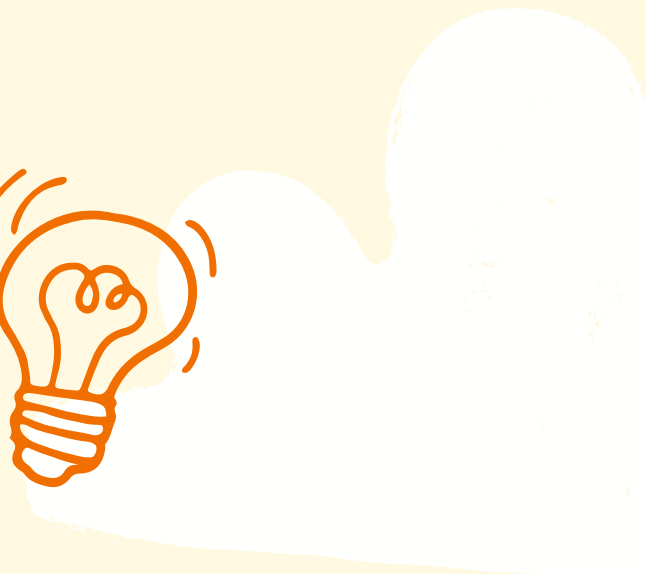
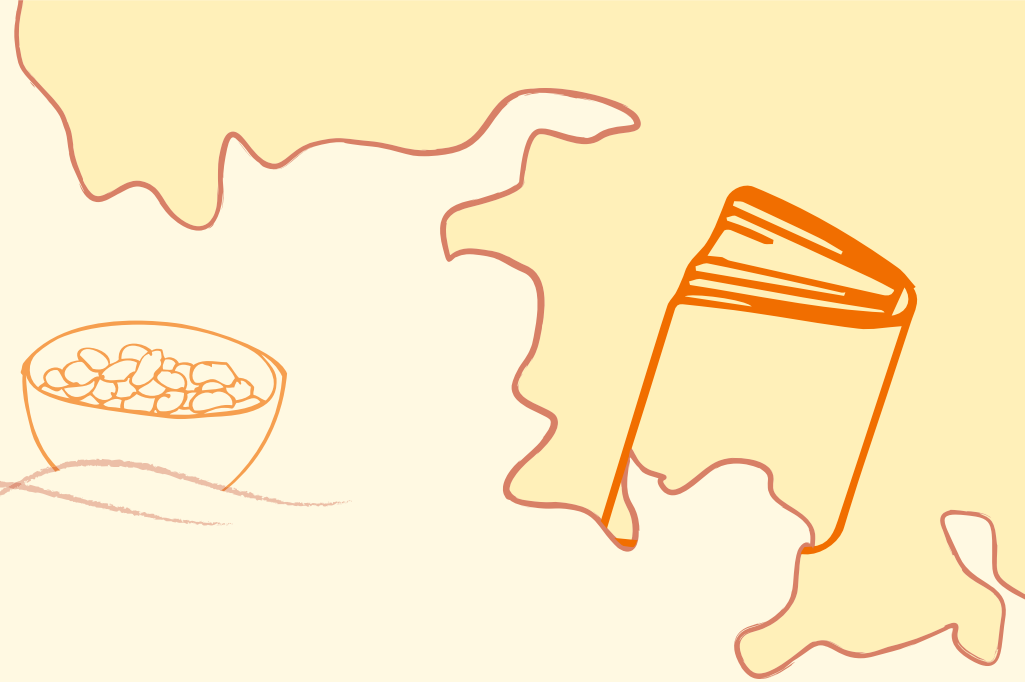
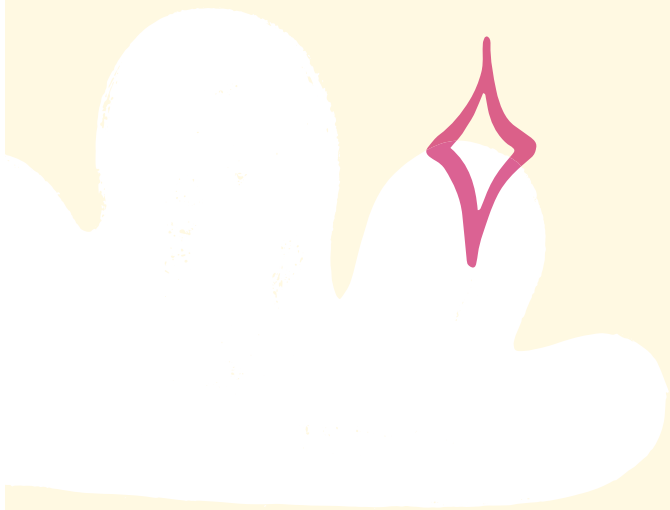
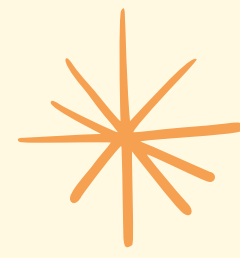
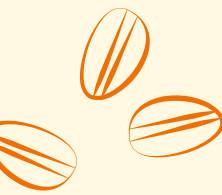


**magic  
breakfast**  
fuel for learning

# Annual Report 2024/25



# Reference and administrative details



**Charity name:** Magic Breakfast

**Charity registration numbers:** 1102510 (England and Wales) and SC048202 (Scotland)

**Company registration number:** 04977015

**Registered office**

Fora  
42-46 Princelet Street  
London  
E1 5LP

**Principal operating office**

Fora  
42-46 Princelet Street  
London  
E1 5LP

**Board of Trustees**

Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

**Chair and Vice Chair**

Aniela Shuckburgh, Chair  
Alison Inglis-Jones, Vice Chair

**Board members**

Andrienne d’Arenberg  
Emma West  
Jonathan Boateng  
Julie Harkness  
Julie-Anne Jamieson  
Michael Honan (to 29 January 2026)  
Phil Davies  
Richard Lackmann  
Varsha Venugopal  
Zipporah Kissi

**Board advisors**

Dominic Hawkins  
Fiona Zeka (resigned 7 April 2025)  
Sophie Balmer

**Senior Leadership Team**

**Chief Executive Officer**  
Lindsey MacDonald

**Head of Finance and Technology**  
Anthony Eckersley (to 31 March 2025)

**Director of Finance and Technology**  
Stuart Fox (from 16 June 2025)

**Director of People and Culture**  
Alan Mustafa

**Director of Fundraising and Development**  
Emily Wilkie

**Director of Policy and Engagement**  
Jacquie Bance de Vasquez

**Director of Service Delivery**  
Rhian Thompson (from 1 October 2024)

**Professional advisors**

**Bankers**  
The Royal Bank of Scotland  
London Drummonds  
49 Charing Cross  
Admiralty Arch  
London  
SW1A 2DX

**Independent auditors**  
Sayer Vincent LLP  
Chartered Accountants and Statutory Auditor  
110 Golden Lane  
London  
EC1Y 0TG

**Investment managers**  
Rathbones Greenbank  
30 Gresham Street  
London  
EC2V 7QN

**Legal advisors**  
Bates Wells  
10 Queen Street Place  
London  
EC4R 1BE

**The trustees present their report and the audited financial statements for the year ended 31 August 2025.**

Reference and administrative information set out on page 2 forms part of this report. The financial statements, including the strategic report, comply with current statutory requirements, the memorandum and articles of association, the requirements of a directors’ report as required under company law, and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.



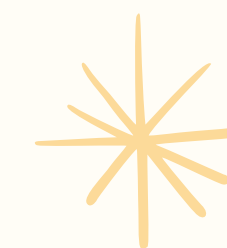


“Magic Breakfast has improved our classroom environment because now we are more focused and it helps children who can’t have breakfast at home.”

Pupil, Magic Breakfast partner school, London

Welcome to our

# Annual Report 2024/25



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Magic Breakfast  
Annual Report 2024/25

# Introduction

Travelling uncharted  
territory: A new landscape

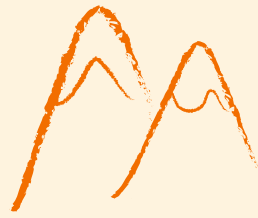
Steering with intention:  
Chair's letter

Charting a journey of impact  
and growth: CEO's report



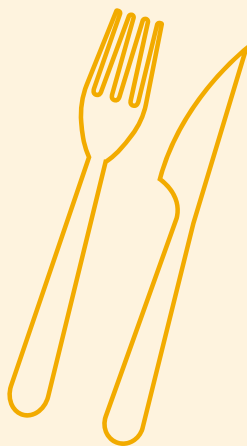


# Travelling uncharted territory: A new landscape



## September 2024:

The Government announces the Early Adopters Scheme, bringing opportunity to expand our breakfast provision funded by government.

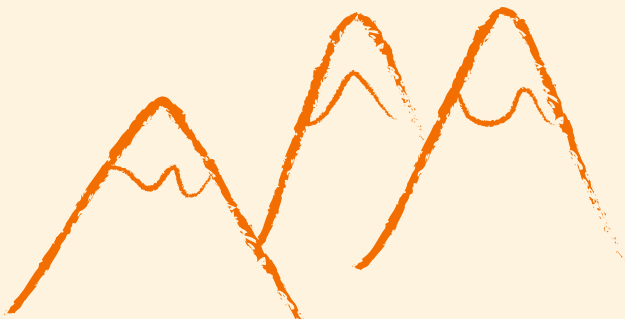


## November 2024:

Schools are invited to apply to the Early Adopters Scheme.

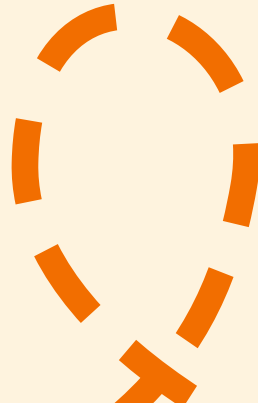
## February 2025:

750 schools are recruited to the Early Adopters Scheme. The Department for Education tenders for school engagement advisors to support schools on the Early Adopters Scheme. Nine advisors appointed, of the total 19, are from Magic Breakfast.



## May 2025:

Inspiring Scotland opens applications for the Bright Start Breakfasts fund.



## August 2025:

Food inflation reaches 5.1%, up from the most recent low of 1.3% in August 2024, putting increased pressure on families, school budgets and further increasing the demand for food from our membership schools.

## October 2024:

A record 1 in 5 children are facing hunger and hardship across the UK. (Trussell)



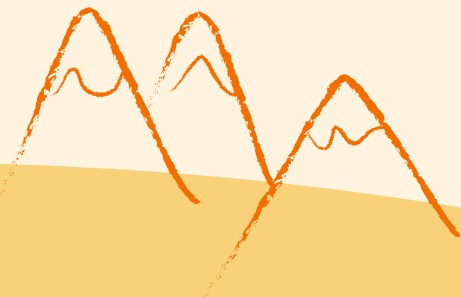
## March 2025:

The Children's Wellbeing and Schools Bill progresses to the House of Lords.



## December 2024:

Scottish Government announces £3 million fund for 'Bright Start Breakfasts' in their draft budget. Introduction of the Children's Wellbeing and Schools Bill to parliament.



## June 2025:

Magic Breakfast celebrates successful applications to support four new Scottish schools through Bright Start Breakfasts, plus a fifth school in partnership with a local authority.

## August 2025:

The Government announces a tender for businesses to sponsor the Early Adopters Scheme. Magic Breakfast is one of four organisations selected, bringing together our charity's supply chain to support schools on the pilot with affordable, nutritious breakfast food – delivered to their gates.

# Steering with intention

## Chair's letter

### **This has been a year of uncertainty, complexity, and opportunity.**

Across the country, schools, families, and charities have continued to face rising costs, shifting policy landscapes, and persistent inequality. For Magic Breakfast, these challenges have been real and present, but they have also strengthened our resolve. We have steered through them with intention, guided by our mission that no child or young person should be too hungry to learn.

The board and leadership team have worked closely together to navigate difficult decisions, balancing our duty to protect the charity's long-term sustainability with our responsibility to respond to urgent need. That has meant making deliberate use of reserves, continuing to invest in infrastructure and preparing for primary school national rollout in England so that more schools and pupils can benefit from breakfast provision. It has seen us commission research into secondary schools, ensuring we understand the specific challenges and opportunities for schools and design breakfast provision with young people that they want to access. It has also meant holding fast to our values, ensuring that how we work remains as important as what we deliver.

**On behalf of the board, thank you for everything you have done to support our mission. Together, we will continue to champion breakfast and are closer than ever to a future where every child and young person is nourished, empowered and thriving.**

We know that none of this would have been possible without the extraordinary commitment of our partner schools. Every day, teachers and school staff go the extra mile to make sure children and young people start the day ready to learn and we are deeply grateful for their partnership. To our funders, supporters and volunteers: thank you for standing with us. Your belief in our mission has given us the confidence to take bold steps and the resilience to weather the pressures of a challenging year.

This year also marks a moment of celebration. We have developed Nourishing Futures, our strategy for 2040 and our business plan for the next three years. To have won the Charity Times' Charity of the Year (income over £10 million) is recognition not only of Magic Breakfast's impact throughout the 2022-2025 business plan, but of the collective effort of everyone who has played a part. It is a reminder of how far we have come, and of the vital importance of the mission that lies ahead.

Looking forward, there is still much to do. Poverty, hunger, and entrenched inequalities continue to blight the lives of too many children and young people in the UK. Yet we enter the next chapter with clarity and conviction, knowing that the progress we have made has laid the foundations for even greater impact. With a strong leadership team, a dedicated staff, community of partners, and a growing movement behind us, I am confident that Magic Breakfast will continue to lead the way.



With gratitude,  
**Aniela Shuckburgh,**  
**Magic Breakfast Chair**

Magic Breakfast exists to end morning hunger as a barrier to learning for children and young people in the UK.

The trustees review the aims, objectives and activities of the charity each year. This report looks at what the charity has achieved and the outcomes of its work in the reporting period. The trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the trustees ensure the charity's aims, objectives and activities remained focused on its stated purposes.

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.



# Charting a journey of impact and growth

## CEO's report

**Magic Breakfast is the UK's leading expert on school breakfast provision. For over 20 years, we have worked alongside schools to ensure children and young people start their day in a nurturing environment and with the nutrition they need to learn, grow, and thrive.** As we draw our 2022-25 business plan to a close, I am proud to share how we have turned challenge into opportunity, strengthened our foundations, and delivered real impact for children and young people.

Our strategy was guided by three goals: reaching as many pupils at risk of hunger as possible, building a movement to end child morning hunger, and operating efficiently, responsibly, and collaboratively. Each of these has been advanced over the past three years. From stabilising in 2022, we have steadily grown provision, fuelled by innovation such as the Magic Menu, which expanded food choices, boosted nutrition and cut waste. In the past year we have recruited a further 156 new schools and expanded access to nourishing breakfasts to make an impact for over 350,000 pupils every day.

We have also remained steadfast in our advocacy, ensuring that the issue of child morning hunger stayed firmly on the political agenda. We worked with members of Parliament and peers, seeking to ensure that the Children's Wellbeing and Schools Bill cemented a right for no pupil to be too hungry to learn. Campaigns such as Breakfast Powers Opportunity and Breakfast Can't Wait gave voice to children's hopes and expectations in both Westminster and Holyrood, demonstrating that breakfast is not just about food, but about opportunity, equity and life chances.

We strengthened our financial resilience whilst remaining within our reserves policy target range, finishing this year with 5.5 months' unrestricted reserves. Over the past three years,

public sector income rose from £90,000 to £739,000 per year, with local authority and government contracts in England and Scotland. This has given us the experience and track record to pave the way for larger public sector contracts. With an eye to national policies and the potential for a universal rollout to primary pupils in England, we are positioning the organisation to scale rapidly and sustainably.

At the same time, continued funding is essential to deliver our current work and to make sure no child or young person misses out. We know that promises don't fill tummies, and that more than 1,000 schools are relying on us to provide nourishing breakfasts to their pupils, every morning. We will hold governments to account for the promises they make. We anticipate that we will need to maintain charitable provision in primary schools in England for at least another two years.



**Continued funding is essential to deliver our current work and to make sure no child or young person misses out. We know that promises don't fill tummies, and that more than 1,000 schools are relying on us to provide nourishing breakfasts to their pupils, every morning.**



**As we set out last year, whether because national policies do not yet reach some pupils or because they fall outside policies' scope, we remain committed to shining a light on children and young people in English nurseries and secondary schools, and all young Scots.**

Looking ahead, we are determined to address Hidden Hunger and close gaps and remove stigma and barriers where they exist.

The impact we delivered in 2024/25 was only possible because of our people. Our staff bring passion, skill, and commitment every day, and I am delighted that we achieved and sustained 80% staff engagement in 2024. We also saw 385 volunteers from our corporate partners take part in our volunteering programmes - 100% of those surveyed said they would recommend the programme, and 100% of schools shared that they would like to be involved again next year. Alongside this, our equity, diversity and inclusion strategy has helped ensure that the voices of pupils and teachers are increasingly informing and driving Magic Breakfast's work. This is central in our new strategy, Nourishing Futures, as we continue to put fairness and inclusion at the heart of our mission.

At the same time, we recognise the challenges we must continue to navigate: reliance on voluntary income, the compounded strains of rising costs and rising need, and the complexity of a rapidly evolving policy landscape while maintaining efficiency. Yet our strengths - our robust evidence base, values-driven culture, and track record of innovation - position us well to embrace the opportunities ahead. With national policy momentum building, growing public awareness of hunger and inequality in our classrooms, and new strategic partnerships emerging, there has never been a more vital moment for our work.

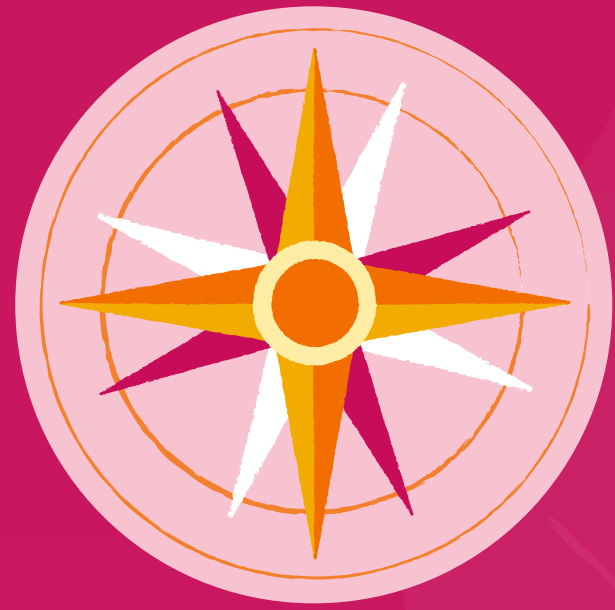
As we step into our next business plan cycle (2025-28), we do so with optimism, focus, and ambition. Our commitment is to relentlessly focus on the benefits of breakfasts being realised through national policies and making all school breakfasts magical.

In opening our Annual Report for 2024/25, I want to emphasise our gratitude to everyone who stands alongside us - our partner schools, funders and supporters. Most importantly, I want to thank the children and young people whose experiences and views guide and inspire us. With your backing and belief, Magic Breakfast will seize the moment we have to make a meaningful and lasting difference in every community, in every classroom, for every child.

**Our commitment is to relentlessly focus on the benefits of breakfasts being realised through national policies and making all school breakfasts magical.**



**Lindsey MacDonald,  
Chief Executive Officer**



Magic Breakfast  
Annual Report 2024/25

# Staying the course

★ Providing breakfasts:  
every School day

★ Our year in numbers:  
A financial dashboard

★ Our year in numbers:  
A financial review

★ Breakfast is an anchor:  
A family's story



# Providing breakfasts Every school day

**A critical role for Magic Breakfast is to deliver food, every single day, to enable children to start their day ready to learn and thrive.**

This year we've seen demand increase, and we are now impacting 370,000 children and young people across 1,073 schools each day. Meeting this daily need is core to who we are, and is fuelling young bodies and minds, changing lives and shaping futures.

This year we moved to a new distributor, MWW (Minor, Weir and Willis Ltd.), to strengthen our ability to deliver fresh and refrigerated products. As partners of the Government's School Fruit and Vegetable Scheme, they bring expertise, an established footprint in the sector, and allow us to expand the choice and variety of our food products.

We continue to test and learn to further improve our programme and impact. In secondary schools, we have tested student-led approaches to reduce costs, create opportunities for students, and increase uptake and impact. To keep provision rooted in children's experience, we've also introduced a feedback loop that allows us to hear children and young people's voices and views so we can be more accountable to those who eat our breakfasts every day.

## How did we deliver on our aims?

Following our 2024 restructure, this year focused on delivering through specialist teams and creating centres of excellence. Our community engagement team centred whole community engagement, our innovation team partnered with schools to trial ways to boost breakfast uptake, and our support team ensured efficient customer service. Although we didn't meet our partner school growth targets, we achieved strong progress, adding 156 schools to our roll. We also increased the number of children and young people we impact daily, exceeding our objective by 12%.



**Rhian Thompson,  
Director of Service Delivery**

**"Magic Breakfast supports all levels of Maslow's Hierarchy of Needs: from meeting children's physiological needs with a healthy breakfast, to providing a safe, predictable environment that promotes wellbeing, social connection, self-esteem and, ultimately, academic achievement. The ripple effect across attendance, concentration, and behaviour has been profound. Families report reduced morning stress, and staff consistently note improved focus and energy in the classroom. This is an initiative that feeds both body and potential – we couldn't be prouder to be part of it."**

**Ian Tankard, Headteacher,  
Coleridge Primary School**

**Over 2,100 tonnes of food (the equivalent weight of about 170 double-decker buses) was delivered this year, providing millions of breakfasts for children and young people across the country!**





## Maximising impact through community engagement

Providing advice and support to our partner schools remains central to our approach.

In the past, we have focused engagement with schools' leaders and breakfast staff. In line with our aims for this year, we widened our approach, providing both in-person and remote support and adopting a pupil-informed, whole-school system that engaged entire communities of staff, pupils and families. Continuous evaluation of the impact of this model has evidenced its effectiveness in removing barriers and stigma, as well as successfully embedding breakfast into school culture.

One of the most powerful changes has been connecting schools facing similar challenges. School staff training has built awareness and knowledge. School staff have been equipped with tools to spot morning hunger, pupils inspired through assemblies and families engaged at school gates, fairs and sports days. Teachers report they are now looking daily for signs of hunger and intervening effectively.

We are focused on empowering everyone connected with schools, educating about the importance of breakfast to prepare for the day ahead and unlocking the potential of every child.



5,200

members of school staff reached through **254** events, increasing their knowledge and confidence by more than **15%**



84%

of pupils were inspired to eat breakfast more regularly after we engaged with **79,000** young people across **298** assemblies and workshops



53

volunteer-led enrichment activities were delivered by **385** volunteers, with plans in place for seasonal celebrations, restaurant visits, career-insight sessions and school improvement projects to continue into 2025/26



School staff understanding of identifying pupils at risk of hunger grew from

**73 to 89%**

while confidence in supporting them rose from **77% to 91%**



85%



of our pupils now understand how to access breakfast in their school, while **82%** recognise how it supports their learning



The proportion of children having breakfast in our schools rose by

**7.8%**

(against our target of **10%**)



Our long-term vision is to see communities transformed, with every child and family understanding and embracing the power of a nourishing breakfast.

### Looking ahead

Government commitments to universal primary breakfasts in England are welcome, but gaps remain across England, Scotland, Wales and Northern Ireland.

We know hunger exists in early years settings and remains prevalent throughout secondary schools. With many secondary pupils excluded from government breakfast plans and the current National School Breakfast Programme due to end in July 2026, our work to deliver breakfasts in secondary schools is more urgent than ever. We currently support more than 350 schools with secondary aged pupils and Magic Breakfast is committed to filling these gaps, one breakfast at a time.

# Our year in numbers

## A financial summary

Decrease in unrestricted reserves – mainly due to our planned investment in providing more breakfasts.

Net position:

**-£1,008,116 deficit**

(2024: +£1,275,167 surplus)

Reduction in months of reserves cover

**-1.6 months**

Planned deficit to increase impact

**£5,379,732**

= 5.5 months  
in 2024/25

**£6,267,494**

= 7.1 months  
in 2023/24

**In 2024/25**

**Overall income**  
+0.4% (£10,392,463)

**Overall outgoings**  
+25.6% (£11,400,579)

### Income

**72.1% increase in public sector funding**



New and increased local authority contracts. Department for Education contract for 9 advisors

2023/24 – £429,316  
2024/25 – £739,007

**27.8% increase in membership income**



Increased due to recruitment of new schools throughout both 2023/24 and 2024/25

2023/24 – £593,572  
2024/25 – £758,541

**8.5% decrease in cash fundraising**



Due to a challenging economic and fundraising climate

2023/24 – £8,026,387  
2024/25 – £7,346,575

**2.6% decrease in donated goods, services and facilities**



This includes both food and our office space

2023/24 – £1,115,484  
2024/25 – £1,086,031

### Outgoings

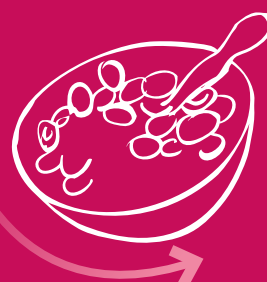
**60.7% increase in paid-for food costs**



Increase due to the growth in children and young people supported as well as increase in food costs

2023/24 – £1,358,169  
2024/25 – £2,182,470

**19.7% increase in gift in kind food costs**



Enabled by the generosity of our corporate partners and concerted effort to increase uptake of gift in kind products

2023/24 – £792,365  
2024/25 – £948,450

**50.2% increase in warehousing and distribution costs**



Increase due to the growth in children and young people supported

2023/24 – £1,278,541  
2024/25 – £1,920,886

**16.2% increase in staff costs**



Additional colleagues to deliver our impact and increase in national insurance contributions

2023/24 – £3,984,156  
2024/25 – £4,629,936

**3.3% increase in all other costs**



2023/24 – £1,663,280  
2024/25 – £1,718,837

2024/25 is the first year that the accounts have been prepared on a group consolidated basis, so figures will not compare directly with our 2023/24 report.

# Our year in numbers

## A financial review



Stuart Fox, Director of Finance and Technology

To maximise our reach and deepen our impact, we planned a net investment budget for 2024/25, resulting in a deficit of £1,008,116 (2024: surplus of £1,275,167).

This was a deliberate decision to draw on our reserves to fund increased reach, growth, innovation and advocacy while staying within our reserves policy. We closed the year with 5.5 months (2024: 7.1 months) of unrestricted reserves (excluding fixed assets), maintaining financial resilience in line with our policy.

Total group income for the year increased marginally to £10,392,463 (2024: £10,351,678). Within this, cash fundraising fell by 8.5% year on year, affected by the economic environment and the impact of the National Insurance contributions increase on our corporate partners in particular. However, this reduction was fully offset by growth in other income streams.

Public sector funding rose to 7.1% of total group income (2024: 4.1%), a notable increase, driven by local authority and Department for Education contracts. Magic Breakfast is working with the Department for Education on the Early Adopters Scheme with nine advisors being seconded to support schools to implement the guidelines and capture learnings to inform the subsequent national rollout. Membership fees also grew with increased school numbers and because many transitioned into the second year of their engagement cycle with us, moving beyond the initial 50% discount period.

Providing more breakfasts to children and young people naturally resulted in higher operational costs, as we deployed more of our resources to meet rising demand.

Overall, expenditure increased to £11,400,579 (2024: £9,076,511), driven by this expanded reach, our investment in fundraising (for future sustainability) and as a consequence of prevailing inflationary pressures across all areas.

To mitigate inflationary pressures in particular, we maintained tight control over discretionary spending, ensuring that resources were channelled into essential services and strategic priorities. This included proactively strengthening our operational capacity to support the anticipated national rollout of free breakfast provision for all primary pupils in England. Through targeted spending in technology and staffing we will be well positioned to scale rapidly and flexibly. This disciplined approach has helped preserve financial resilience while sustaining impact across our programmes.

**“The Finance Team works closely with our frontline colleagues in service delivery, advocacy and fundraising to ensure that our financial systems are robust, transparent and inclusive. Ensuring our collective focus remains on the effective management of funds to consistently support our mission keeping children and young people at the heart of everything we do.”**

**TuSa Femiola, Financial Reporting Manager**

Looking to the next financial year, we have developed a plan (see page 30) that includes:

- **Further investment in breakfast delivery:** We plan to further increase our total number of breakfasts provided by approximately 5%.
- **Investment in systems change and enabling young people:** Newer areas of our strategy, that become increasingly important after the expected national rollout of breakfasts to primary aged children.
- **Investing to enable scale:** We will continue to allocate resources toward initiatives that improve delivery efficiency and prepare us for rapid scale-up, in line with the confirmed national rollout in England, should Magic Breakfast choose to participate.
- **Readiness for public contracts:** Our success in securing just under 50% of the Department for Education's advisor contracts for the 2025 Early Adopters Scheme demonstrates our capacity to deliver at a national level. We will continue to position ourselves for further public sector contracts, with financial models in place to support sustainable growth.
- **Reserves and risk management:** We will continue to operate within our reserves policy, maintaining a prudent level of coverage to manage risk.
- **Investment management:** We will invest surplus funds sensibly and responsibly, in line with our reserves and investment policies, to generate maximum income whilst protecting value, to support long-term sustainability.

Our financial approach will remain proactive and mission-driven, ensuring we are ready to seize emerging opportunities, navigate uncertainty, and deliver long-term impact for children and young people.

# Breakfast is an anchor A family's story

"As a mum, Magic Breakfast gave me security. You know they're being looked after."

**When my youngest first went to primary school, I was a single mum who worked full time, but I wasn't in the best of jobs.**

We relied on Magic Breakfast. He went there from when he was 5 until he was 11. The breakfast club meant he had somewhere safe to go, early every morning where he was provided with a nutritious start to the day.

Because my son is autistic, routine is important to him. He was happy he saw the same faces all the time and he had a chance to play with the other kids who were there before school. He also liked that there were different breakfast options.

Breakfast club was a great way for him to get used to the school environment. When he was first there, he felt pleased there were older kids at breakfast who he became familiar with, and he'd know them in the playground. It brought him that sense of not feeling alone when you're quite small.

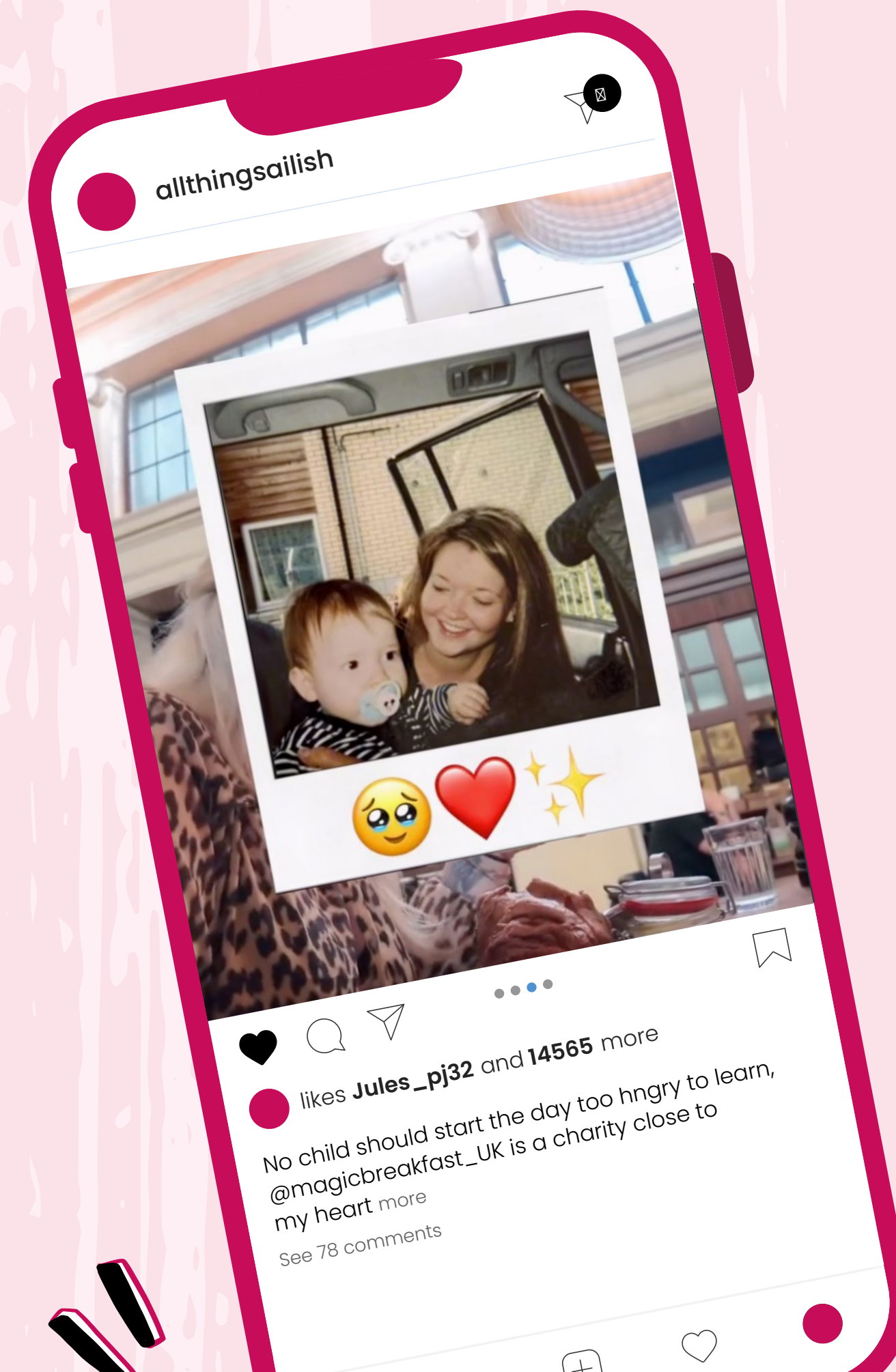
As a mum, Magic Breakfast gave me security. You know they're being looked after; they're somewhere they'll get a good, nutritious breakfast. They're also in a warm, welcoming space. It brought me a kind of comfort to know this.

Back then I worked as a trainee personal assistant. I wasn't on the best of wages, so it was quite difficult to afford childcare. If it wasn't for breakfast club, I probably wouldn't have been able to work full time or grow my career as much as I have. I went on to become an executive assistant, and now I'm self-employed and I have my own social media marketing company.

My other son goes to the school now, and although we don't need the breakfast club because I work round the hours, one thing that's great is that the same ladies are still running it. They live locally, and we see them out and about. It's great to know that Magic Breakfast is there for the kids, bringing this sense of community. They still talk to my son, and he remembers going there. We carry the memories with us.

Magic Breakfast meant I could do the job I was doing, and he could be in school safely. It was a very important part of helping me on the journey to where I am now. I'm passionate about spreading awareness of how important school breakfasts are. In many parts of Edinburgh there isn't after school support, so being able to drop your kids off half an hour or 45 minutes early – it makes a huge difference.

**Ailish Buckley**



**Ailish now leverages her successful role as an influencer to build awareness of Magic Breakfast and what we do.**



Magic Breakfast  
Annual Report 2024/25

# The voices that guide us

Many voices,  
one shared purpose

Guided by insights



# The voices that guide us

## Guided by insights

### Annual Breakfast Survey

Magic Breakfast's *Annual Breakfast Survey* – sent to all partner schools - reveals the profound impact of school breakfast provision on children and young people across the UK.

Schools shared how breakfast provision is about more than just food, supporting social development, mental health and emotional wellbeing.

The survey also highlighted the impact at secondary level, where breakfast provision continues to play a vital role despite unique challenges. Children and young people benefit from improved attendance and punctuality, more healthy eating habits and an increased sense of belonging at school.

For some pupils, breakfast and school lunch may be their only meals of the day. Staff at a Magic Breakfast secondary school in the North East told us that morning hunger **“steals a child’s focus, dampens their energy, clouds their emotions and widens the gap between potential and performance.”**

Breakfast provision in secondary schools is often the first point of connection between staff and pupils, offering a calm, welcoming space that fosters trust.

Secondary schools are increasingly stepping in to support families beyond learning by providing food, clothing and pastoral care. Schools told us that breakfast provision helps to level the playing field, particularly for families affected by poverty, rising living costs and food insecurity.



**Ben Dunn, Head of  
Impact and Insights**

### Bigging up breakfast in secondary schools

Breakfast uptake is usually lower in secondary schools than in primary. To understand why, and how to increase interest, we worked with ten secondary schools in Scotland. Students shaped provision, from choosing menus to chopping fruit, and their involvement proved central to success.

The learnings were clear:

- Engagement from school leadership was critical.
- Breakfast was more popular when there was greater variety of food.
- Uptake rose when food was placed in high-traffic areas or trays of food reached classrooms so latecomers could access it.
- Simple equipment, like microwaves for beans, made a difference.

Through the scheme, some schools saw dramatic increases, from 650 to over 2,000 portions of breakfast being eaten per week. Their reflections highlighted barriers to access that exist and reinforced the benefits beyond nutrition.

These voices strengthened the evidence that breakfast supports focus, wellbeing and belonging.

**“Sometimes my breakfast and school dinner is all I will eat in a day.”**

**“I could concentrate more in class.”**

**“Having breakfast at school makes a huge difference. It gives me the energy to get through tough classes and the chance to connect with friends before lessons start. It’s helped me feel more prepared and less stressed.”**

**“I like having breakfast with my friends.”**

**“I wasn’t hungry in lessons.”**





## Our first breakfast ambassadors

We trialled 'Breakfast Ambassadors' - students championing breakfast in their schools. Over six weeks, ambassadors explained to classmates why eating in the morning matters. Peer-to-peer messaging proved powerful, and ambassadors gained confidence, leadership and teamwork skills. Breakfast Ambassadors helped develop a connection with school leaders, who told us that the programme helped raise awareness of barriers to learning, and gave ambassadors an improved sense of responsibility and leadership.

Their reflections showed both personal and community impact:

"It made me feel passionate and happy about being useful to the school."

"I helped people have a good start to the day and not run on an empty stomach - because if you do, you will not focus on anything."

"[I want] secondary schools to get breakfast as mandatory instead of just primary schools."

**Amplifying these voices increased uptake and let young people shape school culture. This model of leadership by children and young people will expand next year.**

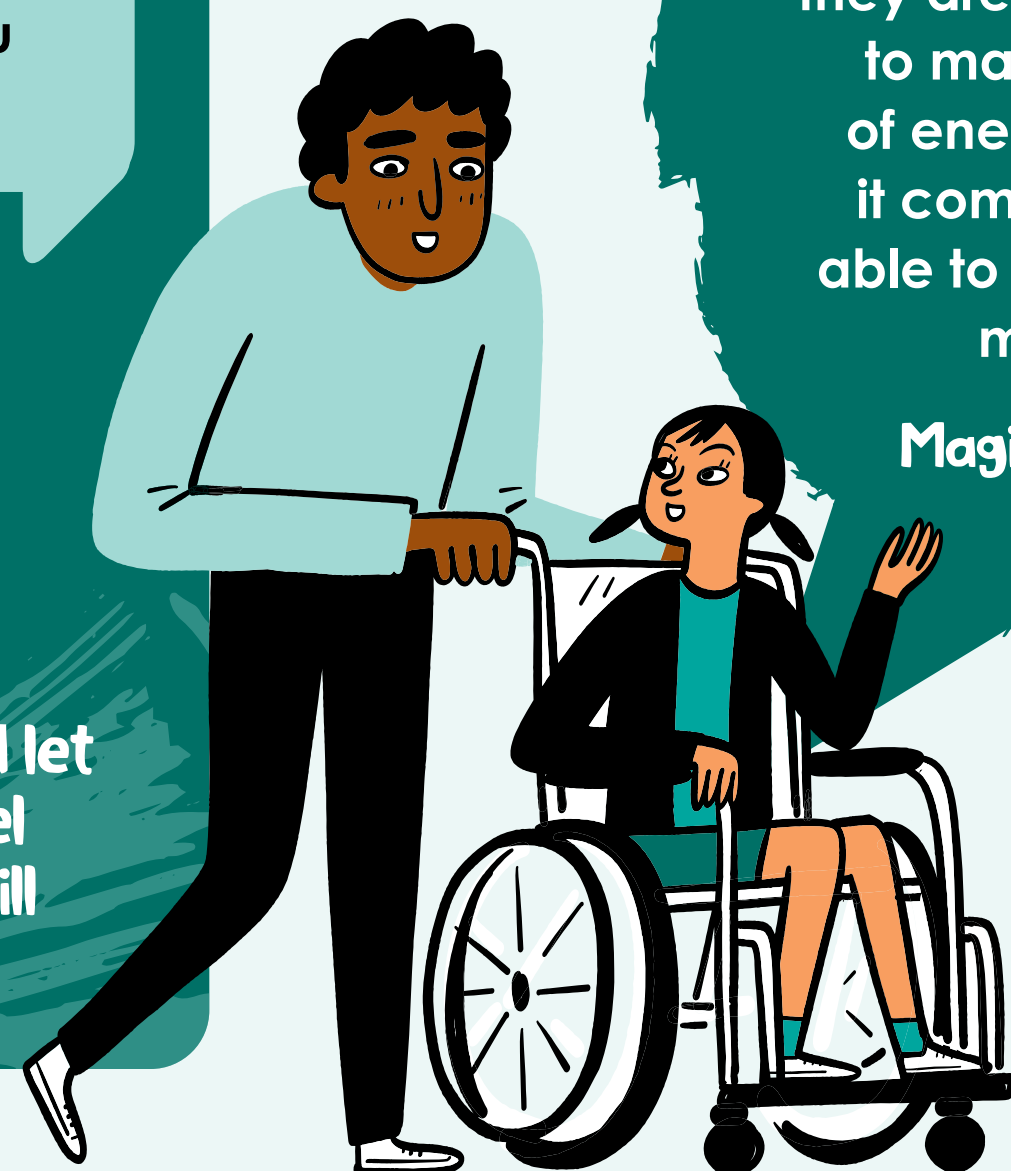
## Beyond educational improvement

Through our social impact strategy, we are deepening understanding of how breakfast affects lives, throughout childhood and adolescence, beyond education. The voices of children and families highlight these broader benefits: calmer mornings, improved mental health, stronger peer relationships and the long-term economic potential of a nourished generation.

Lived experience shows breakfast is about more than filling stomachs. It can influence equality of opportunity, health outcomes and help to break intergenerational cycles of poverty.

"When pupils come to school hungry, everything they do that day is impacted; how they engage, who they talk to, what they are able to retain, their ability to make good choices. Level of energy is so important when it comes to thriving and being able to be a decent and content member of society."

**Magic Breakfast Secondary partner School**



## Towards systemic change

The impact and insights team places lived experience at the centre of learning. Listening to young people and communities, trialling approaches based on their ideas and gathering evidence helps target root causes of child hunger.

Children and young people are not just beneficiaries of breakfast; they are increasingly the experts guiding our work. Their voices shape programmes, strengthen evidence and influence policy. This is how breakfast becomes not just a meal, but a catalyst for social change.

# The voices that guide us

## Many voices, one shared purpose

“Children, young people and teachers reshaped our Breakfast Powers Opportunity summer campaign action. We initially had a single version but ended up with tailored primary and secondary versions after their feedback. The result exceeded expectations, with over 50 schools and nearly 1,300 young people taking part in an action that felt engaging, meaningful and easy to support!”

**Katharine Voss, Campaigns Manager**

“What we hear from the frontline feeds directly into our advocacy and influencing work. Insights from the Annual Breakfast Survey are shaping our briefing papers and policy recommendations for our ongoing work over the course of the year to ensure that decision-makers across Governments in Westminster and Scotland understand the realities faced in schools. We’re also using the survey findings in our Party Conference communications with MPs and MSPs. It’s a clear example of how the voices of schools and staff guide the conversations we’re having at the highest level.”

**Natalie Dilworth, Head of Policy & Public Affairs**

“Feedback from the Annual Breakfast Survey showed that some cereals weren’t as popular as others and often created surplus. Using these insights, we streamlined our range from nine cereals to six, helping schools reduce waste while ensuring a more consistent supply of favourites.”

**Andrea Hall, Supply Lead**

“Feedback from students and staff shaped the Breakfast Ambassadors programme. What began as one ambassador per group has grown to two, helping young people feel more confident, empowered and connected. Their voices guided us to expand a successful pilot into a larger rollout, building a stronger sense of responsibility and belonging.”

**Catherine Millar, Innovation Manager**

“Many schools naturally gravitate towards cereals, bakery items and milk, with beans or porridge sometimes feeling harder to prepare. Then one school introduced ‘Beans Fridays,’ a simple idea that boosted Friday attendance and created a sense of excitement at the end of the week. I began sharing that example, and soon another school developed their own version – a weekly ‘Big Breakfast’ that became a huge success! It’s a great reminder of how powerful it is when schools share ideas and inspire one another.”

**Chris Allen, Community Engagement Partner**

**The many voices that shape our work**



“Insight from schools allows us to match enrichment opportunities to their needs and interests, and to tailor our programmes in such a way that they are genuinely beneficial to the school communities we work with. For example, many schools shared with us that they would love to see more food workshops through us, so we will be trialling a food workshop programme this summer. Similarly, we are looking to make our resources more accessible to children who speak English as an additional language, which is something schools shared can be a challenge at the moment. We want our enrichment opportunities to add real value to school life, so hearing directly from schools, is really important to us.”

**Gabriela Petrova, Volunteer Executive**



“It goes so much deeper than the physical effects of hunger. It’s wondering your whole younger years why you aren’t deserving of a meal without this feeling of suffocating guilt. Therefore, on what planet would you be deserving of this place at uni, or to travel, or have any aspirations?”

**Sophie Balmer, Magic Breakfast Youth Advisor**

We were honoured to have Sophie Balmer and Nicola Noble share their powerful stories at our Labour conference event, ensuring the voices of lived experience were heard as policies were shaped.

## The many voices that shape our work

“Frontline staff, both in schools and at Magic Breakfast, share insights that ripple across our community – for example, recognising that a child squirrelling away snacks can be a sign of hunger. By exchanging these experiences through our community touchpoints, school staff feel more confident spotting and addressing hunger and we build a collective knowledge base that supports our shared mission of ending child morning hunger.”

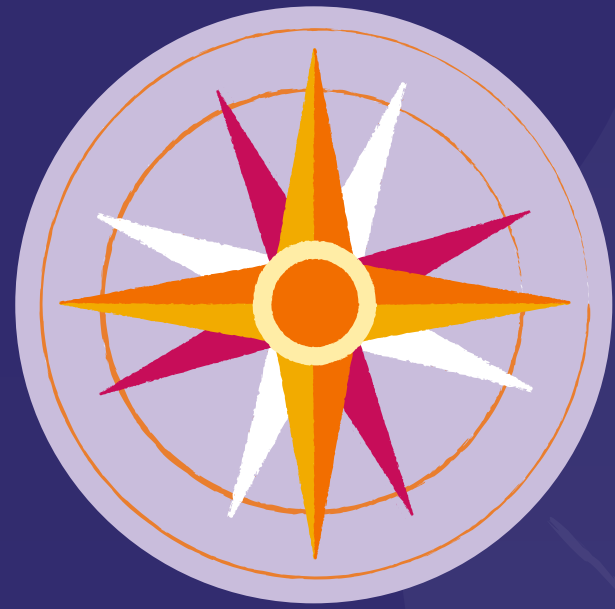
**Lynsey Appleby, Community Engagement Partner**

“Whether we’re helping translate fundraising teams’ requirements into streamlined and standardised processes, assisting engagement partners to better track and record the support they provide to schools, or implementing new technology to enable more sophisticated and measurable user journeys, technology and transformation is always looking to help colleagues to increase their effectiveness based on the input they receive from our community.”

**Pete Mills, Systems Analyst, Technology and Transformation**

“Breakfast is about more than food – it’s about equity. When every child starts the school day nourished, they have the chance to learn and thrive. Real change means tackling root causes, so no child’s potential is held back by structural inequality. That’s why I’m passionate about supporting organisations like Magic Breakfast to drive the systemic change we need and, as a school leader, I am committed to modelling good practice and sharing insight to demonstrate what’s possible to policy makers.”

**Nicola Noble, Associate Head Teacher, Big Education**



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# Shifting the current

★ Influencing systems for  
long-term impact

★ The power of lived  
experience: An MP's story

★ Steering focus where  
it is needed



# Influencing systems For long-term impact

**This year has been a landmark one for Magic Breakfast's mission, as our long-term aims are beginning to be realised and our voice is being heard at the highest levels of decision-making.**

Drawing on over 20 years of evidence, experience, and expertise, and with support from donors and partners, we have influenced and informed government policy and practice.

A major milestone came in September 2024, when the Chancellor announced funding for the Government's flagship school breakfast club policy, offering universal free breakfast for primary children. Magic Breakfast played a central role in shaping its pilot, the Early Adopters Scheme (EAS), ensuring SEND (special educational needs and disabilities) schools and Pupil Referral Units were included by defining the commitment as **all primary-aged children**, rather than **all primary schools**. We secured robust evaluation, recognition of the need for flexibility in how schools deliver, and access for early adopter schools to receive expert support and advice.

The Early Adopters Scheme will run from April 2025 to April 2026 with £30m committed to date, providing free breakfast for 750 schools and enabling robust evaluation.

**Our campaign, Breakfast Powers Opportunity, amplified the voices of teachers, staff, and children. Nearly 1,300 children shared why breakfast matters, with some joining us outside Parliament to tell MPs their stories. Three students and a teacher later handed these messages into 10 Downing Street alongside a personal letter to the Prime Minister.**

**"I hope the government understand that everyone needs a breakfast club... it's for everyone, like primary, secondary, and college."**

**"I hope [the Prime Minister] considers it because I had a good time and I'm not doing it for nothing!"**

**The young people who took part in our summer action**

**"While we have seen great steps forward in our mission to end child morning hunger this year, the job is not done. We will need to use our insights and leverage our relationships to ensure that national rollout in England is equitable and reaches the children who need it most. Alongside this, we will seek to secure commitments for school breakfasts for secondary students and early years children, too."**

**Beth McCleverty, England Policy and Public Affairs Manager**



## Hunger doesn't end at age 11!

In April, we launched a national teacher network to turn frontline insight into campaign action, calling for provision for secondary-aged children in SEND schools and to continue provision for secondary pupils on the National School Breakfast Programme (NSBP). A co-signed letter was sent directly to the Chancellor, while campaigns at party conferences, petitions, and social media activity aimed to protect secondary provision across NSBP schools.

## Delivering for young Scots

In Scotland, our Breakfast Can't Wait campaign helped secure funding for an initial government pilot, Bright Start Breakfasts - an important first step to realising their four-year-old commitment. We will continue pressing for expansion beyond the 2026 elections, showing that breakfast is a smart, compassionate way to support families and pupils.

**"We welcomed the news that school breakfast for primary-aged children was being put into policy with real optimism and a sense of validation. To hear that this provision was being recognised at a national policy level felt like an acknowledgment of what schools like ours have known for some time: that hunger is a barrier to learning, and that addressing it early in the day lays a foundation for better behaviour, engagement, and wellbeing."**

**Ian Tankard, Headteacher, Coleridge Primary School**

# The power of lived experience: An MP's story

**Going without or struggling never leaves you, and it is that lived experience that drives real change. But change is never achieved alone.**

In my time as an MP, every change I have been a part of has come through working alongside others – fellow MPs, my team, my constituents, local groups, national organisations, charities and well-known advocates – the list is endless. Yet it is the voices and actions of people with lived experience that are vital in shaping and informing policy. When communities, their representatives and government collaborate to design policy and deliver change, the result is more impactful and more widely welcomed across the country.

Back in 2021, with the support of Magic Breakfast and others, I introduced the School Breakfast Bill. The Bill sought to enshrine in legislation a comprehensive, evidence-based programme of school breakfast clubs. Because no child should start the day hungry. Hungry children don't learn, no matter how bright and determined they are, and no matter how dedicated their teachers are. While the Bill didn't progress, it did lead to the Government at the time extending school breakfast provision. Still, too many children were left missing out.

The current Government has since proposed school breakfast clubs for all primary schools which, once fully implemented, will reach 4.6 million children, giving them access to the most important meal of the day. But we know more is needed.



**Emma Lewell, Member of  
Parliament for South Shields**

While I welcome the rollout, secondary-aged children, including those in SEND schools, are still excluded, and greater flexibility is required so the programme can work across all educational settings.

What progress has been achieved has only come about because of the persistence and lived experience of campaigners, shared through meetings, rallies, letters, speeches, debates, media interviews and press articles.

In July, at Parliament Square, I stood with pupils, teachers and campaigners from Magic Breakfast who called for action rooted in what they see and live every day. One pupil put it simply: "It's a simple intervention with massive impact... how are we meant to grow as a country if we can't grow our stomachs with our forks?"

Teachers, children and parents have been, and remain, some of the most powerful advocates for school breakfast, ensuring that their experience directly shapes the changes they want to see in their schools and communities.

Governments and politicians come and go. But those who live these realities – and who stand up and speak out for practical change – remain. And so will I.

Change is never easy, but it is always worth it. I look forward to continuing my work with Magic Breakfast so that no child ever starts the school day hungry.

"It has felt genuinely empowering to know that the insights from school leaders and frontline staff are not only being heard but are actively informing national thinking. Being part of the Early Adopter programme has offered a platform to share what's working on the ground – from logistics and staffing to the subtler pastoral benefits we're seeing in children who start the day settled and fed. The Department for Education's willingness to listen to those delivering this provision daily has helped shape a more informed, responsive policy direction. It feels like a shift toward policy with children's real, lived experiences at its centre – and that's hugely encouraging."

**Ian Tankard, Headteacher,  
Coleridge Primary School**



# Steering focus

## Where it is needed

### Analysing the legislation

Our role as a “critical friend” to government is to welcome progress, while also highlighting gaps and pressing for improvements.

Following the introduction of the Children’s Wellbeing and Schools Bill, we carefully examined the Government’s plans to see who was included and who was excluded. **In February, our Chief Executive gave evidence to the Education Committee on why it is vital that the Children’s Wellbeing and Schools bill meets the needs of children and young people.**

Our Director of Policy and Engagement, Jacque Bance de Vasquez, gave evidence to Labour’s National Policy Forum in April 2025 on the opportunities to shape policy in early years.

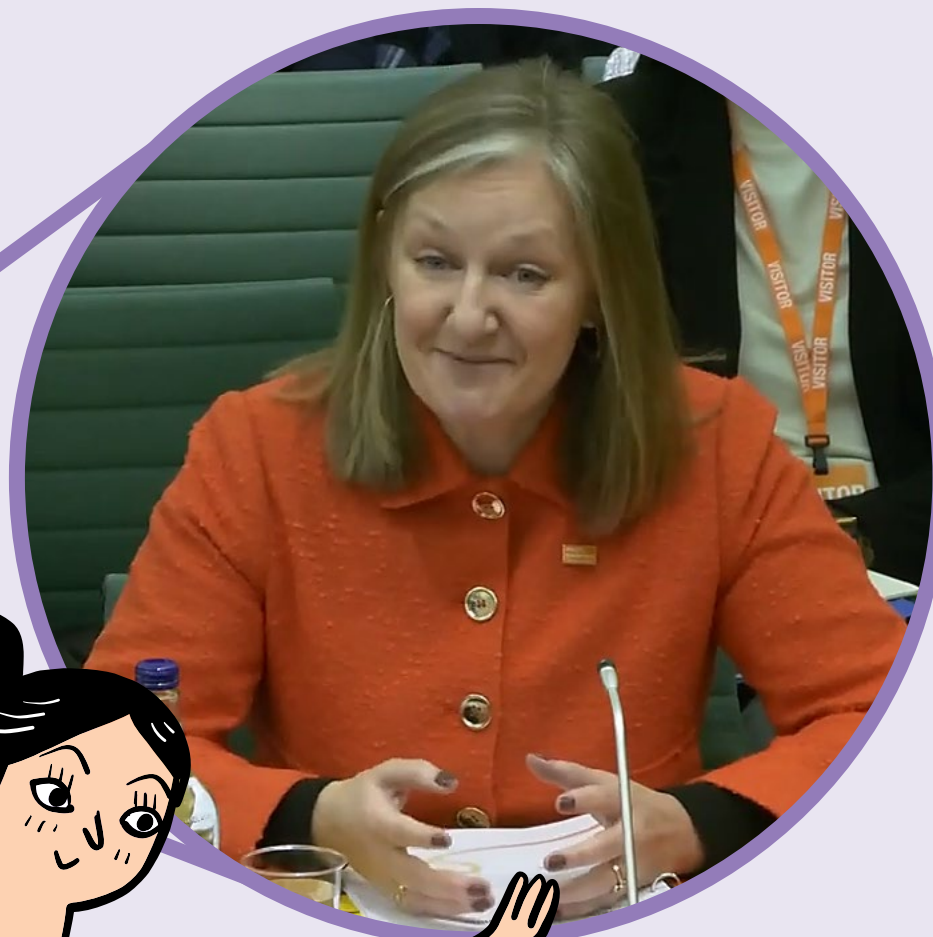
We understand from our partner schools the importance of flexibility, allowing them to deliver breakfast in different ways and settings to make the policy truly inclusive and impactful.

We also identified a gap for older pupils. Secondary school students, especially those with special educational needs and disabilities (SEND), face a higher risk of poverty. For them, breakfast at school is not an add-on but a crucial safety net.

We highlighted the need for effective monitoring and evaluation of the policy, at child level. Without robust data collection and accountability, it will be difficult to track progress, measure impact, or make necessary adjustments as the policy rolls out.



**Finlay Allmond, Scotland  
Policy and Public Affairs  
Manager and UK  
Legislative Lead**



“Please give all children in all schools breakfasts!”

**Magic Breakfast SEND  
partner school**

“In our Nursery classes is where our Magic Breakfast journey begins, where the benefits are not just health/nutrition based, they are also woven through our curriculum offer. Magic Breakfast is a huge part of our planned social development opportunities from aged 2 to aged 11.”

**Richard Davis, Headteacher, Moorside  
Community Primary Academy School**

“All children should be able to have a free breakfast.”

**Magic Breakfast SEND  
partner School**

The Children’s Wellbeing and Schools Bill rightly enshrines breakfast clubs for primary pupils, but risks excluding some of the most at-risk children, including older pupils with SEND. We continue to press for flexible, inclusive provision across all phases of education.



## Acting on the findings

To make our case, we worked across Parliament and beyond. Emma Lewell MP tabled amendments in the Commons, while we engaged with ministers, civil servants, and opposition parties. In the Lords, we partnered with Lord Watson of Invergowrie, taking him to a SEND secondary school to see the difference breakfast makes, and worked with Baroness Lister to keep the issue high on the agenda. We also led a coalition of 10 leading charities calling for key changes to the bill in a letter to the House of Lords. Showing parliamentarians the real-world impact helps ensure debates are grounded in children's experiences, not just statistics.

We drew on the expertise across Magic Breakfast. Schools shared what would and wouldn't work in practice while our Community Engagement team helped us make the case for robust data.

Although our amendments were not adopted in legislation, our proposals were debated and gained support across the sector. This means that when the Government publishes their implementation guidance for schools, our recommendations should be visible and ready to influence delivery.

## Beyond Westminster

In Scotland, we played a similar role with the Government's Bright Start Breakfasts policy. Drawing on seven years of experience, we advised on how to extend provision in preparation for, what we hope will be, a national rollout. Our influence with ministers, civil servants and the wider sector reflects our credibility as both service delivery partners and thought leaders.

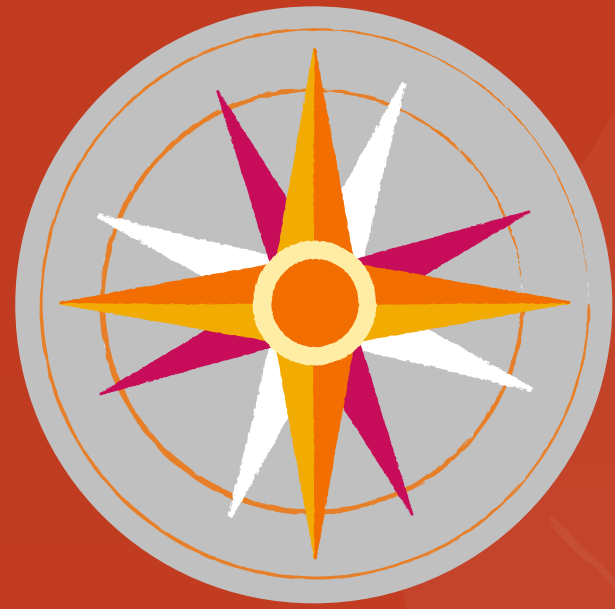
Being 'in the room' is not about securing quick wins. It is about ensuring that children who need breakfast are not overlooked, and that government policy is shaped by evidence, practice and the lived reality of schools.



**"The Early Adopters Scheme funding does not cover our grab-and-go provision, so Magic Breakfast's support has been essential to cover this critical option, to ensure that every child starts the day ready to learn. It means we can reach children who might otherwise miss out, and it shows why a flexible, multi-model approach is so important if Government funded breakfast provision is going to continue making a real difference."**

**Ian Tankard, Headteacher, Coleridge Primary School**





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# Meeting a new wave of challenges and opportunities



Tailored impact across  
the UK

The role of our donors,  
funders and supporters



# Tailored Impact across the UK



Across the UK, the need for breakfast remains high, with poverty affecting millions of children.

Magic Breakfast's approach demonstrates that we understand the specific challenges of each geography. Our partnerships with commissioners across the UK deliver practical solutions, support local priorities and ensure children throughout a community start the day ready to learn. By combining local insight with national policy engagement, we continue to prove that breakfast is more than a meal and can deliver against local priorities and strategies.

**"We are delighted to start a partnership with Magic Breakfast that has been funded by Bright Start Breakfasts, this will provide breakfasts to over 20,000 children over the course of the year, easing the pressure on those parents and enabling their employment."**

**Sheryl Ritchie, Deputy Head Teacher,  
Clydebank Primary School**

**"We know from speaking to teachers and parents that this scheme has helped children arrive at school more settled, focused and ready to learn. For many families, knowing breakfast is available brings real peace of mind."**

**Judi Gasser, Cabinet Member for Children,  
Wandsworth Council**

\*Name changed for privacy.

## Our work in Scotland

In Scotland we started to build relationships with local authorities, establishing our first formal partnership with South Ayrshire. These partnerships are crucial to address local need and an effective way to support a national policy.

## Our work in England

We contributed to the Mayor of the North East's child poverty strategy and our local authority partnerships have expanded. Councils in Hammersmith & Fulham, Wandsworth, Camden and North Somerset fully fund breakfasts for their schools.

Partnerships align with councils' wider public health, education, and anti-poverty strategies, tackling issues such as absenteeism and late arrivals. Hammersmith & Fulham increased free breakfasts from 24 to 33 schools, while Wandsworth doubled provision from 20 to 40 schools. Stories highlight the difference breakfast makes: Maya\*, a Year 8 student who often skipped breakfast due to family circumstances, is now more alert, confident and engaged after accessing a quiet breakfast space each morning.

# The role of Our donors, funders and supporters



**Emily Wilkie, Director of  
Fundraising and Development**

The Government has made promises and, thanks to the support of our funders and donors, progress towards ending child morning hunger has been made – but there is still so much to do.

## This is a moment of opportunity...

Magic Breakfast is developing our infrastructure, systems and resources to scale up and help make policy work in practice. All of this depends on charitable funding. Our income is also critical to sustaining current provision, providing access to more than 350,000 children and young people every school day, and supporting schools in England and Scotland not benefiting from the Government's scheme. With continued backing, we can grow our impact, play our full role in driving systemic change across the UK and deliver against our ambitious long-term strategy.

Funders and partners are at the heart of our success. Raising funds from corporations, trusts, foundations and individuals is increasingly challenging, yet the commitment of our partners has never wavered. They have stood with us year after year, and this report is our opportunity to thank them. We are particularly grateful to those who give unrestricted funding, which allows us to adapt in the face of a changing landscape and ensure we can maximise impact for children and young people.

## Our partnerships are extraordinary!

This year we celebrate five years with Kraft Heinz - Beanz Meanz Breakfast! We have also deepened collaborations with long-standing partners such as the players of People's Postcode Lottery, who have raised £5,000,000 to date and who now support our Annual Breakfast Survey, delivering impact far beyond financial donations alone. Pro bono support continues to be vital too – Permira, for example, has worked with us on planning for scale and strategic projects.

These partnerships succeed and endure because we invest in understanding each other. We have built relationships that are open, mutually beneficial and dynamic - making them sustainable, even in today's financially volatile environment.

## We are also innovating...

New propositions and joint ventures allow us to package our work in fresh ways. For example, our Breakfast Bookstars programme with Arch Insurance and the National Literacy Trust is tackling educational inequality by providing a reading programme alongside our breakfast provision.

**Together, we can keep evolving what a meaningful, healthy start to the day looks like.**

**No single organisation can end child hunger, but collaboration brings us closer to lasting solutions. With the support of our community, we raised £7.3 million this year. Although this was below our £8.4 million target due to a shifting and challenging fundraising environment, our continued focus on multi-year funding and long-term partnerships have supported our sustainability into 2025/26. The data and lessons learnt from this year have also shaped our strategic focus and approach as we navigate the various downward pressures ahead.**

This year our volunteers brought creativity, kindness and inspiration to nearly 1,500 children and young people. Magic Makers gifted toys, games and books to enrich breakfast clubs, while partners such as Taylor Wimpey transformed school spaces through construction and design projects as part of our Magic Makeovers programme. Corporate partners hosted career panels, workshops and mentoring schemes, including a roti-making experience for pupils in Brighton, hosted by Dishoom. Magic Reading Champions encouraged pupils to promote a love of reading in their schools. With partners including Warburtons and Marriott Hotels, we hosted 23 Aspiration Days (that's 20 more than last year!) and 42 Magic Makers events to benefit whole school communities.

Our supporters played a crucial role in amplifying our work this year. Social media collaborations with Will Poulter, Steph McGovern and other high-profile supporters helped us reach wider audiences, with celebrity and influencer content driving exceptional engagement and generating authentic conversations on the issue of child morning hunger. Our community helped us to grow visibility and trust in our brand, with thousands of people and media outlets showcasing lived experience voices, including over 1000 profiles raising awareness across social channels.

# Thank you to our Amazing supporters

As we look back over the year, we want to thank everyone who makes our work possible - our funding partners, supporters, young people, families and schools. Each plays a vital role in helping us deliver life-changing breakfasts to children. The names listed here represent just some of our partners, but our gratitude extends to every member of this community, whose support powers our mission every day.



## Corporate partners

- Addleshaw Goddard LLP
- Amazon
- Arch Insurance International
- Ardian Foundation
- Arla Foods UK
- Beauty Pie
- BEST Breakfast
- CABWI Awarding Body
- Cadent
- Claranet
- Connex Education Partnership
- Dishoom
- Eversheds Sutherland
- Fora
- Grove End Housing
- Grupo Bimbo UK Ltd
- Hawksmoor
- High Speed Training
- HSBC UK
- Kellanova
- Kraft Heinz
- L&Q
- Manchester Airports Group
- Marriott Hotels
- Morgan Stanley
- Pure
- Quaker Oats UK
- Reynolds Food Group
- STV Children's Appeal
- Taylor Wimpey Plc
- The Barratt Redrow Foundation
- The Permira Foundation
- Thesleff Group and their restaurants Los Mochis London City, Los Mochis Notting Hill, and Sale e Pepe
- TJC
- Universal Music Group UK's Task Force for Meaningful Change
- Warburtons
- Weetabix Food Company
- Zurich Community Trust (UK) Limited
- Zurich Insurance

## Development advisors

- Jessica Graham
- Lily Silverton
- Priyan Shah
- Saloni Thakrar
- Simon Woods

## Major donors

- Erica Wax and Andrew Balls
- Gertjan Vlieghe
- Phil Davies and Family
- Victoria and Eoin Walsh

## Local authorities and public funding partners

- Department for Education
- Scottish Government
- Inspiring Scotland
- Camden Council
- Hammersmith & Fulham Council
- North Somerset Council
- South Ayrshire Council
- Wandsworth Council

## Trusts and foundations

- Allan & Gill Gray Philanthropies
- Betty Messenger Charitable Foundation
- Familia Charitable Trust
- Funds raised by players of People's Postcode Lottery, awarded by Postcode Children Trust
- Infrastructure Industry Foundation
- 'Peace Train' by The Yusuf Islam Foundation
- Rosetrees
- ShareGift
- The Childhood Trust
- The Clara E Burgess Charity
- The Jectus Charitable Foundation
- The John Armitage Charitable Trust
- The John Horseman Trust
- The Julia Rausing Trust
- The LHR Charitable Foundation
- The Sounouyergon Fund
- The Thompson Family Charitable Trust
- The Windfall Foundation
- The WPA Foundation
- Westminster Foundation

During 2024/25, the charity paid due regard to its fundraising practices in line with the guidelines set out by the Fundraising Regulator's Fundraising Code of Practice, the General Data Protection Regulation (GDPR), the *Charities Act 2011* and the *Charities (Protection and Social Investment) Act 2016*. The charity is registered with the Fundraising Regulator and is committed to being an open, fair and respectful fundraiser. Magic Breakfast establishes commercial participatory agreements with its commercial participators to ensure they comply with the Fundraising Code of Practice, and these are monitored by the charity. The charity does not engage professional fundraisers to raise funds on its behalf and direct marketing and fundraising is only undertaken where prior consent has been obtained and complies with GDPR, the Fundraising Code of Practice, the *Charities Act 2011* and the *Charities (Protection and Social Investment) Act 2016*. There were no complaints made against the charity or its commercial participators regarding fundraising practices.

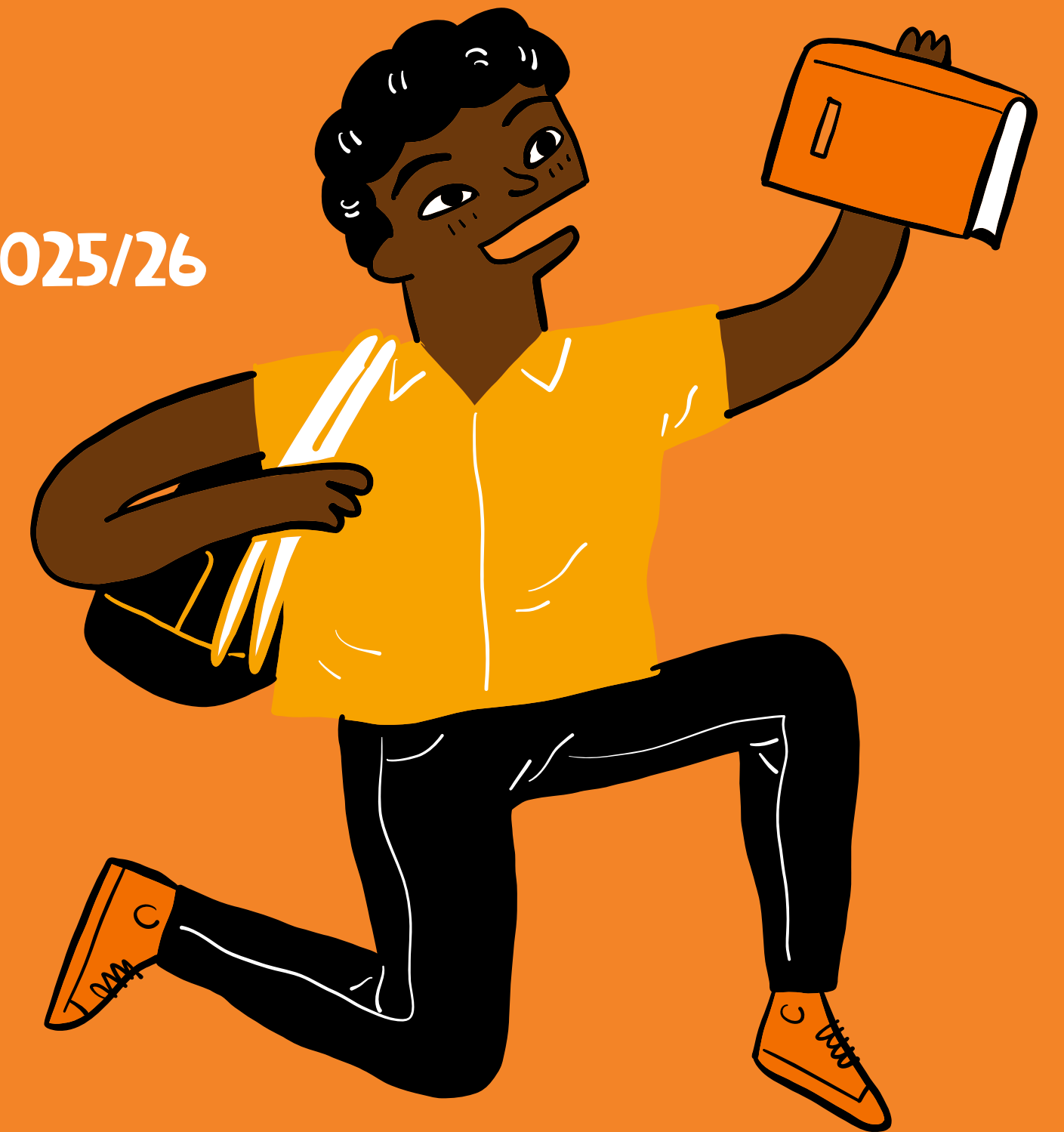


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# Charting a new path



Looking ahead: plans for 2025/26

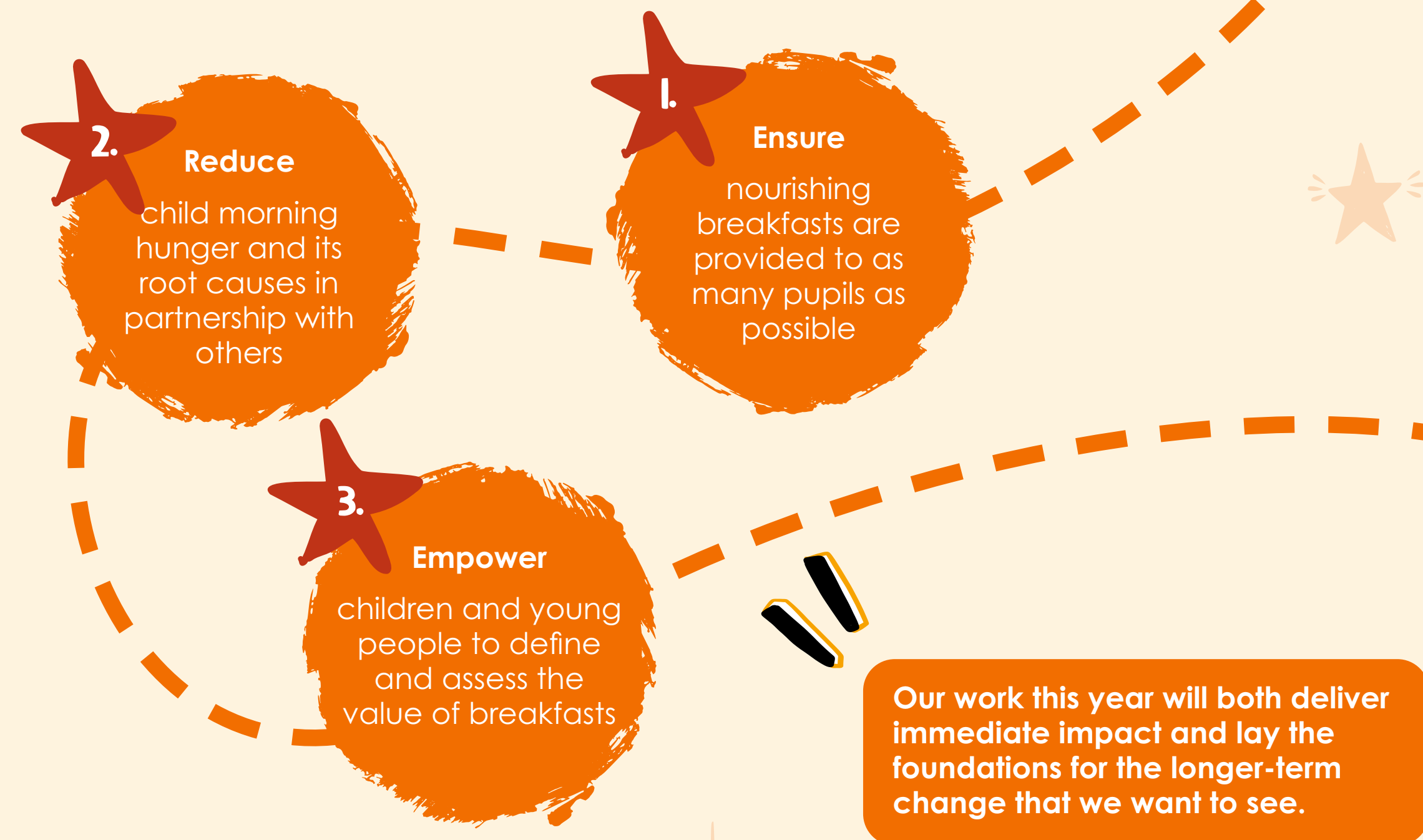


# Looking ahead

## Plans for 2025/26

As we enter the first year of Nourishing Futures, our strategy for 2040, Magic Breakfast stands at a pivotal moment. With growing political momentum for universal school breakfast provision and increasing public awareness of child morning hunger, 2025/26 will be a year for bold action.

Our mission remains clear: to champion and provide nourishing breakfasts that help children learn and thrive. Key to our strategy for 2040 are three new strategic goals:



To **ensure nourishing breakfasts are provided to as many pupils as possible**, we plan to:

- Continue to support more than 1,000 schools, and provide access to more than 350,000 pupils.
- Continue to provide expert advice and support to schools – funded through voluntary and public sector income – ensuring that our work drives both immediate outcomes and systemic, sustainable impact.
- Support the two national pilots ahead of national rollout, enhancing automation across our processes, and ensuring a robust supply chain for scale.
- Prepare for participation in the national rollout as a provider subject to various factors, including evaluation of alignment with strategy and sustainability.
- Work to feature breakfast prominently in the Scottish election manifestos and secure budget commitment in the Scottish budget.
- Ensure national rollout guidance in England reflects our recommendations and enables impact.
- Adapt to the evolving political landscape and deepen our engagement with policymakers, schools, and coalitions.
- Draw on our expertise and our partner schools' experiences to inform the review of school food standards and further build the case for early years and secondary aged pupils to have a nutritious breakfast.

Long term, we aim to embed breakfast provision, not just as a nutritional intervention, but as a powerful tool for equity, wellbeing and educational opportunity in classrooms across the UK.

2.

In our aim to **reduce child morning hunger and its root causes in partnership with others**, we are at an early point in our journey. 2025/26 will be a year of building foundations, in which we will:

- Cement Magic Breakfast as a leading voice in the school breakfasts space and grow engagement across channels, strengthening our visibility and amplifying our message.
- Submit consultation responses to influence decision-making and policy development.
- Publish research enabling us to better understand the root causes of child morning hunger.
- Map and mobilise a network of stakeholders to advance our theory of change, inform advocacy efforts and prioritise root causes.
- Seek the advice of our teachers and school staff to guide our work and ensure relevance.

3.

To **empower children and young people to define and assess the value of breakfasts**, we will:

- Integrate innovative tools and approaches to build and unite a movement.
- Continue to champion the voices of children and young people and embed them across all levels of our work.
- Develop and embed an updated theory of change and evaluation framework, providing a strong, evidence-based foundation for decision-making.
- Explore what makes breakfast truly magic for pupils, from nursery right through to secondary, ensuring young people are central in defining and assessing the value of our work.

Important events since the end of the financial year:  
**Early Adopters Scheme sponsorship opportunity**

To support all our strategic goals, we have clear **enabling strategies**:

Strengthen our capabilities to deliver at scale by building an agile workforce, investing in technology and data and embedding innovation.



Maintain financial sustainability by raising £8.0m of income (excluding donated goods/services) through strategic partnerships and engagement, while also expanding public sector funding.



**2025/26 is a year of opportunity. With our strategy in place, our team energised, and our partners aligned, we are ready to deliver impact at scale and Shape a future where every child and young person is nourished, empowered and thriving.**



Magic Breakfast  
Annual Report 2024/25

# Governance and management



# Principal risks and uncertainties

## Principal risks

The Board of Trustees is clear on its responsibilities for ensuring that the major risks to which the charity is exposed are identified, particularly those related to the operations and finances of the charitable company. The trustees then ensure systems and procedures are in place to mitigate those risks.

## How we manage risks

The charity has a risk management policy that outlines its approach to risk management and processes. To support the identification, management and mitigation of risks in a timely manner, the leadership team maintains a risk register for the charity. Board committees review risks relevant to their areas of oversight, and the CEO presents the full register to the Governance, Nominations and Risk Committee and an overview at quarterly Board meetings.

## Financial risks

Magic Breakfast may be unable to deliver its plans due to insufficient or unpredictable income, alongside increasing cost pressures. This could reduce our ability to maintain or expand services to schools and children, and work in policy and campaigning, or investment in fundraising.

Mitigations in place:

- Long-term financial planning, with assessment of different scenarios, particularly in relation to the Government rollout of breakfast provision to all primary schools in England.
- An annual budgeting process that is clearly aligned to organisation plans and a corresponding reserves policy.
- An established reforecast process that enables structured adjustment for changes in expectations mid-year.
- Monthly financial performance reporting, enabling the early identification of pressures.

## Operational and business continuity risks

Major operational disruption — for example IT failure, data breach, or external incident — could compromise our activity, particularly food provision to schools. There is also a risk that growth or change is not managed effectively, reducing impact.

Mitigations in place:

- Business continuity planning, in particular with regards to supply chain and retention of an IT support supplier with defined protocols.
- Cyber security measures and regular reviews of systems resilience.
- A structured programme to prepare the organisation for potential changes in scale.

## Brand and reputational risks

Shifts in government policy, or perceptions of our impact, could damage Magic Breakfast's standing and reduce its ability to influence, fundraise, or attract partnerships.

Mitigations in place:

- Clear communications strategy to position Magic Breakfast's mission and impact.
- Active engagement with policymakers and stakeholders to demonstrate effectiveness.
- Publication of robust evidence of impact through research and evaluation.
- Media management to ensure proactive and responsive communications.

## External environment risks (other)

There is a risk that Magic Breakfast cannot adapt quickly enough to external challenges and opportunities, such as political change, competition for funding, or technological disruption.

Mitigations in place:

- Ongoing environmental scanning to identify risks and opportunities early.
- Engagement with policymakers, funders, and partners to shape and respond to developments.
- Scenario planning and flexible operating models that allow rapid response.
- Structured programme of risk reviews to capture emerging risks and update mitigations.

## People and culture risks

Staff engagement may decline, or the workforce may not remain so closely aligned with our culture and strategy. This could impact performance, morale, and ultimately the delivery of our impact.

Mitigations in place:

- Implementation of a People & Culture Strategy, reviewed annually.
- Regular staff engagement surveys with follow-up actions.
- Embedding Equity, Diversity and Inclusion strategy across the organisation.
- Oversight by the People & Culture Committee.
- Focus on workforce development and wellbeing initiatives.

The Board of Trustees are satisfied that systems and procedures are in place to mitigate our exposure to the major risks.

# Reserves policy and going concern

## Reserves policy

At the year end, the group held £5,379,732 (2024: £6,267,494) in unrestricted reserves (excluding fixed assets), the equivalent to 5.5 months of cash future running costs.

Taking into account key risk factors that are inherent in Magic Breakfast's operating model and the wider environment (particularly fundraised income), the Board of Trustees aims to have a level of unrestricted reserves which equates to between 3.5 to 5.5 months of cash future running costs. Our plans might see our forecast being outside of this range at a point in time, as we seek to set accurate and balanced plans. Plans for investment in 2025/26 will see the levels of reserves reduce but remain within the range as set out in the policy.

## Investment policy

In August 2025, the board approved a new investment policy. Given the potential change to the organisation's model as a consequence of the new Government's school breakfast policy, the policy ensures maximum returns, but with a very low risk profile, permitting investments of up to 12 months maturity (in deposits with only certain highly rated banks and UK government securities).

## Going concern

Given forward business planning and forecasts, the trustees have a reasonable expectation that the charitable company has adequate resources to continue in operational existence for the foreseeable future. This includes considering the financial and organisational challenges relating to the new Government's school breakfast policy in England. For this reason, they continue to adopt the going concern basis in preparing the financial statements.

Further details regarding the adoption of the going concern basis can be found in the Accounting Policies, in Note 1 to these accounts.



# Structure governance and management

The organisation is a charitable company limited by guarantee, incorporated on 26 November 2003 and registered as a charity in March 2004. The registered charity numbers are 1102510 and SC048202.

The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association.

All trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in Note 7 to the accounts.

## Governance

The decision-making body of the charity is the Board of Trustees, who are responsible for the governance and ensuring it pursues its charitable purpose. The trustees, who are also directors of the company for company law purposes, are recorded on page 2.

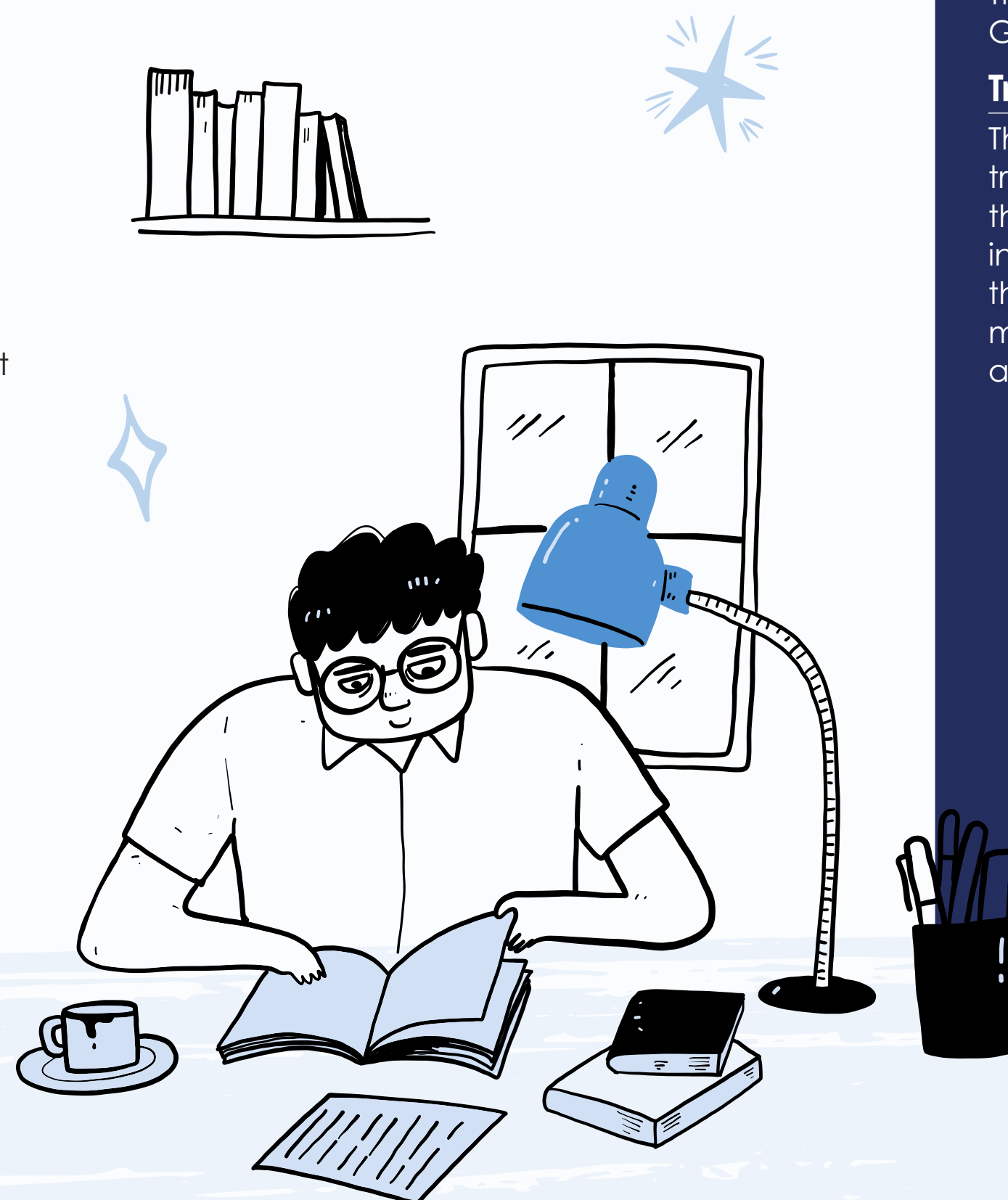
The trustees meet quarterly and regularly within committees to ensure good governance and provide guidance. We have three board committees: Finance and Audit, Governance, Nominations and Risk, and People and Culture. Their purpose is set out in their terms of reference. Committees meet between board meetings, and as required, and are made up of at least two trustees supported by at least one executive team member. The CEO attends all committee meetings.

## Day-to-day management

The trustees set the strategic direction and delegate day-to-day management to the CEO, who executes through the Senior Leadership Team (SLT).

## Magic Outcomes Limited

Magic Breakfast wholly owns Magic Outcomes Limited which is presently undertakes certain trading activities, including licensing the Magic Breakfast brand. Magic Outcomes turnover for the year totalled £426,093 (2024: £171,624). See Note 10 for more information on Magic Outcomes' trading activities.



# Trustee appointment, training and remuneration

## Appointment of trustees

The management of the charitable company is the responsibility of the Magic Breakfast trustees who are elected and co-opted under the terms of the Articles of Association. Reviews are held periodically to identify any expertise gaps and appointments are made, where required, to strengthen the board. The most recent full review was in August 2025, undertaken in line with the UK Governance Code (using the DSC Governance App) and agreed actions will be reviewed quarterly. This sits alongside regular skills and diversity audits. These assessments support forward planning of the Governance, Nominations and Risk Committee.

## Trustee induction and training

The charity provides guidance to all newly appointed trustees on the responsibilities and requirements of the role. To make the board as effective as possible, induction processes, training and review are in place; this includes trustee training, school breakfast visits, meetings with key staff and an annual performance and development review.

## Remuneration policy for key management personnel

The charity has considered the disclosure requirements of the Charities Statement of Recommended Practice (SORP) for related party relationships and considers its Key Management Personnel to be the trustees and SLT. Related party disclosures are included in Note 20 of the accounts. The Pay and Benefits Policy ensures equity, transparency, and development opportunities for staff. It sets out that we will perform salary benchmarking at least every three years to ensure all salaries are in line with similar sized national education charities. This is carried out by the human resources function of the charity. The results of this benchmarking process and any recommended changes are provided to the People and Culture Committee for review and recommendation to the Finance and Audit Committee. Where the changes are significant or include Key Management Personnel, the Committees will make recommendations to the full board. In this instance, changes will only be made upon approval from the full board and will be minutes at the board meeting. Trustees are not remunerated for their roles as trustees but Key Management Personnel that make up the SLT received a salary for these roles.

# Statement of responsibilities of trustees

**The trustees (who are also directors of Magic Breakfast for the purposes of company law) are responsible for preparing the trustees' Annual Report including the strategic report 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 group and of the incoming resources and application of resources, including the income and expenditure, of the charitable company or group for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities Statement of Recommended Practice
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and 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 group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

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

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 August 2025 was 12 (2024: 12). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

## Auditor

Sayer Vincent LLP was re-appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

The trustees' Annual Report which includes the strategic report has been approved by the trustees on 29 January 2026 and signed on their behalf by

Aniela Shuckburgh,  
Chair





Magic Breakfast  
Annual Report 2024/25

# Consolidated financial reports





## Opinion

We have audited the financial statements of Magic Breakfast (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 August 2025 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 August 2025 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the *Companies Act 2006*, the *Charities and Trustee Investment (Scotland) Act 2005* and regulations 6 and 8 of the *Charities Accounts (Scotland) Regulation 2006* (as amended)

## Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions relating to going concern

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

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

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

## Other Information

The other information comprises the information included in the trustees' annual report, including the strategic report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

## Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the trustees' annual report, including the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report, including the strategic report, has been prepared in accordance with applicable legal requirements

## Matters on which we are required to report by exception

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

We have nothing to report in respect of the following matters in relation to which the *Companies Act 2006* and *Charities Accounts (Scotland) Regulations 2006* (as amended) requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit



# Independent auditor's report

## Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

## Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the *Charities and Trustee Investment (Scotland) Act 2005* and under the *Companies Act 2006* and report in accordance with regulations made under those Acts.

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

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

## Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, internal audit and the audit and risk committee, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
  - » Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
  - » Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
  - » The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the group from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.

- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

## Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the *Companies Act 2006* and section 44(1)(c) of the *Charities and Trustee Investment (Scotland) Act 2005*. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

**Farrah Kitabi**  
(Senior statutory auditor)

2 February 2026

for and on behalf of Sayer Vincent LLP,  
Statutory Auditor

110 Golden Lane,  
LONDON, EC1Y 0TG

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the *Companies Act 2006*

# Statement of financial activities

Statement of financial activities incorporating income and expenditure account for the year ended 31 August 2025.

|                                       |      | Unrestricted funds 2025 | Restricted funds 2025 | Total funds 2025 | Total funds 2024 |
|---------------------------------------|------|-------------------------|-----------------------|------------------|------------------|
|                                       | Note | £                       | £                     | £                | £                |
| Income from                           |      |                         |                       |                  |                  |
| Donations and grants                  | 2    | 8,194,573               | 996,925               | 9,191,498        | 9,735,444        |
| Charitable activities                 | 3    | 739,007                 | -                     | 739,007          | 429,316          |
| Income from other trading activities  | 4    | 426,093                 | -                     | 426,093          | 171,624          |
| Investments                           | 5    | 35,865                  | -                     | 35,865           | 15,294           |
| Total income                          |      | 9,395,538               | 996,925               | 10,392,463       | 10,351,678       |
| Expenditure on                        |      |                         |                       |                  |                  |
| Raising funds                         | 6    | 1,874,129               | 13,359                | 1,887,488        | 1,570,001        |
| Food aid                              | 6    | 7,453,483               | 918,874               | 8,372,357        | 6,163,978        |
| Making the case for change            | 6    | 1,050,921               | 89,813                | 1,140,734        | 1,342,532        |
| Total expenditure                     |      | 10,378,533              | 1,022,046             | 11,400,579       | 9,076,511        |
| Net (expenditure)/income for the year |      | (982,995)               | (25,121)              | (1,008,116)      | 1,275,167        |
| Transfer between funds                | 15   | 5,616                   | (5,616)               | -                | -                |
| Net movement in funds                 |      | (977,379)               | (30,737)              | (1,008,116)      | 1,275,167        |
| Reconciliation of funds               |      |                         |                       |                  |                  |
| Total funds brought forward           | 15   | 6,406,048               | 361,366               | 6,767,414        | 5,942,247        |
| Total funds carried forward           |      | 5,428,669               | 330,629               | 5,759,298        | 6,767,414        |

All income and expenditure derive from continuing activities. The Statement of Financial Activities includes all gains and losses recognised during the year. The prior year Statement of Financial Activities is detailed in Note 22.

For the year ended 31 August 2024, the published financial statements related to the charity only, whereas for the year ended 31 August 2025, the financial statements relate to the group entity, incorporating the results and balances of the charity and its subsidiary. Where reasonably practical, the performance of the charity has been stated alongside that of the group in the notes to the accounts.



# Balance sheets

Balance sheet as of 31 August 2025

|                                     |      | 2025 Group | 2024 Group | 2025 Charity | 2024 Charity |
|-------------------------------------|------|------------|------------|--------------|--------------|
|                                     | Note | £          | £          | £            | £            |
| Fixed assets                        |      |            |            |              |              |
| Intangible assets                   | 9    | 48,937     | 138,554    | 48,937       | 138,554      |
| Investments                         | 10   | -          | -          | 38,001       | 38,001       |
| Total fixed assets                  |      | 48,937     | 138,554    | 86,938       | 176,555      |
| Current assets                      |      |            |            |              |              |
| Stock                               | 12   | 160,047    | 156,958    | 160,047      | 156,958      |
| Debtors                             | 13   | 472,956    | 565,667    | 841,714      | 627,974      |
| Cash at bank and in hand            | 18   | 5,943,162  | 6,641,148  | 5,509,588    | 6,419,624    |
| Total current assets                |      | 6,576,165  | 7,363,773  | 6,511,349    | 7,204,556    |
| Creditors                           |      |            |            |              |              |
| Amounts falling due within one year | 14   | (865,804)  | (734,913)  | (841,896)    | (697,892)    |
| Net current assets                  |      | 5,710,361  | 6,628,860  | 5,669,453    | 6,506,664    |
| Net assets                          |      | 5,759,298  | 6,767,414  | 5,756,391    | 6,683,219    |
| Charity funds                       |      |            |            |              |              |
| Restricted funds                    | 15   | 330,629    | 361,366    | 330,629      | 361,366      |
| Unrestricted funds                  | 15   | 5,428,669  | 6,406,048  | 5,425,762    | 6,321,853    |
| Total funds                         |      | 5,759,298  | 6,767,414  | 5,756,391    | 6,683,219    |

The deficit of the charity for the year ended 31 August 2025 was £926,828 (2024: Surplus £1,255,229). The financial statements were approved and authorised for issue by the Trustees on day month year and signed on their behalf by:

Aniela Shuckburgh, Chair  
Company registration number: 04977015

# Consolidated statement of cash flows

Consolidated statement of cash flows for the year ended 31 August 2025

|  |      | 2025      | 2024      |
|--|------|-----------|-----------|
| Cash flows from operating activities                 | Note | £         | £         |
| Net cash (consumed)/provided by operating activities | 17   | (733,851) | 1,277,727 |
| Cash flows from investing activities                 |      |           |           |
| Interest from investments                            | 5    | 35,865    | 15,294    |
| Net cash provided by investment activities           |      | 35,865    | 15,294    |
| Change in cash and cash equivalents in the year      |      | (697,986) | 1,293,021 |
| Cash and cash equivalents brought forward            |      | 6,641,148 | 5,348,127 |
| Cash and cash equivalents carried forward            | 18   | 5,943,162 | 6,641,148 |

# I. Accounting policies

## Basis of preparation

The consolidated financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – (Charities SORP (FRS 102)) and the Companies Act 2006/Charities Act 2011.

These financial statements consolidate the results of the charity and its wholly-owned subsidiary Magic Outcomes Limited on a line by line basis. Transactions and balances between the charity and its subsidiary have been eliminated from the consolidated financial statements. Balances between the two entities are disclosed in the notes of the charity's balance sheet. A separate statement of financial activities, or income and expenditure account, for the charity itself is not presented because the charity has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006. A summary of the result for the year is disclosed in the notes to the accounts.

Magic Breakfast meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy. The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest pound.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

## Going concern

The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held and expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure are sufficient with the level of reserves for the charity to be able to continue as a going concern.

## Funds

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund.

Investment income, gains and losses are allocated to the appropriate fund.

## Income recognition

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received, and the amount of income receivable can be measured reliably.

For donations to be recognised, the charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained, then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.



# I. Accounting policies continued



Donated goods, services or facilities are recognised when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the item is probable and that economic benefit can be measured reliably.

On receipt, donated goods, services or facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain goods, facilities or services of equivalent economic benefit on the open market. A corresponding amount is then recognised in expenditure in the period of receipt.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity. This is normally upon notification of the interest paid or payable by the bank.

School membership income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

Grant income is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

## Expenditure recognition

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required, and the amount of the obligation can be measured reliably.

Expenditure is categorised under the following headings:

- Costs of raising funds includes costs incurred seeking voluntary contributions through donations and the running of fundraising events during the year;

- Expenditure on charitable activities includes all costs incurred on furthering the objects of the charity; and
- Other expenditure represents those items not falling into the categories above.

Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

## Support costs allocation

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs and administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity and include project management carried out at Headquarters. Where support costs cannot be directly attributed to particular headings, they have been allocated to expenditure on raising funds and expenditure on charitable activities on a basis consistent with use of the resources.

Governance costs are those incurred in connection with the running of the charity and compliance with constitutional and statutory requirements.

Costs of raising funds are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

The analysis of these costs is included in Note 6.

## Intangible fixed assets and amortisation

Identifiable development expenditure is capitalised to the extent that:

- The technical, commercial and financial feasibility can be demonstrated;
- The total cost of the individual asset is greater than £10,000, or the asset is purchased as part of a larger project which is to be capitalised; and
- The asset is likely to be used over a period of time that is longer than one year.

Provision is made for any impairment.

Amortisation is provided on intangible fixed assets at rates calculated to write off the cost of each asset, less their estimated residual value, over their expected useful lives on the following basis:

Software - 33.3% straight line

## Investments

Investments in subsidiaries are measured at cost less impairment.

## Stock

Stock represents donated and purchased breakfast ingredients and is recorded at fair value less impairment.

## Debtors or creditors receivable/payable within one year

Debtors are recognised when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably, and it is probable that the income will be received.

Creditors are recognised when the charity has a present legal or constructive obligation resulting from a past event and the settlement is expected to result in an outflow of economic benefits.

## Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. The financial assets and financial liabilities of the charity are as follows:

**Debtors** – trade and other debtors (including accrued income) are basic financial instruments and are debt instruments measured at amortised cost as detailed in Note 13. Prepayments are not considered to be basic financial instruments and are measured at the amount prepaid, net of any trade discounts due.

**Cash at bank** – is classified as a basic financial instrument and is measured at face value.

**Liabilities** – trade creditors, accruals and other creditors will be classified as financial instruments and are measured at amortised cost as detailed in Note 14. Taxation and social security are not included in the financial instruments' disclosure. Deferred income is not deemed to be a financial liability, as in the cash settlement has already taken place and there is simply an obligation to deliver charitable services rather than cash or another financial instrument.

## Tax

The charity is an exempt charity within the meaning of Schedule 3 of the *Charities Act 2011* and is considered to pass the tests set out in Paragraph 1 Schedule 6 *Finance Act 2010* and therefore it meets the definition of a charitable company for UK corporation tax purposes. It therefore does not suffer tax on income or gains applied for charitable purposes.

## Employee benefits

The charity operates a defined contribution plan for the benefit of its employees. Contributions are expensed as they become payable.

## Judgements and key sources of estimation uncertainty

The following judgements (apart from those involving estimates) have been made in the process of applying the above accounting policies that have had the most significant effect on amounts recognised in the financial statements:

- Allocation of support costs
- Amortisation rates for intangible fixed assets
- Income recognition of grants
- Donated goods, facilities and services valuation



## 2. Income from donations and grants

| A)                                     | Unrestricted funds 2025 | Restricted funds 2025 | Total funds 2025 | Total funds 2024 |
|--|-------------------------|-----------------------|------------------|------------------|
| Current year                           | £                       | £                     | £                | £                |
| Donations                              | 5,861,024               | 644,219               | 6,505,243        | 6,953,403        |
| Membership income                      | 758,541                 | -                     | 758,541          | 593,572          |
| Grants                                 | 488,627                 | 352,706               | 841,333          | 1,072,984        |
| Donated goods, facilities and services | 1,086,031               | -                     | 1,086,031        | 1,115,484        |
| Other                                  | 350                     | -                     | 350              | 1                |
| Total 2025                             | 8,194,573               | 996,925               | 9,191,498        | 9,735,444        |
| Total 2024                             | 8,467,874               | 1,267,570             | 9,735,444        |                  |

Total donated goods, facilities and services for the year were £1,086,031 (2024: £1,115,484) and comprise of the following:

• £945,859 (2024: £888,201) of breakfast foods;

• £131,100 (2024: £131,100) of office facilities;

• £0 (2024: £73,723) of delivery services;

• £0 (2024: £13,229) of professional services;

• £0 (2024: £NIL) of staff training;

• £9,072 (2024: £8,832) of software licenses;

• £0 (2024: £400) of other miscellaneous goods and services.

| B)                                     | Unrestricted funds 2024 | Restricted funds 2024 | Total funds 2024 | Total funds 2023 |
|--|-------------------------|-----------------------|------------------|------------------|
| Prior year                             | £                       | £                     | £                | £                |
| Donations                              | 6,228,955               | 724,448               | 6,953,403        | 7,120,598        |
| Membership income                      | 593,572                 | -                     | 593,572          | 638,190          |
| Grants                                 | 529,862                 | 543,122               | 1,072,984        | 1,567,036        |
| Donated goods, facilities and services | 1,115,484               | -                     | 1,115,484        | 800,870          |
| Other                                  | 1                       | -                     | 1                | 5                |
| Total 2024                             | 8,467,874               | 1,267,570             | 9,735,444        | 10,126,699       |
| Total 2023                             | 9,115,589               | 1,011,110             | 10,126,699       |                  |

## 3. Income from charitable activities

| A)                                     | Unrestricted funds 2025 | Restricted funds 2025 | Total funds 2025 | Total funds 2024 |
|--|-------------------------|-----------------------|------------------|------------------|
| Current year                           | £                       | £                     | £                | £                |
| Contract income (Hammersmith & Fulham) | 192,894                 | -                     | 192,894          | 126,548          |
| Contract income (Camden)               | 149,312                 | -                     | 149,312          | 121,708          |
| Contract income (Wandsworth)           | 269,044                 | -                     | 269,044          | 161,060          |
| Contract income (North Somerset)       | -                       | -                     | -                | 20,000           |
| Contract income (South Ayrshire)       | 8,500                   | -                     | 8,500            | -                |
| Early Adopters Scheme income           | 119,257                 | -                     | 119,257          | -                |
| Total 2025                             | 739,007                 | -                     | 739,007          | 429,316          |
| Total 2024                             | 429,316                 | -                     | 429,316          |                  |

There are no unfulfilled conditions or other contingencies attached to the contract income above.

| B)                                     | Unrestricted funds 2024 | Restricted funds 2024 | Total funds 2024 | Total funds 2023 |
|--|-------------------------|-----------------------|------------------|------------------|
| Prior year                             | £                       | £                     | £                | £                |
| Contract income (Hammersmith & Fulham) | 126,548                 | -                     | 126,548          | 100,694          |
| Contract income (Camden)               | 121,708                 | -                     | 121,708          | 76,303           |
| Contract income (Wandsworth)           | 161,060                 | -                     | 161,060          | 101,537          |
| Contract income (North Somerset)       | 20,000                  | -                     | 20,000           | -                |
| Total 2024                             | 429,316                 | -                     | 429,316          | 278,534          |
| Total 2023                             | 278,534                 | -                     | 278,534          |                  |

## 4. Income from other trading activities

| A)                                   | Unrestricted funds 2025 | Restricted funds 2025 | Total funds 2025 | Total funds 2024 |
|--------------------------------------|-------------------------|-----------------------|------------------|------------------|
| Current year                         | £                       | £                     | £                | £                |
| Income from other trading activities | 426,093                 | -                     | 426,093          | 171,624          |
| Total 2025                           | 426,093                 | -                     | 426,093          | 171,624          |

| B)                                   | Unrestricted funds 2024 | Restricted funds 2024 | Total funds 2024 | Total funds 2023 |
|--------------------------------------|-------------------------|-----------------------|------------------|------------------|
| Prior year                           | £                       | £                     | £                | £                |
| Income from other trading activities | 171,624                 | -                     | 171,624          | 112,064          |
| Total 2024                           | 171,624                 | -                     | 171,624          | 112,064          |

## 5. Income from investments

| A)                       | Unrestricted funds 2025 | Restricted funds 2025 | Total funds 2025 | Total funds 2024 |
|--------------------------|-------------------------|-----------------------|------------------|------------------|
| Current year             | £                       | £                     | £                | £                |
| Bank interest receivable | 35,865                  | -                     | 35,865           | 15,294           |
| Total 2025               | 35,865                  | -                     | 35,865           | 15,294           |
| Total 2024               | 15,294                  | -                     | 15,294           | -                |

| B)                       | Unrestricted funds 2024 | Restricted funds 2024 | Total funds 2024 | Total funds 2023 |
|--------------------------|-------------------------|-----------------------|------------------|------------------|
| Prior year               | £                       | £                     | £                | £                |
| Bank interest receivable | 15,294                  | -                     | 15,294           | 5,091            |
| Total 2024               | 15,294                  | -                     | 15,294           | 5,091            |
| Total 2023               | 5,091                   | -                     | 5,091            | -                |

## 6. Analysis of expenditure

| A)                                   | Charitable activities |           |                            | Governance costs | Support costs | Total 2025 | Total 2024 |
|--------------------------------------|-----------------------|-----------|----------------------------|------------------|---------------|------------|------------|
|                                      | Raising funds         | Food aid  | Making the case for change |                  |               |            |            |
| Current year                         | £                     | £         | £                          | £                | £             | £          | £          |
| Staff costs (Note 8)                 | 1,184,558             | 1,734,382 | 674,594                    | 77,557           | 958,845       | 4,629,936  | 3,984,156  |
| Temporary staff costs                | -                     | -         | -                          | -                | -             | -          | 4,758      |
| Other staff costs                    | 17,433                | 31,390    | 8,052                      | 5,870            | 69,763        | 132,507    | 108,735    |
| Contractors and consultants          | 18,544                | 14,220    | 32,247                     | 26,938           | 101,030       | 192,979    | 195,059    |
| Direct food costs                    | -                     | 5,142,571 | -                          | -                | -             | 5,142,571  | 3,571,447  |
| Administration costs                 | 43,035                | 110,878   | 60,717                     | 21,607           | 274,219       | 510,456    | 413,369    |
| Premises costs                       | 35,326                | 55,141    | 18,885                     | 1,538            | 26,630        | 137,520    | 136,934    |
| Legal and professional fees          | 10,868                | 10,308    | 5,055                      | 7,322            | 21,362        | 54,915     | 5,734      |
| Publicity, marketing and fundraising | 288,057               | 10,427    | 169,558                    | 221              | 14,959        | 483,222    | 511,543    |
| Governance costs                     | -                     | -         | -                          | 39,939           | 1,082         | 41,021     | 51,441     |
| Bad debts                            | 142                   | -         | 4                          | -                | 1             | 147        | 3,458      |
| Amortisation                         | 12,386                | 33,731    | 4,129                      | -                | 25,059        | 75,304     | 89,877     |
|                                      | 1,610,349             | 7,143,048 | 973,241                    | 180,992          | 1,492,949     | 11,400,579 | 9,076,511  |
| Support costs                        | 247,174               | 1,096,392 | 149,383                    | -                | -             | 1,492,949  | 1,128,549  |
| Governance costs                     | 29,965                | 132,917   | 18,110                     | -                | -             | 180,992    | 128,284    |
| Total 2025                           | 1,887,488             | 8,372,357 | 1,140,734                  | -                | -             | 11,400,579 | -          |
| Total 2024                           | 1,570,001             | 6,163,978 | 1,342,532                  | -                | -             | 9,076,511  | -          |

The fee payable to Sayer Vincent for the audit of Magic Breakfast's consolidated accounts was £23,475 (2024: £22,400). The fee payable to Sayer Vincent for the lodgement of the corporation tax return for Magic Outcomes was £1,175 (2024: £NIL).

## 6. Analysis of expenditure continued

| B)                                   | Charitable activities |           |                            | Governance costs | Support costs | Total 2024 | Total 2023 |
|--------------------------------------|-----------------------|-----------|----------------------------|------------------|---------------|------------|------------|
|                                      | Raising funds         | Food aid  | Making the case for change |                  |               |            |            |
| Prior year                           | £                     | £         | £                          | £                | £             | £          | £          |
| Staff costs (Note 8)                 | 956,617               | 1,528,181 | 785,317                    | 64,776           | 649,265       | 3,984,156  | 3,445,264  |
| Temporary staff costs                | -                     | -         | 4,758                      | -                | -             | 4,758      | 52,449     |
| Other staff costs                    | 7,518                 | 4,642     | 3,621                      | 867              | 92,087        | 108,735    | 75,073     |
| Contractors and consultants          | 49,428                | 10,780    | 1,510                      | -                | 133,341       | 195,059    | 117,373    |
| Direct food costs                    | -                     | 3,562,516 | 8,931                      | -                | -             | 3,571,447  | 3,032,102  |
| Administration costs                 | 30,000                | 89,569    | 74,801                     | 8,759            | 210,240       | 413,369    | 325,828    |
| Premises costs                       | 31,690                | 56,456    | 26,628                     | 1,746            | 20,414        | 136,934    | 160,805    |
| Legal and professional fees          | 4,534                 | -         | -                          | -                | 1,200         | 5,734      | 50,884     |
| Publicity, marketing and fundraising | 251,580               | 7,897     | 243,987                    | 695              | 7,384         | 511,543    | 308,608    |
| Governance costs                     | -                     | -         | -                          | 51,441           | -             | 51,441     | 31,542     |
| Bad debts                            | -                     | 3,458     | -                          | -                | -             | 3,458      | 1          |
| Amortisation                         | 21,234                | 46,947    | 7,078                      | -                | 14,618        | 89,877     | 70,780     |
|                                      | 1,352,601             | 5,310,446 | 1,156,631                  | 128,284          | 1,128,549     | 9,076,511  | 7,670,708  |
| Support costs                        | 195,210               | 766,413   | 166,926                    | -                | -             | 1,128,549  | 837,242    |
| Governance costs                     | 22,190                | 87,119    | 18,975                     | -                | -             | 128,284    | 99,316     |
| Total 2024                           | 1,570,001             | 6,163,978 | 1,342,532                  | -                | -             | 9,076,511  | -          |
| Total 2023                           | 1,270,982             | 5,227,263 | 1,172,463                  | -                | -             | 7,670,708  | -          |

Making the case for change: During the year, the brand & marketing team staff costs were evenly split across: raising funds, food aid, making the case for change and support costs (2024: direct allocation to making the case for change). Also during the year, the brand & marketing team non-staff costs were allocated according to activity (2024: direct allocation to making the case for change).



## 7. Trustee remuneration, benefits and expenses

Trustees give their time freely and during the year, Trustees have not received any remuneration (2024: £NIL) or benefits of any kind (2024: £NIL) for the work they have undertaken.

The charity does however permit Trustees to claim expenses to reimburse them for costs that they incur in fulfilling their duties. Expenses incurred by Trustees, or otherwise met by the charity, are detailed below, and these were wholly in fulfilment of charity business:

|  | 2025<br>£ | 2024<br>£ |
|--|-----------|-----------|
| Disclosure Barring Service checks      | -         | 53        |
| Training                               | 176       | -         |
| Printing and stationery                | 72        | -         |
| Travel and subsistence                 | 783       | 238       |
| Total                                  | 1,031     | 291       |
| Total number of trustees paid expenses | 7         | 5         |

## 8. Staff costs

Staff costs were as follows:

|                                  | 2025<br>£ | 2024<br>£ |
|----------------------------------|-----------|-----------|
| Wages and salaries               | 4,014,899 | 3,465,117 |
| Social security costs            | 424,171   | 320,826   |
| Pension costs                    | 175,977   | 146,038   |
| Termination and redundancy costs | 14,889    | 52,175    |
| Total                            | 4,629,936 | 3,984,156 |

## 8. Staff costs continued

The average number of persons employed by the charity during the year was as follows:

|                            | 2025<br>No. | 2024<br>No. |
|----------------------------|-------------|-------------|
| Food Aid                   | 43          | 39          |
| Making the Case for Change | 15          | 18          |
| Fundraising                | 27          | 22          |
| Support                    | 21          | 14          |
| Governance                 | 1           | 1           |
| <b>Total</b>               | <b>107</b>  | <b>94</b>   |

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

|                 | 2025<br>No. | 2024<br>No. |
|-----------------|-------------|-------------|
| £60,000-£69,999 | 4           | 5           |
| £70,000-£79,999 | 3           | 3           |
| £80,000-£89,999 | -           | -           |
| £90,000-£99,999 | 1           | 1           |
| <b>Total</b>    | <b>8</b>    | <b>9</b>    |

The total amount of employee benefits received by Key Management Personnel, including employers' national insurance, is £544,688 (2024: £477,816). The charity considers its Key Management Personnel to comprise the Trustees and the members of the Senior Leadership Team listed in the Reference and Administrative details on page 2.

The Trustees of the charity, other than detailed in Note 7, did not receive any remuneration in the year.

## 9. Intangible fixed assets

|                          | ERP system       | School portal   | Website         | Data warehouse | Total            |
|--------------------------|------------------|-----------------|-----------------|----------------|------------------|
| Cost                     | £                |                 | £               | £              | £                |
| At 1 September 2024      | 212,340          | 26,873          | 75,177          | 14,313         | 328,703          |
| Additions                | -                | -               | -               | -              | -                |
| Disposal of asset        | -                | -               | -               | (14,313)       | (14,313)         |
| <b>At 31 August 2025</b> | <b>212,340</b>   | <b>26,873</b>   | <b>75,177</b>   | <b>-</b>       | <b>314,390</b>   |
| <b>Amortisation</b>      |                  |                 |                 |                |                  |
| At 1 September 2024      | (171,052)        | (4,479)         | (14,618)        | -              | (190,149)        |
| Charge for the period    | (41,288)         | (8,957)         | (25,059)        | -              | (75,304)         |
| <b>At 31 August 2025</b> | <b>(212,340)</b> | <b>(14,436)</b> | <b>(39,677)</b> | <b>-</b>       | <b>(265,453)</b> |
| <b>Carrying amount</b>   |                  |                 |                 |                |                  |
| <b>At 31 August 2025</b> | <b>-</b>         | <b>13,437</b>   | <b>35,500</b>   | <b>-</b>       | <b>48,937</b>    |
| At 31 August 2024        | 41,288           | 22,394          | 60,559          | 14,313         | 138,554          |

During the year, the charity made the decision to dispose of the total remaining value of the data warehouse as construction of the asset was abandoned.

## 10. Subsidiary undertaking

The charity owns the whole of the issued ordinary share capital of Magic Outcomes Limited, a company registered in England. The company number is 04621084. The registered office address is 42-46 Princelet Street, London, E1 5LP.

The subsidiary is used for non-primary purpose trading activities. All activities have been consolidated on a line-by-line basis in the statement of financial activities. Available profits are distributed under Gift Aid to the parent charity.

The directors of the subsidiary are as follows:

- Michael Honan, Trustee (resigned 29 January)
- Lindsey MacDonald, Chief Executive Officer
- Emily Wilkie, Director of Fundraising and Development
- Elizabeth Little, Head of Corporate Partnerships
- Anthony Eckersley, Head of Finance and Technology (resigned 11 March 2025), and Stuart Fox, Director of Finance and Technology (appointed 11 November 2025).

A summary of the results of the subsidiary is shown below.

|   | 2025<br>£ | 2024<br>(restated)<br>£ |
|---|-----------|-------------------------|
| Turnover  | 426,093   | 171,624                 |
| Gross profit/(loss)   | 426,093   | 171,624                 |
| Administrative expenses                                       | (94,892)  | (90,335)                |
| Distribution under Gift Aid to parent charity                 | (331,201) | (81,289)                |
| Profit/(loss) on ordinary activities before taxation          | -         | -                       |
| Taxation on profit on ordinary activities                     | -         | -                       |
| Profit/(loss) for the financial year                          | -         | -                       |
| Retained earnings   |           |                         |
| Total retained earnings brought forward                       | 2,907     | 64,256                  |
| Ordinary share capital  | 38,001    | 38,001                  |
| Profit/(loss) for the financial year                          | -         | -                       |
| Distribution under Gift Aid to parent charity from prior year | -         | (61,349)                |
| Total retained earnings carried forward                       | 40,908    | 40,908                  |
| The aggregate of the assets, liabilities and reserves was:    |           |                         |
| Assets  | 504,362   | 247,560                 |
| Liabilities   | (463,454) | (206,652)               |
| Reserves  | 40,908    | 40,908                  |

The charity charges a management fee to Magic Outcomes payable to the parent charity, Magic Breakfast, which is based on a proportion of income across the group entity. The management fee for the year ending 31 August 2025 was £87,281 + VAT (2024: £88,342 + VAT).

During the year, the Charity identified that Gift Aid income relating to the year ended 31 August 2024 had not been accrued in the financial statements for that year. Under the terms of the Deed of Covenant signed in November 2023, Magic Outcomes was obligated to distribute its taxable profits to Magic Breakfast.

In accordance with the Charity SORP (FRS 102), Gift Aid income from subsidiary undertakings should be recognised when the Charity is entitled to the income, receipt is probable, and the amount can be measured reliably. The omission of this accrued income represented a prior-year error in Magic Outcomes. As the amount was considered material to Magic Outcomes, the comparative figures within the consolidated financial statements have been restated.

Amounts owed to the parent from subsidiary undertakings is shown in Note 13.

## 11. Parent charity

The parent charity's gross income and the results for the year are disclosed as follows:

|                     | 2025<br>£  | 2024<br>£  |
|---------------------|------------|------------|
| Gross income        | 10,466,139 | 10,329,745 |
| Result for the year | (926,828)  | 1,255,229  |

## 12. Charity and group stock

|                                     | 2025<br>£ | 2024<br>£ |
|-------------------------------------|-----------|-----------|
| Undistributed breakfast ingredients | 160,047   | 156,958   |

Stock recognised as an expense during the year was £3,155,198 (2024: £2,173,679).

### 13. Debtors

|                                    | 2025    | 2024    | 2025      | 2024      |
|------------------------------------|---------|---------|-----------|-----------|
|                                    | Group £ | Group £ | Charity £ | Charity £ |
| Trade debtors                      | 302,669 | 361,897 | 246,009   | 336,405   |
| Other debtors                      | 442     | 90      | 442       | 90        |
| Amounts owed by group undertakings | -       | -       | 439,546   | 88,342    |
| Other taxation                     | -       | 417     | -         | -         |
| Accrued income                     | 75,799  | 86,386  | 61,799    | 86,386    |
| Prepayments                        | 94,046  | 116,877 | 93,918    | 116,751   |
| Total                              | 472,956 | 565,667 | 841,714   | 627,974   |

### 14. Creditors: amounts falling due within one year

|                                    | 2025    | 2024    | 2025      | 2024      |
|------------------------------------|---------|---------|-----------|-----------|
|                                    | Group £ | Group £ | Charity £ | Charity £ |
| Trade creditors                    | 220,631 | 276,154 | 219,491   | 258,473   |
| Other taxation and social security | 192,895 | 132,625 | 185,426   | 132,625   |
| Other creditors                    | 43,959  | 46,302  | 43,959    | 46,302    |
| Accruals                           | 130,934 | 82,804  | 127,550   | 81,141    |
| Deferred school membership income  | 265,470 | 179,351 | 265,470   | 179,351   |
| Deferred income - licence fees     | 11,915  | 17,677  | -         | -         |
| Total                              | 865,804 | 734,913 | 841,896   | 697,892   |

School membership and licence fee income is deferred as it is recognised over the entirety of the membership and licence fee period, respectively.

Grant income is deferred when there are performance obligations which have yet to have been satisfied and therefore there is no entitlement to the income.

|                          | Balance brought forward at 1 September 2024 | 2025 Group Income released | 2025 Charity Income released | 2025 Group Income deferred | 2025 Charity Income deferred | Balance carried forward at 31 August 2025 |
|--------------------------|---|----------------------------|------------------------------|----------------------------|------------------------------|---|
| Deferred income          |   |                            |                              |                            |                              |   |
| School membership income | 179,351                                     | 179,351                    | 179,351                      | 265,470                    | 265,470                      | 265,470                                   |
| Licence fees             | 17,677                                      | 17,677                     | -                            | 11,915                     | -                            | 11,915                                    |
|                          | 197,028                                     | 197,028                    | 179,351                      | 277,385                    | 265,470                      | 277,385                                   |

# 15. Statement of funds



| A)                                  | Balance at<br>1 September<br>2024 | Income     | Expenditure  | Transfers | Balance at 31<br>August 2025 |
|-------------------------------------|-----------------------------------|------------|--------------|-----------|------------------------------|
| Group - Current year                | £                                 | £          | £            | £         | £                            |
| Unrestricted funds                  |                                   |            |              |           |                              |
| General funds                       | 6,406,048                         | 9,395,538  | (10,378,533) | 5,616     | 5,428,669                    |
| Restricted funds                    |                                   |            |              |           |                              |
| The Big Give Christmas Appeal 2024  | -                                 | 202,992    | (168,823)    | -         | 34,169                       |
| Erica Wax and Andrew Balls          | 126,006                           | -          | (74,680)     | -         | 51,326                       |
| Arch Insurance (UK) Limited         | -                                 | 109,510    | (109,510)    | -         | -                            |
| Zurich Community Trust (UK) Limited | 108,000                           | 108,000    | (108,000)    | -         | 108,000                      |
| The Julia Rausing Trust             | -                                 | 100,000    | (100,000)    | -         | -                            |
| Westminster Foundation              | 20,145                            | 88,620     | (86,540)     | -         | 22,225                       |
| Universal Music                     | 54,527                            | 42,500     | (79,684)     | -         | 17,343                       |
| The Davies Family Charitable Fund   | -                                 | 62,500     | (62,500)     | -         | -                            |
| STV Children's Appeal               | -                                 | 50,000     | (32,427)     | -         | 17,573                       |
| John Armitage Charitable Trust      | -                                 | 43,956     | (14,782)     | -         | 29,174                       |
| Other restricted funds              | 52,688                            | 188,847    | (185,100)    | (5,616)   | 50,819                       |
|                                     | 361,366                           | 996,925    | (1,022,046)  | (5,616)   | 330,629                      |
| Total funds                         | 6,767,414                         | 10,392,463 | (11,400,579) | -         | 5,759,298                    |

|                                     | Balance at<br>1 September<br>2024 | Income     | Expenditure  | Transfers | Balance at 31<br>August 2025 |
|-------------------------------------|-----------------------------------|------------|--------------|-----------|------------------------------|
| Charity - Current year              | £                                 | £          | £            | £         | £                            |
| Unrestricted funds                  |                                   |            |              |           |                              |
| General funds                       | 6,321,853                         | 9,469,214  | (10,370,921) | 5,616     | 5,425,762                    |
| Restricted funds                    |                                   |            |              |           |                              |
| The Big Give Christmas Appeal 2024  | -                                 | 202,992    | (168,823)    | -         | 34,169                       |
| Erica Wax and Andrew Balls          | 126,006                           | -          | (74,680)     | -         | 51,326                       |
| Arch Insurance (UK) Limited         | -                                 | 109,510    | (109,510)    | -         | -                            |
| Zurich Community Trust (UK) Limited | 108,000                           | 108,000    | (108,000)    | -         | 108,000                      |
| The Julia Rausing Trust             | -                                 | 100,000    | (100,000)    | -         | -                            |
| Westminster Foundation              | 20,145                            | 88,620     | (86,540)     | -         | 22,225                       |
| Universal Music                     | 54,527                            | 42,500     | (79,684)     | -         | 17,343                       |
| The Davies Family Charitable Fund   | -                                 | 62,500     | (62,500)     | -         | -                            |
| STV Children's Appeal               | -                                 | 50,000     | (32,427)     | -         | 17,573                       |
| John Armitage Charitable Trust      | -                                 | 43,956     | (14,782)     | -         | 29,174                       |
| Other restricted funds              | 52,688                            | 188,847    | (185,100)    | (5,616)   | 50,819                       |
|                                     | 361,366                           | 996,925    | (1,022,046)  | (5,616)   | 330,629                      |
| Total funds                         | 6,683,219                         | 10,466,139 | (11,392,967) | -         | 5,576,391                    |

# 15. Statement of funds continued

The General fund is an unrestricted fund which is available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

**The Big Give Christmas Appeal** restricted fund is used to provide food aid to schools in London.

The **Erica Wax and Andrew Balls** restricted fund is used to fund our investment in data and technology to support the integration and utilisation of data and insights into service delivery.

**Arch Insurance (UK) Limited** restricted fund is used to provide food aid to schools in London, Birmingham and Manchester.

The **Zurich Community Trust** restricted fund is used to provide food aid to schools and to support our policy and campaigning work in the UK.

**The Julia Rausing Trust** restricted fund is used to fund our service delivery costs throughout the year.

**The Westminster Foundation** restricted fund is used to provide food aid to schools in Westminster, Cheshire and Lancashire.

**Universal Music's Taskforce for Meaningful Change** restricted fund is used to provide food aid to schools in the UK with a high proportion of pupils from Black ethnic backgrounds.

**The Davies Family Charitable Fund** restricted funds are used to provide food aid to schools in the UK and Scotland.

**STV Children's Appeal** restricted fund is used to provide food aid to schools in Scotland.

**The John Armitage Charitable Trust** restricted fund is used to onboard and provide food aid to schools in Hartlepool.

**Other restricted funds** are made up of restricted funds which are subject to varying restrictions regarding their use, however no single fund is material in nature.

| B)                                | Balance at<br>1 September<br>2023 | Income     | Expenditure | Transfers | Balance at 31<br>August 2024 |
|-----------------------------------|-----------------------------------|------------|-------------|-----------|------------------------------|
| Group - Prior Year                | £                                 | £          | £           | £         | £                            |
| Unrestricted funds                |                                   |            |             |           |                              |
| General funds                     | 5,167,121                         | 9,084,108  | (7,845,181) | -         | 6,406,048                    |
| Restricted funds                  |                                   |            |             |           |                              |
| The Access Foundation             | -                                 | 400,237    | (400,237)   | -         | -                            |
| The Big Give                      | 13,090                            | 172,149    | (185,239)   | -         | -                            |
| Erica Wax and Andrew Balls        | -                                 | 130,000    | (3,994)     | -         | 126,006                      |
| Zurich Community Trust            | 112,490                           | 108,000    | (112,490)   | -         | 108,000                      |
| Westminster Foundation            | -                                 | 82,685     | (62,540)    | -         | 20,145                       |
| Universal Music                   | -                                 | 85,000     | (30,473)    | -         | 54,527                       |
| The Davies Family Charitable Fund | -                                 | 60,000     | (60,000)    | -         | -                            |
| Nabeel Bhanji and Sahar Meghani   | -                                 | 50,000     | (50,000)    | -         | -                            |
| Other restricted funds            | 199,546                           | 179,499    | (326,357)   | -         | 52,688                       |
|                                   | 325,126                           | 1,267,570  | (1,231,330) | -         | 361,366                      |
| Total funds                       | 5,492,247                         | 10,351,678 | (9,076,511) | -         | 6,767,414                    |

|                                   | Balance at<br>1 September<br>2023 | Income     | Expenditure | Transfers | Balance at 31<br>August 2024 |
|-----------------------------------|-----------------------------------|------------|-------------|-----------|------------------------------|
| Charity - Prior Year              | £                                 | £          | £           | £         | £                            |
| Unrestricted funds                |                                   |            |             |           |                              |
| General funds                     | 5,102,864                         | 9,062,175  | (7,843,186) | -         | 6,321,853                    |
| Restricted funds                  |                                   |            |             |           |                              |
| The Access Foundation             | -                                 | 400,237    | (400,237)   | -         | -                            |
| The Big Give                      | 13,090                            | 172,149    | (185,239)   | -         | -                            |
| Erica Wax and Andrew Balls        | -                                 | 130,000    | (3,994)     | -         | 126,006                      |
| Zurich Community Trust            | 112,490                           | 108,000    | (112,490)   | -         | 108,000                      |
| Westminster Foundation            | -                                 | 82,685     | (62,540)    | -         | 20,145                       |
| Universal Music                   | -                                 | 85,000     | (30,473)    | -         | 54,527                       |
| The Davies Family Charitable Fund | -                                 | 60,000     | (60,000)    | -         | -                            |
| Nabeel Bhanji and Sahar Meghani   | -                                 | 50,000     | (50,000)    | -         | -                            |
| Other restricted funds            | 199,546                           | 179,499    | (326,357)   | -         | 52,688                       |
|                                   | 325,126                           | 1,267,570  | (1,231,330) | -         | 361,366                      |
| Total funds                       | 5,427,990                         | 10,329,745 | (9,074,516) | -         | 6,683,219                    |

## 16. Analysis of net assets between funds

|                               |                         |                       |                  |                         |                       |                  |
|-------------------------------|-------------------------|-----------------------|------------------|-------------------------|-----------------------|------------------|
| A)                            | Unrestricted funds 2025 | Restricted funds 2025 | Total funds 2025 | Unrestricted funds 2025 | Restricted funds 2025 | Total funds 2025 |
| Current year                  | Group £                 | Group £               | Group £          | Charity £               | Charity £             | Charity £        |
| Intangible fixed assets       | 48,937                  | -                     | 48,937           | 48,937                  | -                     | 48,937           |
| Fixed asset investments       | -                       | -                     | -                | 38,001                  | -                     | 38,001           |
| Current assets                | 6,245,536               | 330,629               | 6,576,165        | 6,180,720               | 330,629               | 6,511,349        |
| Creditors due within one year | (865,804)               | -                     | (865,804)        | (841,896)               | -                     | (841,896)        |
| Total                         | 5,428,669               | 330,629               | 5,759,298        | 5,425,762               | 330,629               | 5,756,391        |
| B)                            | Unrestricted funds 2024 | Restricted funds 2024 | Total funds 2024 | Unrestricted funds 2024 | Restricted funds 2024 | Total funds 2024 |
| Prior year                    | Group £                 | Group £               | Group £          | Charity £               | Charity £             | Charity £        |
| Intangible fixed assets       | 138,554                 | -                     | 138,554          | 138,554                 | -                     | 138,554          |
| Fixed asset investments       | -                       | -                     | -                | 38,001                  | -                     | 38,001           |
| Current assets                | 7,103,771               | 361,366               | 7,465,137        | 6,843,190               | 361,366               | 7,204,556        |
| Creditors due within one year | (836,277)               | -                     | (836,277)        | (697,892)               | -                     | (697,892)        |
| Total                         | 6,406,048               | 361,366               | 6,767,414        | 6,321,853               | 361,366               | 6,683,219        |



## 17. Reconciliation of net movement in funds to net cash flow from operating activities

|   |             |           |
|---|-------------|-----------|
|   | 2025 £      | 2024 £    |
| Net movement in funds for the year (as per Statement of Financial Activities) | (1,008,116) | 1,275,167 |
| Adjustment for  |             |           |
| Decrease in intangible assets   | 89,617      | 1,915     |
| Interest from investments   | (35,865)    | (15,294)  |
| (Increase) in stock   | (3,089)     | (100,388) |
| (Increase)/decrease in debtors  | 92,711      | 177,077   |
| Increase/(decrease) in creditors  | 130,891     | (60,750)  |
| Net cash (consumed)/provided by operating activities                          | (733,851)   | 1,277,727 |

## 18. Analysis of cash and cash equivalents

|              |           |           |           |           |
|--------------|-----------|-----------|-----------|-----------|
|              | 2025      | 2025      | 2024      | 2024      |
|              | Group £   | Charity £ | Group £   | Charity £ |
| Cash in hand | 5,943,162 | 5,509,588 | 6,641,148 | 6,419,624 |

## 19. Operating lease commitments

The charity is in receipt of donated office premises therefore there are no further lease payments owing. During the year, the charity leased a storage facility however there are no future minimum lease payments owing under non-cancellable operating leases.

During the year, the lease expenditure for office premises totalled £NIL (2024: £NIL). During the year, the lease expenditure for the storage facility totalled £5,952 (2024: £5,834) which is recognised in the Statement of Financial Activities.

## 20. Related party transactions

Other than trustee and Key Management Personnel transactions detailed in Note 7 and the donations noted below, there were no related party transactions during the period.

During the year, the charity received unrestricted donations of £1,127 (2024: £NIL) and restricted donations of £75,050 (2024: £75,000) from trustees and key management personnel. Of the total restricted donations, one donation of £62,500 was given by The Davies Family Charitable Fund and the remaining £12,550 was made up of four donations, three of which were given during the Big Give Christmas Appeal and one during the Financial Times Appeal. The purposes of these restricted funds are outlined under Note 15.

## 21. Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes. The charity's trading subsidiary Magic Outcomes Limited distributes under Gift Aid available profits to the parent charity. Its charge to corporation tax in the year was:

|                           | 2025 | 2024 |
|---------------------------|------|------|
|                           | £    | £    |
| UK corporation tax at 19% | -    | -    |

## 22. Prior year statement of financial activities




|                                      | Note | Unrestricted funds 2024 | Restricted funds 2024 | Total funds 2024 |
|--------------------------------------|------|-------------------------|-----------------------|------------------|
|                                      |      | £                       | £                     | £                |
| Income from                          |      |                         |                       |                  |
| Donations and grants                 | 2    | 8,467,874               | 1,267,570             | 9,735,444        |
| Charitable activities                | 3    | 429,316                 | -                     | 429,316          |
| Income from other trading activities | 4    | 171,624                 | -                     | 171,624          |
| Investments                          | 5    | 15,294                  | -                     | 15,294           |
| Total income                         |      | 9,084,108               | 1,267,570             | 10,351,678       |
| Expenditure on                       |      |                         |                       |                  |
| Raising funds                        | 6    | 1,571,650               | -                     | 1,571,650        |
| Food aid                             | 6    | 4,969,463               | 1,193,160             | 6,162,623        |
| Making the case for change           | 6    | 1,304,068               | 38,170                | 1,342,238        |
| Total expenditure                    |      | 7,845,181               | 1,231,330             | 9,076,511        |
| Net income for the year              |      | 1,328,927               | 36,240                | 1,275,167        |
| Transfer between funds               | 15   | -                       | -                     | -                |
| Net movement in funds                |      | 1,328,927               | 36,240                | 1,275,167        |
| Reconciliation of funds              |      |                         |                       |                  |
| Total funds brought forward          | 16   | 5,167,121               | 325,126               | 5,942,247        |
| Total funds carried forward          |      | 6,406,048               | 361,366               | 6,767,414        |


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