

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)'.

Meals & More

Trustees' Report For the Year Ended 30 June 2025

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

Meals & More

Trustees' Report

For the Year Ended 30 June 2025

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

Meals & More

Trustees' Report For the Year Ended 30 June 2025

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

Meals & More

Trustees' Report

For the Year Ended 30 June 2025

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

Meals & More

Trustees' Report

For the Year Ended 30 June 2025

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

Meals & More

Trustees' Report For the Year Ended 30 June 2025

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.

Meals & More

Trustees' Report

For the Year Ended 30 June 2025

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."

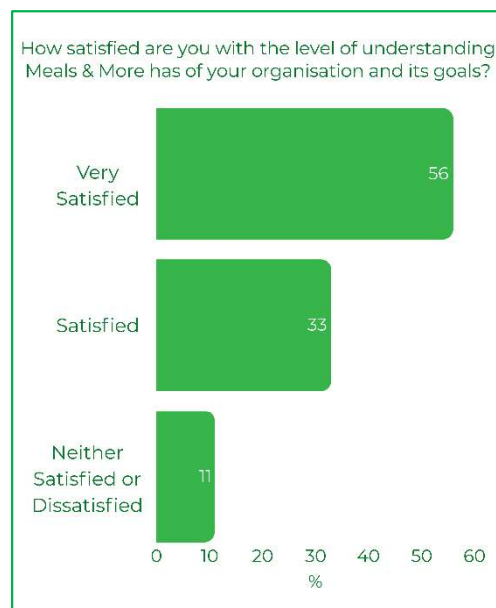
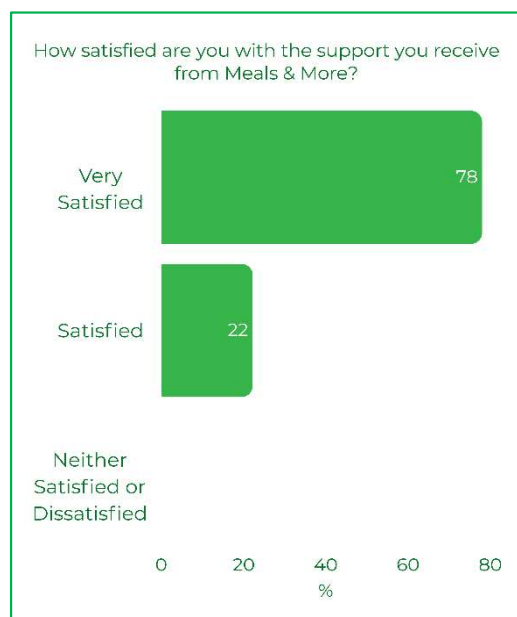
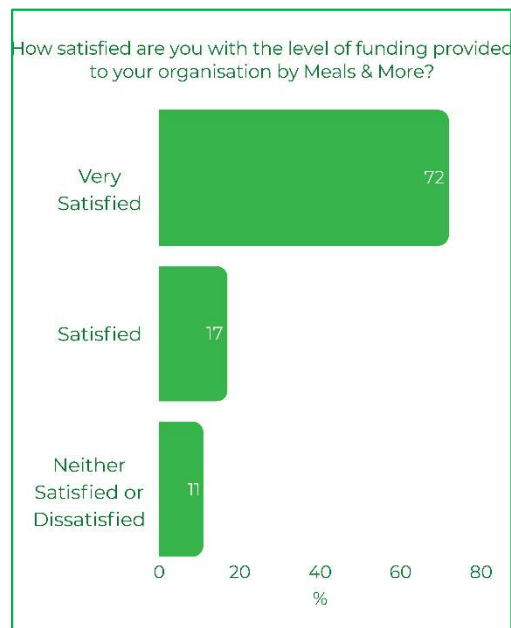
"Switched on as to how things are at grassroots level."

"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."

Meals & More

Trustees' Report For the Year Ended 30 June 2025



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, Middlesbrough, 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.”

Meals & More

Trustees' Report

For the Year Ended 30 June 2025



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

Meals & More

Trustees' Report For the Year Ended 30 June 2025

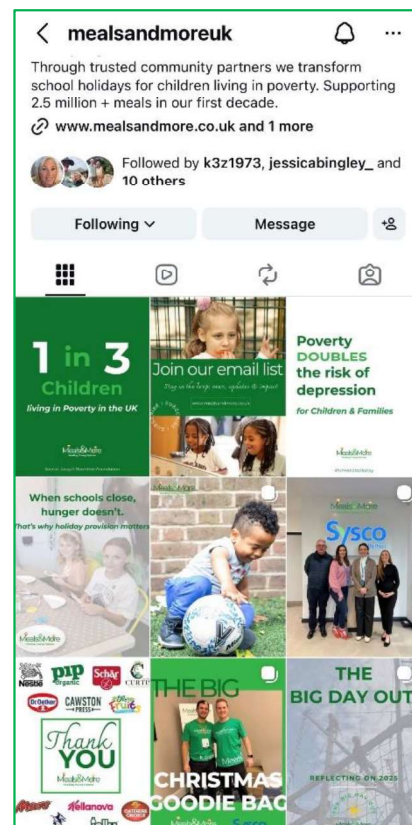
With a stepped approach we reviewed our current position and focused on:

- 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.

Meals & More

Trustees' Report For the Year Ended 30 June 2025

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.



Meals & More

Trustees' Report For the Year Ended 30 June 2025

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).



Meals & More

Trustees' Report For the Year Ended 30 June 2025

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.

Meals & More

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.

Meals & More

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

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.

Meals & More

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.

Meals & More

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:

24th March 2026.

Meals & More

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

Meals & More

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.

Meals & More

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
		<u>492,848</u>	<u>428,012</u>
Current liabilities			
Creditors: amounts falling due within one year	10	(145,937)	(14,879)
Net current assets		<u>346,911</u>	<u>413,133</u>
Total net assets		<u><u>346,911</u></u>	<u><u>413,133</u></u>
Charity funds			
Unrestricted funds	11	346,911	413,133
Total funds		<u><u>346,911</u></u>	<u><u>413,133</u></u>

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

Richard Cooper
Chair of Trustees

Date:

22h *Much* *2026.*
The notes on pages 24 to 31 form part of these financial statements.

Meals & More

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.

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

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.

Meals & More

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
	<u>627,042</u>	<u>627,042</u>	<u>324,064</u>
Total 2024	<u>324,064</u>	<u>324,064</u>	

5. Investment income

	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Interest receivable	879	879	643
	<u>643</u>	<u>643</u>	
Total 2024	<u>643</u>	<u>643</u>	

Meals & More

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 utilities	19,500	19,500	19,500
Miscellaneous	-	-	2,424
	160,605	160,605	140,822
Total 2024	140,822	140,822	

Meals & More

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
	<u>126,318</u>	<u>108,033</u>

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
	<u>4</u>	<u>4</u>

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
	<u>123,203</u>	<u>157,808</u>

Meals & More

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
	<u>145,937</u>	<u>14,879</u>

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	<u>413,133</u>	<u>627,921</u>	<u>(694,143)</u>	<u>346,911</u>

Statement of funds - prior year

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

Meals & More

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.