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# MAKING EVERY ADULT MATTER

## Annual Report and Accounts

For the period from Incorporation on  
15 July 2024 to 31 March 2025



Making Every  
Adult Matter



## REFERENCE AND ADMINISTRATIVE DETAILS

<b>Trustees</b>	<p>Liv Corbishley (Chair) (appointed 15 July 2024, resigned 1 May 2025)</p> <p>Wendy Helen Eley (Chair) (appointed 1 May 2025)</p> <p>Rick Henderson (Homeless Link nominee) (appointed 29 March 2025)</p> <p>Angela Lyn Lucas (Clinks nominee) (appointed 22 July 2024)</p> <p>Dr Sarah Hughes (Mind nominee) (appointed 22 July 2024)</p> <p>William Roger Henry Haydock (appointed 17 September 2024)</p>
<b>Senior management</b>	<p>Oliver Hilbery, Chief Executive</p> <p>Anna Suswillo, Head of Partnerships, Networks and Training</p> <p>Gavin Roberts, Head of Systems Practice (resigned 31 July 2025)</p> <p>Richard Lewis, Head of External Affairs (Interim) (appointed 15 September 2025)</p>
<b>Company number</b>	15839976
<b>Registered charity number</b>	1209508
<b>Registered office</b>	<p>c/o Homeless Link</p> <p>Minorities House</p> <p>2-5 Minorities</p> <p>London, EC3N 1BJ</p>
<b>Bankers</b>	<p>Unity Trust Bank</p> <p>Four Brindleyplace</p> <p>Birmingham, B1 2JB</p>
<b>Solicitors</b>	<p>Russell-Cooke LLP</p> <p>2 Putney Hill</p> <p>London, SW15 6AB</p>
<b>Independent examiner</b>	<p>Hamilton Coopers</p> <p>66 Earl Street</p> <p>Maidstone</p> <p>Kent, ME14 1PS</p>

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[www.meam.org.uk](http://www.meam.org.uk)

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# WELCOME FROM THE CHIEF EXECUTIVE AND CHAIR



We are delighted to present the first annual report and accounts for MEAM for the period from incorporation on 15 July 2024 to 31 March 2025.

During the 2024/25 financial year, MEAM marked 15 years of supporting local areas and national policymakers to transform services and systems for people facing multiple disadvantage.

In that time, the MEAM Approach network has grown to support more than 50 local areas. We are inspired daily by their work and the positive impact they are having on local systems and people's lives.



We have been proud to help shape and support the landmark investment programmes of Fulfilling Lives and Changing Futures. Through extensive work with local areas and with government, MEAM has become a leading voice on tackling multiple disadvantage and has created a national infrastructure of support for people doing the difficult and complex work of transforming services and systems.

In January 2025, MEAM completed an exciting and long-planned change to its governance structure – moving from a coalition based legally within Homeless Link, to an independent charity structure with our partners Clinks, Collective Voice, Homeless Link and Mind on our board. This move allows MEAM to expand its board, fundraise in its own right, and ensure that the support and voice it provides to local areas on tackling multiple disadvantage can continue in the years ahead.

Having led the board through the transition, Liv Corbishley stepped down as chair at the end of April and we welcomed Wendy Eley as new chair of the MEAM board. We wish to thank Liv for her work and also thank the dedicated and committed MEAM staff team, who crucially have been involved and engaged throughout the recent changes.

As we look towards the future, we see both the significant progress made on how to tackle multiple disadvantage and also the persistent challenges that remain. At MEAM, we are united in our assessment that bold cross-sector and cross-organisational collaboration will continue to be needed, locally and nationally. With the support of funders old and new, we are taking clear steps to ensure that MEAM can continue to offer our support to the people and local areas across the country who are leading change.

We are pleased to present this year's annual report and accounts and we are looking forward to working with practitioners, commissioners, policy makers and people with lived experience in the years ahead.

**Oliver Hilbery, Chief Executive**  
**Wendy Eley, Chair**

# ABOUT MEAM AND MULTIPLE DISADVANTAGE

## MEAM

Making Every Adult Matter (MEAM) is the national charity supporting practitioners, policymakers and people with lived experience to transform services and systems for people facing multiple disadvantage.

Formed as a coalition in 2009 we work across sectors, across government, and with more than 50 local areas to improve responses and change lives. From January 2025, we have operated as a charity with our partners Clinks, Collective Voice, Homeless Link and Mind on our board.

## MULTIPLE DISADVANTAGE

People facing multiple disadvantage experience a combination of problems. For many, their current circumstances are shaped by long-term experiences of poverty, deprivation, trauma, abuse and neglect. Many also face racism, sexism and homophobia. These structural inequalities intersect in different ways, manifesting

in a combination of experiences including homelessness, substance misuse, domestic violence, contact with the criminal justice system and mental ill health.

Multiple disadvantage is a systemic and not an individual issue. Over many years, public services have been designed, commissioned and delivered in silos. This starts at the top and permeates down through funding and commissioning, leading to services that focus on singular issues. While this works for many, it often fails people experiencing multiple disadvantage. This makes it harder for individuals to address their problems, lead fulfilling lives and contribute fully to their communities.

Our vision is that everyone experiencing multiple disadvantage can reach their potential and contribute fully to their communities.

# STRATEGIC REPORT





# INTRODUCTION

**The trustees who are also directors of Making Every Adult Matter for the purposes of the Companies Act 2006 are pleased to present their report together with the financial statements of the charity for the period from incorporation on 15 July 2024 to 31 March 2025.**

The accounts have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the Charity's Memorandum and Articles of Association, the Companies Act 2006 and the Statement of Recommended Practice 'Accounting and Reporting by Charities' (SORP 2019).

MEAM was incorporated on 15 July 2024, de-merged from Homeless Link on 1st January 2025 and was operationally active from that date. Audited financial information for MEAM's activities prior to 1 January 2025 is available in the audited accounts of Homeless Link.

## HOW AND WHERE WE WORK

MEAM supports local areas across England to develop effective, coordinated services that directly improve the lives of people facing multiple disadvantage and to make long-term sustainable changes to local systems. We use our shared knowledge and practical experience from this work to influence policy at a national and local level.

We run the national MEAM Approach network (currently formed of 50 local areas) and hold the support contract for the Government and The National Lottery Community Fund's Changing Futures programme.

We provide a range of support to MEAM Approach areas, including one-to-one advice, free training, learning events and online resources. We also offer training, consultancy and systems leadership support on a paid-for basis to local areas within and outside the network.



## OUR VALUES AND APPROACH

In all our work, we are:

- **Collaborative:** We model the collaboration we want to see from local services and national government. We are open, honest and reflective in everything we do.
- **Supportive and practical, yet ambitious:** We are ambitious about the change we want to see at individual, service, system and policy levels. At the same time, we recognise the constraints that people are working within and take a supportive and practical approach to all our work.
- **Inclusive and guided by experience:** We recognise that meaningful change must be based on a new balance of power between people with experience of multiple disadvantage, the people who support them, and the people who make decisions that affect them. We are committed to meaningfully coproducing our work.

## STRATEGIC AIMS

For the period 2021-25, our work is divided into three strategic aims:

- **Involvement and Inclusion:** We are committed to coproducing our work and supporting local areas to do the same. We take an actively intersectional and anti-racist approach to multiple disadvantage, enabling services and systems that can support everyone experiencing multiple disadvantage.
- **Partnerships and systems:** We use our expertise to help local partnerships across the country transform services and systems for people facing multiple disadvantage. As a result, local areas using the MEAM Approach see measurable improvements in the wellbeing of individuals and statistically significant reductions in rough sleeping, hospital admissions, arrests and nights spent in prison.
- **Policy and influence:** A supportive national policy environment can incentivise local action and help to ensure that people get the support they need. We use our experience from local areas to influence policymakers at the local and national level.

## KEY ACTIVITIES AND ACHIEVEMENTS

During 2024/25 we have:

### INVOLVEMENT AND INCLUSION

#### // Coproduction

We provided regular support to areas across the MEAM Approach network to embed coproduction in their work and continued to facilitate and host the MEAM Experts by Experience Group. We launched our regular Coproduction Clinic for network areas, and delivered consultancy support around coproduction to local areas including Preston and Reading.

#### // Equity and anti-oppression

We held regular space for our team and the network to discuss racism, oppression and multiple disadvantage. We commissioned Kusoma to provide direct support to two areas in the MEAM Approach network to explore racial equity in their MEAM Approach work and published a report in 2024.

### PARTNERSHIPS AND SYSTEMS

#### // 2024 cohort

We recruited 10 new areas to the MEAM Approach network as part of the 2024 cohort. These areas receive bespoke support from our Partnerships Development Manager to help them strengthen local partnerships, implement new models of support and tackle system barriers.

#### // National Multiple Disadvantage Summit 2024

We held Summit 2024 in Westminster, attracting 260 cross-sector leads committed to tackling multiple disadvantage. 93% of delegates rated the event as good or very good and 85% said they were likely to use the learning to inform their local work.

#### // Foundation training

Our Foundation Training provides free-to-access training for the MEAM Approach network. In 2024/25 we ran the training quarterly, with each round attracting a focused cohort of learners from across the MEAM Approach areas.

#### // Training modules

We delivered our 'in-depth' training modules to a range of customers, including internationally to colleagues in Canada, covering a range of key topics including: Understanding multiple disadvantage, trauma-informed and strength-based approaches, systems thinking, and coproduction. These training packages improve skills across systems and support service delivery.



## // Learning Hubs and network events

We delivered a wide programme of learning hubs and events, covering topics including: the importance of language, data sharing, fatality reviews, commissioning, anti-racism, and sex working and multiple disadvantage. Attendees provided positive feedback including that they: **“Felt very welcomed and at ease to share learning openly and honestly in the space, despite feeling very nervous before” and “Really enjoyed engaging with the perspectives and experiences of others in the session. Was a great food for thought creator.”**

## // Systems consultancy

We provided a wide range of support to local areas to address specific challenges in local systems and improve cross-sector engagement. This has included work in Bristol around impact and service models; Cambridgeshire and Peterborough around creating partnerships, learning systems and evaluation models; and Westminster around systems support and community-led change. We were recommissioned in two of these areas to provide further support following initial contracts.

## // Online community

Our online community platform for the MEAM Approach network reached 888 members, representing input from a wide range of network areas.

## // Systems leadership

We delivered our Systems Leadership Programme to three cross-sector cohorts in Cambridgeshire & Peterborough, and provided follow-on Systems Leadership Development sessions in Westminster, reaching people from a wide range of services and with excellent feedback. The programme focuses on systems leadership being more than a skillset – a way of seeing and shifting the world around us. Participants report not just greater understanding, but deeper confidence to ask better questions, to step back and see patterns, to challenge assumptions and to lead from wherever they are. **“Before, I was always looking for the fix. Now I’m asking different questions. I’m looking at the whole, not just the part. It’s changed how I work, and how I feel about the work.”**

## // Changing Futures

We provided direct, bespoke support to the 15 areas that are part of the Government and TNLCF’s Changing Futures programme, helping them work towards changes at individual, service and system levels. We held regular meetings of the Systems Change Together Forum, published a series of learning blogs, and facilitated two sets of regional learning events. We are pleased that the programme and our support has been extended for 2025/26.

## POLICY AND INFLUENCE

### // Future Focus

Our commission on the future of multiple disadvantage policy was launched to inform the 2024 election. We invited a range of cross-party and other voices to contribute to an essay collection, which was published in spring 2024.

### // New government

Following the election, we launched a briefing for the new government on the actions needed to tackle multiple disadvantage. We engaged with departments and new ministers, including at the party conference, where we hosted a stall. We also hosted sessions across the country for the network to explore how to engage with the new government and the messages they wanted to convey.

### // Changing Futures

We have continued to work with MHCLG as they develop a cross-government case for Changing Futures in the next Spending Review.

## // Wider policy engagement

We have engaged in various policy development across departments including sitting on the DWP Expert Reference Group for the development and roll out of the Universal Support scheme, contributing to the consultation on the ten year health plan and providing input to the DWP consultation around poverty metrics.

## // Sector support and links

We continue to publish our newsletter Multiple Disadvantage Matters on a monthly basis and also the Changing Futures newsletter on behalf of DLUHC and TNLCF. We lead a monthly multiple disadvantage policy forum, attended by cross-sector organisations.

## STRUCTURE, GOVERNANCE AND MANAGEMENT

### LEGAL STATUS

Making Every Adult Matter was established as a company, limited by guarantee number 15839976 on 15 July 2024 and registered with the Charity Commission as charity number 1209508 on 8 August 2024.

### GOVERNING DOCUMENT

Making Every Adult Matter is governed by its Memorandum and Articles of Association.

### TRUSTEES

The directors of the charitable company are its trustees for the purpose of charity law and the members of the company limited by guarantee. Throughout this report they are collectively referred to as the trustees.

The individuals listed in the administrative details section served as trustees during the period and to the date of this report.

All trustees served for the full period unless otherwise indicated above.

No trustees had any beneficial interest in the charity and no remuneration of trustees is paid by the charity.

The Board of Trustees meets at least four times a year and is responsible for the strategic direction, policy and overall governance of the charity.

The implementation of strategy once agreed and the day-to-day running and management of the charity's activities is delegated to the small executive team, led by the Chief Executive.

### RECRUITMENT AND APPOINTMENT OF NEW TRUSTEES

New Trustees are recruited by the Board who consider the skills currently available and then identify the requirements of any additional or replacement trustee. New trustees receive an induction to MEAM as part of the joining process.

## OBJECTIVES AND PRINCIPAL ACTIVITIES

The objects of the Charity are, for the public benefit, to relieve people in need as a consequence of poverty, trauma, abuse or neglect and who experience a range of disadvantages such as homelessness, substance use, mental ill health, domestic violence and/or contact with the criminal justice system, by working to create coordinated services that can deliver holistic and sustainable interventions for such people.

## PUBLIC BENEFIT

The charity carries out a range of activities in furtherance of its charitable objectives, as detailed under Activities and Achievements above. Having reviewed the Charity Commission's general guidance on public benefit, the Trustees consider that these activities provide benefit both to the charity's direct beneficiaries and to the wider public both in the UK and abroad.

## RISK MANAGEMENT

From October 2025, the Trustees will have in place a process to regularly review the risks the charity faces. This will include a risk register on the agenda of each board meeting covering principal risks, uncertainties, and mitigation actions.

## FUTURE PLANS

Our current strategy, *Building on Success*, runs from 2021-2025. During 2025/2026 we will continue to deliver against the three strategic aims of this strategy, while also spending time with trustees and the team to develop and publish an updated strategy for 2026 onwards.

The key activities in 2025/2026 for each of our current strategic objectives include:

## INVOLVEMENT AND INCLUSION

- Continue to host the Expert Group, the Co-production Clinic and to deliver co-production support to the network.
- Continue to hold regular space for our team and the network to discuss racism, oppression and multiple disadvantage.

## PARTNERSHIPS AND SYSTEMS

- Continue to provide support, advice, learning events and networking opportunities for the 50 areas in the MEAM Approach network.
- Host the National Multiple Disadvantage Summit 2025, attracting delegates from across the country and abroad.
- Provide support to the Government and National Lottery Community Fund's Changing Futures programme.
- Offer training, consultancy and systems support to local areas within and outside the MEAM Approach network.

## POLICY AND INFLUENCE

- Collate and develop learning and evidence from our local work in MEAM Approach areas to inform policymakers at local and national levels.

We expect the financial context for MEAM in 2025/2026 to be similar to 2024/2025 with the continuation of our MEAM Approach grant, Changing Futures contract and training and consultancy activity.



## FINANCIAL REVIEW

This reporting period marks the first period of operation for MEAM as an independent charity. During this period, the charity received total income of £519,444 which includes £289,529 in restricted and designated funds carried forward from Homeless Link, representing the balance of funds belonging to MEAM that were held by Homeless Link prior to MEAM's establishment as a standalone entity.

Expenditure for the period totalled £207,909, resulting in a surplus of £311,535. This amount also represents the charity's reserves at 31.3.2025. At this date the charity held £62,671 in restricted funds (relating to the National Lottery Community Fund and Lankelly Chase), and £248,864 in unrestricted funds.

## RESERVES

The trustees have agreed a reserves policy which requires MEAM to hold reserves that represent a minimum of three months operating costs and up to nine months where possible. Based on the approved 2025/2026 budget, this equates to £215,000. As at the year end, the charity holds unrestricted reserves of £249,000, which meets this requirement and provides a modest buffer to support financial stability and ongoing operations.

## RESPONSIBILITIES OF THE TRUSTEES IN RELATION TO THE FINANCIAL STATEMENTS

The trustees (who are also the directors of Making Every Adult Matter for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

- Select suitable accounting policies and then apply them consistently;
- Make judgements 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 charitable company will continue in business.

The trustees are responsible for keeping adequate accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware

- There is no relevant information of which the charitable company's independent examiners are unaware.
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant independent examination information and to establish that the independent examiners are aware of that information.

## SMALL COMPANY PROVISIONS

This report has been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

This report was approved by the Board of Trustees on 2 October 2025 and signed on its behalf by:

*Wendy Eley*

Wendy Eley, Chair

# REPORT OF THE INDEPENDENT EXAMINER

I report to the charity trustees on my examination of the accounts of the Company for the period from incorporation on 15 July 2024 to 31 March 2025.

This report is made solely to the trustees as a body, in accordance with the Charities Act 2011. My examination has been undertaken so that I might state to the trustees those matters I am required to state to them in an independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the charity and the trustees as a body, for my examination, for this report, or for the opinions I have formed.

## RESPONSIBILITIES AND BASIS OF REPORT

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

## INDEPENDENT EXAMINER'S STATEMENT


Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake

the examination because I am a registered member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. Accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. The accounts do not accord with those records; or
3. The accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
4. The accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



Asim Malik, FCA

Hamilton Coopers  
Chartered Accountants  
66 Earl Street  
Maidstone  
ME14 1P  
05-Oct-2025



## STATEMENT OF FINANCIAL ACTIVITIES

For the period from incorporation on 15 July 2024 to 31 March 2025

		Unrestricted Funds 2025 £	Restricted Funds 2025 £	Total Funds 2025 £
	Note			
<b>Income</b>				
Grants and Donations		257,671	131,859	389,530
Income from charitable activities		129,914	-	129,914
<b>Total income</b>	2	<u>387,585</u>	<u>131,859</u>	<u>519,444</u>
<b>Expenditure</b>				
Charitable activities	3	138,721	69,188	207,909
<b>Total expenditure</b>		<u>138,721</u>	<u>69,188</u>	<u>207,909</u>
<b>Net movement in funds</b>		248,864	62,671	311,535
<b>Reconciliation of funds</b>				
Total funds brought forward		-	-	-
<b>Total funds carried forward</b>	8	<u>248,864</u>	<u>62,671</u>	<u>311,535</u>

The notes on pages 23 to 29 form part of these financial statements.

## BALANCE SHEET AS AT 31 MARCH 2025

Making Every Adult Matter – A company limited by guarantee 15839976

	Note	2025 £
<b>CURRENT ASSETS</b>		
Debtors	6	166,438
Cash at bank and in hand		186,894
		<b>353,332</b>
<b>CREDITORS: Amounts falling due within one year</b>	7	(41,797)
<b>NET CURRENT ASSETS</b>		<b>311,535</b>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<b>311,535</b>
<b>CAPITAL AND RESERVES</b>		
Restricted funds		62,671
Unrestricted funds		248,864
	9	<b>311,535</b>

For the financial year in question the company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies. No members have required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006.

The directors acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and for the preparation of accounts. These accounts have

been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The financial statements were approved by the Board of Trustees and signed on its behalf by:

*Wendy Eley*

Wendy Eley, Chair

## NOTES TO THE ACCOUNTS

### GENERAL INFORMATION

Making Every Adult Matter  
Company number 15839976  
Registered Charity number 1209508

Registered office  
c/o Homeless Link, Minorities House,  
2-5 Minorities, London EC3N 1BJ

### 1 PRINCIPAL ACCOUNTING POLICIES

The principal accounting policies adopted in the preparation of the financial statements are set out below.

#### (a) Basis of accounting

These financial statements have been prepared under the historical cost convention in accordance with the Statement of Recommended Practice 'Accounting and Reporting by Charities' effective January 2019 (the Charities SORP (FRS 102)), UK accounting standards, including 'Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland' (FRS 102) and the Companies Act 2006.

The charity is a public benefit entity and has therefore applied the relevant public benefit requirements of FRS 102

The Functional and presentation currency of the Charity are pound sterling.

#### (b) Fund accounting

- (i) Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.
- (ii) Restricted funds are subject to specific conditions imposed by the donor as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the accounts.

#### (c) Income

All income is included in the statement of financial activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income.

- (i) Income received by way of grants, donations and gifts is included in full in the Statement of Financial Activities when receivable.
- (ii) Grants receivable are recognised when the charity becomes unconditionally entitled to the grant.
- (iii) Donated professional services and donated facilities are recognised as income when the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably; a corresponding amount is then recognised as expenditure in the same period.

(iv) The value of services provided by volunteers has not been included in these accounts.

(v) Income from charitable activities is accounted for when earned.

(vi) Investment income is included when receivable.

(vii) Income received in advance is deferred until the criteria for income recognition are met.

#### d) Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred.

(i) Fundraising incorporates the salaries, direct expenditure and overhead costs of the staff who undertake fundraising work.

(ii) Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such

activities and those costs of an indirect nature necessary to support them.

(iii) Governance costs are those costs incurred in the management of the charity's assets, organisation and compliance functions.

(iv) Support costs are those costs incurred by the company in support of its main charitable activities and projects. Where costs cannot be directly attributed, they have been allocated to activities on a basis consistent with the use of resources.

#### (e) Tangible fixed assets and depreciation

Tangible fixed assets costing over £2,000 (including any incidental expenses of acquisition) are capitalized. Depreciation is provided at rates calculated to write off the cost on a straight line basis over their expected useful economic life. The rate of depreciation is 33 $\frac{1}{3}$  % per annum for all assets.

## 2 INCOME

	Unrestricted funds £	Restricted funds £	2025 £
<b>Voluntary income</b>			
Grants	257,670	131,859	389,529
<b>Income from charitable activities</b>			
Consultancy services	125,240	-	125,240
Training	4,674	-	4,674
<b>Total income from charitable activities</b>	129,914	-	129,914
<b>Total income</b>	387,584	131,859	519,443

## 3 CHARITABLE ACTIVITIES

	Unrestricted funds £	Restricted funds £	2025 £
		-	
Staff costs	85,753	43,483	129,236
Consultants	-	7,580	7,580
Contracted agencies	18,859	-	18,859
Travel	9,016	4,029	13,045
Summit costs	9,627	48	9,675
Meeting, courses, event expenses	1,105	631	1,736
Other	13	100	113
Support costs see note 4	-		27,665
	124,373	55,870	207,909



#### 4 SUPPORT COSTS

	Governance function	General support	Total
	£	£	£
Staff costs	1,249	8,329	9,578
Premises	-	1,286	1,286
Accountancy, legal & professional	2,400	6,913	9,313
- includes £2400 for the cost of the Independent Examination			
Insurance	-	232	232
IT, telecoms & web site	-	2,448	2,448
Trustee recruitment	2,175		2,175
Other	-	2,633	2,633
	<u>5,824</u>	<u>21,841</u>	<u>27,665</u>
Charitable activities			<u>27,665</u>
			<u>27,665</u>

#### 5 STAFF COSTS AND NUMBERS

	2025
	£
Gross wages and salaries	114,351
Employer's national insurance	12,642
Pension	11,821
	<u>138,814</u>
The average number of employees during the period was	10
No staff were paid in excess of £60,000 in the accounting period	

#### Staff costs have been analysed as:

	2025
	£
Direct charitable expenditure	129,236
Governance	1,249
Support	8,329
	<u>138,814</u>

#### 6 DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025
	£
Trade debtors	163,462
Prepayments	2,976
	<u>166,438</u>

#### 7 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025
	£
Trade creditors	6,205
Accruals and deferred income	10,720
PAYE/NI	-
Pension	4,301
VAT	20,571
	<u>41,797</u>

#### 8 MOVEMENTS IN FUNDS

	Balance at 01-Jan-25	Incoming	Outgoing	Transfers in / (out)	Balance at 31-Mar-25
	£	£	£	£	£
<b>Restricted Funds</b>					
Lottery	-	119,842	62,708	-	57,134
Lankelly Chase	-	12,017	6,480	-	5,537
	<u>-</u>	<u>131,859</u>	<u>69,188</u>	<u>-</u>	<u>57,134</u>
					5,537
<b>Unrestricted funds</b>					
General funds	-	387,585	138,721	-	248,864
	<u>-</u>	<u>387,585</u>	<u>138,721</u>	<u>-</u>	<u>248,864</u>
<b>Total funds</b>	<u>-</u>	<u>519,444</u>	<u>207,909</u>	<u>-</u>	<u>62,671</u>

**Lottery:** Our grant from the National Lottery Community Fund (TNLCF) supports our work with the MEAM Approach network, providing bespoke support to new areas, coproduction support, a programme of events training and learning opportunities, and network membership management and engagement.

**Lankelly Chase:** Our grant from the Lankelly Chase Foundation supports our policy work - specifically in this period our work on Future Focus, a programme of work to explore the future of policy related to multiple disadvantage.

## 9 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds £	Restricted funds £	Total funds £
Current assets	290,661	62,671	353,332
Current liabilities	(41,797)	-	(41,797)
<b>Net assets at 31 March 2025</b>	<b>248,864</b>	<b>62,671</b>	<b>311,535</b>

## 10 TRUSTEES' REMUNERATION AND EXPENSES

The charity did not pay to its trustees any remuneration during the period and did not reimburse any trustee expenses.

## 11 RELATED PARTIES

During the period £289,529 was received from Homeless Link (Charity number: 1089173) under whose umbrella Making Every Adult Matter operated until 31.12.2024. This amount represents the balance of restricted and designated funds belonging to MEAM held by Homeless Link at that date.

## 12 KEY MANAGEMENT PERSONNEL

The Trustees consider the key management to be themselves and the CEO. Remuneration paid to key management was as follows:

	2025 £
Salaries	20,049
	<b>20,049</b>

## 13 PENSION COMMITMENTS

The charity operates an occupational defined contribution pension scheme with Scottish Widows. All staff are eligible from their start date. Staff can opt to contribute (via salary exchange) either 3% or 5% of their salary which is matched by an employer contribution of 5% or 7% respectively. Staff who do not join the occupational scheme are enrolled into an auto-enrolment scheme, also with Scottish Widows.

Pension costs stated in note 5 and charged in the Statement of Financial Activities represent the total contributions payable in the period.

## 14 MEMBERS' LIABILITY

The company is limited by guarantee and has no share capital.

Every member of the company undertakes to contribute to the assets of the company, in the event of a winding up, such an amount as may be required not exceeding £1.

