



MAKING EVERY ADULT MATTER

Annual Report and Accounts

For the period 1 April 2025 to 31 March 2026



Making Every
Adult Matter

REFERENCE AND ADMINISTRATIVE DETAILS

Trustees	Wendy Helen Eley (Chair) (Appointed 1 May 2025) Liv Corbishley (Chair) (Resigned 1 May 2025) William Roger Henry Haydock (Collective Voice nominee) Rick Henderson (Homeless Link nominee) Dr Sarah Hughes (Mind nominee) (Resigned 31 March 2026) Angela Lyn Lucas (Clinks nominee) Rachael Sheahan Smith (Mind nominee) (Appointed 27 May 2026) Thomas Oliver Hayden (Appointed 12 November 2025) Deborah Ann Jenkins (Appointed 12 November 2025) Stephen Patrick O'Neill (Appointed 12 November 2025)
Senior management	Oliver Hilbery, Chief Executive Anna Suswillo, Head of Partnerships, Networks and Training Gavin Roberts, Head of Systems Practice (Resigned 31 July 2025) Richard Lewis, Head of External Affairs (Appointed 15 September 2025)
Company number	15839976
Registered charity number	1209508
Registered office c/o Homeless Link Minorities House 2-5 Minorities London EC3N 1BJ	Solicitors Russell-Cooke LLP 2 Putney Hill London SW15 6AB
Bankers Unity Trust Bank Four Brindleyplace Birmingham B1 2JB	Independent examiner Hamilton Coopers 66 Earl Street Maidstone Kent

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CONTENTS

Welcome from the Chief Executive and Chair	4		
About MEAM and multiple disadvantage	6		
STRATEGIC REPORT	7	Financial review	18
Introduction	8	Reserves	18
How and where we work	9	Responsibilities of the trustees in relation to the financial statements	18
Our values and approach	10	Small company provisions	19
Strategic aims	10		
Key activities and achievements	11	REPORT OF THE INDEPENDENT EXAMINER	20
Structure, governance and management	15	ACCOUNTS	22
Objectives and principal activities	15	Statement of Financial Activities	23
Public benefit	16	Balance Sheet as at 31 March 2026	24
Risk management	16	Notes to the accounts	25
Future plans	16		

WELCOME FROM THE CHIEF EXECUTIVE AND CHAIR



At MEAM, we see multiple disadvantage as a systemic problem, not an individual problem.

MEAM was formed in 2009 because of a recognition that people facing multiple disadvantage are being poorly served by services, systems and policies which are designed and delivered in silos. Over the years, MEAM has become a leading voice working to transform services and systems, providing insight, encouragement and steadfast support to the growing number of people, locally and nationally, who have recognised that new approaches are needed.

This Annual Report and Accounts, for the period 1 April 2025 to 31 March 2026, represents our first full-year of activity following our long-planned de-merger from Homeless Link in January 2025.

Internally, we have taken a range of important steps to develop the governance of the charity. In May, Wendy was appointed as Chair, and during the summer we ran a further successful round of recruitment for new trustees, welcoming Tom Hayden, Deborah Jenkins and Steve O'Neill to the Board. These trustees serve alongside the four long-standing senior representatives from our founding partners.

2025 also marked the end of our strategy, which ran from 2021-2025. We have worked with the Board, staff team and people with lived experience to refresh our ambition and to publish *Learning and Leading Together*, our new strategy for 2026-2030.



Externally, the environment has continued to be challenging. The systemic drivers of multiple disadvantage have become more prevalent. So too have the symptoms such as homelessness, substance use, mental ill health, domestic violence and contact with the criminal justice system. MEAM is supporting local areas and services across the country with immediate needs, while also seeking to shape a better future. This report highlights the many aspects of our work over the last twelve months.

Despite the external challenges, there have also been some encouraging developments, not least the re-commitment of Government to the Changing Futures programme for the next three years. We are delighted that following open competition, MEAM will continue to be the learning partner for this important national programme. Internationally, countries continue to be interested in the UK's approach to multiple disadvantage and MEAM has shared learning with a range of jurisdictions in recent months.

As we look to the future, we know that MEAM's work will continue to require support from a wide range of funders, as well as the individuals, organisations and areas who purchase our training and consultancy. We are grateful for these partnerships and look forward to building new ones too.

As always, it is the people with lived experience of multiple disadvantage, and those working to support them, who are at the heart of our work – their passion and dedication for change will continue to inspire us in the year 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 use, 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 period 1 April 2025 to 31 March 2026.

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 formed in 2009 and operated as a coalition (with Homeless Link as the lead partner) until 2024. MEAM incorporated on 15 July 2024 and completed a planned de-merger from Homeless Link on 1 January 2025. 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 the country 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 47 local areas) and hold the support contract for the Government'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 offer training, consultancy and systems leadership support on a paid-for basis to any local area wishing to improve the way it supports people facing multiple disadvantage.

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 was 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 2025/26 we have:

INVOLVEMENT AND INCLUSION

// Coproduction

We continued to coproduce our work with people facing multiple disadvantage and to support local areas to do the same. We held regular meetings of our Expert Group and ran a regular Coproduction Clinic for network areas. Experts supported the design and delivery of our network events programme, annual Summit, and sat on the recruitment panels for our Chair and Trustees. In addition, we provided consultancy support around coproduction for local areas, for example our work with Pembrokeshire.

// Equity and anti-oppression

We continued to create space for our team and the MEAM Approach network to expand their learning and improve practice on racism, oppression and multiple disadvantage. We met regularly as a team on this topic and held two anti-racism forums for the MEAM Approach network.

PARTNERSHIPS AND SYSTEMS

// Learning Hubs and network events

We delivered a broad programme of learning events for the network. These spaces are designed to bring the network together, encourage peer support, and improve skills and knowledge among network members. Topics covered in this year's programme included: case conferencing models and approaches; using feedback loops for systems change; prevention; working with couples; anti-racism; and parenthood and multiple disadvantage. Attendees provided positive feedback:

“Always love my MEAM days. Great facilitation, great people and always leaving feeling inspired and energised.”

// 2024 cohort

The 10 areas in the 2024 MEAM Approach network cohort received a second year of bespoke, in-person support from our Partnerships Development Manager. The areas are progressing well, using the MEAM Approach framework to embed new frontline responses for people facing multiple disadvantage and develop strategic partnership structures that support the work and enable flexible responses from local services.

// National Multiple Disadvantage Summit

The 2025 Summit was held in Euston, London. The event attracted 240 cross-sector leaders committed to tackling multiple disadvantage, as well as an international delegation from Canada who later also visited a network area. 90% of respondents rated the event as good or very good and 84% said they were likely to use the learning to inform their local work.

// Foundation Training

Our Foundation training provides free-to-access training for members of the MEAM Approach network. We ran the sessions quarterly, reaching delegates from across the country.

// Pay-by-Place and In-House training

This year, we launched some of our most popular training courses of on a pay-by-place basis. We also delivered support to Homeless Link's Leadership Programme. We continued to build our In-House training programme, available to all local areas.

“The Making Every Adult Matter (MEAM) conference... is always one of the most impactful events of the year.”

// Systems leadership

We delivered our transformative Systems Leadership Programme to a cross-sector cohort in Nottinghamshire and completed similar work in Westminster. In addition, we developed and ran a shorter two-day version of the programme on a pay-by-place basis in London. Our Systems Leadership courses help participants to build their understanding of systems leadership, explore how change really happens in complex environments, and connect with peers who share a commitment to transforming local systems. The courses help to strengthen practice, grow confidence and curiosity, and provide people with tools that can be used immediately on real-world challenges.

“I've left the programme with a renewed sense of purpose and a deeper understanding of how to lead within a complex system.”

// Consultancy

Our consultancy team helps local areas to develop cross-sector partnerships, embed coproduction and lead effective system change. This year we have been pleased to win work across these topics, including in Greater Manchester, Pembrokeshire, Aberdeen and Nottinghamshire. We also supported lived experience involvement in health-related research and travelled to Canada to share information on the UK's approach to multiple disadvantage at the Deloitte Learning Academy.

// Online community

Our online community platform for the MEAM Approach network reached 1096 members, representing input from a wide range of network areas.

// Changing Futures

We provided personalised support to the 15 areas that were part of the Government and TNLCF's Changing Futures programme (Phase 1), helping them work towards changes at individual, service and system levels. We ran a regular Systems Change Together Forum (SCTF), bringing together strategic leaders from across the country, and hosted two large-scale regional events. Following open competition, we are delighted that MEAM will continue to be the learning partner for Phase 2 of this important national programme during 2026-2029.

POLICY AND INFLUENCE

Changing Futures and Public Service Reform

We continued to work with MHCLG as they developed a cross-government case for Changing Futures in the Spending Review. We also engaged closely with Cabinet Office on the development of Community Help Partnerships and with wider debates around Public Service Reform.

Local Outcomes Framework

We worked with officials to support the development of the Local Outcomes Framework. The inclusion of multiple disadvantage represents the first time that government has requested data on multiple disadvantage from local areas, and the fact that the framework focuses on systemic issues is particularly welcome.

International

During the year we shared learning in Canada, presented at a Czech Republic government conference in Prague, met with an Australian delegation in London and welcomed a Canadian delegation to visit a local area.

Local Government Reform

We published an explainer on our website about Local Government Reform, which will have a significant impact on MEAM Approach areas.

Sector support and links

We continued to publish our newsletter Multiple Disadvantage Matters on a monthly basis and also the Changing Futures newsletter on behalf of MHCLG 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

The trustees regularly review the risks the charity faces. This includes a risk register covering principal risks, uncertainties and mitigation actions, which is considered at each Board meeting.

FUTURE PLANS

Our strategy, *Building on Success*, ran from 2021-2025. In 2026, we published an updated strategy, *Learning and Leading Together*, covering the period 2026-2030. This strategy was developed with input from the Board, staff team and people with lived experience and is available on our website.

The key activities for 2026/27 include:

PEOPLE:

- Continue to run regular Coproduction Clinics for the network, and work alongside the members of the MEAM Expert Group to shape and to deliver our work.
- Bring people together on a regular basis via our frontline practitioner and strategic leads meetings to learn and share.
- Continue to hold regular space for our team and the network to discuss racism, oppression and multiple disadvantage.
- Provide a wide range of accessible, friendly and welcoming training, helping people in many different roles across local systems to understand multiple disadvantage as a systemic issue and to improve their knowledge and skills.

SERVICES

- Provide bespoke support to statutory and voluntary services in MEAM Approach areas, helping them to consider their role within local systems and enabling them to connect effectively with local partnership structures.
- Provide an annual programme of Learning Hubs and a national Summit, helping local services to access the latest learning and best practice and to form links with others across the country doing similar work.
- Support local services with good practice, online resources and learning summaries to improve their work.

SYSTEMS

- Provide systems leadership training and support to anyone working within a local system, recognising that the ability to impact the system exists at all levels within organisations.
- Provide bespoke support to local systems that want to transform the way they support people facing multiple disadvantage. This may be via an area joining the MEAM Approach network, through commercial support from our expert consultancy team, or as part of our support to national programmes such as Changing Futures.
- Support people in all roles across local and national systems – commissioners, providers, policymakers, people with lived experience – to access peer support, to learn from each other, and to be inspired and informed by the work that others are doing across the country.

POLICY

- Collate and develop learning and evidence from our local work in MEAM Approach areas to inform policymakers at local and national levels.
- Continue our support to national programmes on multiple disadvantage such as Changing Futures, recognising our unique ability to bridge the gap between local services and systems, people facing multiple disadvantage and officials and ministers working across government.

- Work to ensure that policy does not stigmatise people facing multiple disadvantage and challenge constructively when this is the case.
- Ensure that MEAM continues to stand firm as the trusted provider of knowledge, support, encouragement and networking for the people and places doing this difficult work, regardless of the funding or political environment.

We are developing a diversified income strategy for MEAM to cover the period of the new strategy. In June 2026, we were delighted to win the grant to continue to support the Government's Changing Futures programme, which will provide income over the next three years.

Following many years of generous support, our National Lottery Community Fund grant for the MEAM Approach network is coming to an end in March 2027. We are working with a range of Trusts and Foundations to seek ongoing support for the network's activities. Alongside this, we continue to focus on our training and consultancy activities, creating a commercial income for the organisation.

FINANCIAL REVIEW

This reporting period marks the first full year of operation for MEAM as an independent charity. During this period, the charity received total income of £717,227.

Expenditure for the period totalled £808,186, resulting in a net movement of funds of -£90,959. £57,490 of this was a purposeful reduction in the restricted Balance Sheet and £33,469 was a reduction in unrestricted reserves. This reduction was due to lower than expected commercial income during the period.

The charity's reserves at 31.3.2026 are £220,576. At this date the charity held £5,181 in restricted funds (relating to the National Lottery Community Fund), and £215,395 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 2026 budget, this equates to £211,000. At the year end, the charity holds unrestricted reserves of £215,395, which meets this requirement.

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.

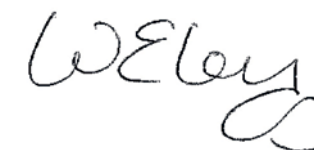
In so far as the trustees are aware:

- 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 28/7/26 and signed on its behalf by:



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 1 April 2025 to 31 March 2026.

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 1PS
28/7/26

ACCOUNTS

STATEMENT OF FINANCIAL ACTIVITIES

For the period 1 April 2025 to 31 March 2026

	Note	Unrestricted Funds 2026 £	Restricted Funds 2026 £	Total Funds 2026 £	Unrestricted Funds 2025 £	Restricted Funds 2025 £	Total Funds 2025 £
Income							
Grants and Donations		-	300,000	300,000	257,671	131,859	389,530
Income from charitable activities		401,828	15,399	417,227	129,914	-	129,914
Total income	2	401,828	315,399	717,227	387,585	131,859	519,444
Expenditure							
Charitable activities	3	439,034	369,152	808,186	138,721	69,188	207,909
Total expenditure		439,034	369,152	808,186	138,721	69,188	207,909
Net movement in funds before transfers		(37,206)	(53,753)	(90,959)	248,864	62,671	311,535
Transfers between funds		3,737	(3,737)	-			
Net movement in funds		(33,469)	(57,490)	(90,959)	248,864	62,671	311,535
Reconciliation of funds							
Total funds brought forward		248,864	62,671	311,535	-	-	-
Total funds carried forward	8	215,395	5,181	220,576	248,864	62,671	311,535

The notes on pages 25 to 31 form part of these financial statements.

BALANCE SHEET AS AT 31 MARCH 2026

Making Every Adult Matter – A company limited by guarantee 15839976

	Note	2026 £	2025 £
Current assets			
Debtors	6	165,530	166,438
Cash at bank and in hand		102,926	186,894
		268,456	353,332
Creditors: Amounts falling due within one year	7	(47,880)	(41,797)
Net current assets		220,576	311,535
Total assets less current liabilities		220,576	311,535
Capital and reserves			
Restricted funds		5,181	62,671
Unrestricted funds		215,395	248,864
	9	220,576	311,535

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, 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 capitalised. 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 33¹/₃ % per annum for all assets.

2 INCOME

	Unrestricted funds £	Restricted funds £	2026 £	2025 (3 mths) £
Voluntary income				
Grants		300,000	300,000	389,529
Income from charitable activities				
Consultancy and training services	401,828		401,828	125,240
Income from MEAM Summit		15,399	15,399	4,674
Total income from charitable activities	<u>401,828</u>	<u>15,399</u>	<u>417,227</u>	<u>129,914</u>
Total income	401,828	315,399	717,227	519,443

3 CHARITABLE ACTIVITIES

	Unrestricted funds £	Restricted funds £	2026 £	2025 (3 mths) £
Staff costs	314,497	220,061	534,558	129,236
Consultants	6,519	16,660	23,179	7,580
Contracted agencies	36,000	1,345	37,345	18,859
Travel	17,660	16,059	33,720	13,045
IT data systems	7,049	9,575	16,624	-
Summit costs	-	29,096	29,096	9,675
Meetings, courses, event expenses	32,805	7,805	40,610	1,736
Other	3,356	425	3,781	113
Support costs see note 4	21,148	68,125	89,273	27,666
	<u>439,034</u>	<u>369,152</u>	<u>808,186</u>	<u>207,909</u>

4 SUPPORT COSTS

	Governance function £	General support £	Total 2026 £	Total 2025 (3 mths) £
Staff costs	5,168	34,451	39,619	9,578
Associates/Consultants/Partners	-	-	-	-
Premises + office running costs	-	8,527	8,527	1,286
Accountancy, legal & professional	11,894	18,474	30,368	9,313
- includes £2520 for the cost of the IE				
Insurance	-	2,022	2,022	232
IT, telecoms & web site	-	2,827	2,827	2,448
Staff recruitment, training, travel	-	894	894	2,175
Other	-	5,016	5,016	2,633
	<u>17,062</u>	<u>72,211</u>	<u>89,273</u>	<u>27,665</u>

Charitable activities		89,273	27,665
		<u>89,273</u>	<u>27,665</u>

5 STAFF COSTS AND NUMBERS

	2026 £	2025 (3 mths) £
Gross wages and salaries	468,578	114,351
Employer's national insurance	51,812	12,642
Pension	53,786	11,821
	<u>574,176</u>	<u>138,814</u>

The average number of employees during the period was 10 10

The number of staff whose annual emoluments (excluding amounts salary sacrificed and employer pension costs) were in excess of £60,000 during the period was:

£60,000 to £70,000 1 0

Staff costs have been analysed as:

	2026 £	2025 (3 mths) £
Direct charitable expenditure	534,558	129,236
Governance	5,168	1,249
Support	34,451	8,329
	<u>574,177</u>	<u>138,814</u>

6 DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2026 £	2025 (3 mths) £
Trade debtors	147,668	163,462
Other Debtors	3,280	2,976
Prepayments	14,582	2,976
	<u>165,530</u>	<u>169,414</u>

7 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2026 £	2025 (3 mths) £
Trade creditors	2,730	6,205
Accruals and deferred income	25,385	10,720
PAYE/NI	-	-
Pension	-	4,301
VAT	19,765	20,571
	<u>47,880</u>	<u>41,797</u>

8 MOVEMENTS IN FUNDS

	Balance at 01-Apr-25 £	Incoming £	Outgoing £	Transfers in / (out) £	Balance at 31-Mar-26 £
Restricted Funds					
Lottery	57,134	315,399	367,352	-	5,181
Lankelly Chase	5,537	-	1,800	(3,737)	-
	<u>62,671</u>	<u>315,399</u>	<u>369,152</u>	<u>(3,737)</u>	<u>5,181</u>
Unrestricted funds					
General funds	248,864	401,828	439,034	3,737	215,395
	<u>248,864</u>	<u>401,828</u>	<u>439,034</u>	<u>3,737</u>	<u>215,395</u>
Total funds	<u>311,535</u>	<u>717,227</u>	<u>808,186</u>	<u>-</u>	<u>220,576</u>

	Balance at 01-Jan-25 £	Incoming £	Outgoing £	Transfers in / (out) £	Balance at 31-Mar-25 £
Restricted Funds					
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>62,671</u>
Unrestricted funds					
General funds	-	387,585	138,721	-	248,864
	<u>-</u>	<u>387,585</u>	<u>138,721</u>	<u>-</u>	<u>248,864</u>
Total funds	<u>-</u>	<u>519,444</u>	<u>207,909</u>	<u>-</u>	<u>311,535</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 supported our policy work. This work has now ended and the remaining balance of the grant has been added to unrestricted funding.

9 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds £	Restricted funds £	Total funds £
Current assets	263,275	5,181	268,456
Current liabilities	(47,880)	-	(47,880)
Net assets at 31 March 2026	<u>215,395</u>	<u>5,181</u>	<u>220,576</u>

10 TRUSTEES' REMUNERATION AND EXPENSES

The charity did not pay to its trustees any remuneration during the period.

One trustee was reimbursed for travel expenses totalling £99 (2025: nil).

11 RELATED PARTIES

Homeless Link is a registered charity (number: 1089173) under whose umbrella Making Every Adult Matter operated until 31.12.2024. During the year Homeless Link's 'Real Systems' trading arm was contracted to provide a new CRM system for MEAM. The total cost of this incl VAT was £9,084.

Homeless Link purchased systems leadership input from MEAM for one of its courses, the value of which was £1,040.

12 KEY MANAGEMENT PERSONEL

The trustees consider the key management to be themselves and the CEO.

The total remuneration, including salary and pension contributions, paid to key management was as follows:

	2026 £
Salaries	79,193
	<u>79,193</u>

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 MEMBER 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.

