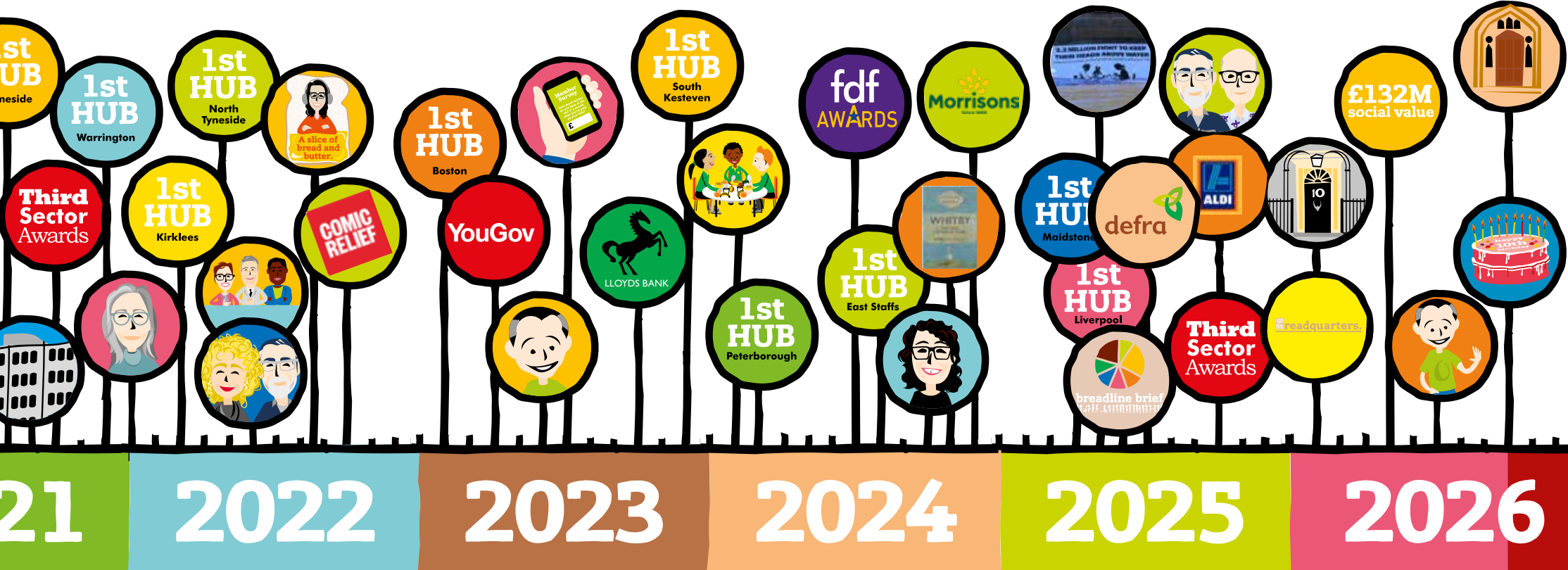


**Ten Years of
Making Life Affordable,
Strengthening Communities,
and Amplifying Unheard Voices.**

The
bread
and
butter
thing.



A decade of doing things differently.

Every week, across communities up and down the country, people and volunteers come together before the van has even arrived. Not because

they want charity - because they want to feed their families, buy fresh fruit and vegetables, and make their money stretch just a little further.

Every week, across more than 160 communities, The Bread and Butter Thing provides that certainty.

A reliable place where people know they'll be welcomed, where good food won't go to waste, and where everyday pressures feel just a little lighter.

For ten years, we've shown up.

We've never missed a delivery.

We've never left a community.

This is the story of what happens when practical support, trusted relationships and community come together: not just to respond to crisis, but to prevent it.



“

“Looking back over the last ten years, I could never have imagined the size, scale and impact that The Bread and Butter Thing would go on to achieve.

The original idea came from many years working in the food redistribution sector and believing there had to be a different way to do things. A model that could unlock more good food, reach people more directly and create greater impact in communities.

It started with just me, a hire van and one community, testing and refining the idea week by week. But it only worked because of the huge support of brilliant people who understood communities far better than I did and who helped shape the model into something practical, trusted and useful.

To see The Bread and Butter Thing turning ten, supporting over 100,000 members and becoming part of people's everyday lives, their bread and butter, is something I am incredibly proud of. The heart of the idea has never changed: create a model that works in the real world, for real people, week after week.”

Mark Game

The Bread and Butter Thing Founder

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“The Bread and Butter Thing shows what food clubs can do at their best.

By making good food more affordable and easier to access, TBBT helps reduce the everyday pressure on households who are working hard to make limited budgets stretch. But its impact goes beyond the food itself. It creates dignified, trusted spaces where people can access healthy food, feel a stronger sense of belonging and reduce some of the stress that comes with struggle.

By bringing affordability, community and support together, The Bread and Butter Thing helps people feel seen, connected and better able to cope.”

Dr Megan Blake
Community Food
Security Expert

”

Today, The Bread and Butter Thing stands as a proven and scalable form of prevention infrastructure, working across supply chains, communities and public systems to reduce pressure before it becomes crisis.

We make life more affordable.

We strengthen communities.

We amplify voices that are too often missing from national conversations.

After ten years, the principle that started it all still holds: good food should not go to waste, and people should not go without.

**Our model
was built
to respond
to that
reality.**

“

We are incredibly proud of our long-term partnership with The Bread and Butter Thing and the impact it has helped create over the last ten years. From the beginning, the partnership has been built on a shared belief that good food should reach people, not go to waste.

By working closely together across our supply chain, we have been able to unlock surplus food and help it reach communities where it can make a real difference.

The Bread and Butter Thing brings practical expertise, energy and a deep understanding of communities, and we are proud to have played a part in supporting their growth and impact.”

Rami Baitieh
CEO Morrisons

”



The Value of Prevention.

£1 → £19 We create £19 of social value for every £1 invested

generating over £132 Million of social value in '25. = £132M

“

I've been in financial crisis this year due to being in family court and forced to cut my working hours to half time due to being a lone parent to a disabled child.

Without The Bread and Butter Thing I would not have been able to buy food last month or pay my bills. It's been a safety net for my family and I.

Lauren
Member, Warrington

”

For every £1 of funding invested in The Bread and Butter Thing, more than £19 of social value is created.

Independently assessed by the Social Value Portal, using an HM Treasury Green Book aligned methodology, our delivery model generates more than £132 million of social value annually, based on 2025 activity.

That value is created through more affordable food, healthier diets, reduced pressure on households and stronger community connection.

This is the case for prevention in action. This is not theory or ambition; it is a proven model delivering measurable value for people, communities and the wider system.

“

Comic Relief is proud to support The Bread and Butter Thing and the growth of food clubs as a practical, dignified way of supporting families facing food insecurity. We know that, for many, the challenges go far beyond putting food on the table. Families are often balancing pressures around income, health, debt and isolation. This is where food clubs have shown to make a real difference. Not only do they provide access to nutritious food, but they also help families feel connected, supported and less alone, giving them the resilience they need to thrive, not just get by.

Samir Patel
Comic Relief

”

**COMIC
RELIEF**



Making Life Affordable.

**This is not short-term support.
It is everyday affordability, and it works.**

From the outset, our focus has been on practical support that makes an immediate difference to household budgets. If people cannot afford the basics, nothing else works. Food is a non-negotiable essential, but for too many households it has become the first place they are forced to cut back. Not because people do not want to eat well, but because fresh, healthy food is too often unaffordable or unavailable where they live.

Our model helps change that by making fresh, healthy food more affordable and accessible where people live.

Every week, our members can access a low-cost food offer in the heart of their community, with fresh fruit and vegetables, chilled food and cupboard staples. There are no referrals, no thresholds and no stigma. People do not have to prove they are struggling

before they are allowed to access support. They can simply join, shop when they need to and use the service in a way that works for their household.

Over ten years, the impact is clear. Members save money on food, eat more fruit and vegetables, cook more at home and skip meals less often.

What we have learned is simple. People do not need persuading to eat well. They need the means to do it. When 92% of members tell us they would eat more fruit and vegetables if they were affordable and available, it tells us that the issue is not motivation. It is access.

By lowering the cost of a core essential, we create financial headroom. That helps households manage week to week, reduce reliance on borrowing and stay steady over time.

“

I work with young vulnerable adults, and I started using TBBT thing to show them how to access good food for a small budget when things are tight. They love seeing what they can get and learning new recipes with food they wouldn't normally buy. It's been a valuable tool in helping to stretch tight budgets and showing them that they live in a community that cares. Thank you for everything that you do.

Vicky

Member, East Staffordshire

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“

Gives me relief knowing I can get fresh fruit and veg and cook my children healthier meals on a low budget. It is a life saver and the children look forward to seeing what surprises we get each week, then help me come up with menus to ensure we use everything up. When it's the choice of putting the heating on or eating, The Bread and Butter Thing allows us to do both.

Lee

Member, Durham

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Strengthening Communities.



“

When I joined I was so anxious that I cried when I got to the front and had to speak to a stranger. The lady who helped me didn't just talk to me, she did every step with me. I didn't feel embarrassed I felt supported. Enough to keep going. It also showed me that I needed to get back to the world. So, I went for a takeaway away coffee and survived. I joined the library....

Kelly
Member, Manchester

”

the same place. That consistency matters. It creates routine, builds trust and gives people a reliable place to go. Over time, that trust becomes something bigger.

Members come for affordable food, but they also find conversation, familiarity and support. They meet neighbours, share recipes, volunteer, have a brew and connect with services they may not otherwise have known about or felt able to approach. For many of the communities we support, people can feel overlooked, isolated or under pressure for lots of different reasons. Our hubs help change that. They create a regular place to connect, a reason to leave the house and a route into support that feels human, practical and non-judgemental.

That trust also creates space for other organisations to reach people who may otherwise remain hidden from view. We work with partners who share our values and who can bring practical support into communities in a way that feels approachable, useful and respectful.

Through our hubs, members can access wider support around money, energy, housing, health, wellbeing, digital inclusion and more. The strength of this model is not only that we open in communities, but that we stay. In ten years, we have never moved out of a community and we have never missed a delivery. That reliability has become part of our promise to members, partners and volunteers.

As much as we capture our impact through statistics, some of the most important changes are harder to measure: someone feeling confident enough to ask for help, speak to a neighbour, join a group, volunteer, or simply feel that they matter. The magic of a person rediscovering their self-worth is not always easy to quantify, but it is one of the clearest signs that community is being strengthened.

“

A lifeline in a difficult situation. I recently lost a well-paying job and unfortunately did not have savings to back me up. A friend recommended TBBT to me. I've been every week since then and am very grateful for the service you provide. I have been able to maintain a healthy diet for my 3 children without worrying about the cost of food. The quality and quantity of food is top notch. Thank you so much.

Leah
Member, Maidstone

”

Community means people supporting people. Bonds built, friendships forged, problems shared and help given freely, with no expectation of anything in return.

Since 2016, The Bread and Butter Thing has worked hard to become part of the communities that need us most. Our hubs provide a lifeline for affordable food, but over the past ten years they have become much more than that. They are familiar, trusted spaces where people feel safe, seen and not judged.

Our hubs operate every week, at the same time, in

Connecting People to Support.

Affordable food opens the door, trust keeps people coming back and community helps people feel connected, supported and seen.

Over the last ten years, our hubs have become places where partners can reach people they may not otherwise find. Not through cold

referrals, complicated forms or formal

appointments, but through a friendly conversation with a brew and a custard cream in a space where members already feel welcome. That matters because support is only useful if people know it exists and feel able to access it. Too often, help is hidden behind systems that are hard to navigate, especially when life is already stretched. Our hubs make support more visible, more local and more human.

We open the door for trusted partners to bring practical support directly into the communities we serve. Our hubs

bring practical support closer to members, including energy advice, debt support, housing guidance, digital inclusion, health and wellbeing services and income maximisation.

For partners, our hubs offer something rare: regular access to people in trusted community spaces. Members are already there. They are already engaged. And because the support comes through a place they know, the conversation feels easier.

For members, this can open doors to support they may not have known existed or felt able to access. A chat at a hub can lead to help with energy bills, a benefit check, debt advice, digital access, health support or simply knowing where to turn next time things feel difficult.

Over the last ten years we facilitated more than 3,000 advice and support visits from over 300 partners.

That is the power of the model. Affordable food creates the reason to come, community creates the trust and partnerships turn that trust into wider support.

“

The beauty is that the Bread and Butter Thing have already built up trust with their members. When we're there having those conversations, our message lands better because it's backed up by a brand people know and trust.

Stacey
Anglian Water

”

We know our hubs do more than fill fridges. They connect people to support, confidence and opportunity.

“

We linked up with the Bread and Butter Thing because we know money worries and economic stress are high pressure right now, and not everyone is going to walk into a talking therapy service. Meeting people where they already felt comfortable just made sense for us

Paula
NHS Manchester Talking Therapies

”

10 Years at a glance.

Over the last decade, The Bread and Butter Thing has grown from a practical local response into the UK's largest B2C, member based food charity. By connecting surplus food directly with households through trusted weekly food clubs, we turn redistribution into regular access, local connection and practical support for communities under pressure.

For households, we have helped reduce food costs, improve diets, ease financial pressure and support greater stability.

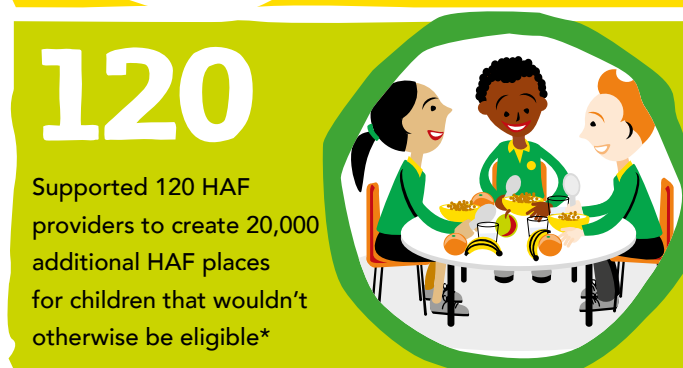
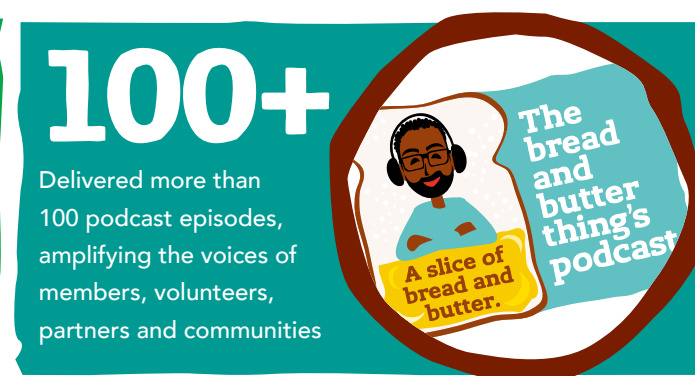
For communities, we have helped create stronger local connections, reduce isolation and strengthen trusted community spaces.

For the environment, we have unlocked millions of meals from surplus food and prevented good food from falling down the food waste hierarchy.

For the wider system, we have demonstrated that affordable food clubs can reduce reliance on crisis provision, reach underserved groups and help policymakers better understand sustained pressure before it becomes a visible crisis.

Since 2016, we have worked with partners, suppliers, volunteers and communities to make good food go further and make everyday life more affordable.

Together, we have:



* HAF refers to the Holiday Activities and Food programme, a government-funded scheme delivered through local authorities to provide food, activities and enrichment for children and young people during school holidays, with a particular focus on those eligible for benefits-related free school meals.

**50,000
+1,000**

Over 50,000 hours of
corporate volunteering
1000 corporate volunteering
days hosted



39,000 times
we've brought
affordable food
into communities

39,000

3,000+

Facilitated 3,000+
advice and support
visits from over 300
partner organisations



750,000+ hours
of community
volunteering

750,000+

110,000+

Cuppas,
chats &
connections.



Fridges filled and
cupboards stocked
1.9 million times

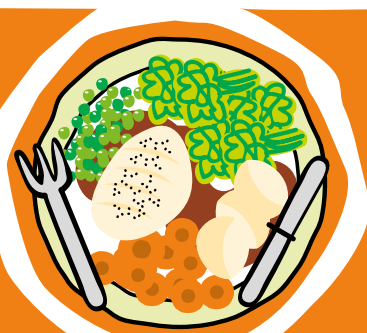
1.9M

**Never moved out
of a community.**

**Never missed
a delivery.**

70 Million
Meals
distributed

70M



“

Ten years ago, I was The Bread and Butter Thing's first employee. On my first day, I never imagined the lasting impact it would have.

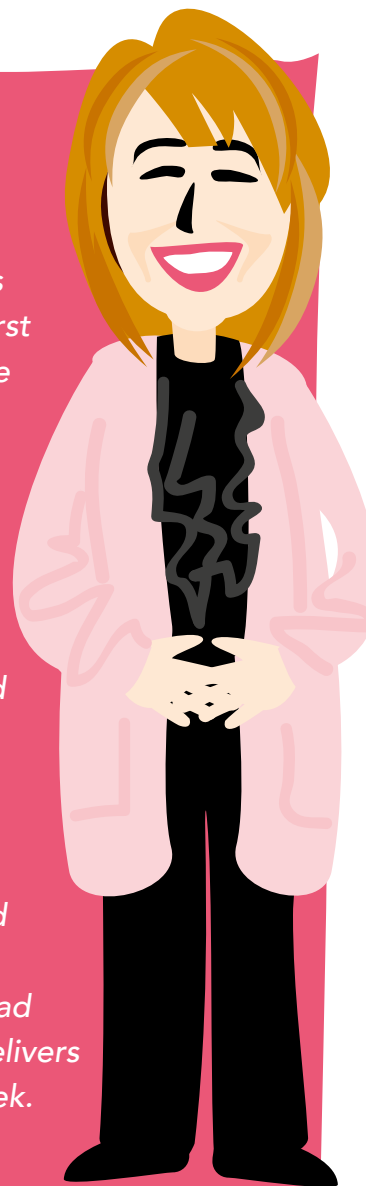
Since then, I've watched it grow, become part of the TBBT family with a van named after me, and now I've seen its impact come full circle.

Working in a school in Manchester, I recognised the need in our own community, and The Bread and Butter Thing now delivers to our families every week.

It is amazing to see how something that started small has grown into something that continues to make such a difference.

Rita
Hub Leader, Ancoats Hub

”



Amplifying Unheard Voices.



One of the most important insights from the past decade is this: many of the households under the greatest pressure are not in visible crisis and are therefore not seen.

They are working. They are caring. They are managing health conditions. They are paying bills, stretching budgets and doing everything they can to stay afloat, but they are often doing so with very little margin for error.



Because our model operates week in, week out, we see this up close. We do not just deliver a service. We listen, learn and highlight what people are experiencing in real life.



Through large-scale member surveys, ongoing engagement, lived experience work and more than 100 podcast episodes, we have created a growing archive of member, volunteer and community voices. These stories bring to life and help explain what the data alone cannot always show: how food, money, health, work, family, debt and community all interact in real life.

This is one of the things that makes The Bread and Butter Thing different. We are not simply talking about food insecurity from a distance. We are hearing from people every week, in their own words, about what life feels like when money is tight but you are still trying to keep going.

What this has consistently shown over ten years is that food insecurity is not a single moment. It is the result of cumulative pressure.

By making that visible, we help create better decisions across government, industry and the wider system.

“

The Bread and Butter Thing does more than collect evidence. It brings real Bread and Butter voices into the conversations where decisions are made. Policy is stronger when it is shaped by lived experience, and TBBT plays an important role in making sure people who are too often talked about are actually listened to.”

Caroline Noakes

Deputy Speaker, House of Commons

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Being given the chance to share my story through The Bread and Butter Thing made me feel like my experience mattered. It was not just about saying things are hard. It was about helping people understand what life is really like, and why support like this can make such a difference.

James

Member, Stoke

”

A Model Built to Work in the Real World.

The strength of The Bread and Butter Thing is that it connects the whole system together.

We work with farmers, manufacturers and retailers to unlock surplus food that would otherwise go to waste. We help solve the practical problems that often stop surplus food being redistributed, from collection and storage to sorting, packing and delivery, so that good food reaches people rather than being wasted.

We manage the full chain: collection, transport, warehousing, packing and delivery. This means we can move quickly, respond to supply and reduce the burden on partners. Food reaches people when it is needed, not simply when it is convenient.

Our B2C model is what sets us apart. We work directly with households, so the impact is immediate and efficient. Good food moves quickly from the supply chain into people's homes, helping families stretch their budgets and eat better that week, without unnecessary layers or delays.

By working through local partners and volunteers, the model remains low-cost, scalable and rooted in real communities.

Regular member engagement gives us a continuous feedback loop that helps us improve the offer, understand emerging pressures and contribute credible, real-world insight.



“

Working with The Bread and Butter Thing has been a truly rewarding partnership. It's fantastic to see our surplus vegetables going directly to families who really benefit from them. Thanks to TBBT's efficient logistics model, we're able to do this without adding any cost or complexity to our operations. It's a practical, values-driven collaboration that delivers real impact where it's needed most.

Tom Simmons
Riviera Produce

”

Ten years of The Bread and Butter Thing has only been possible because of the people and organisations who have believed in the model, backed the work and helped us keep showing up in communities week after week.

To our funders, thank you for investing in prevention, not just crisis. Your support has allowed us to grow carefully, strengthen our infrastructure and reach more households before they are pushed to the edge.

To our food suppliers, thank you for trusting us with your surplus and working with us to find practical, sometimes complicated, ways to make sure good food reaches people. Your support helps turn surplus into something families can plan meals around, share at the table and rely on when budgets are tight.

To our community partners and hubs, thank you for opening your doors, sharing your local knowledge and making The Bread and Butter Thing feel welcome in the places we serve. You are the reason our food clubs feel rooted in the community, trusted by local people and shaped by the places they serve.

To our local authority partners, thank you for seeing the value of affordable food clubs as part of wider community infrastructure. Your support has helped us reach new areas, respond to local need and build practical prevention into the heart of communities.

To our hauliers and logistics partners, thank you for helping us move food safely, quickly and reliably across the country. The impact people see at hubs starts much earlier, with the journeys, collections and deliveries that keep the whole model moving.

To our volunteers, thank you for the warmth, care and consistency you bring every week. You turn a food offer into a community experience and help make every hub feel human. We could not do it without you!

To the brilliant Bread and Butter team, thank you for your commitment, patience and sheer determination. You are the people who make the complicated bits feel simple, the busy weeks feel possible and who go above and beyond to make a real difference for our members and communities.

Most importantly, to our members, thank you for trusting us, shaping us and sharing your voices with us. You are the reason The Bread and Butter Thing exists and you will always be at the heart of what comes next.



Looking Ahead.

The last ten years have proved that this model works. The next ten years are about ensuring that no community that needs it goes without it.

We want to unlock more surplus food, work with more suppliers, partner with more local authorities and reach many thousands more households before financial pressure becomes crisis.

We want affordable food hubs to become recognised as an essential part of community infrastructure not an optional extra. The first ten years proved what's possible. The next ten years are about taking it further.

For suppliers, that means treating surplus food as a social and environmental asset. We want more food businesses to work with us earlier, more openly and at greater scale, so good food reaches people quickly, safely and efficiently. Together, we can simplify redistribution, reduce waste and show measurable impact for people, communities and the planet.

For government, that means recognising affordable food clubs as part of the prevention system. Food insecurity should not only be addressed at the point of emergency. Investment is needed in models that help households stay steady, strengthen local community infrastructure and reduce long-term demand on crisis services. Prevention must become a serious part of food, health, poverty and place-based policy.

For funders, that means backing a proven model with the ambition and infrastructure to grow. The Bread and Butter Thing delivers impact across affordability, health, community, environment and social connection. With the right investment, we can reach more households, unlock more surplus, deepen our insight and help build a fairer, more resilient food system.

Ten years on, The Bread and Butter Thing remains built on a simple belief: when good food, strong communities and lived experience come together, they can make everyday life easier for thousands of people.



We make life affordable. We strengthen communities. We amplify unheard voices.

Together, that creates something bigger: a model that helps people stay steady, not just survive.



“

Looking ahead, I feel incredibly proud of what The Bread and Butter Thing has become, but even more excited about what comes next.

The last ten years have shown that our model works. We know it helps people make life more affordable, strengthens communities and gives a voice to households who are too often overlooked. We now need to build on everything we have learned and use it to reach further, unlock more surplus, build deeper partnerships and make an even bigger difference.

None of this happens on our own. It happens because of the funders who believe in prevention, the suppliers who trust us with their surplus, the partners who open doors in communities, the volunteers who bring warmth and care every week, and the brilliant team at TBBT who keep the wheels turning no matter what.

Everyone who has been part of this journey is part of The Bread and Butter Thing family, and that is something really special.

Ten years on, I am proud of where we have come from, proud of what we deliver every week, and clear that there is still much more to do.

Vic Harper CEO
The Bread and Butter Thing

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**£10
for 10
Years**



**Be part of our
next 10 years.**

Keep up to date with our
award-winning podcast, or visit
www.breadandbutterthing.org

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and
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2016

2017

2018

2019

2020

2021