MEALS & MORE

England & Wales · Charity number 1179092

Details

Status	Registered
Legal form	CIO
Registered	2018-07-06
Register	View on the Charity Commission register

Contact

Address	Enterprise House Nicholas Road Eureka Science Park Ashford TN25 4AG
Phone	07483354001
Email	info@mealsandmore.co.uk
Website	https://www.mealsandmore.co.uk

Activities

Objects: 1.TO RELIEVE POVERTY AND FINANCIAL HARDSHIP AMONG CHILDREN AND THEIR FAMILIES AND CARERS IN THE UNITED KINGDOM, AND TO PROMOTE THE HEALTH AND IMPROVE THE CONDITIONS OF LIFE OF SUCH CHILDREN, IN PARTICULAR BUT NOT EXCLUSIVELY BY THE PROVISION OF GRANTS AND OTHER ASSISTANCE AS THE CHARITY TRUSTEES THINK FIT TO CHARITABLE AND OTHER RELEVANT BODIES TO ENABLE SUCH BODIES TO PROVIDE HEALTHY NUTRITIOUS MEALS OUTSIDE SCHOOL OR NURSERY HOURS AND OUTSIDE SCHOOL TERM-TIMES TO CHILDREN WHOSE FAMILIES OR CARERS COULD NOT OTHERWISE AFFORD TO DO SO;2.TO ADVANCE IN LIFE AND RELIEVE THE NEEDS OF CHILDREN AND YOUNG PEOPLE IN THE UNITED KINGDOM IN THE INTERESTS OF SOCIAL WELFARE WHO HAVE NEED BY REASON OF THEIR YOUTH, AGE, INFIRMITY OR DISABILITY, POVERTY OR SOCIAL AND ECONOMIC CIRCUMSTANCES, IN PARTICULAR BUT NOT EXCLUSIVELY BY THE PROVISION OF GRANTS AND OTHER ASSISTANCE AS THE CHARITY TRUSTEES THINK FIT TO CHARITABLE AND OTHER RELEVANT BODIES TO ENABLE SUCH BODIES TO PROVIDE RECREATIONAL AND LEISURE TIME ACTIVITIES DESIGNED TO IMPROVE THE CONDITIONS OF LIFE OF SUCH CHILDREN AND YOUNG PEOPLE; AND3.TO ADVANCE THE EDUCATION OF THE PUBLIC IN THE UNITED KINGDOM ON THE SUBJECT OF FOOD POVERTY AMONG CHILDREN, ITS EFFECTS ON EDUCATIONAL OUTCOMES FOR THOSE CHILDREN AND ITS IMPACT ON SOCIETY, AND THE MOST APPROPRIATE WAYS TO MITIGATE THESE EFFECTS, IN PARTICULAR BUT NOT EXCLUSIVELY BY THE PROMOTION OF RESEARCH FOR THE PUBLIC BENEFIT IN THOSE SUBJECTS AND THE PUBLICATION OF THE USEFUL RESULTS.

Downloaded from opencharities.uk/ew/1179092

Activities: The Meals & More missionTo help alleviate holiday hunger and create happier, healthier children through community clubs that provide tasty, nutritious food and enriching educational activities in a supportive environment, boosting health, self-belief and raising life aspirationsWhat Meals & More was set up to achieveTo create a movement to end Holiday Hunger by collaborative partnerships t

Classification

- **How:** Makes Grants To Organisations, Sponsors Or Undertakes Research
- **What:** Education/training, Disability, The Prevention Or Relief Of Poverty
- **Who:** Children/young People, Other Charities Or Voluntary Bodies, The General Public/mankind

Geography

- Northern Ireland
- Scotland
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-06-30	£627,921	£694,143	£346,911	0
2024-06-30	£324,707	£600,818	-	-
2023-06-30	£711,094	£479,957	£689,244	0
2022-06-30	£324,354	£408,332	-	-
2021-06-30	£124,079	£271,230	-	-

Downloaded from opencharities.uk/ew/1179092

Trustees

Name	Role	Appointed
RICHARD JAMES COOPER	Chair	2023-09-06
Christopher Nicholas Martin		2023-09-06
Erin Roy		2024-06-20
Joanne Warner		2025-10-02
Nicola Charlotte Jane Sampson		2023-12-06
Nigel John Hunt		2025-06-03
Peter Statham		2023-09-27
Shannan Horner		2024-06-20
Thomas Mariani		2024-06-30

Downloaded from opencharities.uk/ew/1179092

MEALS & MORE

England & Wales - Charity number 1179092

Accounts

Charity number: 1179092

Meals & More (a charitable incorporated organisation)

Trustees' Report and Financial Statements

For the Year Ended 30 June 2025

Meals & More

Contents

	Page
Reference and Administrative Details of the Charity, its Trustees and Advisers	1
Trustees' Report	2 - 19
Trustees' Responsibilities Statement	20
Independent Examiner's Report	21
Statement of Financial Activities	22
Balance Sheet	23
Notes to the Financial Statements	24 - 31

Meals & More

Reference and administrative details of the Charity, its Trustees and Advisers
For the Year Ended 30 June 2025

Trustees

Katherine Ann Woodhouse (resigned 31 January 2025)
Shannan Horner
Erin Roy
Peter Statham
Ranjini Bhattacharya (resigned 26 November 2025)
Richard Cooper, Chair
Christopher Martin
Nicola Sampson
Thomas Mariani
Joanne Warner (appointed 2 October 2025)
Nigel John Hunt (appointed 3 June 2025)
Barry Bolton (resigned 26 September 2025)

Charity registered number

1179092

Principal office

Enterprise House, Nicholas Road
Eureka Science Park
Ashford
Kent
TN25 4AG

Accountants

Kreston Reeves LLP
37 St Margaret's Street
Canterbury
Kent
CT1 2TU

Independent Examiner

Samantha Rouse FCCA DChA
Kreston Reeves LLP
37 St Margaret's Street
Canterbury
Kent, CT1 2TU

Bankers

CAF Bank Ltd
25 Kings Hill Avenue
Kings Hill
West Malling
Kent, ME19 4JQ

Meals & More

Trustees' Report
For the Year Ended 30 June 2025

The Trustees present their annual report together with the financial statements of Meals & More (a Charitable Incorporated Organisation) for the year from 1 July 2024 to 30 June 2025.

Objectives and activities

a. Policies and objectives

Meals & More supports organisations across the UK that provide children with healthy meals and positive activities during the school holidays. Through these partnerships we help children who may otherwise face food insecurity and social isolation when school is closed.

Since Meals & More was established in 2015, it has supported the delivery of over 2.5 million meals.

Working through a growing network of delivery partners rooted in their communities, Meals & More now supports hundreds of holiday clubs across the UK each year.

Meals & More continued to focus on the following key activities during the reporting period:

- Partnering with local charities and community organisations (delivery partners) by providing funding to allow them to address the need for meal provision and holiday clubs during the school holidays, with a view to providing nutritious meals and enriching activities to children;
- Focusing on extending our reach within areas of social deprivation with the aim to increase the number of partners and meals supported
- Working with supporters to raise funds and gather resources which are then provided to our delivery partners to either distribute or use at their holiday clubs across the United Kingdom;
- To explore and maximise alternate fundraising activities;
- Enabling delivery partners to build on the "more" element of their delivery; and
- Raising awareness of holiday hunger and social isolation.

Meals & More brings together partners, supporters and community organisations to help children access nutritious food and positive experiences during the school holidays. Through these partnerships the charity helps create supportive environments that contribute to children's wellbeing, confidence and aspirations.

Meals & More has recognised the importance of minimising risk and maintains clear policies such as conflict of interest, risk management, privacy, and data protection to provide a secure platform for achieving its objectives.

In setting objectives and planning for its grant giving activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a Charity (PB2)'.

b. Strategies for achieving objectives

During 2024/25 the focus for the Trustees and operations team were:

1. Confirm Strategy for next five-year period 2025 > 2030
2. Deliver Partner network - Support growth and reach
3. Marketing & Communications - Continue to raise awareness of the issues relating to holiday provision
4. Corporate Support - Ensure sustainable income to underpin grant support of new and existing partners
5. Wider Engagement
6. Transition

1. Strategy

The review of strategy continued through 2024 / 25 with support of Deloitte. Our aim was to set ambitious goals, given the scale of need, and to understand and overcome constraints that could block achievement.

The 5-year strategy was agreed by Trustees in that:

Goal: to support provision of 1 million meals per year in 2030

A SWOT exercise assisted on key areas of development – Resources, Marketing & Brand and Income generation.

Strengths

- Clear Mission & USP
- Access to key partner funds, talent and resources
- Wide UK geographical spread
- Governance & delivery partner oversight
- Respected and valued by supporters / partners

Weaknesses

- Low brand awareness and reach
- Resource & skills constraints (3 FTEs)
- Donor visibility of where their support goes
- Risk of over reliance on single high donor support

Opportunities

- Highly scalable & leveraged op model
- Systematic fundraise with key partners
- Increase brand awareness and impact of need
- Use "Every £1 donated goes to help children" USP

Threats

- Food cost inflation
- Donor fatigue – competitive pressure
- Fail to get traction for funding growth
- Key persons change management
- Delivery partner stability (some are small) & their ability to manage growth

Our values highlighted in the word cloud below remain firmly supportive of communities. This is reflected in how Meals & More engage with delivery partners rooted in their local communities to provide meals alongside activities that are fun and that alleviate social isolation.



There is strong support for our current approach, and given the depth of demand, a desire to stay tightly focused.

An 80:20 balance between Delivery and Campaigning was favoured, with Campaigning focused on raising awareness of need rather than seeking political change, given our lack of scale and connection. However, available opportunities would be taken up and supporters may also be able to apply their influence to help.

Marketing & Targeting Audience

Our strategy sessions concluded that Meals & More do not have the brand reach or resources to be a consumer charity.

Our primary focus is therefore on accessible, aligned donors with deep pockets. Our secondary target audience includes other supporters and stakeholders (fundraising).

Primary Target Audience - Donors

- Grant giving trusts
- Large corporates with food industry connections
- Other large corporates
- High net worth individuals
- Key Partner Leadership

Secondary Target Audience

- Key Partner / Donator employees
- Distribution partners
- Volunteers
- Parents

Trusts: Follow a structured application process. Need to meet their criteria and have a clear case for support and be able to demonstrate impact. Personal connections are less important. Exploring using agency to support Meals & More approach and applications in short term.

Companies

Positively, we are targeting a small and manageable number of number of organisations. However, this means targeting a small number of busy people with too many good causes clamouring for their attention.

The challenge is to understand their giving processes and connect with key individuals:

How do we stand out, make contact, make a connection and convert this into activity?

What is driving them, what are they looking for and what brand values would support this?

Who and what is influencing them? – colleagues, employees, family, press?

How do we reach them? Contacts, contacts of contacts, other influential people

How do we make a connection? Eg industry, location, networks

Meals & More Execution Plan – key actions for Funding

The strategy provides a clear framework for the charity's development over the next five years. A supporting action plan will guide delivery of these priorities and will be regularly reviewed by Trustees to ensure progress and sustainable growth.

Target, develop and monetise donor relationships:

- Identify and prioritise companies, funds, others to target
- PRIORITY Build pipeline of prospects with large giving capacity & chance to secure
- Plan and build relationships with pipeline prospects
- Determine how to access decision makers on a timely basis
- Continue to build relationships with Key partners
- Build relationships with existing suppliers and network
- Build CRM to track and communicate effectively to current, past and potential supporters
- Leverage employee fundraising support at key partners

Build brand identity – who we are!

- PRIORITY Create clear brand identity
- How this is articulated - key messaging, tone of voice, dos and don'ts
- Clear message about how we support – community, More activities
- Who we help - not just meals & hours eg demographic of children, their background

Build case for support – why are we here and what difference we make

- Create statement and bringing it to life
- How we address need(s) and why this is different and valuable
- The measurable and emotional positive impact of our work (data, stories, quotes)

Asset creation

- Website update
- Regularly updated fundraising & publicity packs
- More case studies / images / quotes
- Dossier of fundraising materials & templates

Build need and brand awareness

- Obtain access to professional level PR and marketing skills
- Develop PR / marketing strategy
- Grow knowledge of our organisation beyond Sysco and the Food sector
- Increase awareness within third sector
- Consider targeted social media presence

Build resources

- Co-build with Key partners
- Increase team of fundraisers - add Trust fundraiser
- Access to a marketing manager & designer
- Access to PR skills
- Volunteering

Meals & More Execution Plan – key actions for Delivery

Capture and optimise processes used to:

- Select, vet and onboard Delivery Partners (DPs)
- Determine and agree DP capacity, delivery commitments,
- grant amounts and reporting
- Identify and source additional support for DPs where needed (eg help with volunteers)
- Grant administration procedures
- Data collection and reporting
- Monitor and audit compliance with commitments and quality of delivery

Develop systems and automate processes:

- Research, select and procure appropriate tools (Sysco – volunteers if not in agreement)
- Develop and resource implementation plan
- Set up, populate and pilot test
- Launch, monitor and optimise

Grow existing Delivery Partners:

- Targeted surveys and discussions to identify:
- DPs with capacity to support more clubs / regions; expand holidays, suppers
- DPs with potential to expand but need support

Develop and implement expansion programme taking into account:

- Focus on in club delivery
- Relative speed at which DPs can implement new activity and meet M&M obligations
- Support requirements where needed
- Further diligence as needed to support expanded activities
- M&M ability to sustain funding and to administer

Grow New Delivery Partners

- Develop new partner target list through:
- Research & engagement with existing network (Community Sports & Education)
- Government HAF programme (DoE / LGA / MATs)
- Sharing aims with Support Partners & Sysco colleagues
- Focus on Education establishment / LA's
- Confirm charitable status & desktop due diligence

Establish New DP pipeline and onboard taking into account:

- Selection and quality criteria (inc desired mix of DPs)
- Relative speed at which DPs can become active, scale up and meet M&M obligations
- Support requirements
- Initial diligence / scoping
- M&M ability to sustain funding at higher levels
- M&M capacity to administer

More

- Set out aims and scope for More activities - what is desirable and feasible
- Understand potential for expanding existing Delivery Partner contributions to More:
- Survey existing DPs on need / wants / capacity
- Focus on healthy meals & wellbeing activity
- Training NVQ / Volunteering Ops / > Employment
- Identify new partners that offer "More" activities i.e. Arts/Games/Heath
- Select DPs based on ability to deliver in scope activities on acceptable basis

2. Delivery Partner Network

During 2024/25 Meals & More grew its delivery partner network from 39 to 48 extending our reach in Scotland, Northwest, Yorkshire, East Midlands and Southwest, adding an additional 55 clubs. Total clubs now being 328 and over 35,000 children being supported.

The number of meals supported during the period Summer 2024 > May 2025 was 409,902

Summer 2024	204,390
October 2024	39,438
December 2024	59,515
February 2025	31,915
Easter 2025	52,137
May 2025	22,507

The Meals More initiatives "The Big Day Out" and "The Big Christmas party" continued to add value to our network.

Grants of up to £1000.00 (Big Day Out) and £275.00 (Big Christmas party) were awarded to those partners that wish to take part. An additional grant of £100 to support Literacy at Christmas were also awarded.

46 Big Day Out grants awarded, supporting over 3600 children and 700 adults taking part in a day away from their normal surroundings. Activities included:

Teddy Bear Hunt & BBQ, Family Day to Twin Lakes, Trip to Seahouses, Indoor Trampoline centre, "Footgolf" Wembley, Toca Social in Greenwich, Gulliver's World Theme Park, Pinkston Water activities, riverside & day in local park, Barbecue, entertainment / bouncy castle, sports activities, dancing, music, arts and crafts, circus skills, and an ice cream van. "Trip to Dreamland & Margate, Dreamland for the day and to explore Margate, Flower Bowl Entertainment Centre, Eco Ventures Dolphin and wildlife watching boat trip, Beach, Zoo or Activity Park.

The Big Christmas party saw 40 partners taking part, with over 2600 children attending.

One partner in Scotland reported "Children engaged in diverse activities, including drama, visual arts and music, coming together with their families to showcase creative work. This unique experience allowed kids to display their talents, with some trying new activities for the first time. The event featured visits from Santa, reindeers, a snow globe, a delightful kids' show, arts and crafts, free play, and hot meals"

Delivery Partner Engagement

Engagement with our network of partners is key to our charity. Visits were made to view club provision throughout the year. Trustees and the team visited partners and clubs in the Northeast, Northwest, East Midlands, Yorkshire, London, and Scotland.

These included Kind - Liverpool, Preston NECT, Peek – Glasgow, Oasis Waterloo, and Middlesbrough & Cleveland.



Our partners were also asked their views on the support given by Meals & More. The annual survey responses received reflected positive views on support, Communication, understand of partners aim and challenges, and level of grant funding.

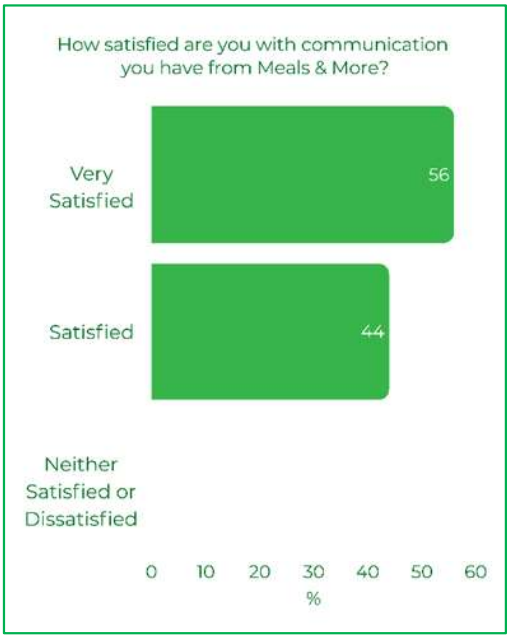
Comments received

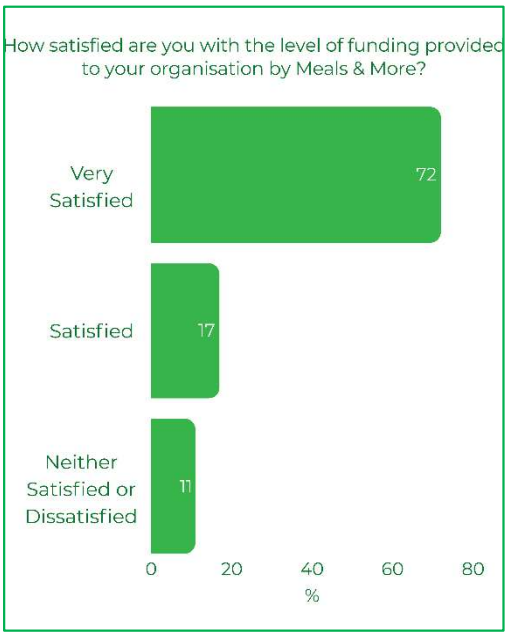
"From my perspective, Meals and More feels very focused on its key mission of feeding children but works hard to go above and beyond with things like the Big Day Out and xmas hampers."

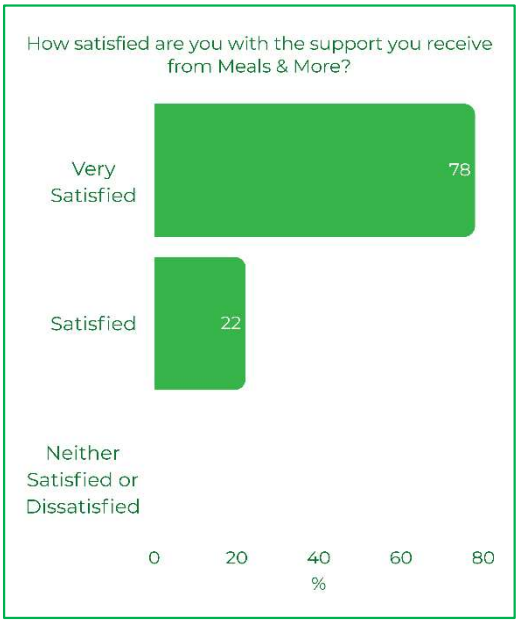
"Switched on as to how things are at grassroots level."

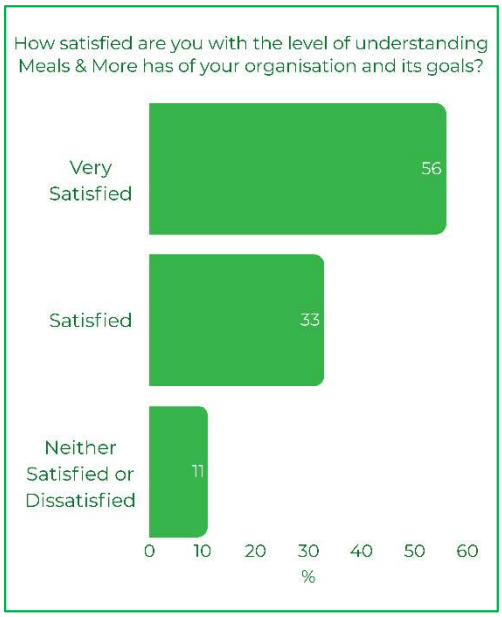
"We've really appreciated the support to provide meals in the school holidays. The long lead in times and reliable support year on year has been especially valuable to us."

"Finances of-course which enable us to continue doing what we are doing but also you have helped to shape what we do with your offer of grants for Big Day Out and Christmas Party, plus literacy grant."









Adding Value

The connection between Delivery Partners, Meals & More and their corporate supporters is an area where the charity aimed to improve during 2024/25. To this end several initiatives were instigated.

Corporate partners were invited to attend clubs to either visit to experience the difference their donations make and or volunteer their time as part of their Corporate Social Responsibility (CSR) aims.

Meals & More

Trustees' Report
For the Year Ended 30 June 2025

Sysco GB, in partnership with the Meals & More Team, planned instigated and delivered during their purpose month (November) the supply and delivery of over 6000 Christmas "Goodie bags" for children attending clubs and Christmas parties in December.



These bags were packed by the Sysco leadership team and delivered by Lineage and Sysco GB to partners in the following regions of the UK. Alness, Ashford, Barnsley, Bradford, Birmingham, Edinburgh, Grimsby, Inverness, Isle of Sheppey, Leicester, London, Manchester, Middlesborough, Plymouth, Sheffield, South Shields and Stockport.



DD Cooling visited the summer camp delivered by Preston NE Community Trust at Preston College.

DD Cooling response after the visit "It was lovely meeting you as well, and Jo and I found the visit to the holiday club very insightful. It was truly inspiring to learn how DD Cooling is making such a meaningful impact on the lives of children and young people."



On 21 November 2024, Team Fresh Direct, had an amazing day at Highfield Adventure Playground, Leicester. The Team, Wayne Syson, Nat Knott, Rhys Humm, Helen Mulford, Roddy Macdonald, Nathan Hodges, Ginny Porter, Sinead Burke, Lee Tate, Anthony McCarthy, with Peter McGrath (Meals & More) spent the day at the club and provided much needed garden maintenance. Pruning, tidying and clearing the playground perimeter and within the park itself.

The team really took to the task and did amazing work, providing 50 hours of volunteering.

Kevin Sherriff, Manager at the club, "Thank you for organising the volunteer event and please pass on my thanks to the Fresh Direct team. They were a very good bunch and got stuck in and made short work of the project. The result of their endeavour is the gratitude of the playground, the children & young people that attend and our neighbours, many of whom have already commented"



3. Marketing & Communications

As part of our planned investment into the team, Meals and More appointed a Marketing & Communications officer. With a specific aim to improve branding and ensure a consistent tone of voice across social media platforms and the website. With the key aims of:

- Building Trust and Reliability
- Increasing Recognition
- Enhancing Emotional Connection
- Improving Audience Engagement
- Ensuring Consistency Across Channels
- Improving stakeholder Understanding

With a stepped approach we reviewed our current position and focused on:

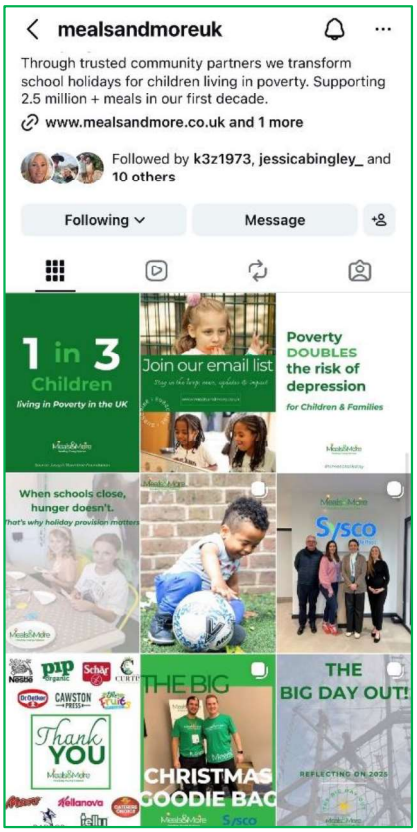
- Website review and relaunch
- Social Media Platforms
- Marketing materials and communications to stakeholders

Work commenced in the summer with a launch date January 2025. Redesigning and creating a new website on the Wix platform.

The existing website was launched 10 years ago, with limited expertise and knowledge on build, whilst serving a purpose it is felt that it was cumbersome to navigate and update. Annual cost has also increased.

The new website is on a more accessible platform, provides more options, simpler navigation / editing, with an extensive range of tools. Launched in January 2025 the site has an improved structure, is more user friendly with a fresh and updated look and feel.





Social Media

The charity has a presence on Facebook and X (Formally Twitter). Facebook activity is good; however, it was felt that whilst we remain on X, this platform may not be the best place to promote activity. Therefore, to improve our presence we created and launched an Instagram page helping Meals & More reach a broad range of audiences through targeted and engaging content.

4. Corporate Support

Meals & More operates with a lean structure supported by operational assistance from Sysco, including donated staff time and office facilities. This model enables the charity to maximise the proportion of funds directed to delivery partners and charitable activity.

Beyond this, the charity has over 30 corporate supporters that agree to donate funds over a set period normally reviewed every three years. These donations are then awarded to delivery partners through annual grants to help support of meals and/or "The More" activity, such as "The Big Day Out, The Big Christmas Party and a literacy award. The corporate supporters in the main stem from the food industry.

Fundraising

2024/25 saw a consolidation of Meals & More fundraising, focusing on supporters' participation in events.

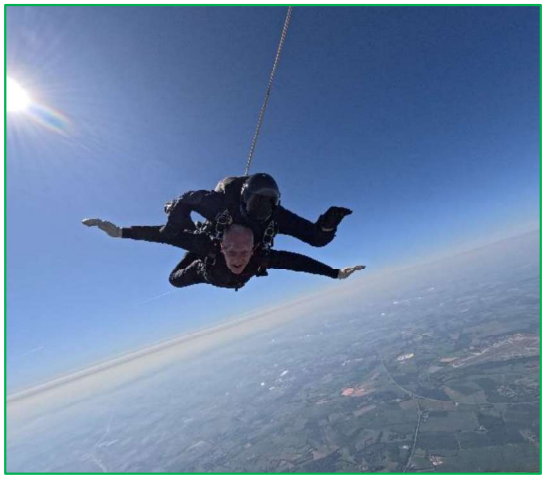
A fundraising pack was created and shared. This highlighted opportunities for fundraising including the approach and calendar of ideas.

There was a clear focus on running events, The charity was gifted places at the London Marathon, and we signed up to the London Landmarks Half Marathon. Not only did this raise funds but also acted as a catalyst for engagement and interest in our mission. At the London Landmarks Half Marathon we had 21 runners take part raising over £15,000.





Other fundraising of note included 5 members of the Sysco Finance team Skydiving, a first for the charity. Raising over £5,000





Wider Engagement – Parliamentary Drop In

In November 2024 Meals & More were pleased to be invited to a parliamentary drop-in session hosted by Sysco at Portcullis House to showcase our work. 41 MPs attended and learned about the work Meals & More does to support children throughout holiday periods with food and activity provision, and the instrumental role of Sysco in establishing the charity in 2015 and ongoing support ever since.

MPs also had the opportunity to learn about the key asks for the HAF. These include, securing a commitment from Government to ensure is extended past 2025, future funding is index-linked and the scope of the HAF is expanded to include all children experiencing food poverty, not just those eligible for free school meals (FSM).





6. Transition

From an organisational point, the charity has welcomed new trustees and appointed a new Chair, Richard Cooper, who has a vast experience of the charitable sector, we have finalised and agreed our strategy for the next 5 years.

The board of trustees have a wealth of experience and knowledge, including charity development, I.T, Risk Management, Human resources, and business & Industry are we are positive that we have a solid platform on which to build and grow. and will go from strength to strength.

We would also like to thank Kate Woodhouse who stepped down as Chair at the end of 2024, Kate's vision and support of the team, has been invaluable to the charities progress and for that we give our heartfelt thanks.

The team has also seen change, with new appointments to the team leading on Marketing & Comms and Corporate Partnership. The new appointment will assist the charity to go from strength to strength.

2025 marks the 10th anniversary of Meals & More. With a refreshed Board, a new Chair and a clear five-year strategy now in place, the charity enters its next phase with strong foundations and renewed focus on reaching more children each year.

Trustees' Report (continued)
For the Year Ended 30 June 2025

Financial review

a. Going concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the Charity, has adequate resources to continue in operational existence for the foreseeable future. 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.

b. Reserves policy

It is the policy of the Charity to maintain unrestricted funds, which are free reserves of the Charity and cash held at bank and in hand, which equate to at least 6 months of unrestricted expenditure. This ensures that the Charity can continue to operate if difficulties in recovering future income are encountered in the short term. If unrestricted expenditure in FY26 is projected to be similar to FY25, this would amount to circa £350,000 (2024: £300,000) at peak periods.

The Trustees monitor this quarterly and specifically review compliance with the reserves policy at each Board of Trustees meeting. If the reserves policy is exceeded at any quarter end, this must be reported to the Board of Trustees at the next meeting. If it is anticipated that the reserves policy will be exceeded in future quarters, this must be approved in advance by the Board of Trustees at the next scheduled Trustee Meeting.

Actual unrestricted reserves held at the year-end amounted to £346,911 (2024: £413,133). Cash at bank and in hand at the year-end amounted to £369,645 (2024: £270,204).

The Trustees are aware of the level of reserve and understand the need to maintain these at appropriate levels. Given the rising cost of food and increasing demand for support, it is the Charity's objective to engage with more delivery partners and increase the number of clubs supported. Therefore, we expect to utilise our reserves as additional grants to be awarded in future years. The Trustees are also mindful of the challenging times our supporters are experiencing, and that generating income may prove challenging in the short term. There needs to be a balanced approach to utilising our reserves and enabling the Charity to be able to give clear commitments on future levels of funding to our delivery partners. This will ensure that we can continue to grow sustainably together.

The Trustees note that the Charity benefits from significant donated services, including staffing and office facilities, which reduces the level of cash reserves required to sustain operations. In addition, grants to delivery partners are typically paid as a single advance payment covering a defined programme period of up to 12 months. As a result, funding commitments are limited and predictable, and the advance nature of these payments reduces the risk of unforeseen liabilities. The Trustees therefore consider that the Charity's current reserve levels remain appropriate in the context of its operating model and do not present a solvency risk. Reserves will continue to be deployed in a planned way to support the growth ambitions set out in the charity's 2025–2030 strategy, while maintaining financial stability.

c. Principal risks and uncertainties

Risks are identified using a risk management process which is reviewed quarterly by the Trustees. This includes Finance, Governance, Operational, External and Compliance risks. Risks which are assessed to be either high or medium are identified and set out in a risk action plan, which is assigned to each Trustee by section and supported by the Secretary to the Board of Trustees. Financial risk management has been a priority for Trustees and several policies and procedures have been implemented to manage these risks, including a delegation of authority.

Additional or increased financial risks, resulting from the wider global financial climate, have been identified. The most significant of these in the short-term is credit risk. This may arise from default on financial commitments made to the Charity by supporters. The Trustees believe that the Charity has enough reserves and cash to mitigate the impact of any short-term disruption to income. In addition, the Charity operates multi-year grant agreements with many of our corporate supporters. This ensures a degree of long-term funding commitment and certainty. The Trustees will continue to monitor the risks and take appropriate actions as required.

d. Results for the year

This is the sixth financial period since the Charity has been registered as an independent Charitable Incorporated Organisation (CIO).

In this period, the Charity has generated £627,921 (2024: £324,707) in total income. The increase in income is due to the recognition of the future multi-year commitments to the Charity made by several corporate sponsors. The variability in income year on year is reflective of the timing of multi year contracts with supporters which are prioritised as early as possible with as few restrictions as possible leading to its recognition upon the signing of the agreement not when the cash is received.

In addition to financial support, the charity benefits from operational support including donated staff time and facilities, allowing Meals & More to operate with a lean structure and maximise the proportion of funds distributed to delivery partners.

Sysco GB Limited is a leading food service company in the UK. Sysco GB Limited founded Meals & More and is a key supporter of Meals & More (a Charitable Incorporated Organisation). Meals & More (a Charitable Incorporated Organisation) operates entirely independently from Sysco GB Limited. However, agreements are in place that sees Sysco GB Limited provide funding and operational support to Meals & More (a Charitable Incorporated Organisation).

The Charity has been focused on building its supporter network and establishing donation commitments from a wider base of supporters. Since 2021, the Charity has engaged professional fundraisers with a remit to improve its support network. With a focus on:

- Ensuring current supporters extend their existing commitments
- Confirming new supporters and their level of commitment
- Identifying potential additional corporate supporters
- Researching potential fundraising activities
- Improving communication with potential supporters

Meals & More's model is to support the delivery of projects through delivery partners. As the attached accounts show, Meals & More committed grants to delivery partners of £533,538 (2024: £459,996). The Charity intends to increase the amount of grants made to delivery partners over the next year, with a focus on building on existing partnerships where there is the capacity and scope to grow in a stepped and sustainable way. This approach mitigates risk whilst improving our reach to more children. In addition, work is ongoing to identify new delivery partners that meet our criteria and are not necessarily benefiting from the national (England only) HAF programme.

Total expenditure on support costs in the year was £160,605 (2024: £140,822).

The net surplus for the year ended 30th June 2025, saw the Charity decrease its total reserves by £66,222 (2024: £276,111), meaning that the total reserves were £346,911 (2024: £413,133). The Charity aims to use this surplus to further all its charitable aims, including by expanding the number of delivery partners it works with and the number of clubs and meals funded. This will increase the reach of our work and the number of children that can benefit from our charitable activities.

Structure, governance and management

a. Constitution

Meals & More is a registered charity, number 1179092. Meals & More is a Charitable Incorporated Organisation (CIO) and governed by its constitution.

Trustees' Report (continued)
For the Year Ended 30 June 2025

Structure, governance and management (continued)

b. Methods of appointment or election of Trustees

As per the constitution, the original Charity Trustees have been appointed for a period of up to 3 years. Additional Trustees must be appointed by a resolution passed at a properly convened meeting of the Charity Trustees. In selecting individuals for appointment as Charity Trustees, the Trustees must have regard to the skills, knowledge and experience needed for the effective administration of the CIO.

c. Organisational structure and decision-making policies

Meals & More (a Charitable Incorporated Organisation) is managed by the Operations Director, supported by a Corporate Partnerships Manager, a Marketing & Communications Manager and an Administrator.

The Charity's colleagues and Trustees are guided by the Financial Procedures Policy and Delegation of Authority. All decisions in respect of financial commitment are made in line with a set authority process set out in these documents.

d. Policies adopted for the induction and training of Trustees

Meals & More (a Charitable Incorporated Organisation) has the following policies to ensure its Trustees are inducted and trained appropriately and to reduce the Charity's exposure to external and internal risk factors:

- Risk Management policy and Risk Register;
- Complaints Handling;
- Privacy policy;
- Equality and Diversity policy;
- Crisis Management policy;
- Financial Procedures and Delegation of Authority;
- Donations;
- Conflicts of Interest;
- Trustee Handbook; and
- Trustee Code of Conduct.

e. Risk Management

The Trustees have assessed the major risks to which the Charity is exposed, in particular those related to the operations and finances of the Charity and are satisfied that systems and procedures are in place to mitigate exposure to major risks.

Risk is assessed on a quarterly basis at each Trustee Meeting but is monitored regularly by the Secretary to the Board of Trustees. There is a risk action plan in place which highlights medium to high risk areas which require immediate to short term attention. This action plan is also reviewed at each Trustee Meeting and monitored regularly by the Secretary to the Trustees.

Post balance sheet events

No material events have occurred since the statement of financial position date which would affect the financial statements of the Charity.

Statement of Trustees' responsibilities
For the Year Ended 30 June 2025

The Trustees are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England & Wales 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 Charity and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the Trust deed. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the members of the board of Trustees and signed on its behalf by:

Richard Cooper
Chair of Trustees
Date: 24 March 2026.

Independent Examiner's Report
For the Year Ended 30 June 2025

Independent Examiner's Report to the Trustees of Meals & More ('the Charity')

I report to the Charity Trustees on my examination of the financial statements of the Charity for the year ended 30 June 2025, which are set out on pages 15 to 22.

Responsibilities and Basis of Report

As the Trustees of the Charity you are responsible for the preparation of the financial statements in accordance with the requirements of the Charities Act 2011 ('the 2011 Act').

I report in respect of my examination of the Charity's financial statements carried out under section 145 of the 2011 Act and in carrying out my examination I have followed the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent Examiner's Statement

Since the Charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of Association of Chartered Certified Accountants, which is one of the listed bodies.
I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the Charity as required by section 130 of the 2011 Act; or
2. the financial statements do not accord with those records; or
3. the financial statements do not comply with the applicable requirements concerning the form and content of financial statements set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the financial statements give a 'true and fair' view which is not a matter considered as part of an independent examination.

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

This report is made solely to the Charity's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the Charity's Trustees those matters I am required to state to them in an Independent Examiner's Report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Charity and the Charity's Trustees as a body, for my work or for this report.

Signed: S M Rouse Dated: 24 March 2026

Samantha Rouse FCCA DChA

Kreston Reeves LLP
37 St Margaret's Street
Canterbury
Kent
CT1 2TU

Statement of financial activities
For the Year Ended 30 June 2025

	Note	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Income from:				
Donations and legacies	4	**627,042**	**627,042**	324,064
Investments	5	**879**	**879**	643
Total income		**627,921**	**627,921**	324,707
Expenditure on:				
Charitable activities	6	**694,143**	**694,143**	600,818
Total expenditure		**694,143**	**694,143**	600,818
Net movement in funds		**(66,222)**	**(66,222)**	(276,111)
Reconciliation of funds:				
Total funds brought forward		**413,133**	**413,133**	689,244
Net movement in funds		**(66,222)**	**(66,222)**	(276,111)
Total funds carried forward		**346,911**	**346,911**	413,133

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 6 to 13 form part of these financial statements.

Balance Sheet
As at 30 June 2025

	Note		2025 £		2024 £
Current assets					
Debtors	9	**123,203**		157,808	
Cash at bank and in hand		**369,645**		270,204	
		492,848		428,012	
Current liabilities					
Creditors: amounts falling due within one year	10	**(145,937)**		(14,879)	
Net current assets			**346,911**		413,133
Total net assets			**346,911**		413,133
Charity funds					
Unrestricted funds	11		**346,911**		413,133
Total funds			**346,911**		413,133

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

Richard Cooper
Chair of Trustees

Date: 24th March 2026.

The notes on pages 24 to 31 form part of these financial statements.

Notes to the Financial Statements
For the Year Ended 30 June 2025

1. General information

Meals & More ('the Charity') is a charitable incorporated organisation registered on 6th July 2018 with the charity registration number 1179092 and the company registration number CE014575. The address of the registered office is Enterprise House, Nicholas Road, Eureka Science Park, Ashford, Kent, TN25 4AG.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011 and the Charities (Accounts and Reports) Regulations 2008.

Meals & More (a Charitable Incorporated Organisation) 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 financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair' view. This departure has involved following the Charities SORP (FRS 102) published in October 2019 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

The financial statements are presented in UK sterling, which is the functional currency, rounded to the nearest pound.

2.2 Going concern

The Trustees assess whether the use of going concern is appropriate, i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the Charity to continue as a going concern. The Trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements and have concluded that the Charity has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the Charity's ability to continue as a going concern, thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

2.3 Fund accounting

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.

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

Notes to the Financial Statements
For the Year Ended 30 June 2025

2. Accounting policies (continued)

2.4 Income

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.

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

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

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

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

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

2.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Charity's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.6 Interest receivable

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 institution with whom the funds are deposited.

2.7 Debtors

Trade and other debtors are recognised at the settlement amount. Prepayments are valued at the amount prepaid.

2.8 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2. Accounting policies (continued)

2.9 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of Financial Activities as a finance cost.

2.10 Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

3. Critical accounting estimates and areas of judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The Charity does not currently have any significant accounting estimates or areas of judgement.

Notes to the Financial Statements
For the Year Ended 30 June 2025

4. Income from donations and legacies

	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Donations	**326,823**	**326,823**	268,335
Grants	**300,219**	**300,219**	55,729
	627,042	**627,042**	324,064
Total 2024	324,064	324,064	

5. Investment income

	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Interest receivable	**879**	**879**	643
Total 2024	643	643	

Notes to the Financial Statements
For the Year Ended 30 June 2025

6. Analysis of expenditure by activities

	Direct costs 2025 £	Support costs 2025 £	Total funds 2025 £	Total funds 2024 £
Charitable activities	**533,538**	**160,605**	**694,143**	600,818
Total 2024	459,996	140,822	600,818	

Analysis of direct costs

	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Payments to contracted partners	**533,538**	**533,538**	459,996
Total 2024	459,996	459,996	

Analysis of support costs

	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Donated services and facilities - Staff costs	**126,318**	**126,318**	108,033
Staff expenses	**470**	**470**	602
Independent examiner's fees	**4,554**	**4,554**	4,392
Marketing	**9,132**	**9,132**	5,262
Bank charges	**631**	**631**	609
Donated services and facilities - Rent and ultilities	**19,500**	**19,500**	19,500
Miscellaneous	**-**	**-**	2,424
	160,605	**160,605**	140,822
Total 2024	140,822	140,822	

Notes to the Financial Statements
For the Year Ended 30 June 2025

7. Staff costs

	2025 £	2024 £
Donated services and facilities - Staff costs	**126,318**	108,033
	126,318	108,033

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

	2025 No.	2024 No.
Donated services and facilities staff members	**4**	4

No employee received remuneration amounting to more than £60,000 in either year.

The Charity's Trustees are considered to be the key management personnel. As noted in note 8, none of the Trustees were remunerated during the year (2024: £Nil).

8. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2024 - £NIL).

During the year ended 30 June 2025, expenses totalling £470 were reimbursed to 2 Trustees (2024 - £Nil).

9. Debtors

	2025 £	2024 £
Due within one year		
Trade debtors	**123,203**	57,808
Other debtors	**-**	100,000
	123,203	157,808

Notes to the Financial Statements
For the Year Ended 30 June 2025

10. Creditors: Amounts falling due within one year

	2025 £	2024 £
Trade creditors	**141,383**	10,487
Accruals	**4,554**	4,392
	145,937	14,879

11. Statement of funds

Statement of funds - current year

	Balance at 1 July 2024 £	Income £	Expenditure £	Balance at 30 June 2025 £
Unrestricted funds				
General Funds	**413,133**	**627,921**	**(694,143)**	**346,911**

Statement of funds - prior year

	Balance at 1 July 2023 £	Income £	Expenditure £	Balance at 30 June 2024 £
Unrestricted funds				
General Funds	689,244	324,707	(600,818)	413,133

Notes to the Financial Statements
For the Year Ended 30 June 2025

12. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2025 £	Total funds 2025 £
Current assets	**492,848**	**492,848**
Creditors due within one year	**(145,937)**	**(145,937)**
Total	**346,911**	**346,911**

Analysis of net assets between funds - prior year

	Unrestricted funds 2024 £	Total funds 2024 £
Current assets	428,012	428,012
Creditors due within one year	(14,879)	(14,879)
Total	413,133	413,133

13. Related party transactions

Meals & More (a Charitable Incorporated Organisation) was originally set up by Sysco GB Limited, which continues to support the Charity. There is an operational support agreement in place between the two entities. At the year end Sysco GB Limited owes the Charity £Nil. (2024: £100,000 from Sysco GB Limited). Sysco GB Limited continue to meet its existing commitments to the Charity under the grant agreement in place, with annual cash contributions of £100,000 (2024: £100,000).

During the period, Meals & More also received donations totalling £94,263 from Sysco GB Limited (2024: £85,747).

Sysco GB Limited has also granted the Charity use of its own staff members, plus provides office space, utilities and use of equipment to the Charity free of charge, during the financial period. The value of this staff time, rent, utilities and equipment amounts to an additional donation of £145,818 (2024: £127,533). This has been accounted for as donated services and facilities in these financial statements.

There were no other related party transactions in the current or prior year.

MEALS & MORE

England & Wales - Charity number 1179092

Accounts

Docusign Envelope ID: 6EA7BC63-B153-474F-9F41-1093DB549CBC

Charity number: 1179092

Meals & More (a charitable incorporated organisation)

Trustees' Report and Financial Statements

For the Year Ended 30 June 2024

Docusign Envelope ID: 6EA7BC63-B153-474F-9F41-1093DB549CBC

Meals & More

Contents

	Page
Reference and Administrative Details of the Charity, its Trustees and Advisers	1
Chair's Statement	2
Trustees' Report	3 - 14
Independent Examiner's Report	15
Statement of Financial Activities	16
Balance Sheet	17
Notes to the Financial Statements	18 - 25

Docusign Envelope ID: 6EA7BC63-B153-474F-9F41-1093DB549CBC

Meals & More

Reference and administrative details of the Charity, its Trustees and Advisers
For the Year Ended 30 June 2024

Trustees

Katherine Ann Woodhouse (resigned 31 January 2025)
Shannan Horner (appointed 20 June 2024)
James Paul Mannering (resigned 30 June 2024)
Erin Roy (appointed 20 June 2024)
Barry Bolton
Peter Statham (appointed 27 September 2023)
Ranjini Bhattacharya (appointed 27 September 2023)
Richard Cooper, Chair (appointed 27 September 2023)
Tony Fitton (appointed 6 December 2023, resigned 17 June 2024)
Christopher Martin (appointed 6 December 2023)
Nicola Sampson (appointed 6 December 2023)
Thomas Mariani (appointed 30 June 2024)
Helen Evans (resigned 13 December 2023)

Charity registered number

1179092

Principal office

Enterprise House, Nicholas Road
Eureka Science Park
Ashford
Kent
TN25 4AG

Accountants

Kreston Reeves LLP
Chartered Accountants
37 St Margaret's Street
Canterbury
Kent
CT1 2TU

Independent Examiner

Samantha Rouse FCCA DChA
Kreston Reeves LLP
Chartered Accountants
37 St Margaret's Street
Canterbury
Kent, CT1 2TU

Bankers

CAF Bank Ltd
25 Kings Hill Avenue
Kings Hill
West Malling
Kent, ME19 4JQ

Docusign Envelope ID: 6EA7BC63-B153-474F-9F41-1093DB549CBC

Meals & More

Chair's Statement
For the Year Ended 30 June 2024

I start by giving my heartfelt thanks to all our delivery partners that organise and provide provision for thousands of children during the school holidays, I along with my fellow Trustees can only say that we are in awe of what they do week in week out and show so much compassion and understanding of the children and families in their community. It was great to see first-hand what a difference it makes to a child.

Likewise, thanks must also be given to our corporate supporters without whom we would not be able to provide the support Meals & More gives to our partners to enable children and young people across so many regions to receive food and activity support where it is needed most.

The past year has again been challenging for many families as the issues relating to cost of living continued. As a result, the board approved growth plans to extend our reach in areas of social deprivation. The charity grew its support in the Southwest, East Midlands, West Midlands, Northwest, Northeast & Scotland engaging with a further 10 organisations and supported the provision of over 400,000 meals. We were also delighted to again provide support of the “Big Day Out” which adds value and makes such a difference to so many families and was pleased to launch the” Big Christmas Party” initiative which also adds value to our purpose.

This year has been one of transition for the charity. With new appointments to the board of trustees and additions to the management team, this gives the charity a greater foundation upon which build. The charity was also pleased to have the support of Deloitte to assist us with our strategy as we look forward and ensure that we continue to deliver our aims in a sustainable way.

Finally, I’d like to thank our outgoing Chair, Kate Woodhouse, who stepped down this year as Chair but remains as a trustee, having chaired the board since the inception of Meals & More in 2015. Under Kate’s leadership and guidance, Meals & More has grown and is able to support the children that it does today.

Signed by:
Richard Cooper
1284DBE51B99450...
Richard Cooper
Chair of Trustees
Date: 09-03-2025 | 10:31 GMT

Docusign Envelope ID: 6EA7BC63-B153-474F-9F41-1093DB549CBC

Meals & More

Trustees' Report
For the Year Ended 30 June 2024

The Trustees present their annual report together with the financial statements of Meals & More (a Charitable Incorporated Organisation) for the from 1 July 2023 to 30 June 2024.

Objectives and activities

a. Policies and objectives

Meals & More provides support to children and their families who live with poverty and social isolation and have limited access to adequate food provision and activity throughout school holiday periods. Meals & More's vision is to improve their quality of life by eliminating holiday hunger.

Since Meals & More was established in 2015, it has supported the delivery of over 2.1 million meals. We have reviewed our initial meals target and will continue to focus on supporting a total of 2.5 million meals by 2025.

To further this objective, Meals & More continued to focus on the following key activities during the reporting period:

- Partnering with local charities and community organisations (delivery partners) by providing funding to allow them to address the need for meal provision and holiday clubs during the school holidays, with a view to providing nutritious meals and enriching activities to children;
- Focusing on extending our reach within areas of social deprivation with the aim to increase the number of partners and meals supported;
- Working with industry partners to raise funds and gather resources which are then provided to our delivery partners to either distribute or use at their holiday clubs across the United Kingdom;
- To explore and maximise fundraising activities;
- Enabling delivery partners to build on the "more" element of their delivery; and
- Raising awareness of holiday hunger and social isolation.

Meals & More is focused on developing working partnerships that underpin our aims and make a difference to each child we reach. The Charity is a catalyst for positive change, bringing like-minded people together, creating the opportunity to improve life chances, contributing to happier, healthier children and families. Through provision of nutritious food and enriching activities, Meals & More's (a Charitable Incorporated Organisation) delivery partnerships contribute to supportive environments, boosting health, self-belief, and aspirations.

Every child matters and deserves to have a good start in life not only at school, but also throughout the year. We embrace all opportunities to work with organisations and businesses that have similar goals and want to make a difference.

Meals & More has recognised the importance of minimising risk and maintains clear policies such as conflict of interest, risk management, privacy, and data protection to provide a secure platform for achieving its objectives.

In setting objectives and planning for its grant giving activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a Charity (PB2)'.

b. Strategies for achieving objectives

Activities were undertaken around the key objectives listed below:

- Raising Awareness of Holiday Hunger
  Creating a movement to end holiday hunger by collaborative partnerships to increase awareness of the issues and the need for holiday provision.

- Supply of Holiday Provision
  Reduce the impact of holiday hunger on children and their families by improving access to tasty, nutritious food during the school holidays, helping to improve the lives and prospects of children.

- Research
  Support the provision of evidence to educate stakeholders and the public on the implications of holiday hunger including the detrimental educational outcomes and impact on society.

Docusign Envelope ID: 6EA7BC63-B153-474F-9F41-1093DB549CBC

Objectives and activities (continued)

- Health and Well-being
  The promotion of health and well-being within the clubs we support, through the provision of activities and advice, as a way of mitigating holiday hunger and its effects.

c. Volunteers

At the request of Trustees and supporters, Meals & More arranges visits to clubs to see firsthand the work that our partners carry out and the benefit that it brings to children and the community.

Achievements and performance

a. Key performance indicators

The Trustees have identified the following key performance indicators (KPIs) as a measure of monitoring the performance of the Charity and its delivery partners and are continually developing processes for monitoring and reporting on these KPIs. The KPIs identified include:

- Number of delivery partners
- Number of clubs.
- Number of meals
- Hours of Activity delivered.
- Type of activity delivered.
- Big day out participation
- Delivery partner engagement

The above KPIs assist in measuring performance and monitoring of progress of the delivery partners and therefore the Charity.

b. Review of activities

Activities that have taken place for the period to meet our key objectives are as follows:

- **Raising Awareness**

Meals & More continues to attend All Party Parliamentary Group meetings relating to Holiday provision.

The Charity attended the Local Authority Catering Association (LACA) Main Event in July to show case the challenges and progress the Charity has made. This also offers the opportunity to engage with existing supporters and potential supporters as well as potential delivery partners. Local authorities are now more aware of the need and challenges of holiday provision.

Meals & More continues to support organisations that are involved with the government Holiday Activity & Food programme (HAF). The grant funding that is provided enables organisations to support children that are not eligible for free school meals, and therefore excluded from the HAF programme, but are still living in challenging conditions and potentially claiming universal credit.

- **Supply of Holiday Club Provision**

This fiscal year saw the Charity work with 39 delivery partners across the UK, an increase of 10 on the previous year. With registered clubs increasing from 215 to 273. Engaging new partners within the Southwest, East Midlands, West Midlands, Northwest, Northeast & Scotland.

During the fiscal year, Meals & More supported 403,000 meals an increase of 48,000 on the previous year. These were directly funded by grants to our delivery partners. The shift from food parcel provision to in club one to one provision continues. However, a small number of deliver partners/clubs continue to support families in need with food parcels.

Docusign Envelope ID: 6EA7BC63-B153-474F-9F41-1093DB549CBC

Achievements and performance (continued)

- **The range of activity**

Within our delivery partner agreement, we ask what type of activities - “The More” - are provided during the holiday club provision sessions. The range is well balanced and offers children and young people opportunity not only to be active, but engaged whilst being educational, informative, and fun. It is pleasing to see a focus on wellbeing, inclusion, as well as knowledge and skills, which all aid a young persons continued development mitigating the learning gap during holidays.

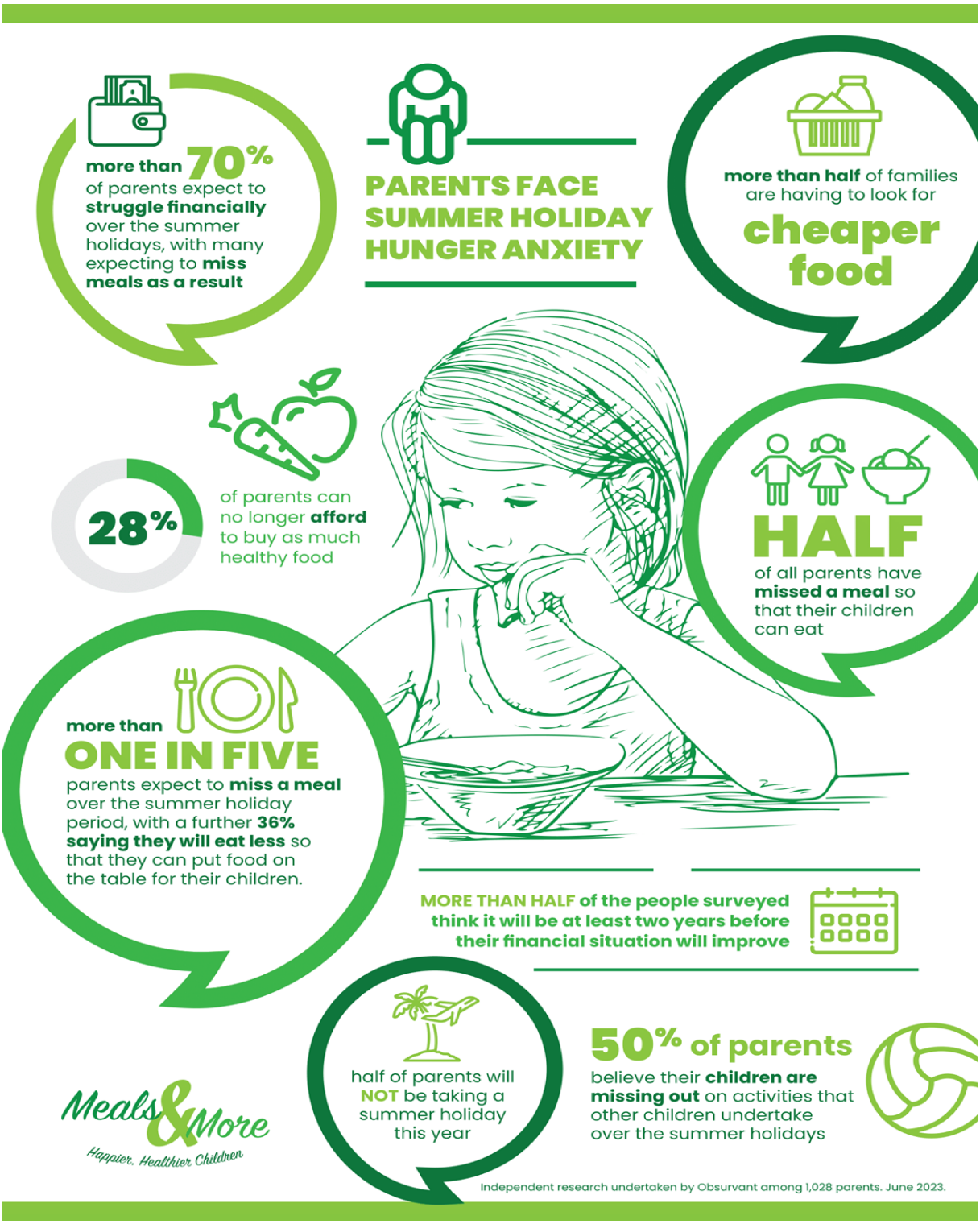
Delivery partners offered a range of activities for children, totalling over 15,500 hours, during the holiday periods.

- **Research**

Meals & More commissioned Fifth Dimension to assist in research relating to parents’ views on “Holiday Hunger” this research was carried out by Obsurvant an international market research company. 1028 people from a cross section of the community were asked their views on key issues relating to their circumstances. A summary of the findings was released in July 2023.

Docusign Envelope ID: 6EA7BC63-B153-474F-9F41-1093DB549CBC

Achievements and performance (continued)



Docusign Envelope ID: 6EA7BC63-B153-474F-9F41-1093DB549CBC

Achievements and performance (continued)

- **Health and Wellbeing**

The Charity continues to work with delivery partners to share best practice on health, well-being, and enriching activities, so that delivery partners can develop bespoke activities to support attendees at their clubs.

In May we began discussions and planning with one of our partners, Rethink Food to enable access for our delivery partners to an online Food Academy educational programme relating to Health, Food, the Environment & sustainability. Named “Agents of Change” focusing on:

- Healthy diets
- Sustainable diets
- Sustainable lifestyle choices
- Physical health and activity

The process of engagement includes:

- Identify the delivery partners
- Register them with Rethink
- Rethink to provide two training sessions for delivery partners
- Record sessions so delivery partners can revisit.
- Comms on the launch / partnership benefits etc.
- Roll out
- Evaluate
- Report

An initial pilot launched in the summer of 2024.

- **The “More”**

The Big Day Out pilot in the summer 2022 was a success and our delivery partners asked if this could be continued every year due to the value it adds to a child’s experience and as many families still find it challenging to meet the cost of a holiday or short break away from home.

In 2023, 36 delivery partners received a grant as a contribution to the cost of each trip.

2118 children and 369 adults took part in various enrichment activities, trips the beach, museums, sports activities, theme parks, and activity centres.

The highest costs incurred for the delivery partners were tickets 48.5% and transportation 42.5%.

A special note of thanks to Whitby Seafood Limited who supported the seaside visit by children from Middlesbrough by providing a fish & chip lunch on the beach at Saltburn.

By way of improving our offer of “The More” Trustees approved the grant of funds to those delivery partners that would like to hold “A Big Christmas Party” on a similar premise that during the festive season, some families find it difficult to find additional funds to attend parties. A questionnaire was circulated to delivery partners to find out the expected level of participation and costs. A further change saw the Literacy Award being given to all delivery partners in December so that a book or a book token could be purchased and given as a gift to those children attending.

21 delivery partners took part and over 1800 children enjoyed a Big Christmas Party.

We also engaged with one of our new supporters, Simply Lunch, who provided food, and party fun at Oasis Waterloo.

We will look to continue to provide funding for both events in future years.

Docusign Envelope ID: 6EA7BC63-B153-474F-9F41-1093DB549CBC

Achievements and performance (continued)

- **Delivery partner engagement**

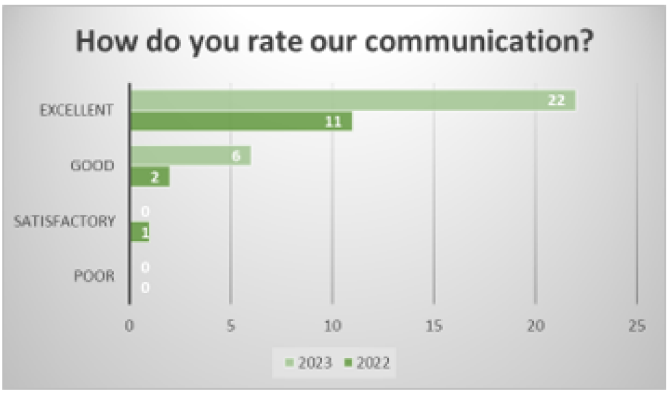
Visits to clubs are made to see provision, listen, and offer support and guidance. We were privileged to witness excellent provision by our partners, in Northern Ireland, Croydon, Waterloo, Birmingham, Leicester, Sheffield, Oldham.

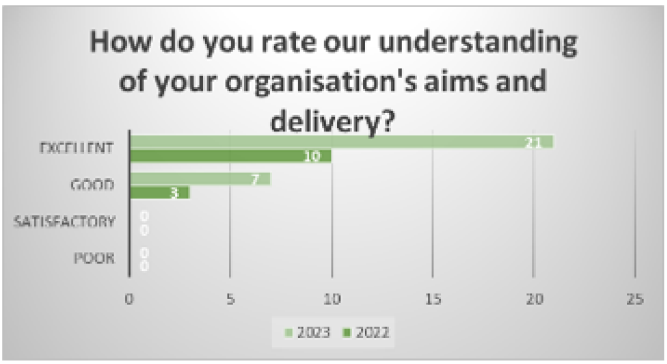
We would like to acknowledge the support of Sysco GB and Highfields Adventure Playground, Leicester for their role in assisting the Charity in producing a video highlighting the role and purpose of the Charity. The video can be viewed on our website: https://www.mealsandmore.co.uk/making-a-difference

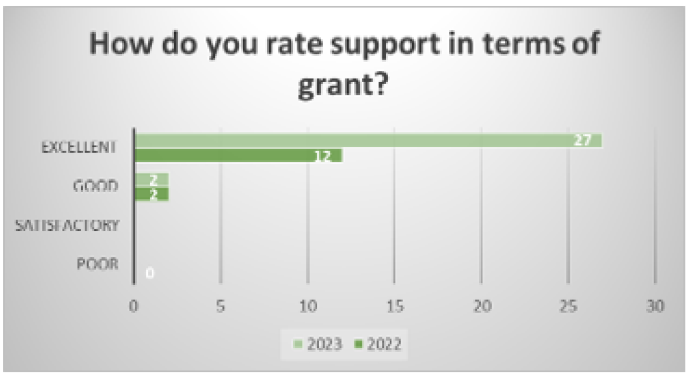
Delivery Partner Survey

Results of the annual survey showed an increase in participation from partners and a continued level of satisfaction from the organisations the Charity supports. Focusing on 3 key elements:

1. Meals & More understanding of their organisation
2. Communication
3. Grant award







Docusign Envelope ID: 6EA7BC63-B153-474F-9F41-1093DB549CBC

Achievements and performance (continued)



- **Transition**

The year 2023/24 has been a year of transition for the Charity, with several Trustees coming to the final term of office or stepping down for personal reasons. The board also understood that there was a need to plan for the future and ensure stability and continuity for the years ahead, as we needed to review and agree a strategy for the medium term.

Led by the Chair and Operations Director, planning for Trustee recruitment commenced in May 2023 with interviews taking place in July 2023. The selection process took account of the needs of the Charity to expand the depth, knowledge and experience of the board and recruit to improve areas of understanding and development within areas of the Charity sector, business, risk management, communication and marketing.

Following the interviews, successful appointments were made in July, September and December. This stepped approach will ensure continuity for the board as trustees' fixed terms of office (set at 6 years under the constitution) come to an end.

At the end of the financial year, the board of trustee numbers ten.

Recruitment for the management of the Charity was also made, with appointments of a Corporate Partnership Manager in October 2023 and Marketing & Comms Assistant in May 2024.

These appointments give the Charity a sound foundation upon which development of the Charity can progress, including review of the existing strategy and development of a new plan for the next 5 years.

- **Strategy**

The Charity was pleased to receive pro bono support from Deloitte to lead on our review of strategy. The process commenced in March 2024 with a further meeting in June 2024.

Docusign Envelope ID: 6EA7BC63-B153-474F-9F41-1093DB549CBC

Achievements and performance (continued)

The initial meeting set the direction and ambition outlining what could be achieved:

- Why we are here and Meals & More's impact so far?
- Understanding our SWOT and external relationships
- Consensus on values and how we deliver our mission in future
- Set our ambition for 2030 and test its achievability
- Set strategic priorities through understanding the constraints on our 2030 ambition and how they can be addressed
- Provide a mandate and guidance for detailed preparation for the future session

Further sessions focused on the execution

- Move from ambition towards delivery
- Conclude on a concrete, high level Strategy Execution Plan to deliver the aims
- Deep dive areas that are difficult – or where there may be more opportunity

Prepare for upcoming agreement renewal discussions with corporate partners

Financial review

a. Going concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the Charity, has adequate resources to continue in operational existence for the foreseeable future. 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.

b. Reserves policy

It is the policy of the Charity to maintain unrestricted funds, which are free reserves of the Charity and cash held at bank and in hand, which equate to at least 6 months of unrestricted expenditure. This ensures that the Charity can continue to operate if difficulties in recovering future income are encountered in the short term. If unrestricted expenditure in FY25 is projected to be similar to FY24, this would amount to circa £600,000 (2023: £330,000) at peak periods.

The Trustees monitor this quarterly and specifically review compliance with the reserves policy at each Board of Trustees meeting. If the reserves policy is exceeded at any quarter end, this must be reported to the Board of Trustees at the next meeting. If it is anticipated that the reserves policy will be exceeded in future quarters, this must be approved in advance by the Board of Trustees at the next scheduled Trustee Meeting.

Actual unrestricted reserves held at the year-end amounted to £413,133 (2023: £689,244). Cash at bank and in hand at the year-end amounted to £270,204 (2023: £408,922).

The Trustees are aware of the level of reserve and understand the need to maintain these at appropriate levels. Given the rising cost of food and increasing demand for support, it is the Charity's objective to engage with more delivery partners and increase the number of clubs supported. Therefore, we expect to utilise our reserves as additional grants to be awarded in future years. The Trustees are also mindful of the challenging times our supporters are experiencing, and that generating income may prove challenging in the short term. There needs to be a balanced approach to utilising our reserves and enabling the Charity to be able to give clear commitments on future levels of funding to our delivery partners. This will ensure that we can continue to grow sustainably together.

Docusign Envelope ID: 6EA7BC63-B153-474F-9F41-1093DB549CBC

c. Principal risks and uncertainties

Risks are identified using a risk management process which is reviewed quarterly by the Trustees. This includes Finance, Governance, Operational, External and Compliance risks. Risks which are assessed to be either high or medium are identified and set out in a risk action plan, which is assigned to each Trustee by section and supported by the Secretary to the Board of Trustees. Financial risk management has been a priority for Trustees and several policies and procedures have been implemented to manage these risks, including a delegation of authority.

Additional or increased financial risks, resulting from the wider global financial climate, have been identified. The most significant of these in the short-term is credit risk. This may arise from default on financial commitments made to the Charity by supporters. The Trustees believe that the Charity has enough reserves and cash to mitigate the impact of any short-term disruption to income. In addition, the Charity operates multi-year grant agreements with many of our corporate supporters. This ensures a degree of long-term funding commitment and certainty. The Trustees will continue to monitor the risks and take appropriate actions as required.

d. Results for the year

This is the fifth financial period since the Charity has been registered as an independent Charitable Incorporated Organisation (CIO).

In this period, the Charity has generated £324,707 (2023: £711,094) in total income. The decrease in income year on year is due to the recognition last year of the future multi-year commitments to the Charity made by Brakes and several other corporate sponsors. The variability in income year on year is reflective of the timing of multi year contracts with supporters which are prioritised as early as possible with as few restrictions as possible leading to its recognition upon the signing of the agreement not when the cash is received.

Brake Bros Ltd (“Brakes”) is a leading food service company in the UK. Brakes founded Meals & More and is a key supporter of Meals & More (a Charitable Incorporated Organisation). Meals & More (a Charitable Incorporated Organisation) operates entirely independently from Brakes. However, agreements are in place that sees Brakes provide funding and operational support to Meals & More (a Charitable Incorporated Organisation). In the previous financial year, a new Support Agreement had been entered into, which ensures continued support until 30th June 2025.

The Charity has been focused on building its supporter network and establishing donation commitments from a wider base of supporters. Since 2021, the Charity has engaged professional fundraisers with a remit to improve its support network. With a focus on:

- Ensuring current supporters extend their existing commitments
- Confirming new supporters and their level of commitment
- Identifying potential additional corporate supporters
- Researching potential fundraising activities
- Improving communication with potential supporters

Meals & More’s model is to support the delivery of projects through delivery partners. As the attached accounts show, Meals & More committed grants to delivery partners of £459,996 (2023: £349,861). The increase of funding allocated was due to a further 8 delivery partners who will provide meals and support into FY25. The Charity intends to increase the amount of grants made to delivery partners over the next year, with a focus on building on existing partnerships where there is the capacity and scope to grow in a stepped and sustainable way. This approach mitigates risk whilst improving our reach to more children. In addition, work is ongoing to identify new delivery partners that meet our criteria and are not necessarily benefiting from the national (England only) HAF programme.

Total expenditure on support costs in the year was £140,822 (2023: £130,096).

The net surplus for the year ended 30th June 2024, saw the Charity decrease its total reserves by £276,111 (2023 saw an increase of £231,137), meaning that the total reserves were £413,133 (2023: £689,244). The Charity aims to use this surplus to further all its charitable aims, including by expanding the number of delivery partners it works with and the number of clubs and meals funded. This will increase the reach of our work and

Docusign Envelope ID: 6EA7BC63-B153-474F-9F41-1093DB549CBC

the number of children that can benefit from our charitable activities.

Structure, governance and management

a. Constitution

Meals & More is a registered charity, number 1179092. Meals & More is a Charitable Incorporated Organisation (CIO) and governed by its constitution.

b. Methods of appointment or election of Trustees

As per the constitution, the original Charity Trustees have been appointed for a period of up to 3 years. Additional Trustees must be appointed by a resolution passed at a properly convened meeting of the Charity Trustees. In selecting individuals for appointment as Charity Trustees, the Trustees must have regard to the skills, knowledge and experience needed for the effective administration of the CIO.

c. Organisational structure and decision-making policies

Meals & More (a Charitable Incorporated Organisation) is managed by the Operations Director, supported by a Corporate Partnerships Administrator and an Administrator. In addition, the Secretary to the Trustees supports the Trustees and the Operations Director as needed.

The Charity's colleagues and Trustees are guided by the Financial Procedures Policy and Delegation of Authority. All decisions in respect of financial commitment are made in line with a set authority process set out in these documents.

d. Policies adopted for the induction and training of Trustees

Meals & More (a Charitable Incorporated Organisation) has the following policies to ensure its Trustees are inducted and trained appropriately and to reduce the Charity's exposure to external and internal risk factors:

- Risk Management policy and Risk Register;
- Complaints Handling;
- Privacy policy;
- Equality and Diversity policy;
- Crisis Management policy;
- Financial Procedures and Delegation of Authority;
- Donations;
- Conflicts of Interest;
- Trustee Handbook; and
- Trustee Code of Conduct.

e. Risk Management

The Trustees have assessed the major risks to which the Charity is exposed, in particular those related to the operations and finances of the Charity and are satisfied that systems and procedures are in place to mitigate exposure to major risks.

Risk is assessed on a quarterly basis at each Trustee Meeting but is monitored regularly by the Secretary to the Board of Trustees. There is a risk action plan in place which highlights medium to high risk areas which require immediate to short term attention. This action plan is also reviewed at each Trustee Meeting and monitored regularly by the Secretary to the Trustees.

Docusign Envelope ID: 6EA7BC63-B153-474F-9F41-1093DB549CBC

Plans for future periods

Whilst the UK Government's Holiday Activity & Food programme has been introduced, this is only available for school aged children from reception to year 11 (inclusive) who receive benefits-related free school meals. It is hoped that government will review and extend the programme to reach all children of families in receipt of universal credit in the future. However, with an estimated 4 million children living in poverty in the UK, the need in communities remains high.

The Charity will continue to focus on areas of social deprivation, working with partners who make a difference in those communities.

From a delivery perspective, the focus will be to extend our reach further. We will increase the work we do to support delivery partners in areas of social deprivation. We will do this both by identifying new delivery partners, and by extending greater support to existing programmes. In FY22, the Charity reached its initial goal of supporting 1 million meals and has now increased its target to support 1.5 million meals by 2025.

The Trustees are also conscious of the need to do more of the "more" element of our charitable purpose as we move forward. This is especially important as many communities face an uncertain future, due to cost-of-living increases. We will examine ways to generate even more benefit to the communities and lives of those we support.

One new initiative we put in place was "The Big Christmas Party". This involved supporting our delivery partners with additional funding for a Christmas party with the children. A chance for everyone involved to explore, have fun and make memories.

Post balance sheet events

No material events have occurred since the statement of financial position date which would affect the financial statements of the Charity.

Statement of Trustees' responsibilities

The Trustees are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England & Wales requires the Trustees to prepare financial statements for each financial which give a true and fair view of the state of affairs of the Charity and of its income and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the Trust deed. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Docusign Envelope ID: 6EA7BC63-B153-474F-9F41-1093DB549CBC

Trustees' Report (continued)
For the Year Ended 30 June 2024

Approved by order of the members of the board of Trustees and signed on their behalf by:

Signed by:
Richard Cooper
1284DBE51B99450...

Richard Cooper
Chair of Trustees
Date: 09-03-2025 | 10:31 GMT

Docusign Envelope ID: 6EA7BC63-B153-474F-9F41-1093DB549CBC

Meals & More

Independent Examiner's Report
For the Year Ended 30 June 2024

Independent Examiner's Report to the Trustees of Meals & More ('the Charity')

I report to the Charity Trustees on my examination of the financial statements of the Charity for the year ended 30 June 2024, which are set out on pages 15 to 22.

Responsibilities and Basis of Report

As the Trustees of the Charity you are responsible for the preparation of the financial statements in accordance with the requirements of the Charities Act 2011 ('the 2011 Act').

I report in respect of my examination of the Charity's financial statements carried out under section 145 of the 2011 Act and in carrying out my examination I have followed the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent Examiner's Statement

Since the Charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of Association of Chartered Certified Accountants, which is one of the listed bodies.
I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the Charity as required by section 130 of the 2011 Act; or
2. the financial statements do not accord with those records; or
3. the financial statements do not comply with the applicable requirements concerning the form and content of financial statements set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the financial statements give a 'true and fair' view which is not a matter considered as part of an independent examination.

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

This report is made solely to the Charity's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the Charity's Trustees those matters I am required to state to them in an Independent Examiner's Report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Charity and the Charity's Trustees as a body, for my work or for this report.

Signed: S M Rouse Dated: 9 March 2025

Samantha Rouse FCCA DChA

Kreston Reeves LLP
Chartered Accountants
37 St Margaret's Street
Canterbury
Kent
CT1 2TU

Docusign Envelope ID: 6EA7BC63-B153-474F-9F41-1093DB549CBC

Meals & More

Statement of financial activities
For the Year Ended 30 June 2024

	Note	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Income from:				
Donations and legacies	4	**324,064**	**324,064**	710,174
Investments	5	**643**	**643**	920
Total income		**324,707**	**324,707**	711,094
Expenditure on:				
Charitable activities	6	**600,818**	**600,818**	479,957
Total expenditure		**600,818**	**600,818**	479,957
Net movement in funds		**(276,111)**	**(276,111)**	231,137
Reconciliation of funds:				
Total funds brought forward		**689,244**	**689,244**	458,107
Net movement in funds		**(276,111)**	**(276,111)**	231,137
Total funds carried forward		**413,133**	**413,133**	689,244

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 15 to 23 form part of these financial statements.

Docusign Envelope ID: 6EA7BC63-B153-474F-9F41-1093DB549CBC

Balance Sheet
As at 30 June 2024

	Note		2024 £		2023 £
Current assets					
Debtors	9	**157,808**		305,180	
Cash at bank and in hand		**270,204**		408,922	
		428,012		714,102	
Creditors: amounts falling due within one year	10	**(14,879)**		(24,858)	
Net current assets			**413,133**		689,244
Total net assets			**413,133**		689,244
Charity funds					
Unrestricted funds	11		**413,133**		689,244
Total funds			**413,133**		689,244

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

Signed by:
Richard Cooper
1284DBE51B99450...

Richard Cooper
Chair of Trustees

Date: 09-03-2025 | 10:31 GMT

The notes on pages 15 to 23 form part of these financial statements.

Docusign Envelope ID: 6EA7BC63-B153-474F-9F41-1093DB549CBC

Notes to the Financial Statements
For the Year Ended 30 June 2024

1. General information

Meals & More ('the Charity') is a charitable incorporated organisation registered on 6th July 2018 with the charity registration number 1179092 and the company registration number CE014575. The address of the registered office is Enterprise House, Nicholas Road, Eureka Science Park, Ashford, Kent, TN25 4AG.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011 and the Charities (Accounts and Reports) Regulations 2008.

Meals & More (a Charitable Incorporated Organisation) 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 financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair' view. This departure has involved following the Charities SORP (FRS 102) published in October 2019 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

The financial statements are presented in UK sterling, which is the functional currency, rounded to the nearest pound.

2.2 Going concern

The Trustees assess whether the use of going concern is appropriate, i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the Charity to continue as a going concern. The Trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements and have concluded that the Charity has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the Charity's ability to continue as a going concern, thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

2.3 Fund accounting

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.

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

Docusign Envelope ID: 6EA7BC63-B153-474F-9F41-1093DB549CBC

2. Accounting policies (continued)

2.4 Income

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.

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

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

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

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

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

2.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Charity's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.6 Interest receivable

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 institution with whom the funds are deposited.

2.7 Debtors

Trade and other debtors are recognised at the settlement amount. Prepayments are valued at the amount prepaid.

2.8 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

Docusign Envelope ID: 6EA7BC63-B153-474F-9F41-1093DB549CBC

2. Accounting policies (continued)

2.9 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of Financial Activities as a finance cost.

2.10 Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

3. Critical accounting estimates and areas of judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The Charity does not currently have any significant accounting estimates or areas of judgement.

Docusign Envelope ID: 6EA7BC63-B153-474F-9F41-1093DB549CBC

Notes to the Financial Statements
For the Year Ended 30 June 2024

4. Income from donations and legacies

	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Donations	**268,335**	**268,335**	259,646
Grants	**55,729**	**55,729**	450,528
	324,064	**324,064**	710,174
Total 2023	710,174	710,174	

5. Investment income

	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Interest receivable	**643**	**643**	920
Total 2023	920	920	

Docusign Envelope ID: 6EA7BC63-B153-474F-9F41-1093DB549CBC

6. Analysis of expenditure by activities

	Direct costs 2024 £	Support costs 2024 £	Total funds 2024 £	Total funds 2023 £
Charitable activities	**459,996**	**140,822**	**600,818**	479,957
Total 2023	349,861	130,096	479,957	

Analysis of direct costs

	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Payments to contracted partners	**459,996**	**459,996**	349,861
Total 2023	349,861	349,861	

Analysis of support costs

	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Donated services and facilities - Staff costs	**108,033**	**108,033**	98,131
Staff expenses	**602**	**602**	1,712
Independent examiner's fees	**4,392**	**4,392**	3,993
Marketing	**5,262**	**5,262**	1,563
Bank charges	**609**	**609**	291
Donated services and facilities - Rent and ultilities	**19,500**	**19,500**	19,500
Miscellaneous	**2,424**	**2,424**	489
Bad debt provision	**-**	**-**	4,417
	140,822	**140,822**	130,096
Total 2023	130,096	130,096	

Docusign Envelope ID: 6EA7BC63-B153-474F-9F41-1093DB549CBC

7. Staff costs

	2024	2023
	£	£
Donated services and facilities - Staff costs	**108,033**	98,131
	108,033	98,131

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

	2024	2023
	No.	No.
Donated services and facilities staff members	**4**	4

No employee received remuneration amounting to more than £60,000 in either year.

The Charity's Trustees are considered to be the key management personnel. As noted in note 9, none of the Trustees were remunerated during the year (2023: £Nil).

8. Trustees' remuneration and expenses

During the year ended , no Trustees received any remuneration or other benefits (2023 - £NIL).

During the year ended 30 June 2024, no Trustee expenses have been incurred (2023 - £NIL).

9. Debtors

	2024	2023
	£	£
Debtors due after more than 1 year	**-**	100,000
	-	100,000
Due within one year		
Trade debtors	**57,808**	92,908
Other debtors	**100,000**	112,272
	157,808	305,180

Docusign Envelope ID: 6EA7BC63-B153-474F-9F41-1093DB549CBC

Notes to the Financial Statements
For the Year Ended 30 June 2024

10. Creditors: Amounts falling due within one year

	2024 £	2023 £
Trade creditors	**10,487**	20,865
Accruals	**4,392**	3,993
	14,879	24,858

11. Statement of funds

Statement of funds - current year

	Balance at 1 July 2023 £	Income £	Expenditure £	Balance at 30 June 2024 £
Unrestricted funds				
General Funds	**689,244**	**324,707**	**(600,818)**	**413,133**

Statement of funds - prior year

	Balance at 1 July 2022 £	Income £	Expenditure £	Balance at 30 June 2023 £
Unrestricted funds				
General Funds	458,107	711,094	(479,957)	689,244

Docusign Envelope ID: 6EA7BC63-B153-474F-9F41-1093DB549CBC

Notes to the Financial Statements
For the Year Ended 30 June 2024

12. Analysis of net assets between funds

Analysis of net assets between funds - current period

	Unrestricted funds 2024 £	Total funds 2024 £
Current assets	**428,012**	**428,012**
Creditors due within one year	**(14,879)**	**(14,879)**
Total	**413,133**	**413,133**

Analysis of net assets between funds - prior period

	Unrestricted funds 2023 £	Total funds 2023 £
Debtors due after more than one year	100,000	100,000
Current assets	614,102	614,102
Creditors due within one year	(24,858)	(24,858)
Total	689,244	689,244

13. Related party transactions

Meals & More (a Charitable Incorporated Organisation) was originally set up by Brake Bros Limited (Brakes), which continues to support the Charity. There is an operational support agreement in place between the two entities. At the year end Brakes owes the Charity £100,000. (2023: £212,272 to Brakes). Brakes continue to meet its existing commitments to the Charity under the grant agreement in place, with annual cash contributions of £100,000 (2023: £120,000).

During the period, Meals & More also received donations totalling £85,747 from Brakes (2023: £105,030).

Brakes has also granted the Charity use of its own staff members, plus provides office space, utilities and use of equipment to the Charity free of charge, during the financial period. The value of this staff time, rent, utilities and equipment amounts to an additional donation of £127,533 (2023: £117,631). This has been accounted for as donated services and facilities in these financial statements.

There were no other related party transactions in the current or prior year.

MEALS & MORE

England & Wales - Charity number 1179092

Accounts

Charity number: 1179092

Meals & More (a charitable incorporated organisation)

Trustees' Report and Financial Statements

For the Year Ended 30 June 2023

Meals & More

Contents

	Page
Reference and Administrative Details of the Charity, its Trustees and Advisers	1
Chair's Statement	2
Trustees' Report	3 - 10
Independent Examiner's Report	11
Statement of Financial Activities	12
Balance Sheet	13
Statement of Cash Flows	14
Notes to the Financial Statements	15 - 23

Meals & More

Reference and administrative details of the Charity, its Trustees and Advisers
For the Year Ended 30 June 2023

Trustees

Katherine Ann Woodhouse, Chair
James Paul Mannering
Helen Margaret Evans (resigned 13 December 2023)
Barry Bolton
Peter Statham (appointed 27 September 2023)
Ranjini Bhattacharya (appointed 27 September 2023)
Richard Cooper (appointed 27 September 2023)
Tony Fitton (appointed 6 December 2023)
Chris Martin (appointed 6 December 2023)
Nicola Sampson (appointed 6 December 2023)
Laura Wyatt (resigned 26 May 2023)

Charity registered number

1179092

Principal office

Enterprise House, Nicholas Road
Eureka Science Park
Ashford
Kent
TN25 4AG

Accountants

Kreston Reeves LLP
Chartered Accountants
37 St Margaret's Street
Canterbury
Kent, CT1 2TU

Independent examiner

Samantha Rouse
Kreston Reeves LLP
Chartered Accountants
37 St Margaret's Street
Canterbury
Kent, CT1 2TU

Bankers

CAF Bank Ltd
25 Kings Hill Avenue
Kings Hill
West Malling
Kent, ME19 4JQ

Chair's Statement
For the Year Ended 30 June 2023

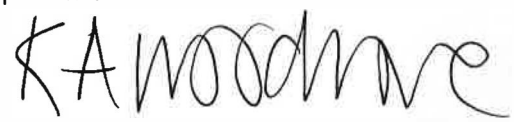
The challenge for children and young people continues against a backdrop of uncertainty in the UK. The impact of the ongoing cost-of-living crisis remains. It is adding pressure onto families, especially those living in areas of social deprivation. As a charity, we are acutely aware of our responsibilities and the benefits that our partners can deliver with our ongoing support.

Aligned with our plans for sustainable growth, we are pleased with our progress. We have created and grown our "Big Day Out" initiative and we continue to extend our holiday meal provision to more children, and more communities, across the UK. The charity added a further 9 delivery partners this year. We now support a total of 29.

The "Big Day Out" pilot was a success and was embraced by our partners. It gave the opportunity to many children, young people, and adults to experience a day away from their usual surroundings. In many cases, experiencing something new and something for the children to talk about when they returned to school. It is an intervention that the Charity intends to continue in future years.

Income generation for the Charity has progressed despite challenging times for business & industry. With the appointment of a Fundraiser, we were successful in retaining support and expanding our fundraising activity. For the first time, places were secured at both the London Marathon and the London Landmarks Half Marathon, which brought in valuable income to enable the Charity to meet is goals. However, we rely on and owe so much to the organisations who continue to support the work we do.

I would like to personally thank all our supporters. Without you, none of what we have achieved would be possible.



Katherine Ann Woodhouse
Chair of Trustees
Date: 12/4/24

Trustees' Report
For the Year Ended 30 June 2023

The Trustees present their annual report together with the financial statements of Meals & More (a Charitable Incorporated Organisation) for the from 1 July 2022 to 30 June 2023.

Objectives and activities

a. Policies and objectives

Meals & More (a Charitable Incorporated Organisation) provides support to children and their families who live with poverty and social isolation and have limited access to adequate food provision and activity throughout school holiday periods. Meals & More's vision is to improve their quality of life by eliminating holiday hunger.

Since Meals & More was established in 2015, it has supported the delivery of over 1.7 million meals. We have reviewed our initial meals target and will continue to focus on supporting a total of 2.5 million meals by 2025.

To further this objective, Meals & More (a Charitable Incorporated Organisation) was focused on the following key activities during the reporting period:

- Partnering with local charities and community organisations (delivery partners) by providing funding to allow them to address the need for meal provision and holiday clubs during the school holidays, with a view to providing nutritious meals and enriching activities to children;
- Working with industry partners to raise funds and gather resources which are then provided to our delivery partners to either distribute or use at their holiday clubs across the United Kingdom;
- To explore and maximise fundraising activities;
- Enabling delivery partners to build on the "more" element of their delivery; and
- Raising awareness of holiday hunger and social isolation.

Meals & More (a Charitable Incorporated Organisation) is focused on developing working partnerships that underpin our aims and make a difference to each child we reach. The Charity is a catalyst for positive change, bringing like-minded people together, creating the opportunity to improve life chances, contributing to happier, healthier children and families. Through provision of nutritious food and enriching activities, Meals & More's (a Charitable Incorporated Organisation) delivery partnerships contribute to supportive environments, boosting health, self-belief, and aspirations.

Every child matters and deserves to have a good start in life not only at school, but also throughout the year. We embrace all opportunities to work with organisations and businesses that have similar goals and want to make a difference.

Meals & More (a Charitable Incorporated Organisation) has recognised the importance of minimising risk and maintains clear policies such as conflict of interest, risk management, privacy, and data protection to provide a secure platform for achieving its objectives.

In setting objectives and planning for its grant giving activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

Objectives and activities (continued)

b. Strategies for achieving objectives

Activities were undertaken around the key objectives listed below:

- Raising Awareness of Holiday Hunger
  Creating a movement to end holiday hunger by collaborative partnerships to increase awareness of the issues and the need for holiday provision.

- Supply of Holiday Provision (Meals)
  Reduce the impact of holiday hunger on children and their families by improving access to tasty, nutritious food during the school holidays, helping to improve the lives and prospects of children.

- Health and Well-being (The "More")
  The promotion of health and well-being within the clubs we support, through the provision of activities and advice, as a way of mitigating holiday hunger and its effects.

- Research
  Support the provision of evidence to educate stakeholders and the public on the implications of holiday hunger including the detrimental educational outcomes and impact on society.

Achievements and performance

a. Key performance indicators

The Trustees have identified several key performance indicators (KPI's) as measures for monitoring the performance of the Charity and our delivery partners. The Charity is continually developing processes for reporting on these KPI's. The KPI's identified include:

- Number of delivery partners
- Number of clubs
- Number of meals
- Hours of activities delivered.

b. Review of activities

Activities that have taken place for the period to meet our key objectives are as follows:

- Raising Awareness of Holiday Hunger

Meals & More (a Charitable Incorporated Organisation) continues to be represented at All Party Parliamentary Group meetings relating to Holiday provision.

The government Holiday Activity & Food (HAF) programme continues, and the Charity has received anecdotal mixed reports from several involved delivery partners. These continue to highlight funding and communication challenges. Delivery partners have also reported a fall in the number of clubs they directly fund, as many clubs move toward the HAF programme managed by local authorities. Meals & More continues to fund several organisations that are a part of the HAF programme, as our funding is allocated to those not eligible for Free School Meals but who are still living in challenging conditions.

The charity joined Local Authority Catering Association (LACA) in 2022 and attended their Main event in July to showcase the challenges and progress the Charity has made. This also offers the opportunity to engage directly with existing and potential supporters and delivery partners. Partly due to these efforts, Local authorities are now increasingly aware of the need and the specific challenges of holiday provision.

Achievements and performance (continued)

- Supply of Holiday Provision (Meals)

This year saw the Charity work with 29 delivery partners across the UK, an increase of 9 from last year. All delivery partners are required to sign an agreement with the Charity setting out our expectations of them and what they can expect from us in return. In the past 12 months, the Charity has supported the work of these delivery partners and contributed support to approximately 215 holiday clubs provided by those 29 delivery partners. Our delivery partner network extends across the UK. Through this network of delivery partners and their clubs we directly funded circa. 355,000 meals via grants in the last year. There has been a reduction of the proportion of meals provided by food parcels or packed meals, as clubs are now fully reopened after the pandemic disruption. However, this does remain a cost-effective method of meal provision and a small number of delivery partners continue to support families in need with food parcels.

The Trustees have agreed plans for an additional grant to support the provision of over 8000 meals. Our intent is to continue to provide similar levels of increase in support in future years should it be needed.

- Health and Well-being (the "More")

The Charity continues to work with delivery partners to share best practice on health, well-being, and enriching activities. We aim to support delivery partners to develop bespoke activities to support attendees at their clubs.

Our delivery partners offered a large range of activities over the last 12 months, with over 15,000 hours recorded during holiday periods.

Within our delivery partner agreement, we ask what type of activities (the "More") are provided during the holiday club provision sessions. These are very broadly evenly split between sport, games (incl. Arts and Crafts), well-being and cooking. This range is well balanced and offer children and young people the opportunity for fun, while being active and engaged. Importantly, these activities are also educational and informative. It is pleasing to see a focus on wellbeing knowledge and skills. These will aid a young persons continued development and help mitigating the learning gap during holidays.

The Trustees have also heard our delivery partners and families asking us to consider requests for additional funding to provide support to children and families during the winter (i.e. warm space provision). Due to the cost-of-living crisis and increased energy bills in the UK, one of our delivery partners has opened their doors to offer a warm space, with additional food and amenities. This creates a place where children and young people can meet and carry out activities. Where possible with access to technology to help with homework and skill development.

- Research

Given the Government's Holiday Activity & Food programme intervention has been launched, the Trustees felt that there is not a pressing requirement for further academic research at this time. However, Meals and More (a Charitable Incorporated Organisation) continues to monitor this carefully, weighing the cost and potential impact of such research.

Visits to clubs are made regularly to see the provision we support in action and to offer support and guidance. We were privileged to witness excellent provision by our partners, in Croydon, Enfield, Southend, Barnsley, Oldam and Middlesborough.

The charity also carried out its first annual delivery partner survey as part of our ongoing aim to support our delivery partners and ensure the charity is as effective as possible. The insights gained were valuable inputs for our future planning and improvement, as they assist us to understand the needs, expectations, and perceptions of the people we support.

Our survey results were strong with scores tending towards excellent in all areas on average. Despite these positive ratings, it is vital to give an opportunity for comment and continue to better understand the areas where the charity needs to focus in the future.

Trustees' Report (continued)
For the Year Ended 30 June 2023

Financial review

a. Going concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the Charity, has adequate resources to continue in operational existence for the foreseeable future. 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.

b. Reserves policy

It is the policy of the Charity to maintain unrestricted funds, which are free reserves of the Charity and cash held at bank and in hand, which equate to at least 6 months of unrestricted expenditure. This ensures that the Charity can continue to operate if difficulties in recovering future income are encountered in the short term. If unrestricted expenditure in FY24 is projected to be similar to FY23, this would amount to circa £330,000 (2022: £260,000) at peak periods.

The Trustees monitor this quarterly and specifically review compliance with the reserves policy at each Board of Trustees meeting. If the reserves policy is exceeded at any quarter end, this must be reported to the Board of Trustees at the next meeting. If it is anticipated that the reserves policy will be exceeded in future quarters, this must be approved in advance by the Board of Trustees at the next scheduled Trustee Meeting.

Actual unrestricted reserves held at the year-end amounted to £689,244 (2022: £458,107). The increase in unrestricted reserves reflects the recognition in the year of future multi-year commitments to the Charity made by Brakes under the new support agreement signed in FY23. Cash at bank and in hand at the year-end amounted to £408,922 (2022: £422,685).

The Trustees are aware of the level of reserve and understand the need to maintain these at appropriate levels. Given the rising cost of food and increasing demand for support, it is the Charity's objective to engage with more delivery partners and increase the number of clubs supported. Therefore, we expect to utilise our reserves as additional grants to be awarded in future years. The Trustees are also mindful of the challenging times our supporters are experiencing, and that generating income may prove challenging in the short term. There needs to be a balanced approach to utilising our reserves and enabling the Charity to be able to give clear commitments on future levels of funding to our delivery partners. This will ensure that we can continue to grow sustainably together.

c. Principal risks and uncertainties

Risks are identified using a risk management process which is reviewed quarterly by the Trustees. This includes Finance, Governance, Operational, External and Compliance risks. Risks which are assessed to be either high or medium are identified and set out in a risk action plan, which is assigned to each Trustee by section and supported by the Secretary to the Board of Trustees. Financial risk management has been a priority for Trustees and several policies and procedures have been implemented to manage these risks, including a delegation of authority.

Additional or increased financial risks, resulting from the wider global financial climate, have been identified. The most significant of these in the short-term is credit risk. This may arise from default on financial commitments made to the Charity by supporters. The Trustees believe that the Charity has enough reserves and cash to mitigate the impact of any short-term disruption to income. In addition, the Charity operates multi-year grant agreements with many of our corporate supporters. This ensures a degree of long-term funding commitment and certainty. The Trustees will continue to monitor the risks and take appropriate actions as required.

Trustees' Report (continued)
For the Year Ended 30 June 2023

d. Results for the year

This is the fifth financial period since the Charity has been registered as an independent Charitable Incorporated Organisation (CIO).

In this period, the Charity has generated £711,094 (2022: £324,354) in total income. The increase in income reflects our increasing focus on fundraising and the recognition in the year of future multi-year commitments to the Charity made by Brakes under the new support agreement signed in FY23.

Brake Bros Ltd ("Brakes") is a leading food service company in the UK. Brakes founded Meals & More and is a key supporter of Meals & More (a Charitable Incorporated Organisation). Meals & More (a Charitable Incorporated Organisation) operates entirely independently from Brakes. However, agreements are in place that sees Brakes provide funding and operational support to Meals & More (a Charitable Incorporated Organisation). During the financial year, a new Support Agreement has been entered into, this will ensure continued support until 30th June 2025.

The Charity has been focused on building its supporter network and establishing donation commitments from a wider base of supporters. Since 2021, the Charity has engaged professional fundraisers with a remit to improve its support network. With a focus on:

- Ensuring current supporters extend their existing commitments
- Confirming new supporters and their level of commitment
- Identifying potential additional corporate supporters
- Researching potential fundraising activities
- Improving communication with potential supporters

In FY23, a number of our existing supporters renewed their support agreements to the Charity for a further 3-year period. We were also successful in gaining additional new supporters with a 3-year commitment to the Charity. Several other supporters have recommitted to shorter-term support.

The Charity also benefit from the launch of Pennies from Heaven in FY23. This is a salary giving scheme introduced by Brakes whereby employees can easily donate the pennies from their payslip to Meals & More (a Charitable Incorporated Organisation). The donation does not exceed 99p per month. There are over 800 Brakes employees committed to the scheme.

Meals & More's (a Charitable Incorporated Organisation) model is to support the delivery of projects through delivery partners. As the attached accounts show, Meals & More committed grants to delivery partners of £349,861 (2022: £260,203). The increase of funding allocated was due to the 9 new delivery partners. The Charity intends to increase the amount of grants made to delivery partners over the next year, with a focus on building on existing partnerships where there is the capacity and scope to grow in a stepped and sustainable way. This approach mitigates risk whilst improving our reach to more children. In addition, work is ongoing to identify new delivery partners that meet our criteria and are not necessarily benefiting from the national (England only) HAF programme.

Total expenditure on support costs in the year was £130,096 (2022: £148,129).

The net surplus for the year ended 30th June 2023, saw the Charity increase its total reserves by £231,137 (2022 saw a decrease of £83,978), meaning that the total reserves were £689,244 (2022: £458,107). The Charity aims to use this surplus to further all its charitable aims, including by expanding the number of delivery partners it works with and the number of clubs and meals funded. This will increase the reach of our work and the number of children that can benefit from our charitable activities.

Trustees' Report (continued)
For the Year Ended 30 June 2023

Structure, governance and management

a. Constitution

Meals & More is a registered charity, number 1179092. Meals & More is a Charitable Incorporated Organisation (CIO) and governed by its constitution.

b. Methods of appointment or election of Trustees

As per the constitution, the original Charity Trustees have been appointed for a period of up to 3 years. Additional Trustees must be appointed by a resolution passed at a properly convened meeting of the Charity Trustees. In selecting individuals for appointment as Charity Trustees, the Trustees must have regard to the skills, knowledge and experience needed for the effective administration of the CIO.

c. Organisational structure and decision-making policies

Meals & More (a Charitable Incorporated Organisation) is managed by the Operations Director, supported by a Corporate Partnerships Administrator and an Administrator. In addition, the Secretary to the Trustees supports the Trustees and the Operations Director as needed.

The Charity's colleagues and Trustees are guided by the Financial Procedures Policy and Delegation of Authority. All decisions in respect of financial commitment are made in line with a set authority process set out in these documents.

d. Policies adopted for the induction and training of Trustees

Meals & More (a Charitable Incorporated Organisation) has the following policies to ensure its Trustees are inducted and trained appropriately and to reduce the Charity's exposure to external and internal risk factors:

- Risk Management policy and Risk Register;
- Complaints Handling;
- Privacy policy;
- Equality and Diversity policy;
- Crisis Management policy;
- Financial Procedures and Delegation of Authority;
- Donations;
- Conflicts of Interest;
- Trustee Handbook; and
- Trustee Code of Conduct.

e. Risk Management

The Trustees have assessed the major risks to which the Charity is exposed, in particular those related to the operations and finances of the Charity and are satisfied that systems and procedures are in place to mitigate exposure to major risks.

Risk is assessed on a quarterly basis at each Trustee Meeting but is monitored regularly by the Secretary to the Board of Trustees. There is a risk action plan in place which highlights medium to high risk areas which require immediate to short term attention. This action plan is also reviewed at each Trustee Meeting and monitored regularly by the Secretary to the Trustees.

Trustees' Report (continued)
For the Year Ended 30 June 2023

Plans for future periods

Whilst the UK Government's Holiday Activity & Food programme has been introduced, this is only available for school aged children from reception to year 11 (inclusive) who receive benefits-related free school meals. It is hoped that government will review and extend the programme to reach all children of families in receipt of universal credit in the future. However, with an estimated 4 million children living in poverty in the UK, the need in communities remains high.

The Charity will continue to focus on areas of social deprivation, working with partners who make a difference in those communities.

From a delivery perspective, the focus will be to extend our reach further. We will increase the work we do to support delivery partners in areas of social deprivation. We will do this both by identifying new delivery partners, and by extending greater support to existing programmes. In FY22, the Charity reached its initial goal of supporting 1 million meals and has now increased its target to support 1.5 million meals by 2025.

The Trustees are also conscious of the need to do more of the "more" element of our charitable purpose as we move forward. This is especially important as many communities face an uncertain future, due to cost-of-living increases. We will examine ways to generate even more benefit to the communities and lives of those we support.

One new initiative we put in place was "The Big Day Out". This involved supporting our delivery partners with additional funding for a day trip with the children. A chance for everyone involved to explore, have fun and make memories.

Post balance sheet events

No material events have occurred since the statement of financial position date which would affect the financial statements of the Charity.

Statement of Trustees' responsibilities

The Trustees are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

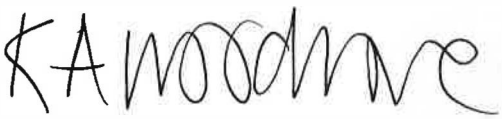
The law applicable to charities in England & Wales requires the Trustees to prepare financial statements for each financial which give a true and fair view of the state of affairs of the Charity and of its income and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the Trust deed. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Trustees' Report (continued)
For the Year Ended 30 June 2023

Approved by order of the members of the board of Trustees and signed on their behalf by:



Katherine Ann Woodhouse
Chair of Trustees
Date: 18/4/24

Independent Examiner's Report
For the Year Ended 30 June 2023

Independent Examiner's Report to the Trustees of Meals & More ('the Charity')

I report to the Charity Trustees on my examination of the financial statements of the Charity for the year ended 30 June 2023, which are set out on pages 15 to 22.

Responsibilities and Basis of Report

As the Trustees of the Charity you are responsible for the preparation of the financial statements in accordance with the requirements of the Charities Act 2011 ('the 2011 Act').

I report in respect of my examination of the Charity's financial statements carried out under section 145 of the 2011 Act and in carrying out my examination I have followed the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

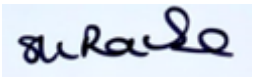
Independent Examiner's Statement

Since the Charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of Association of Chartered Certified Accountants, which is one of the listed bodies.
I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the Charity as required by section 130 of the 2011 Act; or
2. the financial statements do not accord with those records; or
3. the financial statements do not comply with the applicable requirements concerning the form and content of financial statements set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the financial statements give a 'true and fair' view which is not a matter considered as part of an independent examination.

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

This report is made solely to the Charity's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the Charity's Trustees those matters I am required to state to them in an Independent Examiner's Report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Charity and the Charity's Trustees as a body, for my work or for this report.

Signed:  Dated: 18 April 2024

Samantha Rouse FCCA DChA

Kreston Reeves LLP
Chartered Accountants
37 St Margaret's Street
Canterbury
Kent
CT1 2TU

Statement of financial activities
For the Year Ended 30 June 2023

	Note	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Income from:				
Donations and legacies	4	**710,174**	**710,174**	324,312
Investments	5	**920**	**920**	42
Total income		**711,094**	**711,094**	324,354
Expenditure on:				
Charitable activities	6	**479,957**	**479,957**	408,332
Total expenditure		**479,957**	**479,957**	408,332
Net movement in funds		**231,137**	**231,137**	(83,978)
Reconciliation of funds:				
Total funds brought forward		**458,107**	**458,107**	542,085
Net movement in funds		**231,137**	**231,137**	(83,978)
Total funds carried forward		**689,244**	**689,244**	458,107

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 15 to 23 form part of these financial statements.

Balance Sheet
As at 30 June 2023

	Note		2023 £		2022 £
Current assets					
Debtors	9	**305,180**		85,884	
Cash at bank and in hand		**408,922**		422,685	
		714,102		508,569	
Creditors: amounts falling due within one year	10	**(24,858)**		(50,462)	
Net current assets			**689,244**		458,107
Total net assets			**689,244**		458,107
Charity funds					
Unrestricted funds	11		**689,244**		458,107
Total funds			**689,244**		458,107

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

Katherine Ann Woodhouse
Chair of Trustees

Date: 12/4/24

The notes on pages 15 to 23 form part of these financial statements.

Statement of Cash Flows
For the Year Ended 30 June 2023

	2023 £	2022 £
Cash flows from operating activities		
Net cash used in operating activities (see note 13)	**(13,763)**	(5,081)
Change in cash and cash equivalents in the year	**(13,763)**	**(5,081)**
Cash and cash equivalents at the beginning of the year	**422,685**	427,766
Cash and cash equivalents at the end of the year (see note 14)	**408,922**	422,685

The notes on pages 15 to 23 form part of these financial statements

Notes to the Financial Statements
For the Year Ended 30 June 2023

1. General information

Meals & More ('the Charity') is a charitable incorporated organisation registered on 6th July 2018 with the charity registration number 1179092 and the company registration number CE014575. The address of the registered office is Enterprise House, Nicholas Road, Eureka Science Park, Ashford, Kent, TN25 4AG.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011 and the Charities (Accounts and Reports) Regulations 2008.

Meals & More (a Charitable Incorporated Organisation) 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 financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair' view. This departure has involved following the Charities SORP (FRS 102) published in October 2019 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

The financial statements are presented in UK sterling, which is the functional currency, rounded to the nearest pound.

2.2 Going concern

The Trustees assess whether the use of going concern is appropriate, i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the Charity to continue as a going concern. The Trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements and have concluded that the Charity has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the Charity's ability to continue as a going concern, thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

2.3 Fund accounting

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.

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

2. Accounting policies (continued)

2.4 Income

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.

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

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

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

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

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

2.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Charity's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.6 Interest receivable

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 institution with whom the funds are deposited.

2.7 Debtors

Trade and other debtors are recognised at the settlement amount. Prepayments are valued at the amount prepaid.

2.8 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

Notes to the Financial Statements
For the Year Ended 30 June 2023

2. Accounting policies (continued)

2.9 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of Financial Activities as a finance cost.

2.10 Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

3. Critical accounting estimates and areas of judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The Charity does not currently have any significant accounting estimates or areas of judgement.

Notes to the Financial Statements
For the Year Ended 30 June 2023

4. Income from donations and legacies

	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Donations	**259,646**	**259,646**	204,939
Grants	**450,528**	**450,528**	119,373
	710,174	**710,174**	324,312
Total 2022	324,312	324,312	

5. Investment income

	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Interest receivable	**920**	**920**	42
Total 2022	42	42	

Notes to the Financial Statements
For the Year Ended 30 June 2023

6. Analysis of expenditure by activities

	Direct costs 2023 £	Support costs 2023 £	Total funds 2023 £	Total funds 2022 £
Charitable activities	**349,861**	**130,096**	**479,957**	408,332
Total 2022	260,203	148,129	408,332	

Analysis of direct costs

	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Payments to contracted partners	**349,861**	**349,861**	260,203
Total 2022	260,203	260,203	

Analysis of support costs

	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Donated services and facilities - Staff costs	**98,131**	**98,131**	105,488
Staff expenses	**1,712**	**1,712**	2,039
Independent examiner's fees	**3,993**	**3,993**	4,350
Marketing	**1,563**	**1,563**	4,667
Legal and consultancy	**-**	**-**	6,745
Bank charges	**291**	**291**	246
Donated services and facilities - Rent and ultilities	**19,500**	**19,500**	19,500
Miscellaneous	**489**	**489**	410
Bad debt provision	**4,417**	**4,417**	4,334
Trustees' insurance	**-**	**-**	350
	130,096	**130,096**	148,129
Total 2022	148,129	148,129	

Notes to the Financial Statements
For the Year Ended 30 June 2023

7. Staff costs

	2023 £	2022 £
Donated services and facilities - Staff costs	**98,131**	105,488
	98,131	105,488

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

	2023 No.	2022 No.
Donated services and facilities staff members	**4**	4

No employee received remuneration amounting to more than £60,000 in either year.

The Charity's Trustees are considered to be the key management personnel. As noted in note 9, none of the Trustees were remunerated during the year (2022: £Nil).

8. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2022 - £NIL).

During the year ended 30 June 2023, there we no expenses reimbursed or paid directly to any of the Trustees (2022 - £Nil).

9. Debtors

	2023 £	2022 £
Debtors due after more than 1 year	**100,000**	-
Due within one year		
Trade debtors	**92,908**	85,884
Other debtors	**112,272**	-
	305,180	85,884

Notes to the Financial Statements
For the Year Ended 30 June 2023

10. Creditors: Amounts falling due within one year

	2023 £	2022 £
Trade creditors	**20,865**	46,321
Other creditors	**-**	511
Accruals	**3,993**	3,630
	24,858	50,462

11. Statement of funds

Statement of funds - current year

	Balance at 1 July 2022 £	Income £	Expenditure £	Balance at 30 June 2023 £
Unrestricted funds				
General Funds	**458,107**	**711,094**	**(479,957)**	**689,244**

Statement of funds - prior year

	Balance at 1 July 2021 £	Income £	Expenditure £	Balance at 30 June 2022 £
Unrestricted funds				
General Funds	542,085	324,354	(408,332)	458,107

Notes to the Financial Statements
For the Year Ended 30 June 2023

12. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2023 £	Total funds 2023 £
Debtors due after more than one year	**100,000**	**100,000**
Current assets	**614,102**	**614,102**
Creditors due within one year	**(24,858)**	**(24,858)**
Total	**689,244**	**689,244**

Analysis of net assets between funds - prior year

	Unrestricted funds 2022 £	Total funds 2022 £
Current assets	508,569	508,569
Creditors due within one year	(50,462)	(50,462)
Total	458,107	458,107

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

	2023 £	2022 £
Net income/expenditure for the year (as per Statement of Financial Activities)	**231,137**	(83,978)
Adjustments for:		
(Increase)/Decrease in debtors	**(219,296)**	110,438
Decrease in creditors	**(25,604)**	(31,541)
Net cash used in operating activities	**(13,763)**	(5,081)

Notes to the Financial Statements
For the Year Ended 30 June 2023

14. Analysis of cash and cash equivalents

	2023 £	2022 £
Cash in hand	**408,922**	422,685
Total cash and cash equivalents	**408,922**	422,685

15. Analysis of changes in net debt

	At 1 July 2022 £	Cash flows £	At 30 June 2023 £
Cash at bank and in hand	**422,685**	**(13,763)**	**408,922**
	422,685	**(13,763)**	**408,922**

16. Related party transactions

Meals & More (a Charitable Incorporated Organisation) was originally set up by Brake Bros Limited (Brakes), which continues to support the Charity. There is an operational support agreement in place between the two entities. At the year end Brakes owe the Charity £212,272, with £100,000 of this falling due in more than one year. (2022: the Charity owed £511 to Brakes). Brakes continue to meet its existing commitments to the Charity under the grant agreement in place, with annual cash contributions of £120,000 (2022: £100,000).

Brakes has also granted the Charity use of its own staff members, plus provides office space, utilities and use of equipment to the Charity free of charge, during the financial period. The value of this staff time, rent, utilities and equipment amounts to an additional donation of £117,631 (2022: £124,988). This has been accounted for as donated services and facilities in these financial statements.

MEALS & MORE

England & Wales - Charity number 1179092

Accounts

Charity number: 1179092

Meals & More (a charitable incorporated organisation)

Trustees' Report and Financial Statements

For the Year Ended 30 June 2022

Meals & More

Contents

	Page
Reference and Administrative Details of the Charity, its Trustees and Advisers	1
Chair's Statement	2
Trustees' Report	3 - 10
Independent Examiner's Report	11
Statement of Financial Activities	12
Balance Sheet	13
Statement of Cash Flows	14
Notes to the Financial Statements	15 - 23

Meals & More

Reference and administrative details of the Charity, its Trustees and Advisers
For the Year Ended 30 June 2022

Trustees

Katherine Ann Woodhouse, Chair
James Paul Mannering
Helen Margaret Evans
Barry Bolton
Laura Wyatt-Smith (appointed 26 May 2021)

Charity registered number

1179092

Principal office

Enterprise House, Nicholas Road
Eureka Science Park
Ashford
Kent
TN25 4AG

Accountants

Kreston Reeves LLP
Chartered Accountants
37 St Margaret's Street
Canterbury
Kent, CT1 2TU

Independent examiner

Sam Rouse
Kreston Reeves LLP
Chartered Accountants
37 St Margaret's Street
Canterbury
Kent, CT1 2TU

Bankers

CAF Bank Ltd
25 Kings Hill Avenue
Kings Hill
West Malling
Kent, ME19 4JQ

Chair's Statement
For the Year Ended 30 June 2022

The saying "The Only Constant in Life Is Change." has never been so true. Whether this change is positive or negative, it is one element of our journey as a charity that we have had to come to terms with daily. The team and the Trustees are acutely aware of the need to plan, assess, and review what we do on a regular basis; setting ourselves new goals and objectives whilst remaining true to our purpose, mission, and values. It is important to be conscious of the growing needs of children and families who live in poverty across the UK, as for them poverty remains a constant challenge and one that is difficult to escape.

It has been pleasing to see clubs reopening to provide in person holiday provision as the pandemic eased. Although, some continued to provide packed meals and food parcels during the school holidays, as families struggled to make ends meet. The effect of the pandemic and lockdowns has lessened, but we are now in a cost-of-living crisis, due to inflation. Over the past 12 months, we have been managing through these uncertain times. As a charity, we have taken steps to extend our reach, through engaging additional delivery partners. We have tried to be flexible and understand what our delivery partners need so that they can provide much needed support to thousands of children each year. We have listened to them and are now supporting 20 delivery partners across the UK, many of whom have stated that they would not be able to do what they do without Meals & More (Charitable Incorporated Organisation).

The Charity continues to focus on working with partners that operate in areas of social deprivation, but we would not be able to do this without our amazing supporters, many of whom have committed to extending their support for a further 3 years. During the year, the Charity also took stock of its resources, and the Trustees made the decision to engage a professional fundraiser. This will help to ensure that Meals & More's (Charitable Incorporated Organisation) income can continue to grow and allow us to sustain our work over the coming years.

Still, child poverty remains high. In certain regions, such as the North East, it is increasing. Against the uncertainty of the conflict in Europe and high inflation, the rising cost of living adds even more pressure to those who are living in low-income families. The reality of choosing what basics to spend their income on is stark for many.

We were pleased to see the government commitment to support a Holiday, Activity and Food (HAF) programme in England, with £200 million per year in funding through the local authorities. However this fund is targeted only at those c1.8 million children who are registered for Free School Meals. There are an estimated 4 million children living in poverty. There are huge gaps in the Government provision and the need for greater support remains high.

As a Board of Trustees we believe we have made much progress, but we are acutely aware of the need to do more of the "More" element of our purpose, to add value and make a greater difference to the lives of young people. So, in 2022, we launched "The Big Day Out"; a pilot project to provide a grant to our partners so that they can take children on a day trip, have fun and create some lasting memories.

To all our supporters, I would personally like to thank you for your continued support through this year. You have been an integral part of this journey and, without you, none of what we've achieved would have been possible.



Katherine Ann Woodhouse, Chair
Date: 28th March 2023

Trustees' Report
For the Year Ended 30 June 2022

The Trustees present their annual report together with the financial statements of Meals & More (a Charitable Incorporated Organisation) for the year from 1 July 2021 to 30 June 2022.

Objectives and activities

a. Policies and objectives

Meals & More (a Charitable Incorporated Organisation) provides support to children and their families who live with poverty and social isolation and have limited access to adequate food provision and activity throughout school holiday periods. Meals & More's vision is to improve their quality of life by eliminating holiday hunger.

Since Meals & More (a Charitable Incorporated Organisation) was established in 2015, the Charity has supported delivery of over 1.3 million meals. We have reviewed our initial aim and are now focused on supporting 1.5 million meals by 2025.

To further this objective, Meals & More (a Charitable Incorporated Organisation) was focused on the following key activities during the reporting period:

- partnering with local charities and community organisations (delivery partners) by providing funding to allow them to address the need for meal provision and holiday clubs during the school holidays, with a view to providing nutritious meals and enriching activities to vulnerable children;
- working with industry partners to raise funds and gather resources which are then provided to our delivery partners to either distribute or use at their holiday clubs across the United Kingdom;
- enabling delivery partners to build on the "more" element of their delivery; and
- raising awareness of holiday hunger and social isolation.

Meals & More (a Charitable Incorporated Organisation) is focused on developing working partnerships that underpin our aims and make a difference to each child we reach. The Charity is a catalyst for positive change, bringing like-minded people together, creating the opportunity to improve life chances, contributing to happier, healthier children and families. Through provision of nutritious food and enriching activities, Meals & More's (a Charitable Incorporated Organisation) delivery partnerships contribute to supportive environments, boosting health, self-belief and aspirations.

Every child matters and deserves to have a good start in life not only at school, but also throughout the year. We embrace all opportunities to work with organisations and businesses that have similar goals and want to make a difference.

Meals & More (a Charitable Incorporated Organisation) has recognised the importance of minimising risk and maintains clear policies such as conflict of interest, risk management, privacy, data protection and social engineering to provide a secure platform for achieving its objectives.

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

Trustees' Report (continued)
For the Year Ended 30 June 2022

Objectives and activities (continued)

b. Strategies for achieving objectives

Activities were undertaken around the key objectives listed below:

Raising Awareness of Holiday Hunger
Creating a movement to end holiday hunger by collaborative partnerships to increase awareness of the issues and the need for holiday provision.

Supply of Meals
Reduce the impact of holiday hunger on children and their families by improving access to tasty, nutritious food during the school holidays, helping to improve the lives and prospects of children.

Research
Support the provision of evidence to educate stakeholders and the public on the implications of holiday hunger including the detrimental educational outcomes and impact on society.

Health and Well-being
The promotion of health and well-being within the clubs we support, through the provision of activities and advice, as a way of mitigating holiday hunger and its effects.

c. Volunteers

As well as its trustees, Meals & More (a Charitable Incorporated Organisation) is supported by a small number of Ambassadors most of whom work for Brake Bros Ltd. The Brakes' Ambassadors help promote the work of Meals & More (a Charitable Incorporated Organisation) across the Brakes network, gather colleague ideas, share relevant information on the Charity's priorities and goals, support fundraising and carry out club quality assurance when possible.

Achievements and performance

a. Key performance indicators

The Trustees have identified the following key performance indicators (KPI's) as a measure of monitoring the performance of the Charity and its delivery partners and are continually developing processes for monitoring and reporting on these KPI's. The KPI's identified include:

- number of meals;
- number of clubs;
- number of delivery partners

The Trustees intend to expand the KPI's measured, in the near future, to better monitor our progress supporting our "more" objectives. These will include metrics related to types of activity supported and activity hours delivered.

b. Review of activities

Activities that have taken place for the period to meet the key objectives are as follows:

Raising Awareness of Holiday Hunger
Meals & More (Charitable Incorporated Organisation) continued to support the aims of the Food Foundation coalition until November 2021. When on 27 October 2021 the government announced a further investment of over £200 million per year over the next 3 financial years for the holiday activities and food programme (HAF), across England. The Charity continues to observe the Food Foundation's progress and share relevant data on progress.

Trustees' Report (continued)
For the Year Ended 30 June 2022

Achievements and performance (continued)

Meals & More (a Charitable Incorporated Organisation) continues to attend All Party Parliamentary Group meetings relating to Holiday provision.

The Charity also joined LACA as an associated member in 2022. An organisation whose key focus is school food and which has many synergies with holiday provision. It also offers the Charity an avenue to engage and promote what we do with potential supporters and partners.

Supply of Meals
This year saw the Charity work with 20 delivery partners across the UK, an increase of 4. All delivery partners are required to sign an agreement with the Charity setting out both our expectations of them and what they can expect from us in return. Working with these delivery partners, the Charity contributes support to c283 holiday clubs, across all parts of the UK, including Scotland, Wales and Northern Ireland.

Following the Charity's decision to focus more greatly on Scotland in FY21, we now have 5 of our delivery partners in Scotland.

During the year, Meals & More (a Charitable Incorporated Organisation) supported more than 470,000 meals through our network of delivery partners across the UK. This included 255,000 meals served on site or delivered via packed meals. These were directly funded by grants to our delivery partners. Following the introduction of food parcels by a number of our delivery partners during the Covid-19 pandemic, delivery partners have continued to provide these as a way of further supporting their communities. As a result, a further 215,000 of the meals that have been provided are via food parcels that were funded by grants and product donations, facilitated through the Charity's network of supporters. As expected, as the effect of the pandemic and lockdowns eased, we have seen a trend back toward clubs opening and delivering in person provision in their communities.

Research
Given the Government's Holiday Activity & Food programme intervention has been launched, the Trustees felt that there is not a pressing requirement for further research at this time. However, Meals and More (a Charitable Incorporated Organisation) continues to monitor this carefully, weighing the cost and potential impact of such research.

Health and Well-being
The Charity continues to work with delivery partners to share best practice on health, well-being, and enriching activities, so that delivery partners can develop bespoke activities to support attendees at their clubs.

One of the Trustee's aims for 2021 was to do more of the "more" element of our purpose. The Charity launched "The Big Day Out" with the aim to enable children to enjoy a day out, to foster relationship development, experience something new, improve health & wellbeing and create some lasting memories.. The Charity invited delivery partners to apply for grants of up to £1,000 contribution to the cost of each trip.

The Charity also provided funding support for a community garden project in Inverness, providing funding to Rokzkool. This contributed to health & wellbeing of young people who attended the club, and also created a space for people to relax and enjoy their surroundings. Activities included: reroofing the potting shed, building raised beds, pruning apple trees, paving repairs and holding open days to plant and tender the garden.

The annual Ken McMeikan Meals & More Literary Prize was run again this year, which encourages delivery partners to nominate clubs that encourage children to read and engage in literacy, against a set criteria. In June 2021, delivery partners were invited to provide submissions from children. Book and sports vouchers were awarded to the winners. The Charity expects support of this initiative will continue in future years.

Trustees' Report (continued)
For the Year Ended 30 June 2022

Financial review

a. Going concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. 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.

b. Reserves policy

It is the policy of the Charity to maintain unrestricted funds, which are free reserves of the Charity and cash held at bank and in hand, which equate to at least 6 months of unrestricted expenditure.

This ensures that the Charity can continue to operate if difficulties in recovering future income are encountered in the short term. If unrestricted expenditure in FY23 is projected to be similar to FY22, this would amount to circa £200,000 (2021: £180,000) at peak periods.

The Trustees monitor this quarterly and specifically review compliance with the reserves policy at each Board of Trustees meeting. If the reserves policy is exceeded at any quarter end, this must be reported to the Board of Trustees at the next meeting. If it is anticipated that the reserves policy will be exceeded in future quarters, this must be approved in advance by the Board of Trustees at the next scheduled Trustee Meeting.

Actual unrestricted reserves held at the year-end amounted to £458,107 (2021: £542,085). Cash at bank and in hand at the year-end amounted to £422,685 (2021: £427,766).

The Trustees are aware of the level of reserve and understand the need to maintain these at appropriate levels. Given the rising cost of food and increasing demand for support, it is the Charity's objective to engage with more delivery partners and increase the number of clubs supported. Therefore, we expect to utilise our reserves as additional grants to be awarded in future years. The Trustees are also mindful of the challenging times our supporters are experiencing, and that generating income may prove challenging in the short term. There needs to be a balanced approach to utilising our reserves and enabling the Charity to be able to give clear commitments on future levels of funding to our delivery partners. This will ensure that we can continue to grow sustainably together.

c. Principal risks and uncertainties

Risks are identified using a risk management process which is reviewed quarterly by the Trustees. This includes Finance, Governance, Operational, External and Compliance risks. Risks which are assessed to be either high or medium are identified and set out in a risk action plan, which is assigned to each Trustee by section and supported by the Secretary to the Board of Trustees. Financial risk management has been a priority for Trustees and several policies and procedures have been implemented to manage these risks, including a delegation of authority.

Additional or increased financial risks, resulting from the wider global financial climate, have been identified. The most significant of these in the short-term is credit risk. This may arise from default on financial commitments made to the Charity by supporters. The Trustees believe that the Charity has enough reserves and cash to mitigate the impact of any short-term disruption to income. In addition, the Charity operates multi-year grant agreements with many of our corporate supporters. This ensures a degree of long-term funding commitment and certainty. The Trustees will continue to monitor the risks and take appropriate actions as required.

d. Results for the year

This is the fourth financial period since the Charity has been registered as an independent Charitable Incorporated Organisation (CIO).

In this period, the Charity has generated £324,354 (2021: £124,079) in total income.

Brake Bros Ltd ("Brakes") is a leading food service company in the UK. Brakes founded Meals & More (a Charitable Incorporated Organisation) and is a key supporter of Meals & More (a Charitable Incorporated Organisation). Meals & More (a Charitable Incorporated Organisation) operates entirely independently from Brakes. However, agreements are in place that sees Brakes provide funding and operational support to Meals & More (a Charitable Incorporated Organisation). After the end of the financial year, a new Support Agreement has been entered into, this will ensure continued support until 30th June 2025.

The Charity has been focused on building its supporter network and establishing donation commitments from a wider base of supporters. In November 2021 the Charity engaged a professional fundraiser with a remit to improve its support network, with a focus on::

- Ensuring current supporters extend their existing commitments
- Confirming new supporters and their level of commitment
- Identifying potential additional corporate supporters
- Researching potential fundraising activities
- Improving communication with potential supporters

Initially the focus has been renewing existing supporter agreements and creating a database of potential supporters.

In FY22, 4 of our existing supporters renewed their support agreements to the Charity for a further 3-year period. We were also successful in gaining 1 additional new supporter with a 3-year commitment to the Charity. Several other supporters have recommitted to shorter-term support.

The Charity also benefit from the launch of Pennies from Heaven. This is a salary giving scheme introduced by Brakes whereby employees can easily donate the pennies from their payslip to Meals & More (Charitable Incorporated Organisation). The donation does not exceed 99p per month, per employee.. There are over 800 Brakes employees committed to the scheme.

Meals & More's (a Charitable Incorporated Organisation) model is to support the delivery of projects through delivery partners. As the attached accounts show, Meals & More (a Charitable Incorporated Organisation) committed grants to delivery partners of £260,203 (2021: £172,421). The increase of funding allocated was due to the 4 new delivery partners. The Charity intends to increase the amount of grants made to delivery partners over the next year, with a focus on building on existing partnerships where there is the capacity and scope to grow in a stepped and sustainable way. This approach mitigates risk whilst improving our reach to more children. In addition, work is ongoing to identify new delivery partners that meet our criteria and are not necessarily benefiting from the national (England only) HAF programme.

Total expenditure on support costs in the year was £148,129 (2021: £98,809).

The net deficit for the year ended 30th June 2022, saw the Charity decrease its total reserves by £83,978 (2021 saw a decrease of £147,151), meaning that the total reserves were £458,107 (2021: £542,085). The Charity aims to use this surplus to further all its charitable aims, including by expanding the number of delivery partners it works with and the number of clubs and meals funded. This will increase the reach of our work and the number of children that can benefit from our charitable activities.

Structure, governance and management

a. Constitution

Meals & More (a Charitable Incorporated Organisation) is a registered charity, number 1179092, and is constituted under a Trust deed.

b. Methods of appointment or election of Trustees

As per the constitution, the original Charity Trustees have been appointed for a period of up to 3 years. Additional Trustees must be appointed by a resolution passed at a properly convened meeting of the Charity Trustees. In selecting individuals for appointment as Charity Trustees, the Trustees must have regard to the skills, knowledge and experience needed for the effective administration of the CIO.

c. Organisational structure and decision-making policies

Meals & More (a Charitable Incorporated Organisation) is managed by the Operations Director, supported by a Corporate Partnerships Administrator and an Administrator. In addition, the Secretary to the Trustees supports the Trustees and the Operations Director as needed.

The Charity's colleagues and Trustees are guided by the Financial Procedures Policy and Delegation of Authority. All decisions in respect of financial commitment are made in line with a set authority process set out in these documents.

d. Policies adopted for the induction and training of Trustees

Meals & More (a Charitable Incorporated Organisation) has the following policies to ensure its Trustees are inducted and trained appropriately and to reduce the Charity's exposure to external and internal risk factors:

- Risk Management policy and Risk Register;
- Complaints Handling;
- Privacy policy;
- Equality and Diversity policy;
- Crisis Management policy;
- Financial Procedures and Delegation of Authority;
- Donations;
- Conflicts of Interest;
- Trustee Handbook; and
- Trustee Code of Conduct.

e. Risk Management

The Trustees have assessed the major risks to which the Charity is exposed, in particular those related to the operations and finances of the Charity and are satisfied that systems and procedures are in place to mitigate exposure to major risks.

Risk is assessed on a quarterly basis at each Trustee Meeting but is monitored regularly by the Secretary to the Board of Trustees. There is a risk action plan in place which highlights medium to high risk areas which require immediate to short term attention. This action plan is also reviewed at each Trustee Meeting and monitored regularly by the Secretary to the Trustees.

Plans for future periods

Whilst the UK Government's Holiday Activity & Food programme has been introduced, this is only available for school aged children from reception to year 11 (inclusive) who receive benefits-related free school meals. It is also only delivered over 24 days during the holidays. Funding is not provided for those children whose parents/carers claim universal credit, but who are not eligible for free school meals. It is hoped that government will review and extend the programme to reach all children of families in receipt of universal credit in the future. However, with an estimated 4 million children living in poverty in the UK, the need in communities remains high, especially in areas such as the North East.

Research by Loughborough University confirms that North East Parliamentary seats are those with the highest levels of child poverty, with at least 40% of children now growing up poor in one third of the region's constituencies.

The North East has also continued to experience by far the steepest increase in child poverty across the UK in recent years, moving from just below the national average in 2014/15 to having the highest rate of any region of the country by 2020/21. Overall child poverty rates in the North East have risen by almost half, from 26% to 38%

The Charity will continue to focus on areas of social deprivation, working with partners who make a difference in those communities.

From a delivery perspective, the focus will be to extend our reach further. We will increase the work we do to support delivery partners in areas of social deprivation. We will do this both by identifying new delivery partners, and by extending greater support to existing programmes. In FY22, the Charity reached its initial goal of supporting 1 million meals and has now increased its target to support 1.5 million meals by 2025.

The Trustees are also conscious of the need to do more of the "more" element of our charitable purpose as we move forward. This is especially important as many communities face an uncertain future, due to cost of living increases. We will examine ways to generate even more benefit to the communities and lives of those we support.

The Charity conducted a survey of our delivery partners in 2022, to help us identify how we can work more effectively with them. One new initiative we put in place was "The Big Day Out". This involved supporting our delivery partners with additional funding for a day trip with the children. A chance for everyone involved to explore, have fun and make memories.

Post balance sheet events

No material events have occurred since the statement of financial position date which would affect the financial statements of the Charity.

On 8th July 2022, Meals and More (a Charitable Incorporated Organisation) signed a new Support Agreement with Brakes Bros Ltd for operational and financial support for a further 3 years, until 2025. This continued support helps secure the Charity's immediate financial future and ensure Meals & More (a Charitable Incorporated Organisation) can continue its support for many children living in poverty in the UK.

Trustees' Report (continued)
For the Year Ended 30 June 2022

Statement of Trustees' responsibilities

The Trustees are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England & Wales 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 Charity and of its income and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the Trust deed. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the members of the Board of Trustees on 28th March 2023 and signed on their behalf by:

KWoodhouse

Katherine Ann Woodhouse
Chair of Trustees

Meals & More

Independent Examiner's Report
For the Year Ended 30 June 2022

Independent Examiner's Report to the Trustees of Meals & More ('the Charity')

I report to the Charity Trustees on my examination of the financial statements of the Charity for the year ended 30 June 2022, which are set out on pages 15 to 22.

Responsibilities and Basis of Report

As the Trustees of the Charity you are responsible for the preparation of the financial statements in accordance with the requirements of the Charities Act 2011 ('the 2011 Act').

I report in respect of my examination of the Charity's financial statements carried out under section 145 of the 2011 Act and in carrying out my examination I have followed the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent Examiner's Statement

Since the Charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of Association of Chartered Certified Accountants, which is one of the listed bodies.
I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the Charity as required by section 130 of the 2011 Act; or
2. the financial statements do not accord with those records; or
3. the financial statements do not comply with the applicable requirements concerning the form and content of financial statements set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the financial statements give a 'true and fair' view which is not a matter considered as part of an independent examination.

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

This report is made solely to the Charity's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the Charity's Trustees those matters I am required to state to them in an Independent Examiner's Report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Charity and the Charity's Trustees as a body, for my work or for this report.

Signed: 

Dated: 28 March 2023

Sam Rouse

FCCA DChA

Kreston Reeves LLP
Chartered Accountants
37 St Margaret's Street
Canterbury
Kent
CT1 2TU

Statement of financial activities
For the Year Ended 30 June 2022

	Note	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Income from:				
Donations and legacies	4	**324,312**	**324,312**	124,079
Investments	5	**42**	**42**	-
Total income		**324,354**	**324,354**	124,079
Expenditure on:				
Charitable activities	6	**408,332**	**408,332**	271,230
Total expenditure		**408,332**	**408,332**	271,230
Net movement in funds		**(83,978)**	**(83,978)**	(147,151)
Reconciliation of funds:				
Total funds brought forward		**542,085**	**542,085**	689,236
Net movement in funds		**(83,978)**	**(83,978)**	(147,151)
Total funds carried forward		**458,107**	**458,107**	542,085

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 15 to 23 form part of these financial statements.

Balance Sheet
As at 30 June 2022

	Note		2022 £		2021 £
Current assets					
Debtors	9	**85,884**		196,322	
Cash at bank and in hand		**422,685**		427,766	
		508,569		624,088	
Creditors: amounts falling due within one year	10	**(50,462)**		(82,003)	
Net current assets			**458,107**		542,085
Total net assets			**458,107**		542,085
Charity funds					
Unrestricted funds	11		**458,107**		542,085
Total funds			**458,107**		542,085

The financial statements were approved and authorised for issue by the Trustees on 28th March 2023 and signed on their behalf by:

Katherine Ann Woodhouse
Chair of Trustees

The notes on pages 15 to 23 form part of these financial statements.

Statement of Cash Flows
For the Year Ended 30 June 2022

	2022 £	2021 £
Cash flows from operating activities		
Net cash used in operating activities (see note 13)	**(5,081)**	93,278
Change in cash and cash equivalents in the year	**(5,081)**	**93,278**
Cash and cash equivalents at the beginning of the year	**427,766**	334,488
Cash and cash equivalents at the end of the year (see note 14)	**422,685**	427,766

The notes on pages 15 to 23 form part of these financial statements

Notes to the Financial Statements
For the Year Ended 30 June 2022

1. General information

Meals & More ('the Charity') is a charitable incorporated organisation registered on 6th July 2018 with the charity registration number 1179092 and the company registration number CE014575. The address of the registered office is Enterprise House, Nicholas Road, Eureka Science Park, Ashford, Kent, TN25 4AG.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011 and the Charities (Accounts and Reports) Regulations 2008.

Meals & More (a Charitable Incorporated Organisation) 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 financial statements are presented in UK sterling, which is the functional currency, rounded to the nearest pound.

2.2 Going concern

The Trustees assess whether the use of going concern is appropriate, i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the Charity to continue as a going concern. The Trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements and have concluded that the Charity has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the Charity's ability to continue as a going concern, thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

2.3 Fund accounting

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.

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

2. Accounting policies (continued)

2.4 Income

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.

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

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

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

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

2.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Charity's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2. Accounting policies (continued)

2.6 Interest receivable

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 institution with whom the funds are deposited.

2.7 Debtors

Trade and other debtors are recognised at the settlement amount. Prepayments are valued at the amount prepaid.

2.8 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2.9 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of Financial Activities as a finance cost.

2.10 Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

3. Critical accounting estimates and areas of judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The Charity does not currently have any significant accounting estimates or areas of judgement.

Notes to the Financial Statements
For the Year Ended 30 June 2022

4. Income from donations and legacies

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Donations	**204,939**	**204,939**	114,879
Grants	**119,373**	**119,373**	9,200
	324,312	**324,312**	124,079
Total 2021	124,079	124,079	

5. Investment income

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Interest receivable	**42**	**42**	-

Notes to the Financial Statements
For the Year Ended 30 June 2022

6. Analysis of expenditure by activities

	Direct costs 2022 £	Support costs 2022 £	Total funds 2022 £	Total funds 2021 £
Charitable activities	**260,203**	**148,129**	**408,332**	271,230
Total 2021	172,421	98,809	271,230	

Analysis of direct costs

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Payments to contracted partners	**260,203**	**260,203**	172,421
Total 2021	172,421	172,421	

Analysis of support costs

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Donated services and facilities - Staff costs	**105,488**	**105,488**	75,976
Staff expenses	**2,039**	**2,039**	152
Independent examiner's fees	**4,350**	**4,350**	3,300
Marketing	**4,667**	**4,667**	-
Legal and consultancy	**6,745**	**6,745**	2,789
Bank charges	**246**	**246**	78
Donated services and facilities - Rent and ultilities	**19,500**	**19,500**	19,500
Miscellaneous	**410**	**410**	-
Bad debt provision	**4,334**	**4,334**	(3,333)
Trustees' insurance	**350**	**350**	347
	148,129	**148,129**	98,809
Total 2021	98,809	98,809	

Notes to the Financial Statements
For the Year Ended 30 June 2022

7. Staff costs

	2022 £	2021 £
Donated services and facilities - Staff costs	**105,488**	75,976
	105,488	75,976

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

	2022 No.	2021 No.
Donated services and facilities staff members	**4**	2

No employee received remuneration amounting to more than £60,000 in either year.

The Charity's Trustees are considered to be the key management personnel. As noted in note 9, none of the Trustees were remunerated during the year (2021: £Nil).

8. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2021 - £NIL).

During the year ended 30 June 2022, there we no expenses reimbursed or paid directly to any of the Trustees (2021 - £Nil).

9. Debtors

	2022 £	2021 £
Due within one year		
Trade debtors	**85,884**	96,693
Other debtors	**-**	99,629
	85,884	196,322

10. Creditors: Amounts falling due within one year

	2022 £	2021 £
Trade creditors	**46,321**	75,553
Other creditors	**511**	-
Accruals	**3,630**	6,450
	50,462	82,003

Notes to the Financial Statements
For the Year Ended 30 June 2022

11. Statement of funds

Statement of funds - current year

	Balance at 1 July 2021 £	Income £	Expenditure £	Balance at 30 June 2022 £
Unrestricted funds				
General Funds	**542,085**	**324,354**	**(408,332)**	**458,107**

Statement of funds - prior year

	Balance at 1 July 2020 £	Income £	Expenditure £	Balance at 30 June 2021 £
Unrestricted funds				
General Funds	689,236	124,079	(271,230)	542,085

Notes to the Financial Statements
For the Year Ended 30 June 2022

12. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2022 £	Total funds 2022 £
Current assets	**508,569**	**508,569**
Creditors due within one year	**(50,462)**	**(50,462)**
Total	**458,107**	**458,107**

Analysis of net assets between funds - prior year

	Unrestricted funds 2021 £	Total funds 2021 £
Current assets	624,088	624,088
Creditors due within one year	(82,003)	(82,003)
Total	542,085	542,085

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

	2022 £	2021 £
Net expenditure for the year (as per Statement of Financial Activities)	**(83,978)**	(147,151)
Adjustments for:		
Decrease in debtors	**110,438**	205,121
Increase/(decrease) in creditors	**(31,541)**	35,308
Net cash provided by/(used in) operating activities	**(5,081)**	93,278

Notes to the Financial Statements
For the Year Ended 30 June 2022

14. Analysis of cash and cash equivalents

	2022 £	2021 £
Cash in hand	**422,685**	427,766
Total cash and cash equivalents	**422,685**	427,766

15. Analysis of changes in net debt

	At 1 July 2021 £	Cash flows £	At 30 June 2022 £
Cash at bank and in hand	**427,766**	**(5,081)**	**422,685**
	427,766	**(5,081)**	**422,685**

16. Related party transactions

Meals & More (a Charitable Incorporated Organisation) was originally set up by Brake Bros Limited (Brakes), which continues to support the Charity. There is an operational support agreement in place between the two entities. At the year end the Charity owed £511 to Brakes (2021: the Charity was owed £99,629 by Brakes). Brakes continue to meet its existing commitments to the Charity under the 2019 grant agreement, with annual cash contributions of £100,000 (2021: £100,000).

Brakes has also granted the Charity use of its own staff members, plus provides office space, utilities and use of equipment to the Charity free of charge, during the financial period. The value of this staff time, rent, utilities and equipment amounts to an additional donation of £124,988 (2021: £95,477). This has been accounted for as donated services and facilities in these financial statements.

MEALS & MORE

England & Wales - Charity number 1179092

Accounts

Charity number: 1179092

Meals & More

Unaudited

Trustees' Report and Financial Statements

For the Year Ended 30 June 2021

Meals & More

Contents

	Page
Reference and Administrative Details of the Charity, its Trustees and Advisers	1
Chair's Statement	2
Trustees' Report	3 - 10
Independent Examiner's Report	11
Statement of Financial Activities	12
Balance Sheet	13
Statement of Cash Flows	14
Notes to the Financial Statements	15 - 21

Meals & More

Reference and administrative details of the Charity, its Trustees and Advisers
For the Year Ended 30 June 2021

Trustees

Katherine Ann Woodhouse, Chair
Kevin Timothy Coles (resigned 7 March 2021)
James Paul Mannering
Helen Margaret Evans
Barry Bolton
Laura Wyatt-Smith (appointed 26 May 2021)

Charity registered number

1179092

Principal office

Enterprise House, Nicholas Road
Eureka Science Park
Ashford
Kent
TN25 4AG

Accountants

Kreston Reeves LLP
Chartered Accountants
37 St Margaret's Street
Canterbury
Kent
CT1 2TU

Bankers

CAF Bank Ltd
25 Kings Hill Avenue
Kings Hill
West Malling
Kent
ME19 4JQ

Chairman's Statement
For the Year Ended 30 June 2021

For Meals & More, as for so many other people, the disruption and challenges that were seen in 2020, due to the global pandemic, continued well into 2021. These have had a direct and significant impact on both our charitable activities and those of our delivery partners. Despite these challenges, I am proud to say that Meals & More has now supported more than 1,000,000 meals for the most vulnerable children, since 2016. This is a significant milestone, but there still remains much to do.

Meals & More witnessed increased demand during 2021, which sadly reflects the situation felt by many families, local communities and especially children. Our delivery partners certainly rose to this challenge. Through them we were able to support 685,000 meals, in the financial year end 30 June 2021. In the first part of the year, we saw exceptional meal numbers being provided by our delivery partners in all regions of the UK. With the pandemic still prevalent, some clubs were not able to operate fully and continued to provide either food parcels or packed meals with a range of activity packs and online engagement. Into the summer, delivery partners were able to open clubs more, but many still maintained a food parcel provision.

The issue of holiday hunger continues to be high profile and the work that Meals & More does alongside other organisations with similar purposes has remained in the public spotlight and consciousness. The challenge for the Trustees in the coming years is how best to build on this profile to enable Meals & More to support more vulnerable children and their families.

Although the last year has seen the issue of holiday hunger being high profile, there are still millions of children who fall between the gap between free school meals and other government support programmes and the food poverty line. This area is now a key focus for Meals & More. Going forward we want to help enable our delivery partners to continue to support more of those children and their families.

We are moving into a period of change now – as a nation and as a charity. We are seeing our delivery partners building on their experiences throughout the pandemic and are continuing with the best practices that they developed. This includes the use of food parcels and meal kits to reach more children. We will continue to support and encourage them to do this and to return to other forms of delivery as much as possible. While food parcels have been a necessary tool over through the pandemic, and will continue to be necessarily, we also know that a holiday club environment provides a lot of additional benefits to children and their local communities, other than just food.

To all our supporters, I would personally like to thank you for your continued support through this year. You have been an integral part of this journey and, without you, none of what we've achieved would have been possible.

K A Woodhouse

Katherine Ann Woodhouse, Chairman
Date: 21/2/2022

Trustees' Report
For the Year Ended 30 June 2021

The Trustees present their annual report together with the financial statements of the Charity for the year from 1 July 2020 to 30 June 2021.

Objectives and activities

a. Policies and objectives

Meals & More provides support to children and their families who live with poverty and social isolation and have limited access to adequate food provision and activity throughout school holiday periods. Meals & More's vision is to improve their quality of lives by eliminating holiday hunger.

Our ambition is to provide 1.5 Million meals over 5 years and to become the UK enabler of choice in our sector. The Charity recently surpassed the milestone of 1 million meals supported since the founding of Meals & More.

To further this objective, Meals & More focused on the following key activities during the reporting period:

- partnering with local charities and community organisations (delivery partners) by providing funding to allow them to address the need for meal provision and holiday clubs during the school holidays, with a view to providing nutritious meals and enriching activities to vulnerable children;
- working with industry partners to raise funds and gather resources which are then provided to our delivery partners to either distribute or use at their holiday clubs across the United Kingdom; and
- raising awareness of holiday hunger and social isolation.

Meals & More is focused on developing working partnerships that underpin our aims and make a difference to each child we reach. The Charity is a catalyst for positive change, bringing like-minded people together, creating the opportunity to improve life chances, contributing to happier, healthier children and families. Through provision of nutritious food and enriching activities, Meals & More's delivery partnerships contribute to supportive environments, boosting health, self-belief and aspirations.

Every child matters and deserves to have a good start in life not only at school, but also throughout the year. We embrace all opportunities to work with organisations and businesses that have similar goals and want to make a difference.

As a Charitable Incorporated Organisation (CIO), Meals & More has recognised the importance of minimising risk and maintains clear policies such as conflict of interest, risk management, privacy, data protection and social engineering to provide a secure platform for achieving its objectives. All Trustees have been trained in GDPR.

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

b. Activities undertaken to achieve objectives

Activities were undertaken around the key objectives listed below:

Raising Awareness of Holiday Hunger
Creating a movement to end holiday hunger by collaborative partnerships to increase awareness of the issues and the need for holiday provision.

Supply of Meals
Reduce the impact of holiday hunger on children and their families by improving access to tasty, nutritious food and activities during the school holidays, helping to improve the lives and prospects of children.

Objectives and activities (continued)

Research
Support the provision of evidence to educate stakeholders and the public on the implications of holiday hunger including the detrimental educational outcomes and impact on society.

Health and Well-being
The promotion of health and well-being within the clubs we support, through the provision of sound nutritional advice, as a way of mitigating holiday hunger and its effects.

c. Volunteers

As well as its Trustees, Meals & More is supported by a small number of Ambassadors most of whom work for Brake Bros Ltd. The Brakes' Ambassadors help promote the work of Meals & More across the Brakes network, gather colleague ideas, share relevant information on the Charity's priorities and goals, support with fundraising and carry out club quality assurance when possible.

Achievements and performance

a. Key performance indicators

The Trustees have identified the following key performance indicators (KPI's) as a measure of monitoring the performance of the charity and its delivery partners and are continually developing processes for monitoring and reporting on these KPI's.

The KPI's identified include:
- number of meals;
- number of clubs;
- number of delivery partners.

b. Review of activities

Activities which have taken place for the period to meet the key objectives are as follows:

Raising Awareness of Holiday Hunger
Meals & More has continued to build on the campaign lead by Marcus Rashford MBE to keep the issue of child food poverty in the public spotlight and to try and bring about national policy change. We have remained a part of the coalition formed by the Food Foundation and have contributed to the group's aims of leveraging Government action to address Holiday Hunger and extending Holiday Provision support across England as indicated in the National Food Strategy.

Supply of Meals
This year saw the Charity work with 16 delivery partners across the UK, an increase of two. All delivery partners are required to sign an agreement with the Charity setting out both our expectations of them and what they can expect from us in return. There was a strategic decision to focus on Scotland in FY21, due to the government rollout out of Holiday Activity & Food programme in England.

This year, COVID restrictions have significantly impacted how our delivery partners were able to offer their services. The significant COVID restrictions affecting school attendance has both disrupted our ability to operate normally and increased the need for our work. However, our delivery partners remained steadfast in their resolve to ensure that children did not suffer and continued to build on the provision of activity packs and food through packed meals and food hampers that they had started at the beginning of the pandemic.

Achievements and performance (continued)

During the year, Meals & More supported more than 682,000 meals through our network of delivery partners across the UK. This included 447,116 meals served on site or delivered via packed meals. These were directly funded by grants to our delivery partners. A further 235,520 of the meals were provided via food parcels that were funded by grants and product donations, facilitated through the Charity's network of supporters.

Research
Due to the continued impact of the global pandemic and the corresponding social restrictions, the Charity has elected not to fund any new research in FY21. This is something the Trustees will continue to review in FY22.

Health and Well-being
The Charity continues to work with delivery partners to share best practice on health, well-being, and enriching activities, so that delivery partners can develop bespoke activities to support attendees at their clubs as they reopen.

The annual Ken McMeikan / Meals & More Literary Prize was relaunched in the Spring of 2021, encouraging Delivery Partners to nominate clubs that encourage children to read and engage in literacy against a set criterion. With £1,250 of book vouchers awarded to a winner and 8 runners up.

Financial review

a. Going concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. 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.

b. Reserves policy

It is the policy of the Charity to maintain unrestricted funds, which are free reserves of the Charity and cash held at bank and in hand, which equate to at least 3 months of unrestricted expenditure.

This is to ensure that the Charity can continue to operate if difficulties in recovering future income are encountered in the short-term. If unrestricted expenditure in FY22 is projected to be similar to FY21, this would amount to circa £90,000 (2020: £120,000) at peak periods.

The Trustees monitor this quarterly and specifically review the following at each Trustee meeting:
- whether projected cash income for the current financial year will exceed projected cash expenditure;
- whether contracted cash income for the current financial year is forecast to exceed contracted cash expenditure; and
- whether sufficient cash reserves are held at the bank and in hand at the end of the quarter to cover the next 3 months' expenses.

If the reserves policy is exceeded at any quarter end, this must be reported to the Board of Trustees at the next Trustee meeting. If it is anticipated that the reserves policy will be exceeded in future quarters, this must be approved in advance by the Board of Trustees at the next scheduled Trustee Meeting.

Actual unrestricted reserves held at the year-end amounted to £542,085 (2020: £689,236). Cash at bank and in hand at the year-end amounted to £427,766 (2020: £334,488). This is more than sufficient, and the Charity intends to utilise some of these reserves in the next financial year, and beyond, for additional grants to delivery partners. However, the Charity's ability to do this in the short-term will likely be affected by the pandemic, and the extent to which our delivery partners are able to return to operating holiday clubs.

Trustees' Report (continued)
For the Year Ended 30 June 2021

c. Principal risks and uncertainties

Risks are identified using a risk management process which is reviewed quarterly by the Trustees. This includes Finance, Governance, Operational, External and Compliance risks. Risks which are assessed to be either high or medium are identified and set out in a risk action plan, which is assigned to each Trustee by section and supported by the Secretary to the Board of Trustees. Financial risk management has been a priority for Trustees and several policies and procedures have been implemented to manage these risks, including a delegation of authority.

Additional or increased financial risks, resulting from the ongoing global pandemic, have been identified. The most significant of these in the short-term is credit risk. This may arise from default on financial commitments made to the Charity by supporters. The Trustees believe that the Charity has enough reserves and cash to mitigate the impact of any short-term disruption to income. In addition, the Charity operates multi-year grant agreements with many of our corporate supporters. This ensures a degree of long-term funding commitment and certainty. The Trustees will continue to monitor the risks and take appropriate actions as required.

d. Results for the year

This is the third financial period since the Charity has been registered as an independent Charitable Incorporated Organisation (CIO).

In this period, the Charity has generated £124,079 (2020: £342,998) in total income, a decrease on the comparative period, as no grant agreements were due for renewal in the year, including the existing Brake Bros Limited grant agrement. Against the backdrop of the pandemic, securing new supporter commitments has been challenging.

Brake Bros Ltd (“Brakes”) is a leading food service company in the UK. Brakes founded Meals & More and is a key supporter of Meals & More. Meals & More operates entirely independently from Brakes. However, agreements are in place with Brakes that sees Brakes provide funding and operational support to Meals & More. A grant agreement is in place to provide continued donations through FY22, and the existing operational support agreement expires in December 2021.The operational support provided by Brakes includes providing the vast majority of the Charity’s support costs, including all staff, rent and utilities costs. This ensures that as the Charity generates additional income, this can be used fully towards the Charity’s purpose, rather than paying costs. The Trustees are working closely with Brakes and have agreements in principle for the renewal of these agreements.

The Charity has been focused on building its supporter network and establishing donation commitments from a wider base of supporters. The pandemic has undoubtedly disrupted progress to some extent, it’s been a tough year for business, but our supporters have continued to stand with us. They have been outstanding in recognising the increasing need for the Charity’s work. The Trustees are working with a professional fundraiser in FY22, to further accelerate this work and grow our income.

Meals & More’s model is to support the delivery of projects through delivery partners. As the attached accounts show, Meals & More committed grants to delivery partners of £172,421 (2020: £133,096). The increase of funding allocated was due to the 2 new delivery partners. The Charity intends to increase the amount of grants made to delivery partners over the next year, with a focus on building on existing partnerships where there is capacity and scope to grow in a stepped and sustainable way. This approach mitigates risk whilst improving our reach to more children. In addition, work is ongoing to identify new delivery partners that meet our criteria and are not necessarily benefiting from the national (England only) HAF programme.

Total expenditure on support costs in the year was £98,809 (2020: £139,322).

The net deficit for the year ended 30th June 2021, saw the Charity decrease its total reserves by £147,151 (2020: increase of £70,580), meaning that the total reserves were £542,085 (2020: £689,236). The Charity aims to use this surplus to further all its charitable aims, including by expanding the number of delivery partners it works with and the number of clubs and meals funded, to increase the reach of our work and the number of children that can benefit from our charitable activities.

Structure, governance and management

a. Constitution

Meals & More is a registered charity, number 1179092. Meals & More is a Charitable Incorporated Organisation (CIO), and governed by its constitution.

b. Methods of appointment or election of Trustees

As per the constitution, the original Charity Trustees have been appointed for a period of up to 3 years. Additional Trustees must be appointed by a resolution passed at a properly convened meeting of the Charity Trustees. In selecting individuals for appointment as Charity Trustees, the Charity Trustees must have regard to the skills, knowledge and experience needed for the effective administration of the CIO.

c. Organisational structure and decision-making policies

Meals & More is managed by the Operations Director, supported by a Programme Executive. In addition, the Secretary to the Trustees supports the Trustees.

The Charity's colleagues and Trustees are guided by the financial management process and delegation of authority document, all decisions in respect of financial commitment are made in line with a set authority process set out in the document.

d. Policies adopted for the induction and training of Trustees

Meals & More has the following policies to ensure its Trustees are inducted and trained appropriately and to reduce the Charity's exposure to external and internal risk factors:

- Conflict of Interest;
- Risk Management Policy;
- Social Engineering;
- Financial Process Management Delegation of Authority document.

e. Risk management

The Trustees have assessed the major risks to which the Charity is exposed, in particular those related to the operations and finances of the Charity and are satisfied that systems and procedures are in place to mitigate exposure to the major risks.

Risk is assessed on a quarterly basis at each Trustee meeting but is monitored regularly by the Secretary to the Board of Trustees. There is a risk action plan in place which highlights medium to high risk areas which require immediate to short term attention. This action plan is also reviewed at each Trustee meeting and monitored regularly by the Secretary.

Specific consideration has been given to the impact of the global pandemic. The Trustees have identified specific credit and operational risks and continue to monitor and adapt our plans to address these.

Trustees' Report (continued)
For the Year Ended 30 June 2021

Plans for future periods

The impact of the Covid-19 pandemic has made planning and policy decisions aimed at addressing child poverty difficult for the Government and devolved administrations across the UK. There is no consistent approach.

In England, the Government, as part of the Autumn Budget and Spending Review 2021 “Levelling up by supporting families and early years”, has committed to extending the Holiday Activity & Food Programme. This provides over £200 million a year to continue the holiday activities and food (“HAF”) programme, providing healthy food and enriching activities for disadvantaged children in England, delivering the Government’s Flexible Childcare Fund commitment.

HAF funding is targeted at children eligible for free school meals and is devolved to Local Authorities to manage, we are awaiting an evaluation of the outcomes in England.

In Scotland, a recent announcement focuses on the extension of Free School Meals, whereby an estimated 90,000 children may benefit from a £28 million commitment to deliver free school lunches during term time.

A further £21.75 million will provide targeted free school meal support during school holidays in 2021-22. This will impact around 145,000 primary and secondary children and young people from low-income households. Councils will determine what approach in school holidays meets local needs and circumstances, which may include the provision of direct payments, vouchers, or food parcels. It appears that there will be no direct funding of “Holiday Clubs”.

In Wales, a recently announced co-operation agreement with Plaid Cymru, Welsh Government has promised free school meals for all primary school pupils.

The two parties will work together in certain areas for three years, but no detail has been given about when the changes will happen, how much they will cost and how they’ll be paid for. There was a suggestion in the press conference between First Minister Mark Drakeford and Plaid's Adam Price that the two policies impacting young children would be in place within the three years.

In announcing the plans, the Welsh Government said: "Funding has been put in place as part of the Co-operation Agreement and will be reflected in the draft budget”.

Regarding the “SHEP” programme, The Welsh Government will provide £4.85 million in funding to this year’s programme, which will provide places for nearly 8,000 children as they continue to enjoy time at school during the holidays.

In Northern Ireland, Families of young people entitled to Free School Meals receive food grants funding by the Northern Irish Government during school holidays until Easter 2022. This is expected to cost up to around £40 million. Over 100,000 children benefit. School holiday grant payments will be made direct to families to cover all school holiday periods, including mid-term breaks (approximately 20 weeks) between Christmas 2020 and Easter 2022.

There has been no update on the level of child poverty since the pandemic.

A child is considered to be growing up in poverty if they live in a household whose income is 60% below the average (median) income in a given year. Even before the pandemic, 4.3 million children were living in poverty in the UK, an increase of 200,000 from the previous year and up 500,000 over the past five years.

Trustees' Report (continued)
For the Year Ended 30 June 2021

Plans for future periods (continued)

The Social Metrics Commission Report 2020 highlighted concerns regarding poverty across the UK which has changed little over the past 20 years and has been exacerbated by the pandemic.

Poverty in the UK remains a significant issue. 14.4 million people in the UK are living in families in poverty. 4.5 million are children (33% of all children). Three in ten people (31%) in poverty are in deep poverty and, of these, just over half (55%) are in persistent poverty.

Within the 14.4 million people in poverty in the UK:
- 2.4 million people are in deep and persistent poverty;
- 1.9 million people are in deep poverty (non-persistent);
- 4.7 million people are less than 50% below the poverty line and in persistent poverty;

Families in poverty who work less than full time are more likely to experience deep and persistent poverty. Half of people (50%) in poverty in workless families are in either deep and persistent poverty (29%) or deep poverty (non-persistent) (21%). More than four in ten (43%) people in part-time work families are in deep and persistent poverty (23%) or deep poverty (non-persistent) (20%).

Nearly two thirds (63%) of people in poverty live in a family where someone works at least part time

Poverty rates are highest amongst families with children. The poverty rate for people living in couple families without children is 11% (1.4 million people). This compares to 26% (5.9 million people) for people in couple families with children and 48% (2.4 million people) for those in lone-parent families.

Poverty rates vary significantly between English regions. They are highest in London (29%), North East (26%), Yorkshire and Humber (24%) and the West Midlands (24%). Regions with the lowest rates are the South West, South East, and East of England (18%) and the East Midlands (19%).

Poverty rates vary less across the UK's four nations. The highest rates are in Wales (23%) and the lowest in Scotland (19%).

The Charity has recorded higher than expected number of supported meals during the past year due to the pandemic and is on target to exceed our commitment to achieve at least 1 million meals between FY21 and FY25.

The Charity aims to continue to increase grants given to existing delivery partners and exploring opportunities to reach out to further partners that deliver support to communities in areas of social deprivation across the UK. The Trustees are also examining ways of how to improve on the "more" element in the most cost-effective way, by identifying and working with a partner or partners to deliver at club level activities to engage children and young people in education, sport, literacy, and cookery whilst having fun.

To achieve these ambitions over time will depend not only on sound financial planning but a focused approach on income generation and cementing relationships with existing supporters. The Charity will bring in an experienced Corporate Partnership Manager to focus on identifying and maximising the opportunity to garner further support from our existing food industry channels as well as developing new long-term supporters.

Meals & More will continue to play its part until every child who lives with poverty doesn't fear where their next meal is coming from.

Trustees' Report (continued)
For the Year Ended 30 June 2021

Statement of Trustees' responsibilities

The Trustees are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England & Wales 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 Charity and of its income and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the Trust deed. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the members of the Board of Trustees on 21/2/2022 and signed on their behalf by:

K A Woodhouse

Katherine Ann Woodhouse
Chair of Trustees

Independent Examiner's Report
For the Year Ended 30 June 2021

Independent Examiner's Report to the Trustees of Meals & More ('the Charity')

I report to the Charity Trustees on my examination of the accounts of the Charity for the year ended 30 June 2021.

Responsibilities and Basis of Report

As the Trustees of the Charity you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the 2011 Act').

I report in respect of my examination of the Charity's accounts carried out under section 145 of the 2011 Act and in carrying out my examination I have followed the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent Examiner's Statement

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

1. accounting records were not kept in respect of the Charity as required by section 130 of the 2011 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination.

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

This report is made solely to the Charity's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the Charity's Trustees those matters I am required to state to them in an Independent Examiner's Report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Charity and the Charity's Trustees as a body, for my work or for this report.

Signed:  Dated: 22 February 2022

S M Rouse FCCA DChA

Kreston Reeves LLP
Chartered Accountants
Canterbury

Statement of financial activities
For the Year Ended 30 June 2021

	Note	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Income from:				
Donations and legacies	3	**124,079**	**124,079**	342,998
Total income		**124,079**	**124,079**	342,998
Expenditure on:				
Charitable activities	4	**271,230**	**271,230**	272,418
Total expenditure		**271,230**	**271,230**	272,418
Net movement in funds		**(147,151)**	**(147,151)**	70,580
Reconciliation of funds:				
Total funds brought forward		**689,236**	**689,236**	618,656
Net movement in funds		**(147,151)**	**(147,151)**	70,580
Total funds carried forward		**542,085**	**542,085**	689,236

The notes on pages 15 to 21 form part of these financial statements.

Balance Sheet
As at 30 June 2021

	Note		2021 £		2019 £
Current assets					
Debtors	6	**196,322**		401,443	
Cash at bank and in hand		**427,766**		334,488	
		624,088		735,931	
Creditors: amounts falling due within one year	7	**(82,003)**		(46,695)	
Net current assets			**542,085**		689,236
Total net assets			**542,085**		689,236
Charity funds					
Unrestricted funds	8		**542,085**		689,236
Total funds			**542,085**		689,236

The financial statements were approved and authorised for issue by the Trustees on 21/2/2022 and signed on their behalf by:

K A Woodhouse

Katherine Ann Woodhouse
Chair of Trustees

The notes on pages 15 to 21 form part of these financial statements.

Statement of Cash Flows
For the Year Ended 30 June 2021

	2021	2020
	£	£
Cash flows from operating activities		
Net cash used in operating activities (see note 10)	**93,278**	145,012
Change in cash and cash equivalents in the year	**93,278**	**145,012**
Cash and cash equivalents at the beginning of the year	**334,488**	189,476
Cash and cash equivalents at the end of the year	**427,766**	334,488

The notes on pages 15 to 21 form part of these financial statements

Notes to the Financial Statements
For the Year Ended 30 June 2021

1. General information

Meals & More is an charitable incorporated organisation registered on the 6th July 2018 with the charity registration number 1179092 and the company registration number CE014575. The address of the registered office is Enterprise House, Nicholas Road, Eureka Science Park, Ashford, Kent, TN25 4AG.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Meals & More 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.

2.2 Going concern

The Trustees assess whether the use of going concern is appropriate, i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the Charity to continue as a going concern. The Trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements and have concluded that the Charity has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the Charity's ability to continue as a going concern, thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

2.3 Fund accounting

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.

2.4 Income

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.

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

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

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Notes to the Financial Statements
For the Year Ended 30 June 2021

2. Accounting policies (continued)

2.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Charity's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.6 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.7 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2.8 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of Financial Activities as a finance cost.

2.9 Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Notes to the Financial Statements
For the Year Ended 30 June 2021

3. Income from donations and legacies

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Donations	**114,879**	**114,879**	145,929
Grants	**9,200**	**9,200**	197,069
	124,079	**124,079**	342,998
Total 2020	342,998	342,998	

4. Analysis of expenditure by activities

	Direct costs 2021 £	Support costs 2021 £	Total funds 2021 £	Total funds 2020 £
Charitable activities	**172,421**	**98,809**	**271,230**	272,418
Total 2020	133,096	139,322	272,418	

Analysis of direct costs

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Payments to contracted partners	**172,421**	**172,421**	96,295
Payments to non-contracted partners	**-**	**-**	36,801
	172,421	**172,421**	133,096
Total 2020	133,096	133,096	

Notes to the Financial Statements
For the Year Ended 30 June 2021

4. Analysis of expenditure by activities (continued)

Analysis of support costs

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Staff expenses	**152**	**152**	4,198
Independent examiner's fees	**3,300**	**3,300**	3,150
Marketing	**-**	**-**	15,034
Legal and consultancy	**2,789**	**2,789**	2,140
Bank charges	**78**	**78**	1,495
Staff costs	**75,976**	**75,976**	86,465
Rent and ultilities	**19,500**	**19,500**	19,500
Bad debt provision	**(3,333)**	**(3,333)**	7,000
Trustees' insurance	**347**	**347**	340
	98,809	**98,809**	139,322
Total 2020	139,322	139,322	

5. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2020 - £NIL).

During the year ended 30 June 2021, there we no expenses reimbursed or paid directly to any of the Trustees (2020 - £Nil).

6. Debtors

	2021 £	2020 £
Due after more than one year		
Debtors due after more than 1 year	**-**	100,000
	-	100,000
Due within one year		
Trade debtors	**96,693**	192,484
Other debtors	**99,629**	108,959
	196,322	401,443

Notes to the Financial Statements
For the Year Ended 30 June 2021

7. Creditors: Amounts falling due within one year

	2021 £	2020 £
Trade creditors	**75,553**	43,205
Accruals and deferred income	**6,450**	3,490
	82,003	46,695

8. Statement of funds

Statement of funds - current year

	Balance at 1 July 2020 £	Income £	Expenditure £	Balance at 30 June 2021 £
Unrestricted funds				
General Funds	**689,236**	**124,079**	**(271,230)**	**542,085**

Statement of funds - prior year

	Balance at 1 July 2019 £	Income £	Expenditure £	Balance at 30 June 2020 £
Unrestricted funds				
General Funds	618,656	342,998	(272,418)	689,236

Notes to the Financial Statements
For the Year Ended 30 June 2021

9. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2021 £	Total funds 2021 £
Current assets	**624,088**	**624,088**
Creditors due within one year	**(82,003)**	**(82,003)**
Total	**542,085**	**542,085**

Analysis of net assets between funds - prior year

	Unrestricted funds 2020 £	Total funds 2020 £
Debtors due after more than one year	100,000	100,000
Current assets	635,931	635,931
Creditors due within one year	(46,695)	(46,695)
Total	689,236	689,236

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

	2021 £	2020 £
Net income/expenditure for the year (as per Statement of Financial Activities)	**(147,151)**	70,580
Adjustments for:		
Decrease in debtors	**205,121**	59,584
Increase in creditors	**35,308**	14,848
Net cash provided by operating activities	**93,278**	145,012

Notes to the Financial Statements
For the Year Ended 30 June 2021

11. Analysis of cash and cash equivalents

	2021 £	2020 £
Cash in hand	**427,766**	334,488
Total cash and cash equivalents	**427,766**	334,488

12. Analysis of changes in net debt

	At 1 July 2020 £	Cash flows £	At 30 June 2021 £
Cash at bank and in hand	**334,488**	**93,278**	**427,766**
	334,488	**93,278**	**427,766**

13. Related party transactions

Meals & More was originally set up by Brake Bros Limited, who continue to support the Charity and have an operational support agreement in place with them. Brake Bros Limited has donated £Nil (2020 - £Nil) to the Charity during the period, and has a debtor balance with Brakes of £100,000 at year end for income recognised in previous periods yet to be paid (2020 - £200,000). Brakes continue to meet its existing commitments made to the Charity under the 2019 grant agreement, with annual cash contributions of £100,000 (2020: £100,000) in the year.

Brakes has also granted the Charity use of its own staff members, plus provides office space, utilities and use of equipment to the Charity free of charge, during the financial period. The value of this staff time, rent, utilities and equipment amounts to an additional donation of £95,477 (2020 - £105,965).