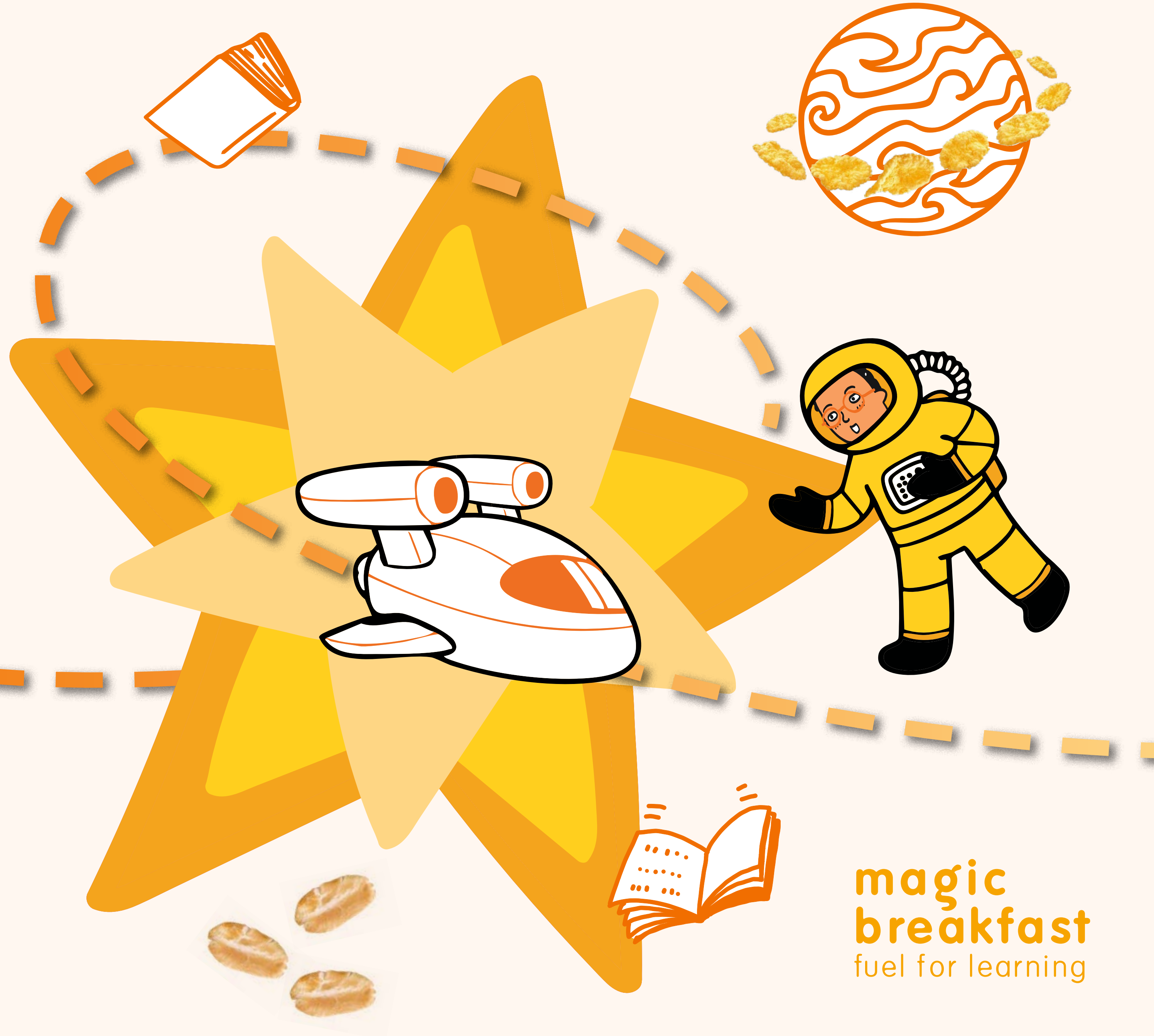


Nourishing Futures

Our strategy for 2040



magic
breakfast
fuel for learning

INTRODUCING MAGIC BREAKFAST'S NEW STRATEGY

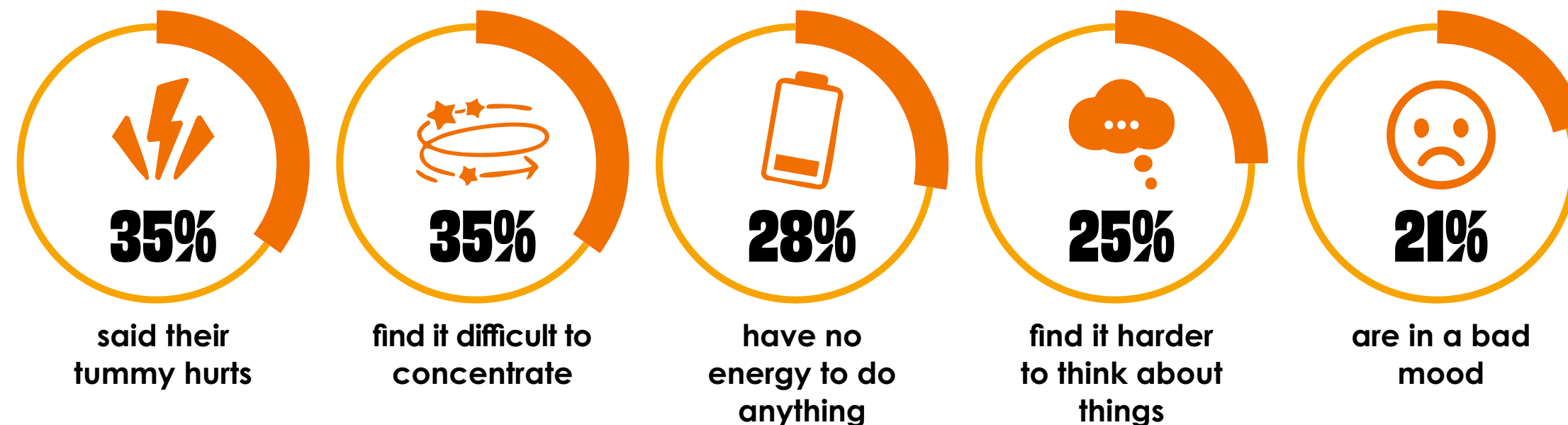
No child or young person should be too hungry to learn. For more than 20 years, this core belief has driven Magic Breakfast's mission and growth.

This strategy comes at a pivotal moment, when the proven benefits of school breakfasts are widely recognised by educators, policy makers, and the public. Magic Breakfast has helped catalyse this movement, delivering and advocating for inclusive, nutritious, non-stigmatising school breakfasts.

"All children need to eat to focus at school, not just small children."

Magic Breakfast pupil, age 14, Dorset

Hunger manifests in different ways for different children and young people but what they tell us is that hunger is a barrier to learning. When asked how they feel when they're hungry:



Could you concentrate if you felt like this? A hungry child cannot learn. A healthy breakfast at the start of the school day can make a transformational **impact**.

Magic Breakfast, What's for Breakfast? (2023)

As we look forward, we reaffirm that children and young people are at the heart of everything we do. We will centre their voices, insights, and leadership in breakfast provision across the UK.

OUR VISION IS A NORTH STAR

A UK where every child is

- ★ Nourished
- ★ Empowered
- ★ Thriving

OUR MISSION IS EXPANDING



To champion and provide **nourishing** breakfasts that help children **learn** and **thrive**.

OUR EVOLVING ROLE

- From provider to provider + catalyst
- From logistics-driven to rights and experience led
- From being designed by adults to child-led

We will continue to deliver free school breakfasts for children and young people, with and through schools. But children, parents, and school staff have consistently told us that a magic breakfast is more than a bowl or plate of food.

THE MAGIC IS WHAT HAPPENS BEYOND THE FOOD

It's the sense of calm when a child walks through the school doors and is greeted by name.

It's the laughter over toast, the quiet chats with trusted adults, the chance to play, settle, and belong.

A magic breakfast is not just about nutrition. It's about a soft start to the day, consistency, and connection.

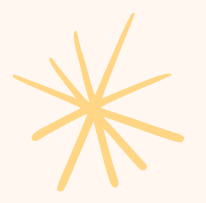
It provides stability for children facing uncertainty, a non-stigmatising start for those navigating poverty, and a nurturing environment that supports readiness to learn and wellbeing.

The magic isn't an add-on; it's essential. And we believe children and young people are best placed to define what it means, protect it, and lead how it evolves.

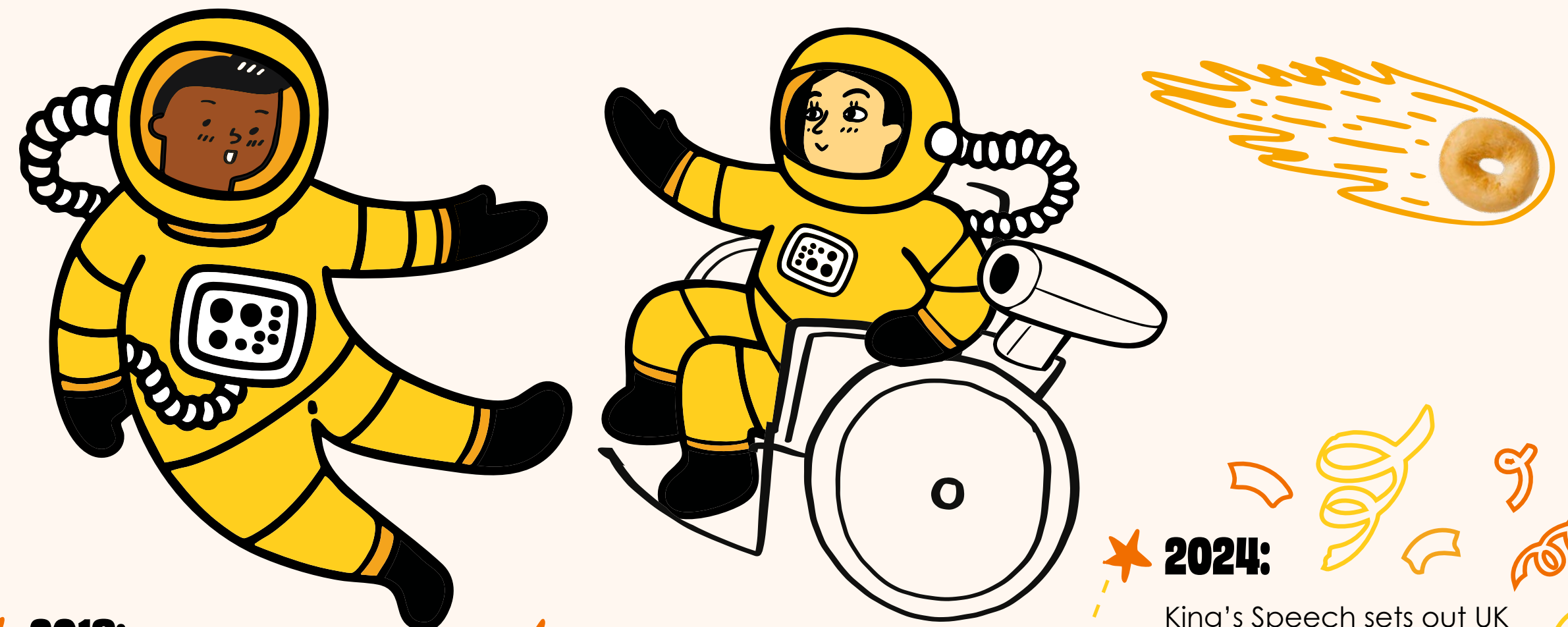
We will empower children and young people to define the magic so it can be embedded in all school breakfast provision.

It gives me energy to run around on the playground."
Magic Breakfast pupil, age 9, Bolton

It's not just about addressing physical hunger; it's about fostering an environment where every child feels valued, supported, and ready to seize their educational opportunities."
Magic Breakfast partner school, Yorkshire & Humberside



WHAT WE'VE ACHIEVED TOGETHER



★ **2001:**

Magic Breakfast was founded by Carmel McConnell MBE - shocked to hear of pupils being too hungry to learn.



★ **2013:**

Wales protects breakfast provision in primary schools via legislation.

★ **2014:**

Magic Breakfast **wins tender to roll out school breakfasts** (with advice and support) in schools with greatest need in England.



★ **2018:**

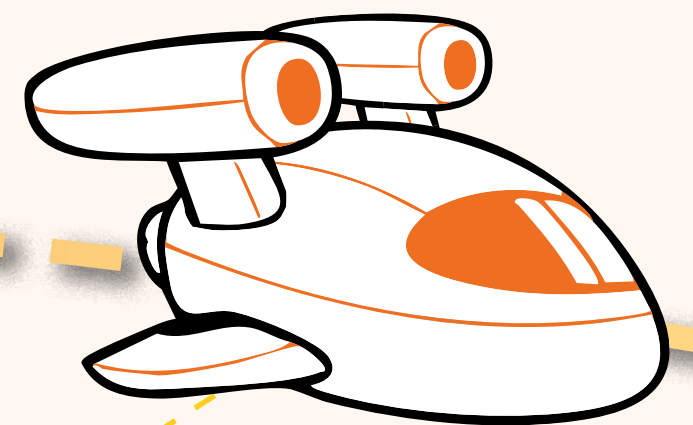
Magic Breakfast and Family Action supported as many as **1,811 schools** as part of the National School Breakfast Programme (NSBP).

★ **2021:**

Scottish Government promises school breakfasts for all primary and additional support needs (ASN) schools.

★ **2024:**

King's Speech sets out UK Government's plans to legislate for universal, free breakfasts for all primary aged pupils in England. Small pilots announced in Scotland (Bright Start Breakfasts) and England (Early Adopters), with Magic Breakfast participating in both.



★ **2003:**

Magic Breakfast is **registered as a charity** and starts delivering breakfasts in schools.

★ **2013:**

Department for Education launches the School Food Plan, which includes breakfast provision.



★ **2016:**

Magic Breakfast established our **school membership model** to increase sustainability and school outcomes framework to enable scalability.



★ **2021:**

Magic Breakfast chooses not to bid for the latest NSBP tender as it did not include support and advice to schools or cover schools' set-up costs.

★ **2023:**

Magic Breakfast provides access to free school breakfasts to more than **200,000 pupils** per day and launches the Magic Menu, increasing nutrition, choice, and variety.

★ **2025:**

Magic Breakfast provides access to free school breakfasts to more than **300,000 pupils** per day.



WHY DO CHILDREN ARRIVE AT SCHOOL TOO HUNGRY TO LEARN?

To drive lasting change, we've deepened our understanding of why children arrive at school too hungry to learn. These reasons include:



“For many of our pupils, mornings are unpredictable and emotionally charged. A warm, welcoming breakfast space creates a calm transition into the school day, reducing anxiety and setting a positive tone.”

Magic Breakfast partner school
(Pupil Referral Unit), West Midlands

A CRITICAL MOMENT FOR CHILDREN AND OUR MISSION

We are at a pivotal juncture. The scale and impact of child morning hunger is widely acknowledged. Magic Breakfast's visibility, influence, and evidence base have never been stronger.

School food policy is diverging across the UK. This creates an urgent need for agility and equity as we expand. While breakfast provision can be seen as a logistical task, we view it as a right, an experience, and a relationship.

Children can learn responsibility by being a part of the set up and clearing away... they have some choice over the items they eat."
Magic Breakfast partner school, East Anglia

WHAT IF WE DON'T ACT?



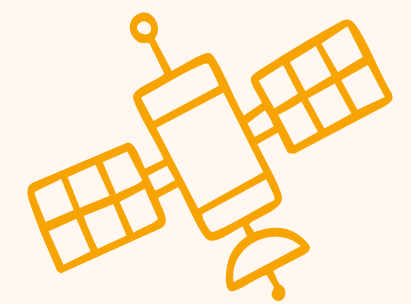
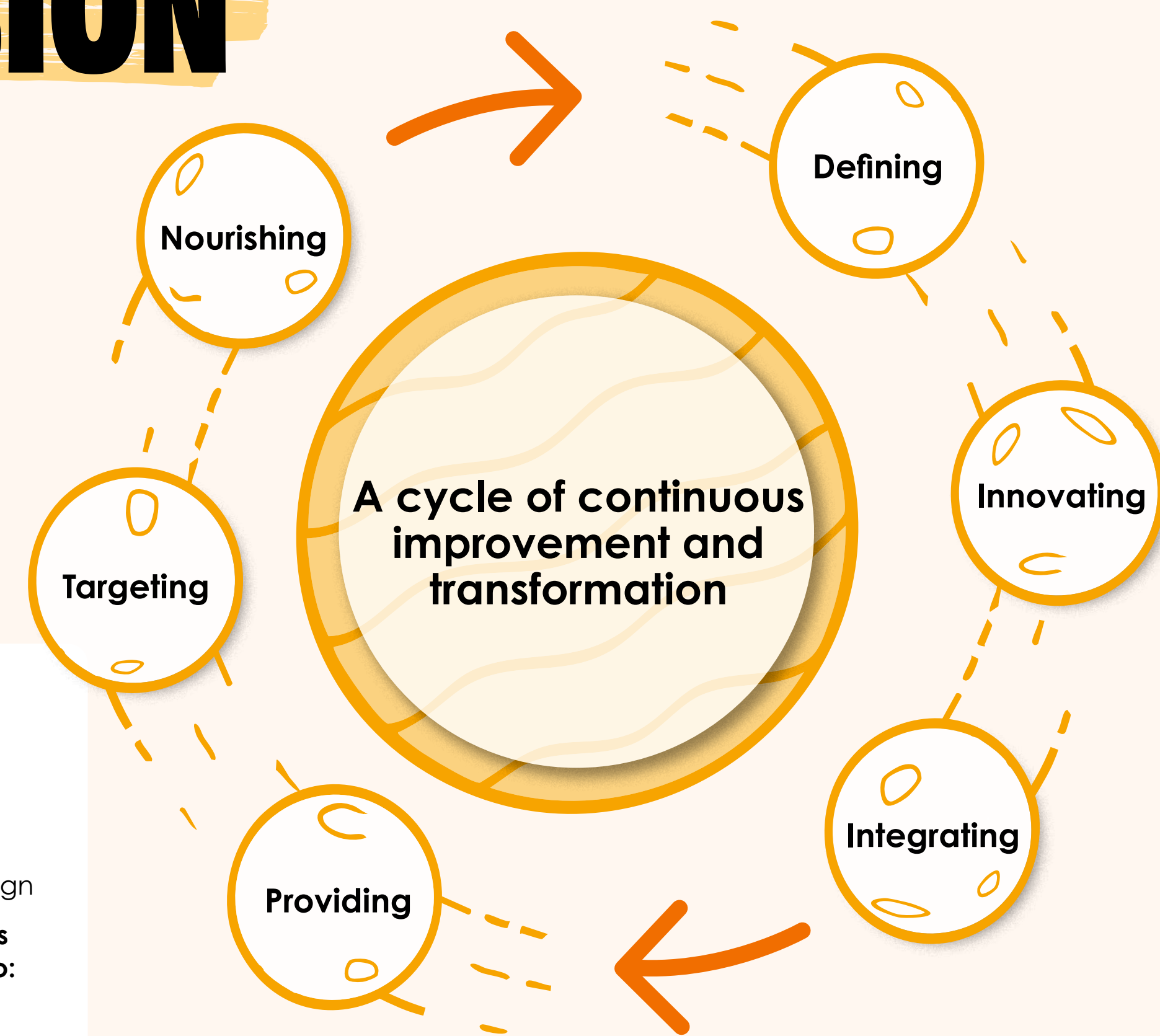
Then children will get left behind. A magic breakfast isn't just a logistical task; it has a fundamental impact on the children and young people who experience it because they are at the centre of it. Without the voices of children and young people and a focus on their experience and impact we risk:

- Children being hungry
- The benefits of breakfasts not being realised in all schools
- Children missing out on learning and play
- Rising disadvantage and widening inequality

MAGIC BREAKFAST WILL LEVERAGE MORE THAN 20 YEARS OF EXPERIENCE AND EXPERTISE TO:



- Target provision to where need is greatest
 - Ensure breakfasts are nutritious and non-stigmatising
 - Amplify children's voices and experiences in programme design
- We will establish feedback loops and child-led evaluation tools to:**
- Make children's views visible and valued to define impact
 - Innovate breakfast delivery
 - Influence wider education and policy by integrating children's insights to provision



THE IMPACT WE WILL DELIVER



MISSION

To champion and provide nourishing breakfasts that help children learn and thrive.

STRATEGIC GOALS

1

Ensure nourishing breakfasts are provided to as many pupils as possible.

2

Reduce child morning hunger, and its root causes, in partnership with others.

3

Empower children and young people to define and assess the value of breakfasts.



VISION

A UK where every child is nourished, empowered, and thriving.

BEHAVIOURS & VALUES

We are **open, collaborative, brave, solution-focused,** and **compassionate.**
Children & young people are at the centre of everything we do.

Today

The future



WHAT WILL ENABLE US TO DELIVER IMPACT?

Values-led people and culture
Leveraging **systems** and data for resilience and agility
Collaborating with others in purposeful partnership
Embracing a cycle of continuous improvement and transformation to ensure school breakfasts are a **meal with meaning**

WHAT DOES THIS MEAN FOR US?

Our commitment to equity, diversity, inclusion, and belonging guides us
We draw on systems thinking to build a movement and drive impact at scale
We embrace continuous improvement to enable us to operate at scale
We innovate bravely to meaningfully align decision-making to children & young people

WHAT DOES SUCCESS LOOK LIKE?

Magic Breakfast aims to transform both experiences and systems by 2040.

In line with our theory of change, we will deliver impact and collaborate with others to contribute to long-term, systemic objectives.

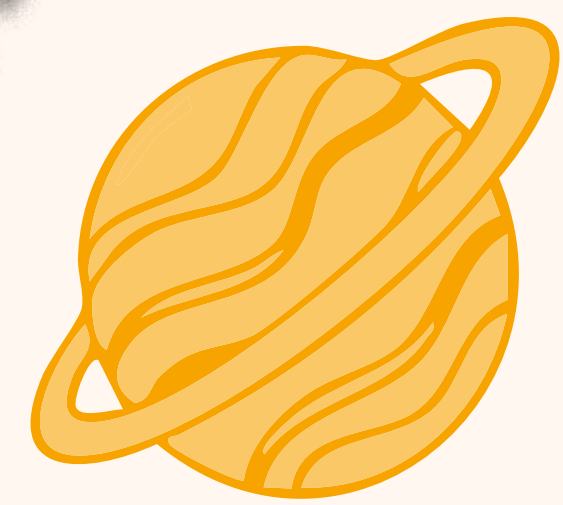
To help us be **accountable** and **agile**, we will set 3-year plans and report our progress annually. Magic Breakfast will seize the coming years to be ready to **deliver at scale** and be ready **for scale** as the school breakfasts market expands and evolves.



“I like having breakfast at school because it's like having a sleepover.”

Magic Breakfast pupil, age 10, Derbyshire

Ensure nourishing breakfasts are provided to as many pupils as possible					
Objectives for 2040 we will contribute to	100% access to free school breakfasts for children and young people	No barriers to accessing school breakfasts	Non-stigmatising environment	Fair and sustainable funding is in place	Embedded measurement and evaluation
Our starting point (2025)	UK policies cover 15% of schools to provide school breakfasts Magic Breakfast gives access in 947 schools with charitable funds, 1,092 in total	Current common barriers: <ul style="list-style-type: none"> • Charges • Bureaucracy • Capacity • Timing (Hidden Hunger, 2022)	Advice and support provided to schools delivering pilot and NSBP in England Welsh guidance requires families to request provision	£3m one-year pilot in Scotland (10% of annual estimated cost for Scottish Government's commitment) NSBP to end July 2026. Early Adopters pilot – no information on national rollout in England. Funding in Wales given to local councils without ring-fence Extended Schools Programme funds some breakfast clubs in Northern Ireland	Magic Breakfast undertakes evaluation of its provision through Annual Breakfast Survey DfE reports on NSBP and plans to report on pilot Bright Start Breakfasts has reporting requirements via Inspiring Scotland No national evaluation or reporting in Wales or Northern Ireland

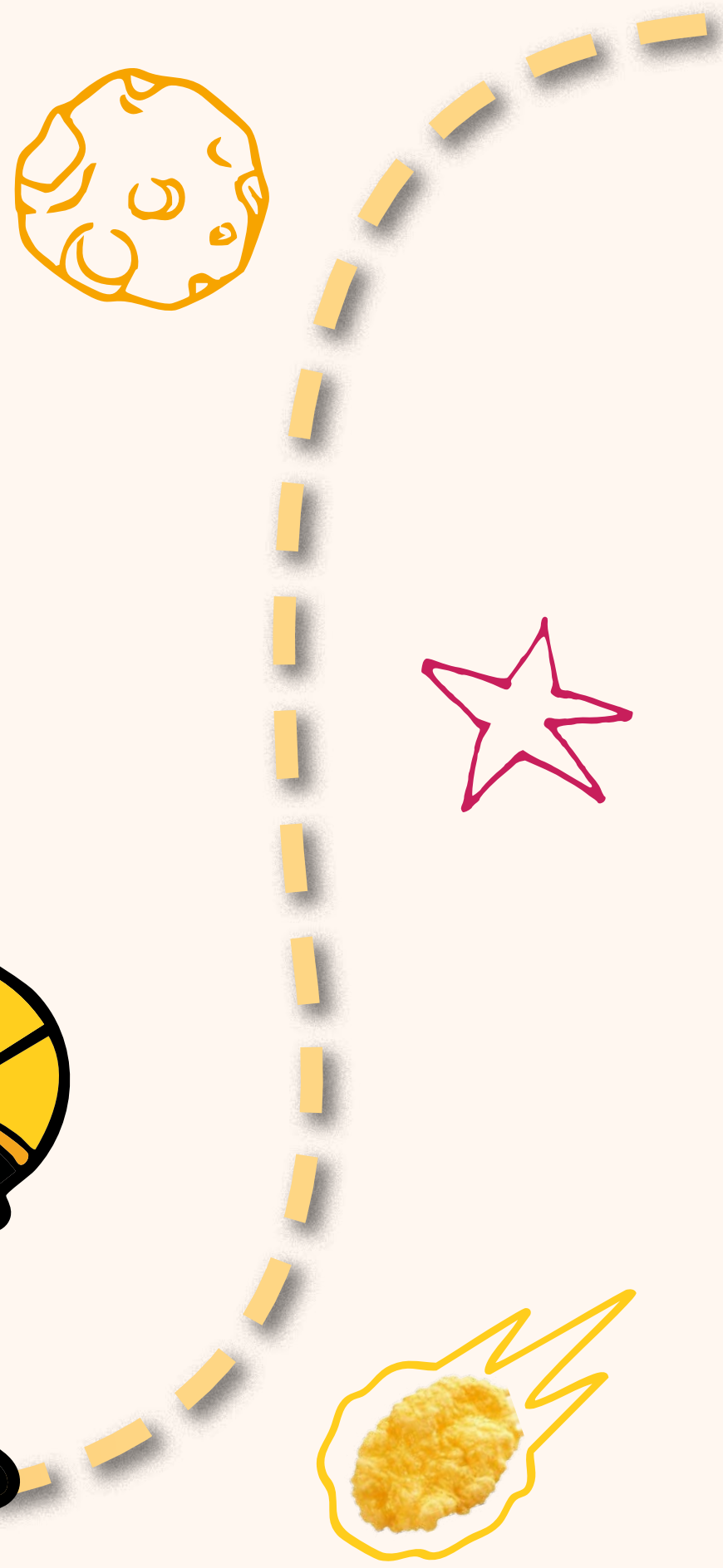
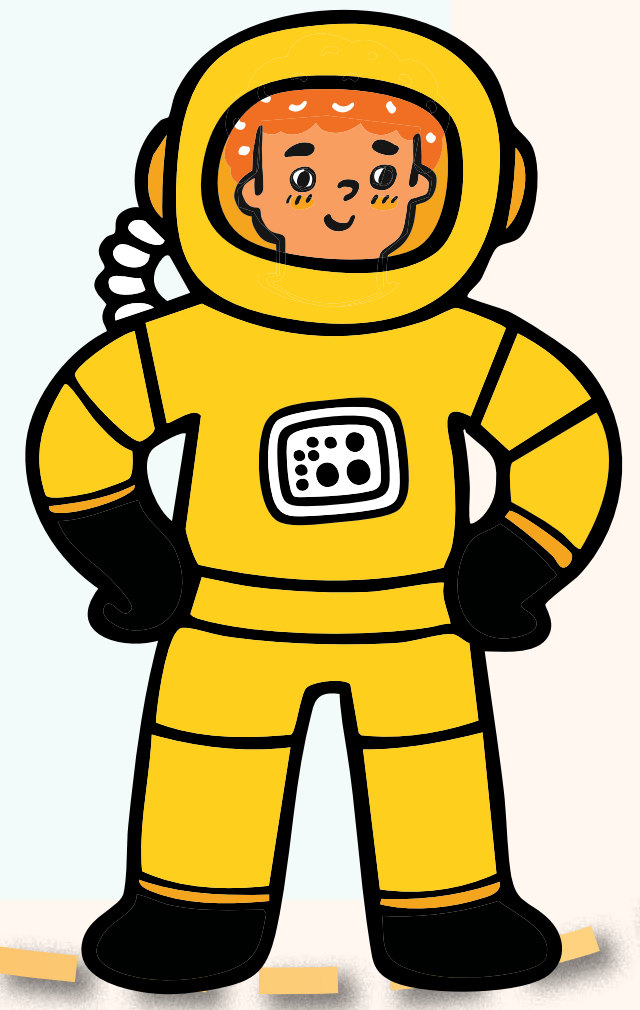
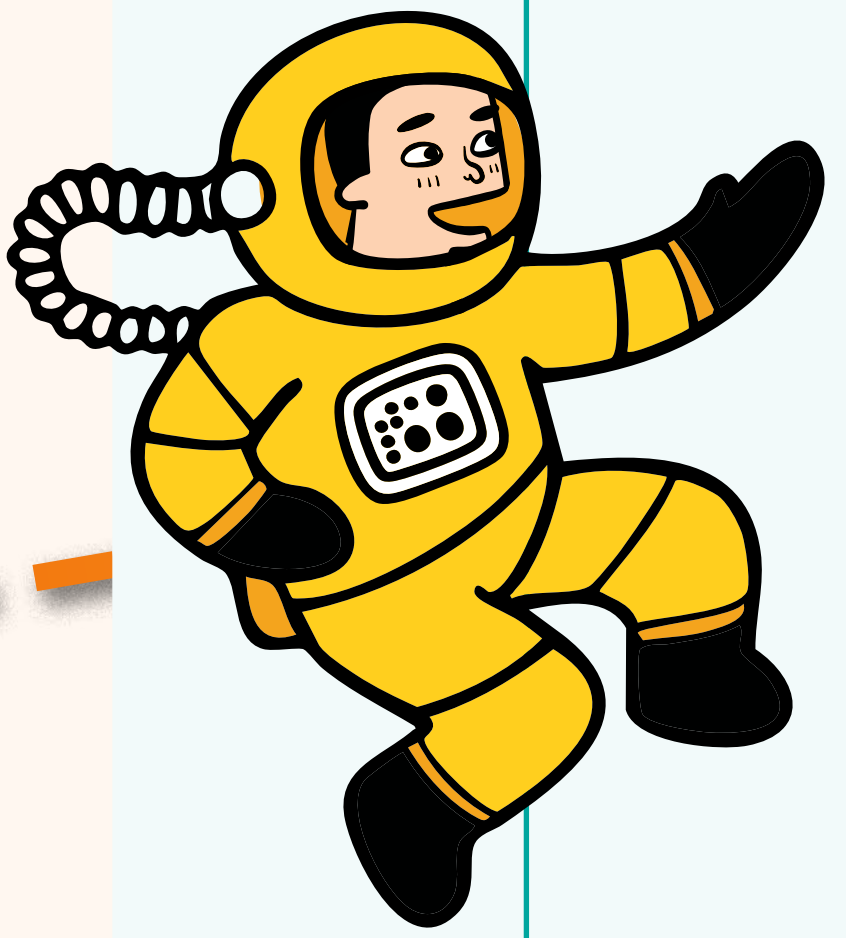




Reduce child morning hunger, and its root causes, in partnership with others				
Objectives for 2040 we will contribute to	Reduce household food insecurity	Fewer children living in relative poverty* (inequality)	Fewer children living in absolute poverty* (living standards)	Connections between root causes and child morning hunger are broken
Our starting point (2025)	2.7 million children at risk of hunger (Food Foundation, 2024)	31% of children and young people live in relative poverty (DWP, 2025)	26% of children and young people live in absolute poverty (DWP, 2025)	Root causes map reflecting why children experience morning hunger

* 'After housing'.

Empower children and young people to define and assess the value of breakfasts					
Objectives for 2040 we will contribute to	Improved children and young person wellbeing	Narrowed disadvantage attainment gap	National wellbeing measurement in place and used to drive governments' decisions	Childhood obesity has decreased	Pupil-led measures help evaluate and define success of school breakfast programmes
Our starting point (2025)	25.2% Low life satisfaction in England (age 15) (PISA, 2022) No measure to understand wellbeing of children across the UK	<p>Scotland (Scottish Government, 2024)</p> <p>Expected achievement levels of pupils from most deprived vs pupils from least deprived areas (2024).</p> <ul style="list-style-type: none"> • Primary pupil literacy: 64.4% vs 84.6% • Primary pupil numeracy: 71.9% vs 89.3% • Secondary pupils literacy: 82.0% vs 94.7% • Secondary pupils numeracy: 84.1% vs 96.1% <p>England (EPI, 2025)</p> <ul style="list-style-type: none"> • Reception year 4.7 months • End of primary 10 months • End of secondary 19.1 months 	<p>Our Wellbeing, Our Voice coalition (Magic Breakfast is a member) has set out a roadmap and principles for the UK Government</p> <p>Local case studies show impact of wellbeing measurement programmes</p>	11.3% of children and young people aged 5 to 19 years in the UK (WHO, 2024)	Magic Breakfast runs Annual Breakfast Survey (adult respondents)

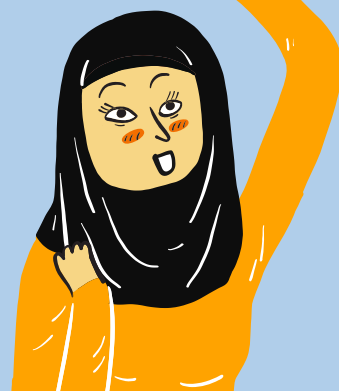


BEYOND MAGIC

Magic Breakfast is more than food. To make that 'magic' visible so it can be defined and embedded, we will co-create a shared understanding of what makes a school breakfast magical, meaningful, and empowering.

By enabling children and young people to lead our exploration, we could empower them to change the system.

WE WILL:



- Empower children and young people to lead our exploration of the 'magic'
- Define breakfast quality through pupils' lived experiences
- Contribute to wider calls for child voice and wellbeing in education policy

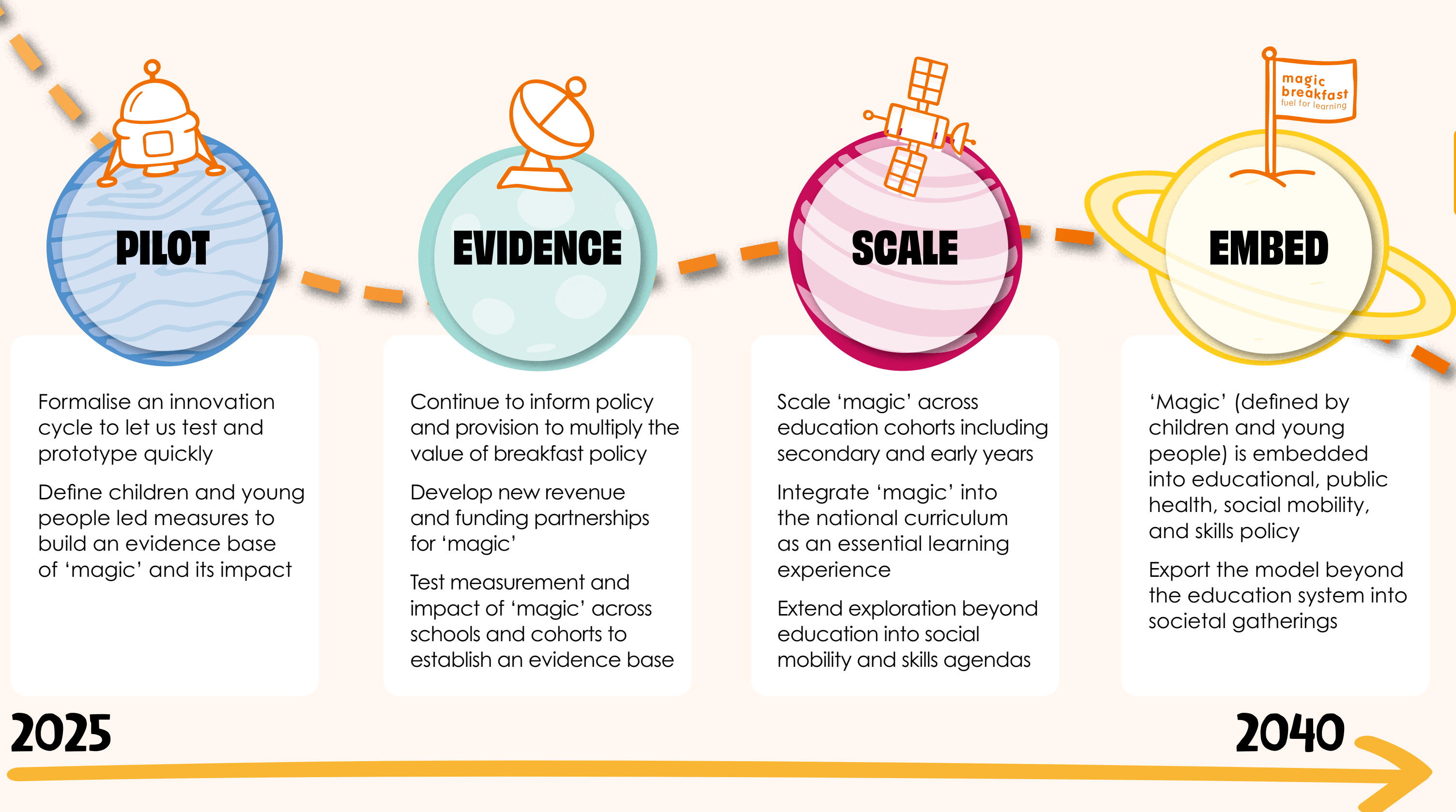
OUR APPROACH:

- Create space for curiosity and co-design
- Ask different questions
- Elevate lived experience as evidence



We believe that children are experts in their own lives. They can shape how breakfast is experienced and understood. They can help change the system.

We have set out the stages, over the next fifteen years, that we believe will move us forward and transform Magic Breakfast and the provision of school breakfasts.



TOGETHER, WE'LL NOURISH FUTURES

We can't do this alone. We're on the brink of potential everlasting change for children and young people, and we need your support. Pupils are still turning up to school hungry every day in the UK. And we can change that together; from funders to policy makers, school leaders to partners, and parents and carers, to children and young people. A magic breakfast goes beyond the table, it is felt throughout the school day, in the home environment, and makes a positive impact on the futures of children and young people. Together, we can make all school breakfasts magic.

"I like eating breakfast at school so I can see my friends in the morning and the teacher."

Magic Breakfast pupil, age 9, Derbyshire



Through breakfast, children and young people can feel seen, valued, and heard. Breakfast can be the reason why children and young people go into school. Evidence has shown the positive impact on punctuality and attendance.