group's finances as a whole, they have not been consolidated into these financial statements.

	2022 £'000
Turnover	102
Cost of sales	(4)
Gross profit	98
Administrative expenses	(23)
Operating profit	75
Donation to the Trussell Trust under Gift Aid	(75)
Retained profit	-

At 31 March 2022, Trussell Trading Limited had net assets of £1, made up of called up share capital of £1 and retained earnings of £nil.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

NOTE 16: STOCKS

	Total 2022 £'000	Total 2021 £'000
Food stocks - Brent Foodbank	8	23
	8	23

Food stocks relate solely to those held by Brent Foodbank, which is controlled and operated directly by the charity.

NOTE 17: DEBTORS

	Total 2022 £'000	Total 2021 £'000
Trade debtors	504	201
Gift Aid due	560	724
VAT	-	72
Prepayments and accrued income	4,945	3,463
	6,009	4,460

NOTE 18: 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 cash balance at the year end is held in anticipation of spending in the coming year, on both core costs and grant-making.

A cash balance held with CCLA which was described in the prior year annual accounts as an investment has been reclassified as cash at bank, as this investment does not have a fixed maturity (i.e. it is readily accessible). This mirrors its classification in these accounts.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

NOTE 19: CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Total 2022 £'000	Total 2021 £'000
Trade creditors	1,410	224
Social security and other taxes	282	175
Other creditors	279	215
VAT	14	-
Deferred income (see below)	50	1,130
Accrued expenses	433	387
Accruals for grants payable	16,996	2,072
	19,464	4,203
Deferred income:		
Brought forward	1,130	3,725
Amount released to income	(1,130)	(3,725)
Amount deferred at year end	50	1,130
Carried forward	50	1,130

Deferred income relates to grants where cash has been received but the recognition criteria for income were not met during the year.

NOTE 20: CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	Total 2022 £'000	Total 2021 £'000
Accruals for grants payable	4,225	-
Other creditors	-	8
	4,225	8

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

NOTE 21: PROVISIONS

	Dilapidations £'000	Total £'000
At 1 April 2021	137	137
Additions during the year	-	-
At 31 March 2022	137	137

Provisions have been made for the expected dilapidation costs on the property leases held by the charity.

NOTE 22: ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds 2022 £'000	Restricted funds 2022 £'000	Total 2022 £'000	Total 2021 £'000
Fixed assets	426	-	426	603
Current assets	49,628	6,477	56,105	52,828
Current liabilities	(18,502)	(962)	(19,464)	(4,203)
Long term liabilities	(4,225)	-	(4,225)	(8)
Provisions	(137)	-	(137)	(137)
	<u>27,190</u>	<u>5,515</u>	32,705	49,083

NOTE 23: MOVEMENT IN FUNDS

	At 1 April 2021 £'000	Income £'000	Expenditure £'000	Transfer between funds £'000	At 31 March 2022 £'000
Unrestricted Funds					
General fund reserve	14,976	25,110	(22,588)	(4,358)	13,140
Designated funds:					
Changing Communities	18,100	-	(16,558)	4,358	5,900
Changing Minds	6,740	-	(1,215)	-	5,525
Changing Policy	1,905	-	(88)	-	1,817
Pathfinder grant fund	3,000	-	(2,720)	-	280
Asda top-up	79	416	(337)	-	158
Tesco (top up)	6	880	(516)	-	370
Total unrestricted funds	<u>44,806</u>	<u>26,406</u>	<u>(44,022)</u>	-	27,190

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

NOTE 23: MOVEMENT IN FUNDS (CONTINUED)

	At 1 April 2021 £'000	Income £'000	Expenditure £'000	Transfer between funds £'000	At 31 March 2022 £'000
Restricted funds					
3i Group financial inclusion	-	150	(150)	-	-
Adobe Foundation Help through Hardship helpline	-	180	(165)	-	15
Asda: Covid response	137	-	(58)	-	79
Asda: Covid reponse grants to network	83	-	(83)	-	-
Asda: FHP programme	63	-	-	(63)	-
Asda: FHP re grants	-	-	233	(233)	-
Asda: Fight Hunger phase 2	-	1,534	(1,793)	296	37
Balcombe Trust Helpline	-	200	(200)	-	-
Bank of America Income Maximisation	152	206	(99)	-	259
Barclays - Financial Wellbeing	-	1,841	(116)	-	1,725
BBC CiN & National Lottery Community Fund #iwill fund Grant	-	208	(77)	-	131
Brent Foodbank	39	114	(100)	-	53
Cisco	120	-	(120)	-	-
City Bridge Trust	42	63	(53)	-	52
Food bank network: COVID-19	1,074	(3)	(870)	-	201
Food bank network: Regional funds	115	137	(217)	-	35
Fuel Bank Foundation	25	20	(34)	-	11
Gifts in Kind - Services	-	91	(91)	-	-
Grants Programme - Financial inclusion	1,200	952	(790)	-	1,362
Grants Programme - General	-	350	(208)	-	142
Grants Programme - Strategic facilities	-	456	(180)	-	276
Help through Hardship helpline	-	191	(191)	-	-
Lloyds	-	300	(300)	-	-
Other restricted funds	36	97	(118)	-	15
Pears Foundation - Income maximisation	912	-	(270)	-	642
People's Postcode Lottery Helpline	-	125	(125)	-	-
Pepsico Covid	48	-	(48)	-	-
Porticus Foundation	175	-	(100)	-	75
Sodexo	35	-	(35)	-	-
Step Change	21	-	(21)	-	-
Strategic Stream - Changing Policy	-	400	-	-	400
Waitrose food bank grants	-	171	(166)	-	5
Total restricted funds	4,277	7,783	(6,545)	-	5,515
Total funds	49,083	34,189	(50,567)	-	32,705

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

NOTE 23: MOVEMENT IN FUNDS (CONTINUED)

Comparative information for the year ended 31 March 2021

	At 1 April 2020 £'000	Income £'000	Expenditure £'000	Gains and losses £'000	Transfer between funds £'000	At 31 March 2021 £'000
Unrestricted funds						
General fund reserve	9,736	46,123	(11,153)	15	(29,745)	14,976
Designated funds:						
Changing Communities	-	-	-	-	18,100	18,100
Changing Minds	-	-	-	-	6,740	6,740
Changing Policy	-	-	-	-	1,905	1,905
Pathfinder grant fund	-	-	-	-	3,000	3,000
Asda top-up	-	299	(220)	-	-	79
Tesco (top up)	-	767	(763)	-	2	6
Total unrestricted Funds	9,736	47,189	(12,136)	15	2	44,806
Restricted funds						
Asda: FHP personnel	-	458	(458)	-	-	-
Asda: FHP programme	1	170	(108)	-	-	63
Asda: FHP re grants	2	-	(2)	-	-	-
Asda: Covid response	44	800	(707)	-	-	137
Asda: Covid response grants to network	-	1,000	(917)	-	-	83
Bank of America	-	156	(4)	-	-	152
Brent Foodbank	-	83	(44)	-	-	39
Cisco	-	143	(23)	-	-	120
City Bridge Trust	-	92	(50)	-	-	42
Coventry Foodbank	1	171	(172)	-	-	-
Cummins	39	-	(39)	-	-	-
Food Bank Network: COVID-19	11	2,685	(1,622)	-	-	1,074
Food Bank Network: Regional funds	58	412	(355)	-	-	115
Fuel Bank Foundation	28	30	(33)	-	-	25
Gifts in Kind - Services	-	120	(120)	-	-	-
Grants programme - Financial inclusion	-	1,200	-	-	-	1,200
Help through Hardship helpline	-	1,114	(1,114)	-	-	-
Martin Lewis Hub Trial	18	-	(18)	-	-	-
Other restricted funds	4	110	(78)	-	-	36
Pears Foundation	-	1,000	(88)	-	-	912

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

NOTE 23: MOVEMENT IN FUNDS (CONTINUED)

	At 1 April 2020 £'000	Income £'000	Expenditure £'000	Gains and losses £'000	Transfer between funds £'000	At 31 March 2021 £'000
PepsiCo	-	469	(421)	-	-	48
Porticus Foundation	-	300	(125)	-	-	175
Salisbury Foodbank	1	45	(46)	-	-	-
Step Change	64	-	(43)	-	-	21
Sodexo	-	35	-	-	-	35
Tesco top up	2	-	-	-	(2)	-
Total Restricted Funds	273	10,593	(6,587)	-	(2)	4,277
Total funds	10,009	57,782	(18,723)	15	-	49,083

FUND DESCRIPTIONS

Designated funds

Changing Communities,
Changing Minds and
Changing Policy

Funds designated for the purpose of magnifying and accelerating the delivery of the Trussell Trust's Together for Change strategic plan, enabling us to provide increased funding and support to our network and to expand our impact throughout this challenging period and during the recovery from it. These funds were partially expended in the year to 31 March 2022; a summary of our work undertaken during the year, and the progress we have achieved against each of our strategic objectives, can be seen on pages 15-33. The remainder of these funds are intended to be spent in the 2022-23 year; a further designation into the Changing Communities funds has been made, in light of planned expenditure on our Changing Communities boost programme in 2022-23.

Pathfinder grant fund

Designated for making grants to food banks in our network which have signed up to the Pathfinder programme, one of our grass-roots initiatives to achieve our goal for a future without the need for food banks. The majority of this fund was expended during the year to 31 March 2022

Asda top-up & Tesco top-up

From the neighbourhood food collections. The charity chooses to share this funding with member organisations of the Trussell Trust's Food Bank Network.

Restricted funds

3i Group financial inclusion

To support our financial inclusion project work and teams.

Adobe Foundation Help through Hardship

To support the Help through Hardship helpline project

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

FUND DESCRIPTIONS

Asda Fight Hunger phase 2	For use under phase 2 of the Fight Hunger Programme, including grants to food banks, support for the Help through Hardship helpline, and other projects directed at ending the need for food banks
Asda: Covid response	Asda Covid-19 response programme for operating costs
Asda: Covid response grants to network	Asda Covid-19 response for grants to food banks
Asda: FHP operating personnel*	For use under the Fight Hunger Programme for operating personnel
Asda: FHP programme	For use under the Fight Hunger Programme for implementation activities
Asda: FHP regrants	For use under the Fight Hunger Programme for performance related grants to food banks
Balcombe Trust Helpline	To support the Help through Hardship helpline project
Bank of America Income Maximisation	Income maximisation
BBC Children in Need & National Lottery Community Fund	To facilitate a youth participation project run in partnership with BBC Children in Need
Brent Foodbank	For the support of the Brent Food Bank
Cisco	IT systems development for e-referral and stock applications
City Bridge Trust	London area food bank network support
Coventry Foodbank*	For the support of the Coventry Foodbank
Cummins*	Building an 'evidence base' to help end hunger and poverty in the UK
Food Bank Network: Covid-19	Support and development to the food bank network via grants programme
Food bank network: Regional funds	Support TT regional operations
Fuel Bank Foundation	To support the delivery of Fuel Bank across the UK
Gifts in kind - Services	Pro-bono services provided to the charity - see note 2
Grants programme - Financial inclusion	Grants to support food banks develop a provision for offering financial advice to clients, to help address the causes of food bank use
Grants programme - General	Grants to support food banks via our various programmes
Grants programme - Strategic facilities	Grants to support food banks with the costs of warehousing and other facilities

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

FUND DESCRIPTIONS

Help through Hardship helpline	For the development and running of the helpline, in partnership with Citizens Advice, offering free financial advice to people experiencing hardship
Lloyds	To support our public engagement work
Martin Lewis Hub Trial*	Funding received from the Martin Lewis Charitable Foundation for the trial provision of financial triage within food banks
Other restricted funds	Relates to amounts which are immaterial individually and in aggregate
Pears Foundation - Income maximisation	To support our income maximisation project work and teams.
People's Postcode Lottery Helpline	To support the Help through Hardship helpline project
PepsiCo Covid	To support Covid-19 emergency response
Porticus Foundation	For food bank network & Anti-Poverty Initiatives, supporting volunteering, policy & research and DCS work
Salisbury Foodbank*	For the support of the Salisbury Foodbank
Sodexo	To support the Help through Hardship helpline project
Step Change	IT systems development for the weights tracker and stock applications.
Strategic stream - Changing Policy	To support the Changing Policy pillar of our strategy to end the need for food banks
Waitrose food bank grants	Grants to food banks to 'top up' food collections from Waitrose stores

* Feature in table of comparative information only

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

NOTE 24: RELATED PARTY DISCLOSURES

Several of the charity's Trustees were also Trustees of individual food bank charities within the Trussell Trust network, for all or part of the year. These food bank charities receive both financial and non-financial support from the Trussell Trust, under the same terms as other members of the network. This includes grant funding, applications for which are considered in accordance with the Trussell Trust's grant-making policy (see page 48 for further details), and judged on an equal basis to applications from other members of the network. The charity's Trustees do not sit on the grant awarding panel and are not involved in the awarding of grants.

- Cardiff Foodbank, of which Mr S Hicks was a Trustee, received cash grants totalling £149,663, with a further £165,530 having been awarded but not yet paid at 31 March 2022.
- Dundee and Angus Foodbank (formerly two separate charities, Dundee Foodbank and Angus Foodbank), of which Mr D Marshall was a Trustee, received cash grants totalling £8,298 (2021: Dundee Foodbank and Angus Foodbank together received a total of £6,549, with £2,794 awarded but not yet paid at 31 March 2021).
- East Dunbartonshire Foodbank (part of Kirkintilloch Baptist Church), of which Mr D Gordon was a Trustee, received cash grants totalling £17,773, with a further £700 having been awarded but not yet paid at 31 March 2022 (2021: £15,518 received, with £10,487 awarded but not yet paid at 31 March 2021)
- Hastings Foodbank (part of The Hastings Community Trust), of which Mrs N Williams was a Trustee, received cash grants totalling £4,920, with a further £805 having been awarded but not yet paid at 31 March 2022 (2021: £42,342, with £2,153 awarded but not yet paid at 31 March 2021).

The Trustees and key management personnel of the charity donated a combined total of £444 before Gift Aid to the charity in the year (2021: £355).

NOTE 25: ULTIMATE CONTROLLING PARTY

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

NOTE 26: LEASE COMMITMENTS


At 31 March 2022 the charity had total commitments under non-cancellable operating leases as follows:

	Total 2022 £'000	Total 2021 £'000
Operating leases payable:		
Within one year	470	353
Between two and five years	633	388
	1,103	741

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