



FareShare
fighting hunger,
tackling food waste

Annual Report 2020/2021



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Definitions

FareShare refers to this charity (charity registration No 1100051).

The FareShare network now comprises 30 warehouses which redistribute surplus food to frontline charities and community groups across the whole of the UK. Most of these warehouses are managed by independent charities, our Network Partners, in a partnership agreement with FareShare on a scale which makes us a leader in charity collaboration in the UK. Our Network Partners, and the regions for which they are responsible, are set out on page 10. At 31 March 2021 three regions: Merseyside, East Anglia, and Southern Central were managed directly by FareShare.

FareShare is responsible for sourcing food and operating the supply chain and logistics

to deliver that food to all the warehouses in the FareShare network. FareShare provides operational support to the warehouses and promotes the sharing of best practice across the network especially in the areas of health and safety and efficiency improvement. It is responsible for the fundraising, public relations and communications relating to the FareShare brand and its own operations.

FareShare Go is a service operated in partnership with a number of the leading food retailers in the UK. This service aims to reduce the food surpluses that arise at a store level and the food is collected by the local charities and community groups directly from the stores. As a consequence

of the geographical spread of the participating stores FareShare Go is available in virtually every local authority in the UK.

The Trustees' report provides statistics for the whole of the FareShare network and these best describe the social impact of our collective work. We focus on the volume of food provided to the network and the equivalent number of meals provided by the charities and community groups from the food they receive from us. The financial statements refer to the charity FareShare and do not reflect the incomes and costs of those regions in the network operated by our Network Partners.



Objectives and Activities

FareShare is a UK-wide charity that, in partnership with our Network, redistributes surplus food to charities that turn it into meals.

Our **vision** is of a UK where 'No good food goes to waste.'

Our **mission** is to use surplus, fit for consumption food to feed those who are vulnerable in the UK by supporting front line charitable organisations that tackle the cause and not just the symptoms of poverty.

Our **values** run through everything we do and set out a clear framework for us to approach our work: passion, ambition, respect, collaboration, and focus.

Charitable Objects

The charitable objects of FareShare are set out in the Memorandum of Association:

The relief of poverty and the preservation and promotion of good nutrition, good health and social improvement among people who are suffering from social, economic or emotional distress in such ways as the trustees may in their absolute discretion think fit but particularly through:

- the collection and redistribution of surplus food;
- the encouragement of members of the public to undertake voluntary work;
- the advancement of public education in particular but not exclusively by providing training in the voluntary sector; and
- the furtherance, for the benefit of the public, of the conservation, protection and improvement of the physical and natural environment through the redirection of waste (in particular food waste) and its adverse environmental impacts.

Public Benefit

The trustees confirm that they have referred to the Charity Commission's guidance on public benefit when reviewing the charity's aims and objectives and in planning future activities. FareShare's focus on tackling food poverty, working in partnership with local charities and community-based organisations, has a direct and positive benefit for many of the most marginalised people in the UK, particularly individuals who are homeless, unemployed, poor or isolated. The charity engages volunteers in its work and is open to all members of the community, including the most marginalised. FareShare's training and education work provides opportunities for volunteers and others to gain recognition, including accreditation, for the skills they have acquired while working with FareShare to help gain further employment.





Message from our Chair and Chief Executive



John Bason, Chair



Lindsay Boswell CBE, Chief Executive

A year ago we reported the significant investments made over many years to build our capability to source surplus food from all parts of the supply chain and to increase the capacity and reach of the UK warehouse network of our partners. The FareShare network has grown to become the leader in surplus food redistribution in the UK, able to reach over 10,000 charities and community groups across the whole country.

The rapid spread of Covid-19 early last year changed all our lives. The public health measures which were taken to control this spread created many, varied and often acute challenges, especially for the charities and community groups to whom we supply food and for the many people supported by them. The demand for food increased hugely and the isolation of people that resulted from lockdowns created the need for much of that food to be delivered to their homes. The same measures restricted the ability of many of our charities and community groups to operate and at worst some had to stop their work completely.

Last year, in response to this crisis, the FareShare network overcame its own challenges created by Covid-19 and rapidly scaled-up its operations to support those in need. We supplied 54,203 tonnes of food to those charity and community groups that could receive our food, more than doubling the 23,543 tonnes supplied in our previous financial year. Last year that was the equivalent of 132 million meals... or 4 meals every second.

We had to move at pace to change and respond to the crisis. We are a network of local organisations, and these were ideally placed to work in partnership with newly formed local resilience forums

and civil contingency agencies and FareShare worked with the national agencies. Every FareShare region added warehouse capacity, took on more volunteers and vans and expanded their reach. We approached the food industry for help to purchase food to both supplement our surplus food and obtain long-dated products to make the food parcels for home delivery. The response was overwhelming and two central distribution centres were established with their support in just days.

Our capability and reach were recognised by the governments of the UK during this crisis. The Department for Environment, Food & Rural Affairs (DEFRA) provided £26.6m in two tranches to fund a major food purchasing and distribution programme to support the food needs of the most vulnerable in England. The governments of Scotland and Wales also provided for similar schemes.

Importantly we continued our work in building the FareShare network as well as focusing on our emergency response. There were a number of notable events and the number of warehouses increased from 24 to 30 over the year. In November we merged our east London warehouse operation with The Felix Project which complemented their existing west London operations. We welcome them to the FareShare network, and we will work to support their ambition to accelerate their growth in food provision in the capital. Our presence in the Highlands and Islands of Scotland were expanded and we provided the financial support to establish FareShare in Devon and Cornwall. The merger of West and East Midlands enabled their expansion into Nottingham with a new warehouse and Greater Manchester opened a flagship new warehouse, Melanie Maynard House.

We owe a debt of gratitude to so many people and organisations. Our staff

Message from our Chair and Chief Executive cont.

and volunteers kept us going and never caved in to the pressures put upon them. The British Red Cross supported our search for the many more volunteers needed. The food retailers donated food, logistics and funding while managing unprecedented changes in their own businesses. The response to our appeal in partnership with the Institute of Grocery Distribution and the hospitality sector was overwhelming as that sector saw a collapse in its business. Many corporate and trust funders gave generously.

Our work and the relief of food poverty took on a much higher profile with the public. Individual giving to FareShare increased hugely this year. A special thanks must go to the England and Manchester United football striker Marcus Rashford MBE. He has been tireless in his staunch support for us and the massive increase in household awareness of FareShare over this last year owes so much to him.

We continued to develop our ability to access more surplus food from farmers and growers this year with the 'Surplus with Purpose' programme. This provides producers with the financial support to cover the added costs of harvesting and diverting surplus, fit

for human consumption, food for redistribution rather than wasting it. The dietary benefits of redistributing more fresh fruit and vegetables is clear. The environmental impact of agriculture is becoming clearer and the benefits of reducing waste more evident with growing concern over climate change with a particular focus in the lead up to COP26. We intend to work with both the food industry and government to create the funds to support and develop this programme.

For so many years our activities have been limited by the financial resources made available to us. These accounts show that this year the generosity of our supporters, especially individual giving, has resulted in a surplus of £22m of income over expenditure at the point of the year end. There is much more work to be done and we will be focusing these funds on making sure we can continue to grow our impact over the next few years.

We are unlikely to see the food volumes that were purchased as an emergency measure repeated on such a scale. We need to now respond to the changes that are occurring as our economy and society open up again. We are redistributing food volumes at twice the pre-pandemic level, and we will see an increase in food demand

from organisations who are resuming their activities and those organisations who support people with increased economic and health needs because of the pandemic. More than ever these organisations will need to bring us together as a society and food plays a major part. We will invest these funds carefully over the next few years. We aim to substantially increase the food volumes we redistribute. Such a small percentage of surplus food is currently being redistributed so we will continue to build our access to that food. We will continue to build the capacity and reach of our network. The surplus is there and there remains a huge unmet need for food.

We are proud of the role that FareShare has played during this crisis. Thank you to all of our volunteers, staff and partners who have made that possible.







Asda diverts 5 million meals to local charities through FareShare Go in-store surplus scheme



Today, @Warburtons have released its first ever slippers, inspired by the brand's iconic crumpet, with 100% of proceeds going to FareShare bit.ly/2JkjsQ



Sainsbury's support continues with Food Donation Programme for FareShare



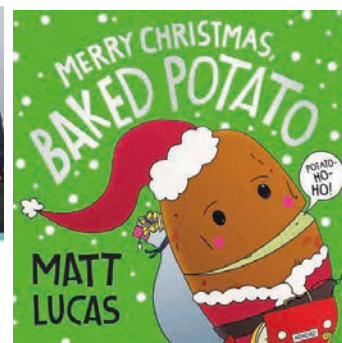
Tesco Community Cookery School delivers food education program to community cooks



'forever young' is bigger than just a nice christmas advert & song. @mcdonaldsuk has committed to funding @fareshareuk to redistribute over 5 million meals by April 2021 to families in need. at least 10p of every download goes towards a great cause. no child should be hungry ❤️



Branded trailer to promote Bougie's support for FareShare



CHRISTMAS CHARITY APPEAL

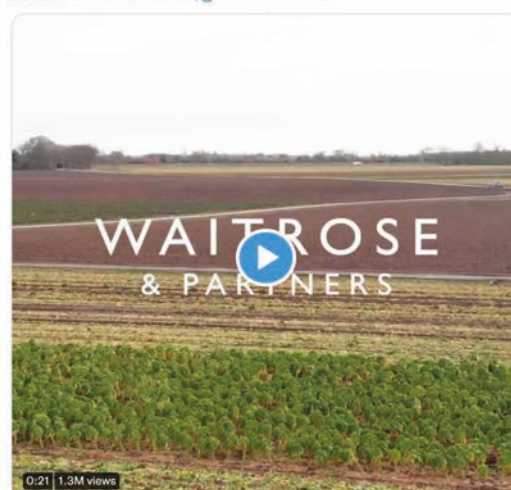
Christmas appeal for FareShare: helping families in food poverty



Some of the members of Evelyn Community Centre returned after lockdown, there was a shocking difference. "Some of them had been shielding and not looking after themselves, they looked like they'd lost half their body weight. Their clothes were hanging off them. We had to cut and fold into them."



We're working with our trusted farmers and charity @FareShareUK to donate fresh food which aims to make 1 million meals. Our farmers will redirect five million apples, sweet baby sprouts, carrots & and mushrooms for vulnerable families in need. Read more: waitrose.com/givealittlelove



Have you been saving your @tesco Clubcard points for something special? Why not donate them to FareShare – your donations will make a huge difference! Find out more here secure.tesco.com/clubcard/donate





*some Regional Centres manage more than one warehouse.

Strategic Report 20/21

FareShare's annual impact at a glance

The FareShare network aims to support charities and community groups that address the causes of hunger through the provision of referral services and support. FareShare food connects a vulnerable or hungry person with the local support they need.

Over the last year we have seen considerable disruption to our charity base. As a consequence of the pandemic, the percentage of organisations we support which deliver food parcels increased from some 10% to over 70% of the total. This was due to the need to

switch provision of food suitable for cooking communal meals to delivering food in parcels. Some 4,000 of our charity partners ceased operations this year as a consequence of the lockdowns. However, we started to provide food for 4,000 additional charities, which stepped up to help address the social issues of lockdowns. We expect communal meals and food sharing to return as communities reconnect post pandemic.

Our charities tell us that they saved some £18.6m by receiving surplus food from FareShare over

the last year. This means that those charities' precious budgets could be invested further in the life enhancing services they provide that help people to get back on their feet and find a more positive life pathway.

Whilst the numbers opposite tell their own story, behind each meal is an individual whose quality of life is being supported and improved by the work of local front-line community groups. These groups are critical in helping those of us who fall through the cracks of society at our time of greatest need.



54,203 tonnes of food provided to communities

Our income grew from £16m to £72m and this year included £30m specifically for the purchase of food. The table below shows the food volumes obtained by FareShare from surplus, purchased and donated sources, and the change year on year.

Source of food	Tonnes (19/20)	Tonnes (20/21)
Surplus	22,255	35,299 (59% increase)
Purchased	525	12,587
Donated	763	6,317
Total	23,543	54,203 (130% increase)

Our core mission is to divert surplus for social good, and we increased the surplus food by 59% year on year.

As a response to the pandemic we supplemented the surplus food this year with purchased and donated food.

We were asked by the UK government (DEFRA) to purchase £26.6m worth of food to redistribute to charities and

community groups in England. The Scottish Government provided £2.5m and Welsh Government provided £500k directly to our Network Partner FareShare Cymru. We were also recipients of some very large donations of food. In particular we received £11.5m worth of food from Tesco and £1.5m from the Co-op.

In order to maximise the volume of food purchased from the Government grants as well as the

food industry food purchases, Sainsbury's covered all the transport and logistics costs relating to these with a specific £3m donation.

The table below summarises the major donations of food and funding received by FareShare to enable its emergency response.

Type of activity	Funder	Value
Grant funding in two tranches to purchase food in England	DEFRA	£26.6m
Donation of food	Tesco	£11.5m (plus an additional £7.5m to purchase food to redistribute to the Trussell Trust network of foodbanks)
Grant funding to redistribute food	Sainsbury's	£3m
Grant funding to purchase food and redistribute it in Scotland	Scottish Government	£2.5m
Grant funding to support surplus food provision, food redistribution and financial support to the charity community	Asda	£2.5m *
Donation of Food & Fundraised Income	Co-op	£1.5m in food £1.7m in funding
To support surplus food provision	The Julia and Hans Rausing Trust	£0.725m **
Donation of food	The Compass Group	£0.5m
Donation of Funding	Waitrose & John Lewis Partnership	£75,000

* £0.5m recognised in 19/20 financial year.

** Recognised in 19/20 financial year

4 meals per second redistributed, every single second this year

Food equivalent to 132 million meals were provided throughout the year by the FareShare network.

- This extraordinary volume of food equates to 4 meals per second, for every second of the year, day and night, for 365 days.
- The weekly average number of meals has risen from a pre-pandemic 950,000 each week to 2.54 million meals provided each week to the charities and community groups that the FareShare network serves.



10,542 Charities supported

We provided food to 10,542 charities and community groups over the course of the financial year.

- We saw enormous change in the nature and makeup of the charities we supported with food over the year. Many charities closed because their service was either not appropriate for a lockdown or those running it were themselves vulnerable. Others stepped up to the challenge of delivering food parcels to individuals' homes. The overall number of charities served remained very similar to the previous year (10,860) although the types of organisations and the amount of food they each received changed dramatically.
- We expect there to be considerable further change in the year ahead. Sharing food is essential to building communities and connecting those needing help with those local services that can address their problems. We want to support as many of the organisations that ceased to operate last year to start up again. We need the drop-in services as well as lunch clubs, particularly for the elderly, to start up again and create the community connections needed to address isolation and loneliness. It will be a big challenge to step up our services to support all these returning services.

Charity breakdown

- The types of projects and number that we supported in 2020/21 is shown in the table below.
- During the pandemic we reached out, and supplied food to, a large number of organisations beyond the FareShare network.
- This year our priority switched rapidly to getting food parcels to those in need and isolation. However, we know that giving someone food, in normal times, only addresses a symptom of their problems, namely hunger. Identifying the deeper-rooted cause then allows a local service to support a long-term solution. Our food creates and connects communities one meal at a time. In this way we will help build stronger and more inclusive communities. This is the real power of FareShare food and why we are fighting food waste.



Charity Nature of Project	Number of Charities	% total
Food Bank	1,805	17%
Community Cafe or Centre	1,555	15%
Multiple services	1,414	13%
School Club	892	8%
Children and Family Centre	614	6%
Supported Housing	599	6%
Youth Centre (After School Centre)	437	4%
Drop-in Centre	405	4%
Alternative Services	373	4%
Breakfast Club	360	3%
Place of Worship	339	3%
Hostel	335	3%
Day Centre	308	3%
Lunch Club	270	3%
Soup Kitchen	172	2%
Advice or Resource Centre	168	2%
Addiction Support	136	1%
Hospice or Care Home	105	1%
Training Centre	88	1%
Residential Rehabilitation Service	77	1%

The Primary Client group supported by the charity network, and number of those charities that received food from FareShare in 2020/21 is shown in the table below.

Charity Primary Client Group	Number of Charities	% Split
Low Income Families	4069	39%
School aged children	1230	12%
Multiple primary client groups	1149	11%
Homeless People	1051	10%
Elderly	604	6%
Physical or Mental Health Conditions	431	4%
Pre-School children	404	4%
Alternative primary client groups	347	3%
Young people	314	3%
Drug or Alcohol addiction	193	2%
Asylum Seekers	105	1%
Black and Minority Ethnic Communities	103	1%
Ex-offenders	91	1%
Refugees	91	1%
Domestic Violence Survivors	79	1%
Socially Excluded People	77	1%



Food supplied, on average, to each charity increased by 139%

The charities we support stepped up their activities this year. The average volume of food supplied increased to each charity from 2.2 tonnes to 5.2 tonnes, an increase in the equivalent number of meals from 5,253 to 12,520 per year.

Charities receiving food from our warehouses increased the average number of people they each served from 96 per week to 120 per week.

Charities receiving food direct from supermarket stores via FareShare Go increased the average number of people they each served from 69 per week to 89 per week.



£18.6m saved by the charities we served

Each year we ask the charities that we support to estimate the financial savings they make by receiving surplus food from FareShare. This is not an estimate of the market value of the food they received from us, because in many cases the quality and type of food is often higher than they would have been able to afford with tight budgets. This year so much of the food was redistributed by food parcel which is a food format not used by many of the charities before the pandemic. As a result, the market value of this food is not included in this financial estimate.

This financial year they estimated a cumulative saving of £18.6m which compares to £14.3m last year. The charities tell us that as a result of the savings, they are able to reinvest more money into their services to further support their clients.

Last financial year we looked closely at the measurement of this financial impact and now do so in a very detailed way. Although volumes have grown each year, we consider that these reported financial savings now reflect the diverse nature of our charities.



Our own food waste

We support the calls for the food industry to publish data of their food waste annually.

- We have seen our own food waste increase from 800 tonnes, 5% of the surplus food we received last year to 2,000 tonnes, 3.6% of the surplus food we received this financial year. The main driver of our waste is the small proportion of food that we receive with little or no time left before its use by/ best before date.
- Although our waste is a small percentage of the food we receive, we remain determined to do all we can to reduce it. However, we want to accept as much of the food that is offered to us as possible and not let our waste metric become a barrier to accepting food.



Fundraising

Last year, without the statutory restricted funds, FareShare raised £38.8m which compared to £10.9m in the previous financial year. The dramatic increase was the result of the generosity of the UK public, trusts, foundations, and companies in supporting our work. Over the past year this has been nothing short of staggering.

A notable feature of the funds raised this year was the step change in the amount received from individual giving. This has given us a much stronger platform from which to build our individual donor base which we believe will be a key to addressing our longer-term financial sustainability. To this end, we have undertaken research to understand donor motivations and preferences.

The food retail sector stepped up en masse and responded with not only financial support, but also a strong commitment to help promote FareShare to their respective audiences through advertising and campaigns. A collective response to get food to people in need saw us partnering with the Co-op at Easter, The John Lewis Partnership at Christmas and with Asda, Sainsbury's and Tesco throughout the year and we thank them for generously putting us at the heart of their activities.

FareShare has also been delighted to begin new corporate partnerships with supporters such as Barclays and McDonalds who initiated new activities and provided much needed funding for our increased food redistribution. We received unprecedented support from high profile supporters who provided significant financial donations to our mission but who also lent their voice to help us reach new and wider audiences. This

year would not have been the year that it has without the wonderful support of Sir Alex Ferguson and Sir Michael Moritz who came together to contribute towards FareShare's work, having seen the spotlight shone on the issue of food insecurity by Marcus Rashford. Not only did their contributions lead to additional funding by The Moulding Foundation, for which we were extremely grateful, but when FareShare was fortunate to be chosen as one of The Times and The Sunday Times' Christmas Appeal charities to tell the stories of our food using charities, their beneficiaries and our own volunteers, this campaign was amplified even further by their commitment to match-fund all the donations received.

The overall campaign and sums raised for The Times' Appeal was their most successful one to date and we were proud to partner with them. Music also played its part in helping to raise funds for FareShare during the year and we have been thrilled to have had the support of several artists who chose to donate the proceeds from songs, concerts and other activities. We express our heartfelt thanks to the following artists not only for their valued donations but also for taking FareShare to their audiences.

- Matt Lucas for 'Merry Christmas, Baked Potato' song and book
- Celeste for 'A Little Love'
- Becky Hill for her song 'Forever Young'
- Louis Tomlinson for his live streamed concert
- The many artists at the Music Feeds Festival organised by Co-op

The continued and in many cases, much increased support from our existing donors provided great reassurance during this crisis. Particular thanks for their generosity:

- The Julia and Hans Rausing Trust
- Enterprise Rent-A-Car
- The Global Foodbanking Network
- Garfield Weston Foundation
- General Mills Foundation
- Esmée Fairbairn Foundation
- John Laing Charitable Trust
- Calleva Foundation
- BlackRock
- Fidelity UK Foundation
- Sodexo
- Comic Relief
- The National Lottery Community Fund
- Pimco
- European Food Banks Federation
- Richard Brindle and family
- Fidelis Insurance
- Mike & Helen Brown
- United Utilities
- Direct Line
- CCEP
- PepsiCo
- Generation IM

Our Fundraising Principles

FareShare is registered with the Fundraising Regulator, which is responsible for the UK code of fundraising practice. Our approach is to ensure that we comply with the standards as set out in the Code across all of our fundraising activity. We comply with the behaviours required by the code and we will not exploit the trust or lack of knowledge or awareness of any donor in vulnerable circumstances.

All of our fundraising is managed by our own staff. We do not employ any third-party professional fundraising organisations to carry out our activities, other than using a third-party payment platform

to receive and manage online donations. The platform used provides the security processes to protect donors and the charity, and their funds, and reduces our administrative burden and costs. During the 2020-21 year, we received a very small number of complaints from supporters. These mainly related to the fees charged to FareShare by the payment platform and consequently we are investigating the value for money of this service. We continue to be committed to addressing any expression of dissatisfaction on the part of our supporters and to examining ways to improve the levels of our service to them.



Surplus with Purpose

FareShare's 'Surplus with Purpose' fund mainly helps small to medium size farmers and growers, as well as some manufacturers and producers, to get more of their surplus food to charity. We do this by making it cost-neutral for them to redistribute their surplus food against other forms of disposal such as ploughing crops back into the ground or diverting it to anaerobic digestion when it is fit for human consumption.

Last year alone the 'Surplus with Purpose fund' accounted for 69% of all surplus food that we diverted with the vast majority of this being healthy fresh fruit and vegetables. It is an elegant and practical solution for businesses to follow the waste hierarchy, help deliver a social difference and reduce waste.

It also contributes to food businesses achieving a range of environmental targets; the United Nations Sustainable Development

Goals, targets set out in the IGD/WRAP Food Reduction Roadmap, and the Courtauld Commitment. This year the equivalent of over 44 million meals were delivered to those who needed them. This represents 104,223 tonnes of carbon mitigated as a result of using this food to feed people, as opposed to just 5,910 tonnes if it had been sent to anaerobic digestion, or worse still, emitting 55,355 tonnes of carbon if it had been sent to landfill with no methane capture.

Internal research shows that the scheme has already achieved significant levels of awareness throughout the food industry. 61% of those businesses who used the scheme were likely to sustain the processes and behaviours adopted thanks to the funding that has been made available.

This year special thanks go to the Julia and Hans Rausing Trust

who were very fast to support the expansion of this work right at the start of the pandemic, and also Asda who quickly saw the benefits and were generous with their support.

We are grateful to the Scottish and Welsh Governments for their support for this programme. Our key policy ask of the UK Government is to support UK farmers and growers through the Surplus with Purpose fund at a level of £5m per annum. To do so responds to the social, healthy eating and environmental agendas of the Government.



Our selfless volunteers and warehouse staff

Over the course of the pandemic, we recruited and trained over 1,700 new volunteers and expanded our volunteer base dramatically. All were designated as key workers and played an absolutely essential role in our continued operation. Thanks to our partnership with The British Red Cross, we received more volunteer applications in one week than we did in the whole of 2019.

This financial year volunteers provided 668,000 hours of support to FareShare, an increase of 14%

over the previous financial year. This growth has been underpinned by our programme with the National Lottery Community Foundation, which has established specialist staff across our sites to support, retain and recognise the people that are so vital to our work.

We owe a huge debt of thanks and gratitude to the volunteers and staff right across the network for their dedication, determination and bravery. Thank you so much!





How communities responded to Covid-19

The following stories highlight just four of the 10,542 incredible communities we served last year.



ChangeKitchen CIC

ChangeKitchen CIC is a social enterprise event catering company, specialising in vegetarian and vegan food and supporting adults furthest from the labour market back to work. Just before lockdown, the organisation had all bookings for events cancelled, as meetings were not allowed to go forward.

During the pandemic, ChangeKitchen CIC became part of #BrumTogether, a collaborative project connecting voluntary organisations around Birmingham, providing support and essential supplies to those supporting people throughout the pandemic.

Since the start of the lockdown, the organisation worked with The Active Wellbeing Society (TAWS)

to cook nourishing, tasty meals from surplus food for those who are shielding as well as people who have lost their job and struggling financially as a result of the coronavirus pandemic.

Through the FareShare Go scheme, ChangeKitchen CIC collects food from Waitrose Hall Green and Waitrose Harborne which is then used to create nutritious meals.

Dr Birgit Kehrer, Director and Founder at ChangeKitchen CIC, said:
“We’ve cooked 13,000 meals in the last three months, and we’re supporting around 360 people per day, with six meals a week delivered to their door. Nearly all this food comes from FareShare Go.

“We’re helping to feed really vulnerable people. A lot of people are in difficult situations currently and there have been whole families getting in touch who haven’t eaten for days. They’ve got no access to food, some are self-isolating. There’s hundreds of stories where people are in heart-breaking circumstances – some people have tears in their eyes when the delivery drivers arrive.

“Things are fizzing down a little bit now but I think it might get really bad again when redundancies hit so we might have to pick up again. We’re trying to stay involved enough that we can turn it back on quickly if we need to.



Malachi Specialist Family Support Services

Sarah, a mother of five living in Birmingham, knows how important it can be to know that there's someone to help you in your time of need. "I'm a mum of five," she says, "all adults apart from one 15 year old. I'm a full-time carer for my eldest daughter, helping her to take her medications, reminding her to eat."

A few years ago, Sarah reached a crisis – waiting for benefits to kick in while bills piled up. "It was either keep the house warm or eat," she remembers, "terrible, having to decide between buying food and paying the bills." Her son's school referred her to Malachi Specialist Family Support Services, who helped her access food from FareShare. "It was quite a relief to know that there's people out there that care and can help. They brought food I could cook with: chicken, cheese, tinned soup, all sorts," she remembers.

Kim Ensor, the Building Manager and Family Community Connector

for Malachi Specialist Family Support Services, speaks proudly of Malachi's track record in the community. "We've been working with FareShare for about eight or nine years," she explains "I think the fact we've gone on for so long really shows what it means to the community. It's had a big impact. For people who are desperate, it can just make a world of difference. We've had people come in crying, we get thank you letters all the time. We always try to talk to people, see what's going on at home, if there's anything else we can help with. I think maybe the biggest impact is that people in the community know that if they're struggling, it's there for them, there's someone who can help."

Both Kim and Sarah say they saw how hard the Covid-19 pandemic hit people across Birmingham. "People have been furloughed, they've lost their jobs or had their hours cut," says Kim, "I'd say we normally get about 20 people picking up food in a week,

and that's tripled, maybe even quadrupled, over the summer."

To meet the surge in demand, Malachi increased their FareShare delivery to launch a new food larder program in March, with thrice weekly pick-ups. "We've probably had about 600 families come through since the start of summer," says Kim, "Most of them totally new to us, we've worked with organisations across the city so we can reach people from all over Birmingham. For a lot of people they had to choose between buying toothpaste or a loaf of bread. With FareShare, we can make sure they've got those shelf staples: pasta, rice, chicken, fruit and veg, tinned food. We also put recipe ideas in the bag and encourage families to share their own recipes. It can be difficult for some families being at home, especially if they're struggling with things like domestic violence, and cooking can be something to bring people together in a positive way."



Open Door: Connecting people in a crisis

The staff at Open Door are accustomed to “wearing many hats,” says Rosie Radford, the organisation’s chef/communications officer. As the coronavirus crisis has worsened, however, Rosie and her co-workers have had to be more resourceful than ever to help those in need.

Normally, the charity would be opening its doors four times a week for around 60 guests to come and get breakfast, “endless cups of tea and coffee”, as well as hot lunches, sandwiches, and food parcels on different days of the week. Guests were also provided facilities to do laundry and shower, as well as provided with support in reaching out to other organisations dealing with addiction, unemployment, and counselling. The relaxed, social approach of Open Door has made it a cornerstone of many guests’ lives for the past 28 years. As Rosie describes: “One of our guests said to us ‘it’s just like being at a friend’s house.’ And it is – there’s that atmosphere of ‘come in! Put your washing in, have a cup of tea!’ It really does feel like home. It’s like a family.”

To adapt to the new circumstances of the pandemic, the staff of Open Door have had to temporarily shutter their site and quickly transform their jovial dining room style food service into a food parcel delivery system. Rather than showing up for tea, community members can now reach out to Open Door via telephone to request a food delivery. “Not a single call has been what I expected,” Rosie tells me. “We’re getting people who maybe didn’t use Open Door before but who are vulnerable and now need us. We’ve been working long hours, evenings, weekends, we’re having to roll with the punches.” Rosie puts the parcels together from the dry food stocks they’ve received from FareShare, tailoring each parcel to meet each person’s needs and cooking ability. “My life is FareShare,” she says “and I love it, everything I do is based around those deliveries.”

Though they’ve had to change the way they do things, Open Door’s staff knows that they’re needed now more than ever: “Right now it’s primarily people with mental health issues in need of the

deliveries, but we might see more people in financial trouble feeling the pinch and needing our help. Mental health issues, addiction, those things don’t just evaporate in a crisis. They can make it harder to stay indoors and stay safe. If we can support what the government wants and help people to stay home by making their lives a little easier we’ll do that. We’ve also been working with other organisations in the area on how to feed homeless people who’ve accepted temporary accommodation in hotels.”

Being unable to physically gather together has been a blow to the Open Door community, but Rosie and her team are determined to make sure people still feel connected and cared for, even in the time of social distancing: “It’s a big challenge and it’s about everyone coming together and figuring out how to help. Even if it can’t be a hug and a long chat, if someone cares enough to show up, make sure that you have something to eat, you at least know you have some kind of support. It makes your life a little bit easier, and these things can make a difference.”



The People's Pantry: Creating space for community through food

The People's Pantry in Leven, Scotland is not only feeding people, it's helping to change to conversation on food insecurity. "Many of our volunteers have experience with food insecurity and their experience has really shaped the direction of the Pantry" explains Billy Bain, a Fife Council Community Learning and Development worker and Pantry co-founder. "We worked with them to craft a dignified response to food insecurity, and we've done that by connecting it to something larger. We've changed the conversation from food insecurity to food waste, which changes how people see the experience of coming to us. It makes it positive, many of our members tell us 'we're helping ourselves but we're also helping the environment.'"

The basic model of the People's Pantry is simple – members pay a small weekly membership fee which entitles them to ten items from the Pantry's selection, primarily provided by FareShare. "We wouldn't be able to do this without FareShare. They're our main source of food. There's lots of fruit and veg, lots of chilled food. It's so varied, which means you have to plan around it each week, but our members have really embraced that. We're quite a deprived area so it gives people a chance to vary their diet and try things they wouldn't normally get to try, and they're sometimes quite luxurious items!"

The Pantry's dignified and engaged approach has gone over well with its 135 members, who before the pandemic would show up to the Pantry's café pick-up every week: "It's become a community. At first people would just kind of sit on their own and wouldn't really talk, but now there's a real family atmosphere. People will tell us 'I lived streets away from this person and never knew them, but now I do'. They'd be arranging bus journeys together, swap recipes on Facebook – there's even a team putting together a recipe book!"

When the pandemic arrived we changed very quickly, as Billy remembers: "We were hit with this massive demand. People who'd been really laid out, no food, no money, no heating. We had to basically shut down everything we were doing and set it up again so we could do it safely. So we ran a socially distanced version of the Pantry on Fridays, but we realised that many of our members were vulnerable and wouldn't be able to come so we started doing deliveries as well. For a lot of people they weren't really seeing anyone else in the week so having that little bit of interaction was so important. We had to do things at a distance of course, but I'd clown around a bit and we'd have a laugh. It really helped people to relax and feel safe and connected."

In the initial six weeks of lockdown,

the amount of people served by the Pantry nearly tripled. "On average we were reaching about 350 families a week," says Billy, "we froze our permanent member list but we've registered a lot of temporary members, and for the time being we've waived the fee for everyone. We just put a blanket around the community to try to shield them from this. And we couldn't have done it without FareShare. They very quickly picked up that we were there now to support the whole of Leven, not just our members. Our FareShare Centre in Dundee were just amazing and we were really able to help each other in getting all this food out. We've probably delivered 8,000 to 9,000 food parcels over the past several months."

The Pantry is looking to keep building as they look forward to the future. "I have to say I'm quite positive about the future," affirms Billy "A lot of the people we work with are what we call hard to reach, they don't tend to surface and ask for help until there's really a dire need. So our food has helped us create relationships with people that we're going to build on. If someone is experiencing food insecurity, it doesn't happen in isolation. Through food we've created a space where people can be respected and listened to, and where we can have these conversations about what else is going on with them."

How the UK food industry supported FareShare through the pandemic

The food partners that FareShare is proud to work with have gone far beyond the provision of surplus food during the pandemic. They also provided essential funding and other support to help FareShare scale up to manage the huge increase in food volumes supplied to FareShare.

We are very grateful to those food partners who responded to the pandemic by donating food as well as their surpluses.

They also provided funding, logistical space and expertise, as well as focusing their marketing campaigns to support our cause. The awareness of food poverty by the general public has increased massively during the pandemic. Our partnerships with the food retailers were a key to this, especially with the prominence they gave us in advertising campaigns throughout the year.

We are truly thankful to those

food partners, both retailers and producers, who found the time and motivation to support FareShare whilst battling with the implications of the pandemic on their own organisations.

The following are just a small selection of case studies of the support we received from our major food partners.





Tesco support of FareShare shows that every little helps

In a year like no other, we are so thankful to Tesco for all of the support they have given FareShare in 2020.

As the lockdown began, Tesco announced a £15 million package of food to FareShare, Trussell Trust and independent food banks – a donation which resulted in the equivalent of 4.5 million meals being received into the FareShare network.

In October, Tesco also announced a further £4 million of support for FareShare. The generous donation has so far been used to purchase high quality cheese and meats, with a mixture of ambient food, and we will continue to purchase further food in the New Year.

To further support FareShare, Tesco ran an extra food collection

in August 2020, in addition to its annual Christmas collection. With the challenge of Covid-safe measures in place and to ensure the safety of customers and Tesco colleagues in store, there were no volunteers at either collection this year meaning we had to look at alternative ways to increase awareness and encourage customer donations.

Generous Tesco customers donated the equivalent of 675,000 meals to FareShare and items such as tinned meat and fish, tea bags and coffee, long-life milk and pasta have been welcomed into our warehouses. The food generated by the Tesco Food Collection is highly valued by the FareShare network as it allows them to offer varied and high quality ambient food to charities and community groups helping to feed people in need.

For the first time ever, Tesco also provided its customers with the option to send Clubcard points to FareShare and over £30,000 has been donated so far through this function. This option to donate was due to finish at the end of 2020 but, as this donation function has proven popular, Tesco has extended the duration of this indefinitely.

Through FareShare Go, Tesco has also provided the equivalent of more than 60 million surplus meals to charities and community groups across the UK. Every Tesco store in the UK participates in the scheme and each month more than 1.5 million meals of food is collected by organisations helping to feed the most vulnerable people in their communities.



Waitrose and John Lewis Partnership Give a Little Love campaign raises £3m

John Lewis and Waitrose raised more than £3m for FareShare, Home-Start, and other local charities, through its Give a Little Love campaign.

"We are thrilled to have been able to make such a difference. As the impact of this cruel pandemic is felt more deeply across society, we know that now is not the time to take our foot off the pedal. We are hard at work with FareShare to see how we can even further supply food to those who are going hungry." James Bailey, Executive Director of Waitrose.

Partners, customers and communities all came together to support the campaign, aimed at supporting families across the UK affected by the pandemic with a raft of initiatives designed to provide nutrition, warmth and

comfort for the vulnerable over the third lockdown and beyond.

The funding has helped FareShare assist charities and community organisations, with the delivery of the equivalent of more than four million meals. FareShare also saw an additional 3,000 volunteer registrations, up 364% from 2019, and the website saw a 255% increase in visits when the Give A Little Love campaign began.

The John Lewis Partnership has pledged to extend its support, pooling the expertise and passion of Partners, resources, networks and time to meet the specific needs of the most vulnerable in society, backed with a further donation of £2m to both charities.

Although the Christmas campaign finished at the end of December,

the charities have confirmed that the need to support vulnerable families has never been greater. FareShare estimated that during the initial two months of the first lockdown, eight million people experienced food insecurity, while Home-Start said they continue to see families facing isolation and struggling to provide basic needs such as heating and clothing.

Pippa Wicks, Executive Director of John Lewis, said: "The aim of our Christmas campaign was to harness the spirit of kindness we saw in the first lockdown and there's no doubt that we achieved this. But families in need are facing a whole new set of pressures. Although Christmas is traditionally the time for giving, we believe we need to continue this spirit of kindness into the New Year."



Thank you Co-op, for helping us get more food to those in need

At the start of the coronavirus crisis, Co-op got behind FareShare to help those facing hunger – not only donating £1.5 million worth of food to help create food parcels, but pulling its own Easter TV advertising campaign and donating the airtime (worth £2.5m) to raise money for FareShare's emergency coronavirus appeal.

The campaign allowed customers to donate in Co-op stores and via text and even through their Co-op membership by donating their 5%.

This has meant they have supported FareShare in delivering over 2.7m meals to those in need.

Jo Whitfield, CEO, Co-op, said: "In these times of national crisis, foodbanks are a lifeline for those who rely on the donations to feed their families. Demand for foodbank services has already gone up in the past couple of months, and this is only set to grow as the number of people who unexpectedly find themselves without a regular or reduced income, increases."

"Every day we are seeing outstanding acts of kindness as communities pull together to support those who are struggling, and our amazing Co-op members and customers tell us they want to help to support their communities and do right by those in greatest need."



Asda diverts 5 million meals to local charities through FareShare Go in-store surplus scheme

Asda has donated five million surplus meals from stores to charities via FareShare Go, giving vital support to local charities and community organisations across the country.

Thanks to its partnership with FareShare, over the past three years the supermarket has donated much-needed quality, in-date produce, often including bread, bakery items, fruit, vegetables and eggs. These products can no longer be sold in store due to shorter sell-by dates.

With help from Asda colleagues and FareShare, charities and community groups can receive up to five collections a week from Asda supermarkets, superstores and supercentres across the country.

The scheme is part of the supermarket's Fight Hunger Create Change programme and has been rolled out to all of its stores and depots able to donate surplus food.

This rollout has meant that the supermarket has donated 3m meals this year alone.

Karen Todd, Senior Manager for Asda's Zero Waste, said: "We are extremely proud to have helped so many people through the back of store donation scheme and I am thankful to every store and depot whose hard work has made a big difference. The amount of food donated to charity through our back of store donation programme has increased by 58% over the past year and has helped us as a company donate over 18 million meals since the start of the partnership."

Lindsay Boswell, Chief Executive at FareShare, said: "We're incredibly grateful to Asda for their continued efforts in redistributing surplus food that has become available in their stores – especially during what has been such a tough time for so many. The Covid-19 pandemic has put a massive strain

on a lot of charities and community organisations, because they are facing increased demand as more people struggle to make ends meet.

"Being able to source good to eat, free surplus food from retailers through FareShare Go provides thousands of vulnerable people with much needed food that they otherwise wouldn't have access to."

Asda has also donated £23 million across two years to FareShare and the Trussell Trust, a leading food bank network, to help create long-term positive change to poverty in the UK.

The donation has already helped expand FareShare's food distribution network and allowed the charity to accept donations of fresh produce so they can help more people in need. It has also enabled the Trussell Trust to fund additional services, such as debt and benefit advisors, for recipients of its emergency food parcels.



How Sainsbury's helped us through the pandemic and Brightened a Million Christmases

Sainsbury's Help Brighten a Million Christmases campaign provided vital support to those who needed it most in the run up to the festive season of 2020, through a donation of £1.8 million.

This was on top of the already extraordinary £3 million donation provided by Sainsbury's at the outset of the pandemic. This donation was used to support the logistical operation to redistribute the enormous amounts of food that FareShare was purchasing with the DEFRA grant, and generously donated by Tesco and Co-op throughout the year.

The generous support from Sainsbury's and their customers in the run up to Christmas 2020 helped FareShare and its charity partners to provide over 10.5 million meals during the winter to vulnerable families and also supported local charities and community groups across the UK with resilience grants, bringing some much needed hope for the future at such an uncertain time.

"There's a retirement home next door and the week before Christmas we were able to deliver them everything for an afternoon tea, all the cakes and sandwiches

we'd gotten from FareShare. A lot of the older people don't get much social interaction in a week and they really appreciate a bit of variety."

"We were able to give a little extra to families who we knew were struggling, it can be a difficult time of year. And then the day before Christmas Eve our FareShare warehouse said they had a bunch of turkeys in, so we sent a van down straightaway." Heather, from Tremorfa Community Pantry, Cardiff

We are hugely grateful for their support for all of the people FareShare's network serves, many of whom were really struggling with the health, social and economic impacts of the pandemic.

"Thanks to the £1.8million raised during the Sainsbury's "Help Brighten a Million Christmases" campaign with their kind customers, we were able to provide financial support to our network of charities, unlock more surplus food from food partners with our Surplus with Purpose fund and grow the capacity of our regional warehouses.

We thank Sainsbury's and their customers, for helping us work

towards our mission of ensuring no good food goes to waste and providing the much-needed support for millions of vulnerable people across the UK." Lindsay Boswell, FareShare CEO

In total, the Brighten a Million Christmases campaign supported FareShare to;

- Obtain good to eat food which would have otherwise gone to waste, and transport it to where it was needed most
- Store and transport the purchased stock from the Government's 2020 Winter Support Package, funded by DEFRA
- Help our Regional Centres to deliver food to the communities they support locally
- Create the Community Resilience Fund, supporting members of the FareShare network to provide essential services in their communities

Our partnership with Sainsbury's continues into 2021, and we are delighted that the communities we support continue to be helped by the generosity of Sainsbury's and its customers.

Plans for the future

After a year of emergency response, we are clear that our focus is to divert a lot more surplus food to the front-line organisations that we support. Retaining the focus of using an environmental problem to drive social change remains our passion.

Demand for our services will remain challengingly high. There is a large body of evidence that our food is going to be needed more than ever to support charities and community groups that provide a safety net for increased numbers of the vulnerable as the country emerges from the pandemic. We are expecting many of the charities and community groups that had to cease their services to start up again so demand for food will only grow.

Our aim is to more than double the volume of surplus food we make available over the next few years. We will need to make further investment in the people, processes, transport, logistics and infrastructure to deliver this growth. We also need to ensure that we can sustain our operations at this much higher level over the coming years.

We are investing substantially in our ability to secure more food, to handle these increased food volumes in more efficient and effective ways as well as to strengthen our income generation, especially our pool of regular individual donors.

To support this ambition, we start 2021/22 with reserves of £28m which resulted from the strength of the support we received in the financial year. £5.8m of this is restricted and we will carefully commit the remaining unrestricted funds over the next few years

to build and deliver the capacity needed for this increased impact as well as secure our sustainability. We aim to:

- Secure higher volumes of food aiming for a more than doubling of the surplus food we delivered this financial year. Up to £14m of the unrestricted reserves will be used over the next few years. This will support us in accessing the increase in food volumes and the investment needed in transport, logistics and operational processes.
- A fund of £2m will be made available to our Network partners to invest in increasing their capacity.
- An investment in our fundraising capability with an emphasis on building our income from individual donations. We see this as a key to providing long term financial sustainability for our operations.
- To secure the financial stability of the organisation, the trustees consider it prudent to create an appropriate free reserve which is based on our risk analysis for the charity. The policy is detailed on page 36 of these accounts and show that a free reserve of £5.1m is required at the financial year end.
- Through these investments, at the end of a three-year period, our aim is to have the food, staffing, infrastructure and income needed to sustainably maintain that level of activity in subsequent years.



We would like to take this opportunity to recognise and thank all of our corporate, trust and grant and individual supporters.

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We would also like to thank those supporters not listed here, those who wish to remain anonymous, those who support us through regular giving, and those who have fundraised in support of our work.



Financial review

The total reserves of the charity grew to £27.7m as at 31/3/21 (2020 - £5.7m) with unrestricted reserves at £21.9m (2020 - £1.7m) and restricted reserves at £5.8m (2020 - £4.0m). This increase was due to the significant increase in funding from all sources that started in March 2020 when the coronavirus pandemic took hold and continued throughout the financial year.

Net income rose to £21.9m in the year to 31/3/21 (2020 - £1.8m) with £20.2m being unrestricted (2020 -

£0.2m) and £1.7m restricted (2020 - £1.6m).

The rise in income that occurred during the year, the majority of which was unrestricted in nature, was faster than the capacity of the organisation to immediately apply to its charitable objectives. The trustees and management have planned to utilise these reserves over the next three financial years to increase the volume of food that the charity can source and redistribute, to increase the income generating capability of

the organisation to ensure higher volumes can be maintained, to continue the process of strengthening the charity's network and to ensure that an adequate reserves base is maintained.

Financial Review continued

Income

Total income this year of £72.1m increased from £16.1m in previous financial year. The unrestricted income in the year was £23.6m (2020 - £3.6m) and restricted income was £48.4m (2020 - £12.5m).

The sources of income were as follows:

	Total Income	
	2021 £'000	2020 £'000
Donations	14,223	3,985
Major Grants Income		
Asda	-	4,057
TNLCF	1,640	1,496
The Walmart Foundation	1,031	312
Other Restricted Income		
UK Government - DEFRA Food Purchase	26,555	-
UK Government - DEFRA Surplus with Purpose	1,010	729
Scottish Government	2,511	-
FareShare Go	1,471	1,871
Total Restricted	48,442	12,450
Donations	22,263	2,577
Commercial and Trading	422	211
Charity Partner and Other Fees	932	834
Investment Income	9	11
Total unrestricted	23,626	3,633
TOTAL	72,068	16,083

Financial Review continued

Restricted Income

Restricted donations was significantly ahead at £48.4m (2020 - £12.5m).

Major Grant Income at £2.7m was £3.2m lower than in the year to 31 March 2020 as the major Asda grant income was fully recognised in previous financial years.

Income from The National Lottery Community Fund ("TNCLF") was in line with prior years at £1.6m, with income recognised in line with expenditure which is scheduled to be fully spent by the end of the first half of the financial year to 31 March 2022. The Walmart grant income is also recognised in line with expenditure and was fully spent in this financial year.

Corporate donations, excluding income from the Asda and Walmart major grants, were £9.7m compared to £0.7m in the previous financial year, with significant donations received throughout the financial year from both existing and new donors.

Donations from Trusts, excluding the TNCLF income, also increased significantly to £4.2m from £1.8m recognised in the year to 31 March 2020.

The income from the UK government mainly comprised grants to purchase food to alleviate the immediate effects of the pandemic on families. The major grants from DEFRA for £26.6m

was fully expensed in the year and we met all the requirements for the spending of this grant to deliver value for money for the taxpayer. The funding received from the Scottish Government covered food and other essential personal products for distribution through the FareShare network in Scotland.

Unrestricted Income

Total unrestricted donated income rose to £22.3m in the year from £2.6m as generous donors, existing and new, responded to the pandemic across all forms. Corporate donations rose to £10.5m in the year (2020 - £1.6m) and included significant donations from corporates of all sizes. Trust income grew to £5.0m in the year from £0.7m in the prior year with existing donors increasing the funding available and many new trusts and foundations supporting the charity. Finally, individual giving, both regular and one-off, reached £6.8m (2020 - £0.3m) as many thousands of new donors supported the charity due to the higher level of media coverage and high-profile supporters raising public awareness of the importance of our work.

Financial Review continued

Expenditure

Total expenditure on charitable activities of £49.3m increased from £13.7m in the previous financial year. Of this total, £30.0m from the UK and Scottish Governments grants was spent on purchasing food and Surplus with Purpose. The underlying spend on charitable activities was £19.3m, a rise of £5.7m from the year to 31 March 2020. The expenditure on charitable activities also included continued investment into building capacity, including food handling, from the major grants.

The expenditure on raising funds was £0.8m (2020 - £0.7m).

The total spent on support costs was £2.5m (2020 - £1.5m) which was 12% (2020 - 10%) of FareShare's expenditure, excluding the costs for major food purchases. The increase in support costs this year includes costs for systems development and the professional costs and asset write-offs relating to the restructuring of regional centres.

Restricted expenditure of £6.3m (2020 - £5.0m) included expenditure funded by the major projects: Asda, TNLCF, Walmart, the Julia and Hans Rausing Trust and DEFRA Surplus with Purpose. Additionally, expenditure of £29.1m is included in Restricted Expenditure relating to the major UK and Scottish Government purchasing programmes.

Staff costs increased by 11% to £5.9m (2020 - £5.4m) as the charity increased its capacity to manage the demands of the significantly higher level of activity required during the year and the continued investment made in our people and organisation supported by Asda, TNLCF and many others. The cost of running the Regional Centres directly managed by FareShare increased marginally to £3.0m (2020 - £2.9m) with the costs of increase activity levels this year offset by the disposal of the West Midlands operation at the beginning of this financial year and the London operation during the year. FareShare Go direct costs decreased to £1.5m from £1.8m due mainly to reduced staff travel and other expense levels.

Cash flow and reserves

Cash generated from operating activities was £22.1m (2020 - £1.8m).

Cash at bank and in hand increased significantly during the year to £29.3m (2020 - £7.8m) and mainly reflected the significant increase in cash generated from operational activities. Debtors increased by £1.8m due to higher accrued income. Higher creditors at year end reflected amounts due to the large DEFRA contract.

Unrestricted cash of £21.6m (2020 £1.2m) represented 74% (2020 16%) of the cash at bank and in hand and restricted cash increased from £6.6m in previous the financial year to £7.7m this year. Within the restricted cash total, £1.3m relates to the major multi-year grants from Asda, TNLCF and Walmart which were funded in advance.

Reserves

FareShare has a risk-based reserves policy to protect the operational requirements of the charity from any short-term disruptions which will ensure that our network partners can continue to operate for the duration of a disruption. The FareShare network supports over 10,000 charities and community groups providing food to in excess of one million individuals. If FareShare were suddenly unable to operate, the repercussions on our partners would be severe and cause serious problems for the vulnerable and disadvantaged people whom they help.

The reserves policy seeks to mitigate specifically identified risks, and the estimated related financial exposure that could arise from the risk crystallising. The risks primarily include a shortfall in our fundraising compared to expectation in the next financial year and the average costs that could arise if up to two average network partners were to have significant financial difficulties. In addition, there is a need to maintain an adequate level of working capital at all times within the organisation. Based on this approach, the reserves level is estimated by the trustees at £5.1m at this financial year end. The trustees do not consider that there is a need to hold a specific reserve against the risk of further significant disruption from Covid-19 in the coming year.

The general reserve in unrestricted funds was £21.9m at the financial year end. The trustees have determined that the unrestricted funds in excess of £5.1m will be carefully invested in building the capacity of the organisation as detailed in the Plans for the Future section of this report.

Financial Review continued

Going Concern

In continuing to adopt the going concern basis the Trustees assessed the viability of the charity over a three-year period which includes the budget for the next financial year and our best estimates for the two years thereafter. Uncertainty regarding the impact of Covid-19 in the coming years remains but the reserves policy adopted by the Trustees takes into account our financial risk exposure. On the basis of our forecasts and the charity's available resources the Trustees consider that the charity has sufficient resources to continue for the foreseeable future and therefore continues to adopt the going concern basis in preparing these Financial Statements.



Risk Management

FareShare operates a structured approach to risk management which includes policies and procedures to mitigate those risks identified and maintains a risk register. The Trustees are responsible for risk management with regular review of the financial risks by the finance sub-committee and oversight of all risks by the board.

Two of the main risks identified in 2020 concerning Cash Flow and Expansion by Major Grants are no longer considered as key risks. Cash flow has significantly improved in the year with sufficient funds to continue operations in place. The expansion afforded by the Major Grants has been largely achieved and the on-going costs involved in maintaining these activities can be met from current reserves and projected income streams. Additionally, the risk entitled Operations is now included in Health and Safety.

Our main risk categories are as follows:

- Health and safety
- Food Safety Compliance
- Securing sufficient surplus food to meet demand
- Income generation
- Loss of key staff

During the year the Trustees determined that the following risks were more of a priority:

- Network Financial Resilience
- IS Security and GDPR Compliance
- Organisation Reputation
- Safeguarding

Health and safety

We operate busy warehouses with potentially hazardous equipment such as forklift trucks and walk-in freezers. Our sites have increased their levels of activity significantly as food volumes have increased during the last year. Covid related risk was ever present. We also have both office-based and field-based employees across the UK as well as a stream on new volunteers coming to work at our sites.

Mitigation: FareShare has implemented a strong training, reporting and action culture for all managers, with executive management exercising oversight. We maintain an up-to-date health and safety manual and we ensure that it is consistently communicated through training and induction programmes. We have a dedicated volunteer management team and volunteer activities are only allowed where insurance cover is in place. In response to the Covid pandemic, all government guidance was followed, with all staff being able to access appropriate PPE at all times. Our warehouses remained fully operational throughout the pandemic. To underline the importance of health and safety, the Board starts every meeting with a review of performance in this area.

Food Safety Compliance

Food safety is our priority. Food redistribution is the essence of what we do. Food safety, its traceability and overall handling is at the core of both our mission and our reputation.

Mitigation: We have built a customised system which allows us to track all food providing full traceability. Our policies and procedures enable us to maintain the highest standards and we constantly review our food safety systems. We have built strong working relationships with the food regulatory authorities, in particular the Food Standards Agency and the Department for Health.

Securing surplus food for charitable purposes

The demand for food from our end users continues to grow significantly and the capacity of our network to handle large volumes has been significantly increased. However, the risk is that we cannot keep up with demand.

Mitigation: We have invested heavily in strengthening our food acquisition capability and are planning to further increase this investment in the current financial year. We also continue to strengthen our position with the food industry as the primary social impact partner for their surplus food. We continue to keep attracting funding from donors and the UK governments and invest from our reserves in this area which is our number one priority.

Risk Management continued

Income generation

We rely on charitable donations to provide the funds for our operations. This year we have benefited from the large and generous contributions made by existing donors and many new donors. This influx of funds gives the charity medium-term financial security but, in the long-term, the ability to raise adequate funds each year to cover the costs of our operations and will determine the level of surplus food that can be re-distributed. The costs involved in sourcing food and the logistics and transport costs are significant. Donations are planned to be a large proportion of our income in future years and can be difficult to predict.

Mitigation: We have invested in strengthening our fundraising capacity this financial year and intend to further increase this investment in the coming year. We are expanding the sources and types of donations we seek with a focus on expanding individual giving. The risk of income volatility is mainly mitigated by our reserves policy that allows for a potential shortfall in fundraising income and, to a lesser extent, having an earned income stream. The Finance Committee and the trustees constantly review forecasts to ensure that we adjust our expenditure to reflect any changes in projected income.

Loss of Key Staff

FareShare has a small management team, and the loss of any key individual could be significant.

Mitigation: The organisation has continued to develop and strengthen a collective management culture which reduces reliance on an individual. There is a full executive director team representing all activities supported by departmental heads. The rise in public awareness in FareShare has assisted in attracting a strong candidate pool when vacancies occur. The development of staff is a major component of the organisation's revised strategy.

Network Financial Resilience

The charity relies significantly on a network of regional partners to ensure that food reaches the end user charities. These network regional partners are either focused solely on FareShare activities or are part of a larger charity, but they are independent of FareShare itself. Consequently, there is a risk in some of these partners of financial failure caused by either a cash flow issue or reduced income, either earned or fundraised. If a partner were to fail, or withdraw from being part of the network, then there would either be a gap in regional food distribution or FareShare would need to take over the service whilst a new partner is found. In these circumstances, there is likely to be a net cost to FareShare.

Mitigation: The financial sustainability is monitored on a periodic basis by FareShare UK and, the most recent review, has shown that the majority are trading in surplus and have adequate reserves. The reserves required in FareShare UK include the estimated costs should two regional partners cease providing the current service.

Risk Management continued

IS Security and GDPR Compliance

The charity is increasingly managing data on a large scale and is dependent on third parties to manage data security. The organisation runs a number of independent systems that have their own in-built security features but these need to be constantly maintained and updated. As the organisation grows we need to ensure that we develop the appropriate process to protect the sensitive data held by us.

Mitigation: With respect to compliance with GDPR regulations, there has been an organisation wide project to ensure compliance with regulations. With respect to cyber security, we are prioritising strengthening this area.

Organisation Reputation

The organisation's media profile has significantly increased during the last financial year and so the scale of any damage to our reputation has increased. Trust with the public, donors, food partners and governments is paramount.

Mitigation: The board of trustees and the senior leadership team are focused on ensuring that the appropriate policies and procedures are in place and are followed throughout the organisation.

Safeguarding

We have a number of young and vulnerable adults across our organisation. We have a diverse volunteer workforce and we deliver food to schools and youth organisations.

Mitigation: The organisation has invested in training through a new Learning Management System which will require all staff to undergo additional safeguarding training to build on that previously required. All volunteers and staff have the ability to use a well-publicised process for complaints and whistleblowing.



S172(1) Statement

FareShare's trustees consider that they have complied with their duties in regard to Section 172 of Companies Act 2006 by promoting the charity's success in achieving its charitable purpose.

Long term consequences of decisions

Specifically, the Trustees, working closely with the Senior Leadership Team, have supported the charity to review and update the organisation's strategy ensuring that the significant influx of funds that has arisen during the financial year is used to increase the size of the core mission of the charity and to provide the capacity and infrastructure to secure its ability to continue to increase the charity's impact. The key objective of the renewed strategy is to target significant growth in the volume of food re-distributed through the FareShare network in the three years to March 2024 that will have a direct beneficial environmental impact in avoiding food waste and a social impact as more communities in need are reached.

Additionally, the Trustees have continued to promote the interests of the employees by encouraging the establishment of a learning culture through the introduction of Learning Management System launched early in 21/22 and have continued to ensure that all staff are paid at least the Real Living Wage.

Employee Engagement

Communication with staff is regarded as an important priority within the organisation. During the year, significant emphasis was placed on revising the approach

to internal communications with assistance of seconded staff from the Golden Jubilee Trust. This has resulted in a weekly all staff briefing that covers all major important issues and the establishment of a permanent staff member dedicated to internal communications.

Staff are periodically surveyed on matters of importance with consultations taking place on Equality and Diversity, Safety and Wellbeing and the effectiveness of Internal Communications during the year. Importantly, during the on-going Covid pandemic when mental health issues have risen in all areas of society, the Safety and Wellbeing survey indicated that 96% of staff felt supported by the organisation. During 21/22 a staff engagement survey will be undertaken.

The organisation runs a number of Working Groups that review policy and advise management including a group focused on the organisation's Culture and Values.

Staff have been involved in the recent activities to review the organisation's future strategy and the main findings of this activity have been discussed with all staff.

Stakeholder Engagement

The relationships held by FareShare are the backbone of the organisation's history and future and are embedded in all our work at both a regional and national level. Among these important business relationships are those with the retail industry, the distribution and logistics industry and the food companies which are key to increasing food

volumes. Relationships with these stakeholders are maintained through senior management and dedicated Account Managers. Our relationships with all income donors whether corporate, trusts and foundations or individuals are also vital to the success of the organisation and there is on-going significant investment in the fundraising team to ensure that the highly increased number of donors can be kept informed of the impact that their support makes. The organisation has increased its relationships with national governments throughout the UK as a national organisation as evidenced by the trust shown in the awarding of several major grants to purchase and distribute food by governments during the financial year.

The other key ties are with our Network Partners, who are charities that run the majority of the FareShare regional centres. They ensure that the food that FareShare sources is distributed to the many thousands of local charities and community groups who in turn connect with the individual beneficiaries of this food. There is a regular dialogue with all Network Partners through the team of Network Development Managers employed by FareShare and regular meetings with trustee and senior manager representatives of FareShare and the partners.



Structure, governance & management

Company Directors and Trustees

John Bason, *Chair*
 Paola Bergamaschi, *Completed term of office August 2020*
 Vince Craig
 Lucy Danger, *Completed term of office October 2020*
 Christèle Delbé
 Adam Eisenstadt
 Damien Harte, *Deceased September 2020*
 John Hinton
 Andrew Hood
 Stephen Robinson
 Helen Sisson
 Tony Sykes*
 Angela Yotov
 Richard King**, *Appointed January 2021*
 Alicia Reyes Revuelta*, *Appointed January 2021*
 Juergen Pinker* *Appointed December 2020*

*Member of the Finance Sub-Committee

**Chair of Finance Sub-Committee

Company Secretary

Jerome Walls, *Appointed November 2020*

Senior Leadership Team

Chief Executive - Lindsay Boswell CBE

Director of Network and Operations - Kris Gibbon-Walsh
 (appointed December 2020)

Director of Finance and Resources - Jerome Walls
 (appointed November 2020)

Commercial Director - Alyson Walsh

The Senior Leadership Team is responsible for the implementation of the strategy, day-to-day operational management and leadership of the organisation. The Senior Leadership Team attends board and finance sub-committee meetings to brief the trustees.

Registered Office

Unit 7, Deptford Trading Estate
 Blackhorse Road, Deptford
 London SE8 5HY

Bankers

Charities Aid Foundation
 25 Kings Hill Avenue
 Kings Hill, West Malling
 Kent ME19 4TA

Co-operative Bank plc
 9 Prescott Street
 London E1 8BE

Lloyds Bank plc
 25 Gresham Street
 London EC2V 7HN

External Auditors

PKF Littlejohn LLP
 15 Westferry Circus
 Canary Wharf
 London E14 4HD

Solicitors

Bates Wells
 10 Queen Street Place
 London EC4R 1BE

Company Registration Number

4837373

Charity Registration Number

1100051



Governing document and constitution

FareShare is a charitable company limited by guarantee (no. 4837373) and registered with the Charity Commission as a charity in England and Wales (no. 1100051). FareShare was incorporated in 2003 and is governed by its Memorandum and Articles of Association adopted on 31 January 2006.

The administrative details of the charitable company are detailed on page 42 for the year ended 31 March 2021.

Recruitment and appointment of Trustees

The trustees, who are also directors and members of the charitable company, are listed above. Each year, one-third of the trustees retire from office but may stand for re-election according to the procedures set out in the Memorandum and Articles of Association at the next Annual General Meeting.

Trustees are recruited with a range of skills and experience that is needed best to ensure sound governance and strong progress towards the charity's mission and aims. Newly appointed trustees receive an induction that includes making them aware of their legal responsibilities as well as FareShare's policies, decision-making processes, strategic plan and recent financial performance.

All trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 10 to the accounts.

Organisation

The trustees together constitute the Board that is FareShare's governing body. Due to the urgent requirements of the Covid pandemic in this financial year the trustees met more than the normal six meetings per annum, meeting every two weeks during the first lockdown. The trustees approve the strategic plan and annual budgets of the charity as well as overseeing policy.

The Finance Committee is a sub-committee of the Board of trustees and provides more detailed oversight on matters of finance and audit, financial risk and long-term sustainability.

The Senior Leadership Team, led by the Chief Executive, is responsible for implementing the strategy and for progressing towards agreed key aims and objectives.

Staff pay policy (including the senior management team)

Our approach to staff pay is designed to ensure we can attract and retain people with the experience and skills we need to achieve our mission and deliver our strategic goals. It is applied consistently across the organisation. We aim to pay competitively in the not-for-profit sector within the context of affordability. We therefore use external salary surveys and other tools to enable us to benchmark our salaries against other charities. The lowest rate of pay is at least the living wage set by the Living Wage Foundation.

Annual increases, if awarded are considered in April each year, taking into account the rate of inflation and organisational affordability. Annual increases are subject to approval by the Board of Trustees. This process is applied for all employees.

Governing document and constitution continued

FareShare 1st Limited

FareShare has a wholly owned trading subsidiary, FareShare 1st Limited, that has its own Board of Directors. The principal activity of FareShare 1st Limited is to undertake commercial activities on behalf of the Charity. The results of FareShare 1st Limited, which are set out in note 12 to the accounts, have been consolidated in these financial statements.

Trustees' responsibilities

The trustees are also directors of FareShare under company law.

The trustees are responsible for preparing financial statements for each financial year. Under that law the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards) and applicable law. Under company law, the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of its incoming resources and application

of resources, including the net income or expenditure for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently.
- observe the methods and principles of the Charities' SORP.
- make judgments and estimates that are reasonable and prudent.
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the Financial Statements.
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply

with the Companies Act 2006. The trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps to prevent and detect fraud and other irregularities.

Disclosure of information to auditors

In accordance with company law, each of the trustees confirms that to the best of his/her knowledge there is no information relevant to the audit of which the auditors are unaware. Each of the trustees also confirms that he/she has taken all necessary steps to ensure that he/she is aware of all relevant audit information and that this information has been communicated to the auditors.

Auditors

Our auditors, PKF Littlejohn LLP were re-appointed during the year and have expressed their willingness to continue in that capacity.

This report was approved by the Trustees 31 August 2021 and signed on their behalf by:



John Bason, Chair





Independent Auditor's report to the Members and Trustees of FareShare

Opinion

We have audited the financial statements of FareShare (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2021 which comprise the Consolidated Statement of Financial Activities, the Balance Sheets, the Consolidated Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 group's and the parent charitable company's affairs as of 31 March 2021, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended.
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice.
- have been prepared in accordance with the requirements of the Companies Act 2006

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 group and parent 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 group's or parent 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 other information comprises the information included in the report of the trustees, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the report of the trustees. Our opinion on the financial statements does not cover the other information we do not express any form of assurance conclusion thereon. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

Independent Auditor's report to the Members and Trustees of FareShare continued

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

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's 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' responsibility 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 group and parent charitable company 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 group and parent charitable company financial statements, the trustees are responsible for assessing the group and parent 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 group or the parent 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

We have been appointed auditor under the Companies Act 2006 and report in accordance with this Act and relevant regulations made or having effect thereunder.

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:

- We obtained an understanding of the group and parent charitable company and the sector in which they operate to identify laws and regulations that could reasonably be expected to have a direct effect on the financial statements. We obtained our understanding in this regard through discussions with management, industry research, application of cumulative audit knowledge and experience of the sector.

- We determined the principal laws and regulations relevant to the group and parent charitable company in this regard to be those arising from Companies Act 2006, Charities Act 2011, employee and tax legislation.
- We designed our audit procedures to ensure the audit team considered whether there were any indications of non-compliance by the group and parent charitable company with those laws and regulations. These procedures included, but were not limited to, enquiries of management and review of minutes.
- We also identified the risks of material misstatement of the financial statements due to fraud. We considered, in addition to the non-rebuttable presumption of a risk of fraud arising from management override of controls, that judgement was required with regards to the recognition of incoming resources and completeness of provisions.
- As in all of our audits, we addressed the risk of fraud arising from management override of controls by performing audit procedures which included but were not limited to: the testing of journals; reviewing accounting estimates for evidence of bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the

financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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. 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.



Alastair Duke,
(Senior Statutory Auditor)

For and on behalf of PKF Littlejohn LLP
Statutory Auditor

15 Westferry Circus
Canary Wharf
London E14 4HD

31 August 2021

PKF Littlejohn LLP is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006



Consolidated statement of financial activities

For the year ended 31 March 2021 (incorporating an income and expenditure account)

	Note	Unrestricted Funds 2021 £'000	Restricted Funds 2021 £'000	Total Funds 2021 £'000	Unrestricted Funds 2020 £'000	Restricted Funds 2020 £'000	Total Funds 2020 £'000
INCOME							
Income from generated funds							
Donations	1	22,263	46,971	69,234	2,577	10,579	13,156
Other trading activities	2	157	-	157	187	-	187
Commercial trading income	12	265	-	265	24	-	24
Income from investments	3	9	-	9	12	-	12
		22,694	46,971	69,665	2,800	10,579	13,379
Income from charitable activities	5	932	1,471	2,403	834	1,871	2,705
TOTAL INCOME		23,626	48,442	72,068	3,634	12,450	16,084
EXPENDITURE							
	7, 8						
Expenditure on raising funds		816	-	816	665	-	665
Expenditure on charitable activities		2,934	46,407	49,341	3,032	10,622	13,654
TOTAL EXPENDITURE		3,750	46,407	50,157	3,697	10,622	14,319
NET INCOME		19,876	2,035	21,911	(63)	1,828	1,765
Transfer between funds	20, 21	303	(303)	-	274	(274)	-
NET MOVEMENT IN FUNDS		20,179	1,732	21,911	211	1,554	1,765
Balance at beginning of year		1,703	4,036	5,739	1,492	2,482	3,974
Balance at end of year	20, 21	21,882	5,768	27,650	1,703	4,036	5,739

The Group has no gains or losses other than those shown above.

On 10 November 2020 FareShare completed a disposal of the FareShare London operation which was acquired at nil consideration by The Felix Project, who are now FareShare's delivery partner in London and an independent charity. The income and costs of the London regional centre up to 10 November 2020 are included above and have not been split out separately on the SoFA due to materiality. For further detail see notes 1 and 7.

The FareShare West Midlands operation was disposed of through a merger with FareShare Midlands, FareShare's delivery partner in the Midlands on 1 April 2020. Any costs subsequent to that date were minimal and have been recharged to FareShare Midlands so have a nil impact on the result for the year.

The Accounting Policies and notes on pages 50 to 64 form part of these financial statements.



Balance sheets

At 31 March 2021

		Group		Company	
	Note	2021 £'000	2020 £'000	2021 £'000	2020 £'000
FIXED ASSETS					
Tangible fixed assets	13	799	587	799	587
Investment	14	-	-	-	-
		799	587	799	587
CURRENT ASSETS					
Debtors	15	4,355	2,598	4,323	2,586
Cash at bank and in hand		29,331	7,830	28,968	7,823
		33,686	10,428	33,291	10,409
CREDITORS: Amounts falling due within one year	16	(6,435)	(5,011)	(6,304)	(4,992)
NET CURRENT ASSETS					
		27,251	5,417	26,987	5,417
CREDITORS:: Amounts Falling due after one year	18	(400)	(265)	(400)	(265)
NET ASSETS					
		27,650	5,739	27,386	5,739
RESERVES					
Unrestricted Funds					
General	20	21,882	1,138	21,618	1,138
Designated	20	-	565	-	565
Restricted Funds	21	5,768	4,036	5,768	4,036
NET ASSETS					
		27,650	5,739	27,386	5,739

These financial statements were approved and authorised for issue by the Board of Trustees on 31 August 2021, and signed on their behalf by:



John Bason, Chair



Richard King, Director

The Accounting Policies and notes on pages 65 to 79 form part of these financial statements.

Registered company number: 04837373



Consolidated cashflow statement

For the year ended 31 March 2021

	Total Funds 2021 £'000	Total Funds 2020 £'000
CASHFLOWS FROM OPERATING ACTIVITIES		
Net cash provided by operating activities (see reconciliation below)	22,085	1,768
CASHFLOWS FROM INVESTING ACTIVITIES		
Purchase of property, plant and equipment	(584)	(308)
CHANGE IN CASH AND CASH EQUIVALENTS IN THE YEAR	21,501	1,460
CASH AND CASH EQUIVALENTS		
At beginning of year	7,830	6,370
At end of year	29,331	7,830
	2021 £	2020 £
RECONCILIATION OF NET INCOME TO NET CASHFLOW FROM OPERATING ACTIVITIES		
Net (expenditure) / income for the reporting period (as per the statement of financial activities)	21,911	1,765
Adjustments for:		
Depreciation charges	277	202
Loss on disposal of fixed assets	95	-
Increase / (decrease) in provisions	94	-
(Increase) / decrease in debtors	(1,757)	(1,247)
Increase / (decrease) in creditors	1,465	1,048
	22,085	1,768

The Accounting Policies and notes on pages 65 to 79 form part of these financial statements.



Accounting policies

Year ended 31 March 2021

Basis of accounting and consolidation

FareShare is a charitable company limited by guarantee in the United Kingdom. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is given in the charity information on page 42 of these financial statements. The nature of the charity's operations and principal activities are detailed in the Report of the Trustees on pages 8 to 44.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements are of the Charity and its subsidiary trading company, FareShare 1st Limited. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Practice as it applies from 1 January 2019.

The consolidated financial statements incorporate the results of FareShare and its wholly owned subsidiary FareShare 1st. No separate Statement of Financial Activities or Cashflow Statement has been prepared for FareShare as permitted by section 408 of the Companies Act 2006 and FRS102 Section 1.12(b) respectively.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are prepared in sterling which is the functional currency of the charity and rounded to the nearest £'000. The significant accounting policies applied in the preparation of these financial statements are set out below.

These policies have been consistently applied to all years presented unless otherwise stated. The accounting policies adopted are the same for the Company and for the Group.

Incoming resources and resources expended

All income and expenditure has been accounted for on an accrual basis.

Donated income is recognised in the period in which entitlement is established, when economic benefit is probable and can be measured reliably.

Charitable trading income, arising from contracts from services, is recognised when earned. Such income received in advance of entitlement is deferred to the Balance Sheet and released to the Statement of Financial Activities in future periods.

Costs of generating funds comprises the cost associated with attracting voluntary income, charitable expenditure comprising direct expenditure including staff costs, plus a proportion of costs that cannot be directly attributed (support costs). Support costs are

allocated to activity cost categories on a basis consistent with the use of resources.

Governance costs comprise the legal, auditing and other professional costs associated with the running and management of the Charity.

Taxation

As a registered Charity, the Company is generally exempt from Corporation Tax but not from Value Added Tax (VAT). The Company's subsidiary trading company is registered for VAT and is liable to corporation tax on trading profits not transferred under the Gift Aid arrangements.

Pension costs

The Charity operates a defined contribution group personal pension scheme for employees. The assets of the scheme are held separately from those of the Charity. The annual contributions payable are charged to the Statement of Financial Activities.

Funds

Unrestricted funds comprise those monies that may be used towards meeting the charitable objects of the Charity at the discretion of the Trustees. Restricted funds arise when donations are received for specific purposes or are subject to specific conditions imposed by the donor. Restricted funds are to be used for particular aspects of the objects of the Charity.

Accounting policies continued

Designated funds

Designated funds have been established by the Trustees to fund the cost of strategic initiatives which the trustees consider will contribute to the achievement of the Charity's objectives. The funds are not restricted and to the extent the funds are not required will be available to support the charity's day to day activities.

Fixed asset investment

The investment in the wholly owned subsidiary trading company is shown at cost.

Depreciation

Depreciation is charged on tangible fixed assets at rates calculated to write off the cost of the asset, less any residual value, evenly over its expected useful life:

Computer equipment and software - 3-7 years

Other assets - 3 years

Warehouse equipment - 3-7 years

Leasehold improvements - Over the life of the lease

Individual assets costing less than £500 are not capitalised and are treated as an expense.

Provisions

The full estimated cost of dilapidations is provided in respect of existing current lease obligations.

Lease and hire purchase contracts

Rentals under operating leases are charged to the Statement of Financial Activities as incurred.

Redundancy Costs

Where a demonstrable commitment is made to terminate employees before the end of the reporting period any termination benefit is charged to the Statement of Financial Activities and a liability is recognised for the best estimation of the cost at the reporting date.

Accounting Estimates and Key Judgements

In the process of applying the charity's accounting policies described in this note, judgements and estimates are made that have an effect on the reported amounts of assets, liabilities, revenue and expenses during the reporting period. Significant estimates made in the course of preparing the financial statements include the provision for debtors that may not be recoverable and the provision for dilapidations relating to our leased buildings.





Notes to the financial statements

Year ended 31 March 2021

1. DONATIONS

	Note	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds 2021 £'000	Total Funds 2020 £'000
Individuals and legacies		6,768	9	6,777	279
Trusts and foundations		4,991	5,791	10,782	3,974
Corporate		10,504	10,738	21,242	6,736
Statutory		-	30,433	30,433	2,167
		22,263	46,971	69,234	13,156

The above totals include £267,000 of donated income associated with the London operation that was disposed of on 10 November 2020 (2020: £281,000).

Statutory income includes £27,600,000 of income received from DEFRA (2020: £729,000) mainly being two grants to purchase and distribute food during the Covid 19 pandemic.

2. OTHER TRADING ACTIVITIES

Other trading income		157	-	157	187
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3. INCOME FROM INVESTMENTS

Bank interest receivable		9	-	9	12
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4. INTANGIBLE INCOME

The value of the food handled by FareShare has been incorporated into the notes to the accounts only. Further information is given in note 22.

5. INCOME FROM CHARITABLE ACTIVITIES

Community partner administration fee		832	-	832	823
Fees reclaimable from the movement of goods		100	-	100	11
Fees receivable for FareShare Go	11	-	1,471	1,471	1,871
		932	1,471	2,403	2,705

6. THE EFFECT OF MAJOR GRANTS ON TOTAL INCOME

Asda		-	-	-	4,425
TNLCF		-	1,640	1,640	1,496
Walmart Foundation		-	1,031	1,031	387
Defra		-	27,566	27,566	878
FareShare Go		-	1,471	1,471	1,871
Other		23,626	16,734	40,360	7,027
		23,626	48,442	72,068	16,084

Further commentary on these items is given in the report of the Trustees

Notes to the financial statements continued

Year ended 31 March 2021

7. EXPENDITURE

	Direct costs 2021 £'000	Support costs 2021 £'000	Total costs 2021 £'000	Total costs 2020 £'000
EXPENDITURE ON RAISING FUNDS	537	279	816	665
CHARITABLE ACTIVITIES				
Managed depots	2,431	552	2,983	2,875
National support	43,217	1,108	44,325	8,936
FareShare Go	1,460	573	2,033	1,843
	47,645	2,512	50,157	14,319

The above managed depots total includes £308,000 of cost associated with the London operation that was disposed of on 10 November 2020 (2020: 560,000).

National support expenditure includes a total of £29,100,000 spent on purchasing food for distribution to our network. This was primarily funded by two grants from DEFRA of a total value of £26,600,000 to cover food purchase, distribution costs and a small amount of project management costs, with a further £2,500,000 funded by the Scottish Government for food and other essentials as well as some lower value purchases funded by other donors. All food purchasing was fully funded by donated income recognised in the year.

8. ANALYSIS OF SUPPORT COSTS

	Staff costs £'000	Office costs £'000	Support costs £'000	Governance costs £'000	Total 2021 £'000	Total 2020 £'000
EXPENDITURE ON RAISING FUNDS	99	59	115	6	279	196
CHARITABLE ACTIVITIES						
Managed depots	196	116	227	13	552	544
National support	394	233	456	25	1,108	742
FareShare Go	234	138	186	15	573	50
	923	546	984	59	2,512	1,532

9. GOVERNANCE COSTS

	2021 £'000	2020 £'000
Accountancy fees – current year audit	20	11
Accountancy fees – other services	23	16
Legal and professional fees	-	19
Other governance costs	16	17
	59	63

10. STAFF AND TRUSTEE COSTS

No Trustees received any remuneration from FareShare during the year (2020: nil). Trustees' reimbursed expenses totalling £466 were incurred during the year (2020: £1,867). These expenses were incurred by two (2020: four) Trustees and related to travel and subsistence costs for attending Board meetings or other charity business, and a fee for a charity financial reporting update course. Trustee liability insurance cover was obtained as part of a professional indemnity policy. The insurer advised that approximately 40% of the policy premium, £8,542 (2020: £9,075) related to trustee liability cover.

Staff costs in the year were as follows:

	2021 £'000	2020 £'000
Salaries and wages	5,248	4,718
Social security costs	469	425
Pension contributions	186	171
Restructuring costs	-	23
Temporary staff costs	12	31
	5,915	5,368

Pension contributions includes £73,000 (2020: £48,000) allocated to restricted grants as funding for total staff costs including pension contributions was within the terms of these grants.

Average number of employees during the year

	2021 No.	2020 No.
Depot Operations – FareShare Managed	45	49
Depot Operations – National Support	48	36
FareShare Go	46	55
Fundraising and publicity	24	20
Administration	23	16
	186	176

Higher paid employees

The number of staff paid over £60,000 during the year was:

£60,000 – £70,000	2	3
£70,000 – £80,000	1	3
£80,000 – £90,000	-	-
£90,000 – £100,000	1	1

Key management personnel are the Senior Management Team, comprising in total 4 (2020: 4) persons. The total remuneration of the key management personnel was £360,000 (2020: £396,000).

Notes to the financial statements continued

Year ended 31 March 2021

11. FARESHARE GO

	Note	Total 2021 £'000	Total 2020 £'000
Invoiced based on budget		1,800	1,801
Income deferred	17	(775)	(447)
Released from deferred income		446	517
Amount recognised in year	5	1,471	1,871
Direct costs incurred	7	(1,461)	(1,793)
Fixed assets purchased	20	(1)	(20)
Contribution to core costs	7	(9)	(50)
Transfer (from) / to core		-	8

This note represents the total income and costs from three major retailer contracts during the year.

12. TRADING INCOME AND EXPENDITURE

FareShare has a wholly owned subsidiary, FareShare 1st Limited, which is a company limited by shares incorporated in England and Wales. The principal activity of FareShare 1st Limited is to undertake commercial activities on behalf of the Charity. FareShare 1st Limited is registered company no 05412034 and its registered office is Unit 7 Deptford Trading Estate, Blackhorse Road, London, SE8 5HY. FareShare First is consolidated into these group financial statements.

At 31 March 2021, the net assets of FareShare 1st Limited were £229,000 (2020: £nil). Its trading results extracted from its audited Financial Statements for the year to 31 March 2021 were:

	2021 £'000	2020 £'000
Turnover	265	24
Cost of sales	-	-
Gross profit	265	24
Qualifying donation	-	(24)
Retained profit	265	-

13. TANGIBLE FIXED ASSETS – GROUP AND COMPANY

	Leashold improvements £'000	Office equipment £'000	Computer equipment & software £'000	Warehouse equipment £'000	Total £'000
COST					
At beginning of year	307	32	600	535	1,474
Additions	338	1	58	187	584
Disposals	(4)	(1)	-	(125)	(130)
At end of year	641	32	658	597	1,928
DEPRECIATION					
At beginning of year	265	28	336	258	887
Charge for the year	52	2	135	88	277
Released on disposals	-	(1)	-	(34)	(35)
At end of year	317	29	471	312	1,129
NET BOOK VALUE					
At beginning of year	42	4	264	277	587
At end of year	324	3	187	285	799

The net book value of assets held under finance leases included in the above is £56,000 (2020: £nil).

14. INVESTMENTS

	2021 £	2020 £
Share in subsidiary company (see note 12)	1	1

15. DEBTORS

	Group		Company	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Trade debtors	1,542	2,269	1,510	2,257
Prepayments and accrued income	2,549	130	2,549	130
VAT reclaimable	222	109	222	109
Other debtors	42	90	42	90
	4,355	2,598	4,323	2,586

Trade debtors includes £705,000 due from Defra (2020: £1,337,000).

CFM (Community Food Member) debtors for the four Regional Centres operated by FareShare during and the Regional Centre disposed of at the beginning of the 2020/2021 financial year was £175k at 31 March 2021 (£204k at 31 March 2020). To support our CFMs during the coronavirus pandemic the Board waived CFM fees for the first half of this financial year.

Accrued income included £697,000 income from Asda (2020: £nil) and £1,000,000 from Barclays (2020: £nil) committed before the year end but paid after the year end and £340,000 of income donated, primarily from individuals, through online giving platforms before the year end but not paid over to FareShare until after the year end, and associated gift aid (2020: £20,000).

Notes to the financial statements continued

Year ended 31 March 2021

16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Company	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Trade creditors	3,556	1,170	3,556	1,170
Amounts due to subsidiary	-	-	9	(14)
Accruals and deferred income	2,465	3,355	2,456	3,355
Obligations under finance leases	11	-	11	-
Taxation and social security	152	112	152	112
VAT payable	-	5	-	-
Other creditors	251	369	120	369
	6,435	5,011	6,304	4,992

Trade creditors includes £2,353,000 of invoices due to suppliers of food and distribution costs relating to the DEFRA funded food purchase (2020: £nil).

17. DEFERRED INCOME

	Group		Company	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
At the beginning of the year	3,200	2,971	3,200	2,971
Released from deferred income	(2,760)	(1,340)	(2,760)	(1,340)
Income deferred	1,310	1,569	1,310	1,569
At end of the year	1,750	3,200	1,750	3,200

Included within deferred income is £775,000 (2020: £447,000), being amounts invoiced to participating retailers for the FareShare Go project which has not been spent by the year end. See note 11 for further details. Also included is £662,000 being cash received from TNLCF that has not yet been recognised as income as FareShare does not have full entitlement to the funds (2020: £1,979,000 from TNLCF and Walmart Foundation). Deferred income also includes £nil (2020: £1,010,000) being cash received from Defra that has not yet been spent as FareShare does not have full entitlement to the funds.

18. LONG TERM PROVISIONS

	Group		Company	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Provision for dilapidations	359	265	359	265
Obligations under finance leases	41	-	41	-

The dilapidations provision is the estimated cost of restoring leased buildings to the required condition at the end of the lease. The increase during the year relates to new leases taken on and an increase in the liability for the London warehouse resulting from a new survey performed on transferring the lease to The Felix Project as part of the disposal of the London operations.

19. ANNUAL COMMITMENTS – GROUP AND COMPANY

The charitable company had the following annual commitments under non-cancellable operating leases:

	Expiring within one year £'000	Expiring in two to five years £'000	Expiring in more than five years £'000	Total £'000
AT 31 MARCH 2021				
Premises	132	208	25-	365
Vehicles	8	-	-	8
	140	208	25	373
AT 31 MARCH 2020				
Premises	266	727	46	1,039
Vehicles	62	18	-	80
	328	745	46	1,119

As part of the disposal of our London operation, the lease on the warehouse and office premises in Deptford was reassigned to the Felix Project. This represented a commitment of £163,500 per annum to November 2024. FareShare has entered into a sublease on the office part of the building from the Felix Project, representing a commitment of £30,000 per annum to up to a break clause in November 2022.

Total expenses paid under operating leases and reflected in the Statement of Financial Activities were £331,000 during the year to March 2020 (2020: £472,000). Some new vehicles were acquired on finance leases during the year, these are capitalised and included in the balance sheet.

Notes to the financial statements continued

Year ended 31 March 2021

20. CONSOLIDATED UNRESTRICTED FUNDS

The Trustees formerly established the following designated funds to provide for expected strategic expenditure:

a) IT systems investment

In order to improve its IT infrastructure, the charity needs to invest in its systems. The designated fund represents the replacement of the current Finance system as FareShare has outgrown the current one. The designated fund includes costs of the new system, such as training, enhancements, hosting and support.

b) Fixed assets

This fund represents future depreciation costs of assets purchased from restricted funds.

For the 2020/21 financial year the Trustees opted to remove the designation of these funds.

	Beginning of year £'000	Transfers of funds £'000	Utilised in year £'000	End of year £'000
DESIGNATED FUNDS				
a) IT systems investment	75	(75)	–	–
b) Fixed assets	490	(490)	–	–
	565	(565)	–	–
	FareShare £'000	FareShare 1st £'000	2021 £'000	2020 £'000
Funds brought forward	1,703	–	1,703	1,492
Net movement in funds in the year	19,914	265	20,179	211
Qualifying donation made by subsidiary to charitable company	–	–	–	–
Retained in subsidiary		265		
Retained in charitable company	21,617			
Consolidated funds carried forward			21,882	1,703
Unrestricted funds consist of:				
General Fund			21,882	1,138
Designated funds			–	565
			21,882	1,703

21. RESTRICTED FUNDS

	Note	Beginning of year £'000	Transfers of funds £'000	Income in year £'000	Utilised in year £'000	End of year £'000
AT 31 MARCH 2021						
Restricted funds						
a) FareShare depots		244	(292)	1,729	(1,386)	295
b) Network support		3,792	(10)	45,242	(43,551)	5,473
c) FareShare Go	11	-	(1)	1,471	(1,470)	-
		4,036	(303)	48,442	(46,407)	5,768
AT 31 MARCH 2020						
Restricted funds						
a) FareShare depots		2,250	(254)	502	(2,254)	244
b) Network support		232	-	10,077	(6,517)	3,792
c) FareShare Go	11	-	(20)	1,871	(1,851)	-
		2,482	(274)	12,450	(10,622)	4,036

Restricted reserves:**a) FareShare depots**

This reflects the food redistribution operations of FareShare's national depots in London to November 2020, Merseyside, Southern Central and East Anglia.

b) Network support

This reflects staffing and other support activities for FareShare's national network of delivery partners, including the transport costs of food redistribution.

c) FareShare Go

See note 11 to the accounts for further details of FareShare Go.

d) The restricted funds income includes £2,289,596 donated by Comic Relief (2020: £50,000).

Fund transfer

An amount of £303,000 (2019: £274,000) has been transferred from restricted to unrestricted funds, being the cost of fixed assets purchased from restricted funds. These assets comprised mainly equipment for our warehouses and computer equipment.

Notes to the financial statements continued

Year ended 31 March 2021

21. RESTRICTED FUNDS continued

Consolidated fund balances at 31 March 2021 are represented by:

	Unrestricted £'000	Restricted £'000	Total £'000
AT 31 MARCH 2021			
Tangible fixed assets	799	-	799
Debtors	1,858	2,497	4,355
Cash at bank and in hand	21,664	7,667	29,331
Creditors falling due within one year	(2,080)	(4,396)	(6,476)
Provision for dilapidations	(359)	-	(359)
Net assets	21,882	5,768	27,650
AT 31 MARCH 2020			
Tangible fixed assets	587	-	587
Debtors	1,170	1,428	2,598
Cash at bank and in hand	1,245	6,585	7,830
Creditors falling due within one year	(1,034)	(3,977)	(5,011)
Provision for dilapidations	(265)	-	(265)
Net assets	1,703	4,036	5,739

22. INTANGIBLE INCOME

Donors responded generously to the pandemic with gifts in kind as well as financial support. These gifts ranged from PPE, covid test kits, vehicles, warehouse space, a national distribution centre and national advertising space. The value of these gifts is not included as income in these accounts. Determining a valuation is highly judgemental and due to the unusual economic conditions of the pandemic ascertaining a market value for all these items is challenging. However, an estimation puts the value in the region of £2.8m (2020: £14,000).

In addition to the above, there is the food supplied by retailers, food manufacturers and consumers to the FareShare network. A study conducted by FareShare in 2015 calculated average value per tonne of food at £3,000 based on a typical composition of products. Using this estimate the value of food received into the network was £126m (2020: £79m).

Year ended 31 March 2021

23. RELATED PARTIES

There are 24 Regional Centres. During the 2020/2021 financial year four were managed directly by FareShare and the others are run by third-party independent charities. EMERGE 3Rs runs the Greater Manchester Regional Centre. Lucy Danger, the Chief Executive of EMERGE 3Rs, was on the Board of Trustees of FareShare until October 2020. This brings EMERGE 3Rs within the definition of a related party.

FareShare receives some donations from funders that are partly for itself and partly for other Regional Centres. During the year FareShare paid £615,000 (2020: £205,000) to EMERGE 3Rs which resulted from funding provided by Asda Stores Ltd, TNLCF, Tesco, Sainsburys, Comic Relief and other donors.

MoveOn runs the Glasgow-West of Scotland Regional Centre. John Hinton, Executive Director of MoveOn is on the board of trustees of FareShare. This brings MoveOn within the definition of a related party. During the year FareShare paid £477,000 (2020: £329,000) to MoveOn which resulted from funding provided by Asda Stores Ltd, TNCLF, Tesco, Sainsburys, Comic Relief, Scottish Television, Scotmid Co-op, the Scottish Children's Lottery, and the Scottish Government.

FareShare provided increased financial support to all Network Partners during the year to support the expansion of our activities during the pandemic.

The son of the Chair of the Board of Trustees was employed at FareShare for a four month period, in a temporary role for which he held relevant experience, from December 2020 to March 2021. His total remuneration including employer's pension contributions and national insurance was £8,674.

All transactions were conducted on an arms-length, commercial basis. None of the trustees concerned were involved in approving these transactions.

24. EVENTS AFTER REPORTING PERIOD

There were no material events after the reporting period which require disclosure in accordance with the Charities SORP (FRS 102) section 13.



In Memoriam: Damien Harte

Damien Harte had been a Trustee of our charity since February 2019. After joining the FareShare Board, Damien worked hard to quickly understand the inner workings of our organisation and of our people. He was a member of the Finance Sub-Committee. We consider ourselves extremely fortunate to have had Damien's support and guidance as a Trustee and we benefited enormously from his considerable experience and knowledge, particularly in the areas of Finance and Logistics. Prior to retiring earlier this year, Damien was the Chief Financial Officer at Eddie Stobart Logistics PLC and therefore was perfectly placed to steer us on some of FareShare's most recent key

projects. In particular, he supported us closely on the new food purchasing process which FareShare instigated as part of the £10.5m DEFRA-funded pilot in the summer of 2020, ensuring that both logistical processes and appropriate financial processes and controls were set up quickly and carefully implemented for this very large new contract to ensure it operated successfully as planned. Damien oversaw the Finance department's work regarding the selection and implementation of the new accounting system which started on 1st October 2020. This represented a step-change in FareShare's processes having become a larger organisation in recent years and will

benefit FareShare for many years to come. We are hugely grateful for all the support and experience which Damien provided in this process. Damien demonstrated his passion for, and loved being part of, the FareShare family and was looking forward to playing a much larger role in the Finance Sub-Committee. Damien sadly passed away in the Autumn of 2020 and will be greatly missed. We send our heartfelt sympathy and condolences to his wife Sue and children Conor, Maeve and Will.



In Memoriam: Carroll Cunningham

Carroll Cunningham worked as the Facilities Manager for FareShare UK, following a highly successful time helping the FareShare Go service to become established into the award winning redistribution program it is today.

As Facilities Manager for FareShare UK, Carroll was instrumental in executing FareShare UK's operational response to Covid, and implemented the vast majority of the health and safety protocols required in our warehouses and offices to keep staff and volunteers safe at the beginning of the first lockdown. We are all eternally grateful for the dedication and determination Carroll brought to this role when we and the communities that rely on FareShare needed her most.

Carroll built a professional reputation as a 'can do' person, and no job was too small or too big for her to deliver. Whether it was getting a tap fixed at the Deptford warehouse or arranging thousands of masks, hand sanitizers and high vis equipment to be produced and distributed across the network at no notice, Carroll always delivered the project and delivered it with professionalism, kindness and efficiency.

She did so much for everybody in FareShare and we miss her for many reasons. Whether it was talking to Carroll about her life in Spain - sourcing houses for the TV program "A place in the sun", or her life with her horses, reptiles and lizards, Carroll had a great story for every occasion. But most of all we

will miss her energy, enthusiasm and passion to help others - particularly those people in the vulnerable communities that Carroll was determined to do her utmost to support.

Carroll passed away suddenly in December 2020 and is greatly missed. We send our heartfelt sympathy and condolences to her beloved family, husband Chris and daughter Tia.



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