



Health & Independent
Living Support

HILS Information Pack

www.hils-uk.org



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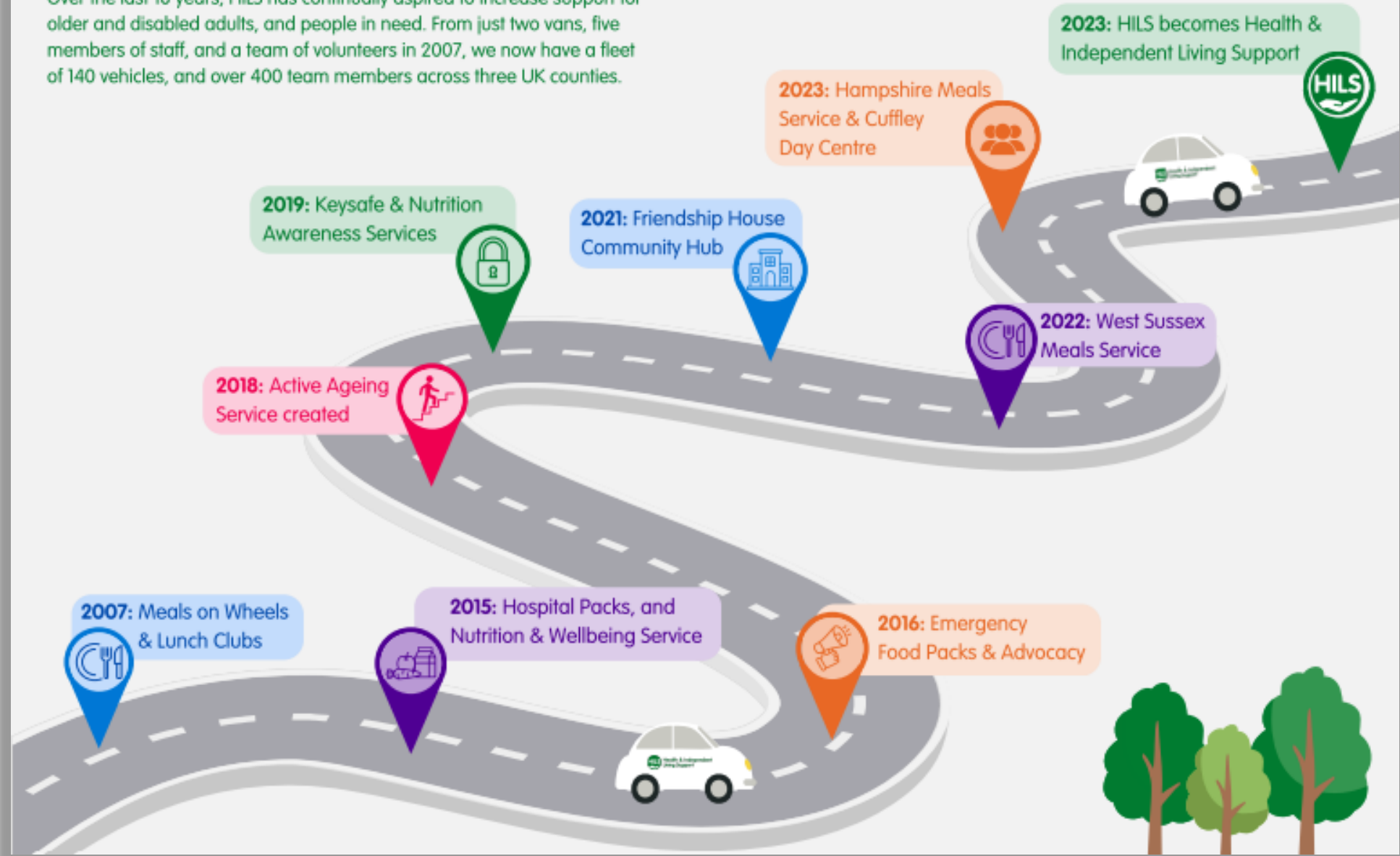


- HILS' journey
- Locations and sites
- Why HILS exists - purpose
- Corporate / operational structure
- HILS' service model
- Social impact (headline)
- Enterprise – income sources
- Working for HILS
- Future plans



Our journey so far...

Over the last 18 years, HILS has continually aspired to increase support for older and disabled adults, and people in need. From just two vans, five members of staff, and a team of volunteers in 2007, we now have a fleet of 140 vehicles, and over 400 team members across three UK counties.



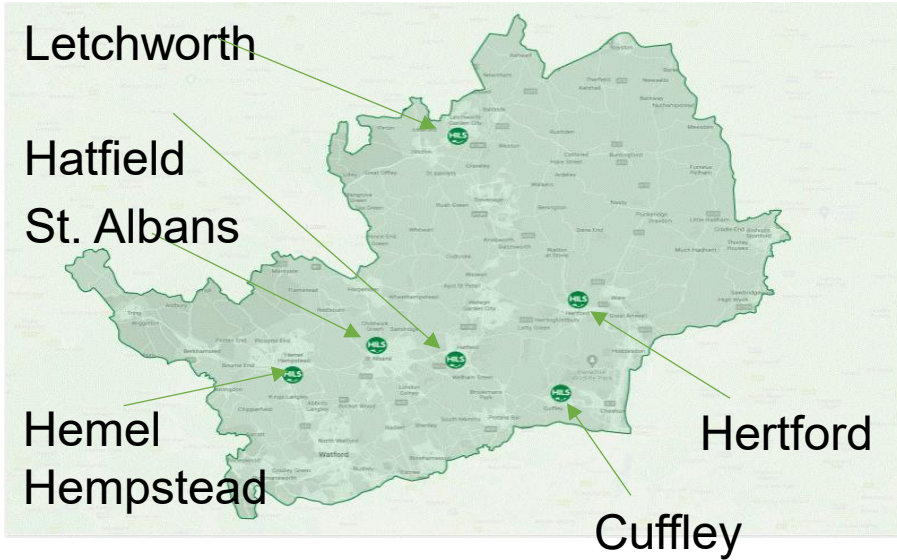
HILS today

- HILS is the largest charitable provider of meals on wheels in the UK
- 400 staff plus c.50 volunteers (including our Board)
- 12 sites across three counties and a fleet of 130 vehicles
- We support over 18,000 people directly each year, and thousands more friends and family indirectly



HILS locations and sites

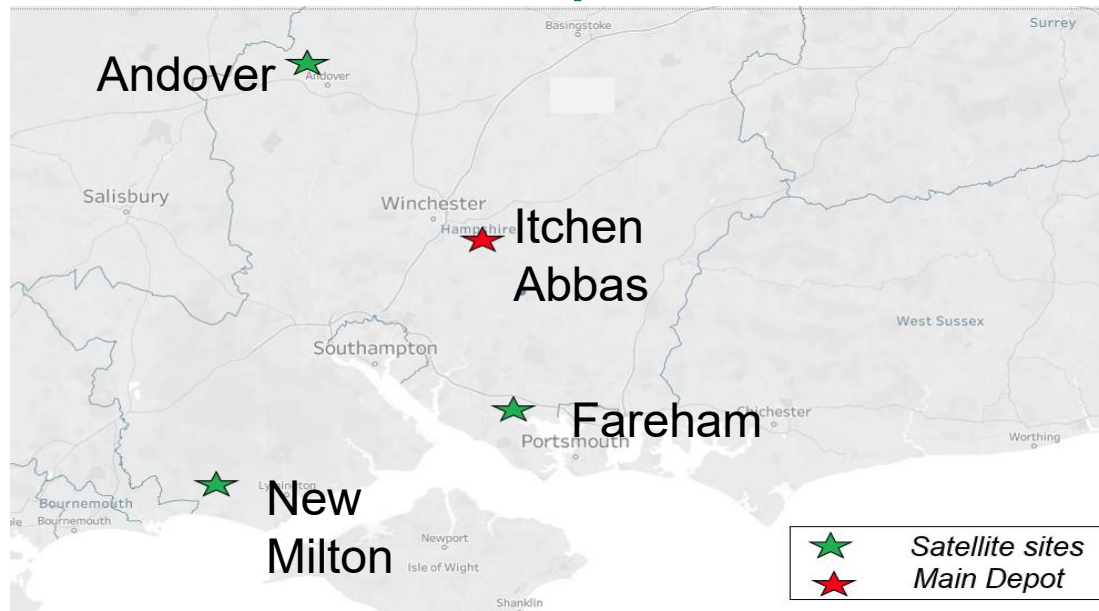
Hertfordshire



West Sussex



Hampshire



Ford

Horsham

★ Satellite sites
★ Main Depot

HILS' Charitable Objects

1) The relief of poverty, sickness and disability by the provision of meals and services to people who are elderly, frail, ill, disabled or otherwise in need; and 2) The relief of unemployment.

HILS' Purpose

Helping older and vulnerable people stay happy, healthy, and independent.

HILS' Vision

That meals on wheels and preventative health and wellbeing services are available to anyone who needs support.

HILS' Mission

We support older people, and those who need help, to stay happy, healthy, and independent through the provision of innovative meals on wheels and health and wellbeing services, in the home and in the community. We support flexible local employment, and our values-led culture underpins everything we do.

HILS' Values

We are caring and compassionate

We act with integrity

We go above and beyond

Corporate structure

- Incorporated in October 2007 as Hertfordshire Community Meals Ltd
- Registered as a charity with HMRC
- Registered society under the Co-operative and Community Benefit Societies Act 2014
- Reports to Financial Conduct Authority

Operations

- **Service teams:** responsible for the operational running of HILS' services
- **Support teams:** People (HR); Finance; Support services (facilities/fleet/equipment); IT & digital; Development & transformation; Communication & marketing

Governance

- Led by a volunteer 'Board' of 10 (management committee) that meets quarterly + annual Strategy Day
- Sub-Committees also meet quarterly
- Executive Team run the business
- Senior and Leadership teams help support 400+ staff & 18,000 clients

Services

- **Meals services:** Meals on wheels is HILS' largest service operating in:
 - Hertfordshire – c.300 staff
 - West Sussex – c.48 staff
 - Hampshire – c.53 staff
- **Health and wellbeing services:** Hertfordshire only, with plans to expand



Support at Home

- Meals on wheels
- Tea and breakfast packs
- Pop-in visits
- Nutrition & Wellbeing service
- Active Ageing home-based exercise
- Key safe installation
- Advocacy (older people)



Community Activities

- Health and Wellbeing hubs
- Lunch clubs
- 10-2 clubs
- Group exercise sessions (chair-based and strength and balance)
- Dementia fun clubs



Support for Groups

- Food for groups
- Food for day and residential care
- Room hire
- Small charity support
- Nutrition Awareness Training



Crisis Support

- Food bank on wheels
- Emergency food for day centres and residential care homes
- Home from hospital packs
- Free meals on hospital discharge or virtual wards

Growing social impact

Over
18,000
people supported through over
2.1 million
caring interventions

1 million
hot meals & desserts, teas, and
breakfasts delivered to over
11,300
people, 365 days of
the year, come rain or shine!



Over 4,300
nutrition & wellbeing
interventions delivered
to help people
maintain weight,
and stay healthy



34,500
lunch club meals
provided to
3,100
people at community groups



Over 3,800
one-to one exercise sessions
delivered to
691 Active
Ageing clients



Over 12,000
visits to our community hubs
by 260
people across Hertfordshire



Over
3,100
food and grocery packs
delivered to people leaving
hospital, or in financial difficulty



Over
3,700
interventions
delivered by our
Advocacy
team



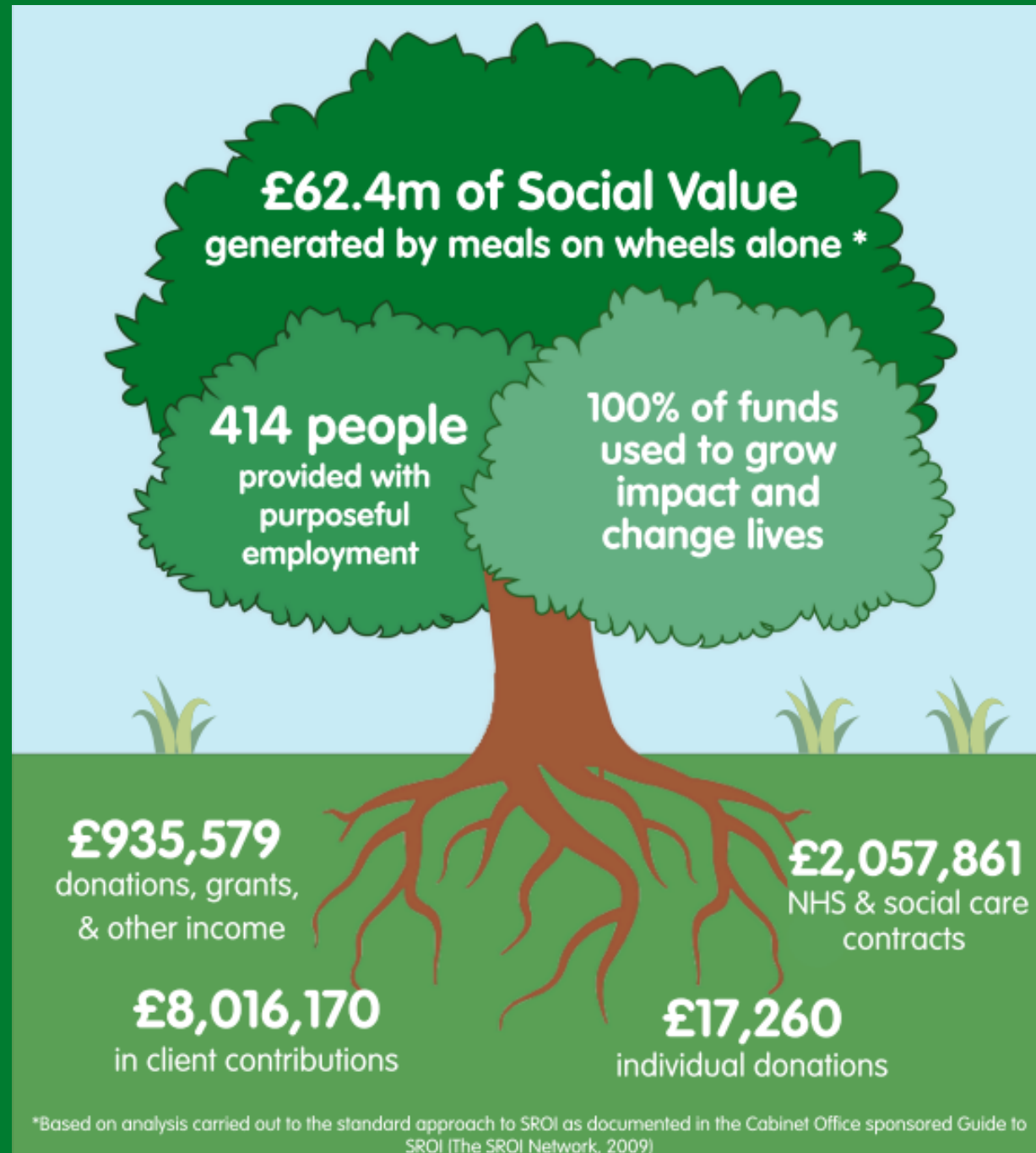
Over
1,800
Pop-in visits
made to
check people are
safe and well



617
care home
staff trained
by our Nutrition
Awareness Team



How HILS funds its social impact



HILS Strategic Framework and Financial Framework 2026-31

Charitable objects: 1) the relief of poverty, sickness and disability by the provision of meals and services to people who are elderly, frail, ill, disabled or otherwise in need; and 2) the relief of unemployment.

Purpose: Helping older and vulnerable people stay happy, healthy, and independent.

Vision: That meals on wheels and preventative health and wellbeing services are available to anyone who needs support.

Mission: We support older people, and those who need help, to stay happy, healthy, and independent through the provision of innovative meals on wheels and health and wellbeing services, in the home and in the community. We support flexible local employment, and our values-led culture underpins everything we do.

Values: We are caring and compassionate

We act with integrity

We go above and beyond

Strategic intent – ‘Polestar’

Over the next five years, HILS will pursue responsible growth to maximise social impact and long-term sustainability, whilst maintaining the agility to adapt to political and economic uncertainty. Growth is not an end in itself, but a means to build resilience, influence and scale for the benefit of older and vulnerable people.

Strategic priorities

1. Responsible growth and scale
2. Social impact rooted in charitable purpose
3. Financial sustainability and resilience
4. Service integration and client-centred design
5. Organisational agility, people and culture focus.

Strategic principles

- Does this increase or reduce long-term resilience?
- Does this strengthen social impact, not just income?
- Does this preserve optionality in uncertain environments?
- Is this consistent with HILS’ charitable purpose and values?
- Are we investing for sustainability?

Success measures

- Sustained or improved social outcomes for clients
- A more diverse and resilient income base
- Reduced single-point dependencies and risks
- An agile organisation able to adapt pace/direction without crisis
- Strong governance and leadership capacity.

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Financial intent

Over the next five years, HILS will use its finances actively and deliberately to support growth, resilience, and social impact, rather than treating financial strength as an end in itself. Financial decisions should enable scale, flexibility, and long-term sustainability in an uncertain political and economic environment.

Financial priorities

1. Use finance as an enabler of social impact and growth
2. Build long term financial resilience in an uncertain environment
3. Diversify and strengthen income quality
4. Invest for capability, not just continuity
5. Strengthen financial governance, transparency, and accountability

Financial principles

1. Financial approach: invest for resilience, not surplus maximisation
2. Five-year financial planning alongside shorter business cycles
3. Capital and operational investment (CapEx & OpEx)
4. Supplier dependency and financial risk management
5. Income mix and diversification
6. Growth economics and regional performance
7. Financial governance and assurance

Success measures

- Financial position supports and enables the strategy
- Resilience to shocks without emergency responses
- Reduced concentration risk (supplier and income)
- Predictable, sustainable, financial performance over time
- Strong financial governance and confidence

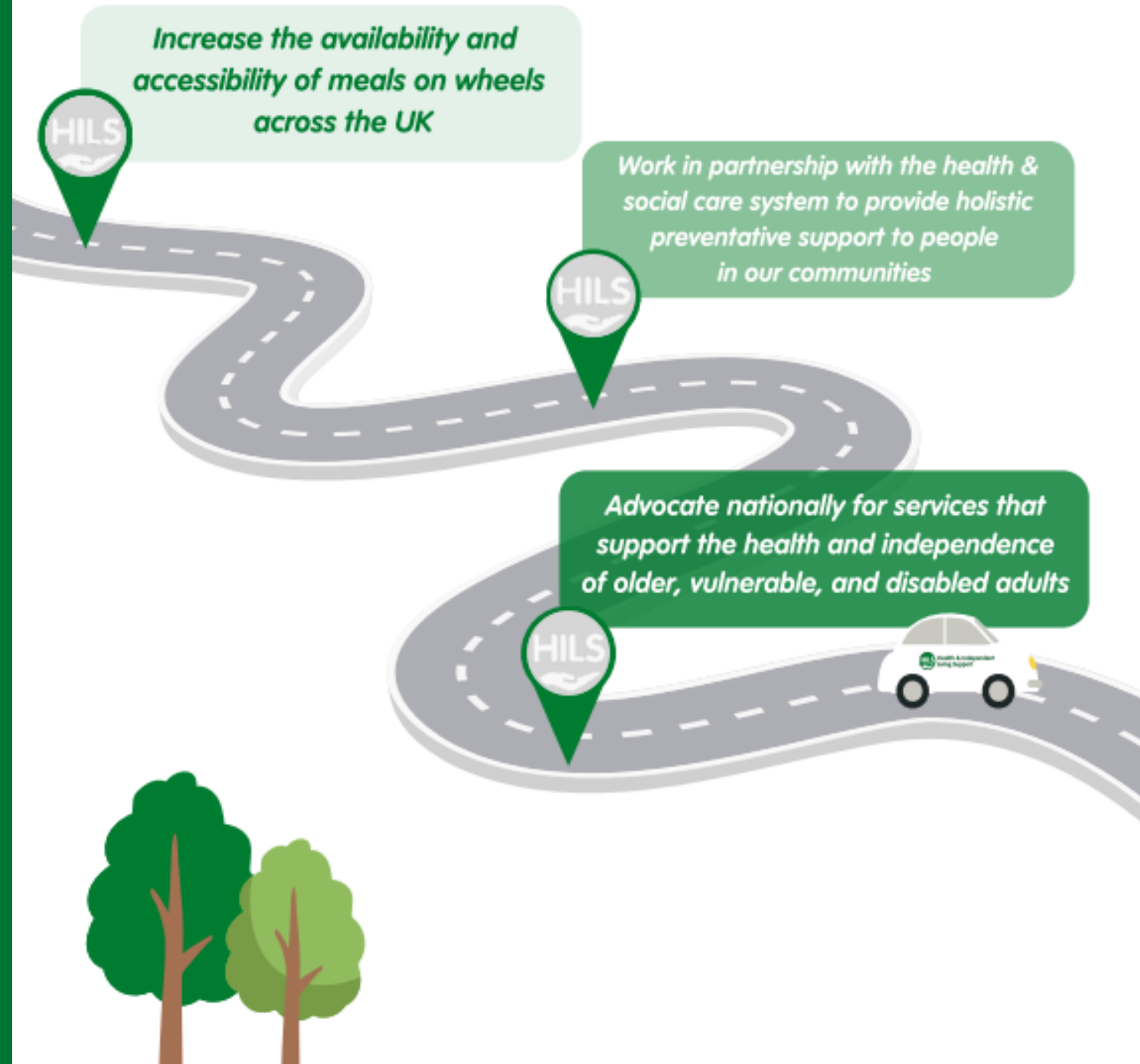


Working for HILS

- People join our HILS family because they are passionate about making the world a better place
- We work hard and enjoy it!
- HILS works closely with health, social care, VCSE, and corporate partners
- You can read more about working for HILS here: [Work with us](#)

The future for HILS

And thank you for
your interest in
being part of it!





**For further information, please email:
exec.team@hils-uk.org**

