

Company Registration No. 07966699 (England and Wales)
Registered charity number: 1150374

SHUBBAK: A WINDOW ON CONTEMPORARY ARAB CULTURE
(A Not For Profit Company Limited By Guarantee)

**DIRECTORS' AND TRUSTEES' REPORT
AND FINANCIAL STATEMENTS**

FOR THE YEAR ENDED 31 MARCH 2025

CHANTER, BROWNE & CURRY

Chartered Accountants
1 Plato Place
72-74 St Dionis Road
London SW6 4TU.

SHUBBAK: A WINDOW ON CONTEMPORARY ARAB CULTURE

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SHUBBAK: A WINDOW ON CONTEMPORARY ARAB CULTURE



REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2025

The trustees who are also directors of the charity for the purposes of the Companies Act, present their report and the financial statements for the year ended 31 March 2025 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued in October 2019 and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102).

For the purposes of this report and financial statements, references to "Shubbak" refer to this charity.

Interim Chair's report

It gives me great pleasure to share this report for 2024/25 as Interim Chair of Shubbak. Shubbak is Europe's largest biennial festival of contemporary Arab and South West Asian and North African (SWANA) cultures, bringing groundbreaking and unexpected art works to the UK.

Shubbak exists to support and celebrate the diversity of Arab and SWANA artists' creativity and innovation through our professional, participatory and engagement programmes, national touring and biennial multi-artform festival. Working with a range of partners nationally and internationally, we commission, initiate and develop projects that encourage a wide range of creative approaches in an artist-centred, audience focused process.

Over the past year, our dedicated team has been busy commissioning and developing artists to create new work in preparation for our biennial festival, as well as hosting international artist residencies.

We are grateful for Shubbak's hardworking and dedicated staff, and the Trustees' tireless commitment to our objectives to:

- Present the best of contemporary Arab / SWANA arts & cultures through ongoing programmes of activity and an ambitious biennial festival.
- Provide sustained engagement for our communities through our inclusive programmes and audience development.
- Develop a sustainable organisational strategy that diversifies income streams, and systems that address our environmental responsibility.
- Champion diverse staff and pave pathways for careers into the cultural sector.
- Be a leading voice within and for the UK Arab / SWANA sector.

We stand firm on our three pillars of Artistic Excellence, Freedom of Expression as well as our newly-added Community Participation.

We especially want to thank our donors, funders and supporters, including the Arts Council England, British Council, Drosos Foundation, Galilee Foundation and Cockayne Grants for the Arts. We also want to thank our partners including Barbican, Grand Junction, Counterpoints, Kiln Theatre, Brent Museum, Live Arts Development Agency, Battersea Arts Centre, the Arab British Centre, Arts Canteen and Tamasha.

Our purpose and activities

The purpose (object) of the charity is:

- To advance the education of the public in Arab culture and other aspects of Arabic arts, culture and heritage through public performances and discussions

The trustees confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Commission. In shaping our objectives for the year and in planning our activities, the trustees have considered the Charity Commission's guidance on public benefit, including the guidance on public benefit and fee charging. Shubbak works in partnership with arts institutions across London, and in setting the level of fees, charges and concessions, gives careful consideration to the accessibility to events for those on low incomes. Shubbak also ensured a wide range of free events were held in order to have the broadest level of access possible through an assisted ticket scheme. The vision that shapes our annual activities is the promotion and fostering of knowledge and the appreciation of the arts, in particular those produced by artists in or from the SWANA region through the provision of events for the education and recreation of the public in the fields of visual arts, literature, music, drama and dance.

SHUBBAK: A WINDOW ON CONTEMPORARY ARAB CULTURE

REPORT OF THE TRUSTEES (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025



The strategies employed to achieve the charity's aims and objectives are:

- to stage a large-scale two-week festival that offers London, UK and international audiences the chance to discover and enjoy some of the most exciting voices and practitioners of contemporary Arab and SWANA culture, in partnership with leading cultural organisations in London, the UK and the SWANA region.
- to increase understanding of contemporary Arab issues through culture, and encourage discussion, international partnerships and exchange of ideas.
- to celebrate the contribution of Arab communities in London and engage with them as creators and audiences.
- to recognise the enduring relationship between London and the Arab world.

Putting these strategies into action we have one major area of activity every two years, which is the Shubbak festival. Our programme of activities also focuses on audience development and accessibility, bringing the arts to the widest possible community in London and in the UK, in line with our current business plan. This includes initiatives such as Young Shubbak, a programme working with 18-25 year old artists, creatives and producers towards curating their own strand in the festival.

Achievements in this period were:

A week-long presentation of Oranges and Stones, a moving theatrical exploration of displacement and identity directed by Mojisola Adebayo with Ashtar Theatre, presented with Tamasha Theatre at Theatro Technis, featuring rich community engagement and post-show conversations.

A Theatre of Hope, a conversation hosted at Palestine House as part of a national tour with Marina Barham of Al Harah Theatre in Bethlehem, exploring resilience and imagination through performances in local community venues.

Gather for Palestine, a co-produced public gathering organised with the Arab British Centre and Arts Canteen, bringing artists, activists, and audiences together for an evening of performance, poetry, and collective reflection in support of Palestine.

Gather in Solidarity, a second collaborative event, this time centred around cross-movement dialogue and creative resistance, featuring artists across disciplines sharing work rooted in liberation and community power.

Rage and Healing Spaces, facilitated spaces of collective grief and rage for artists, cultural workers, and community members, in response to the urgent need to process trauma and nurture resistance through healing, organised with Healing Justice London.

An Artist's Manual Against Apartheid, a major digital commission by Shubbak, in collaboration with Counterpoints Arts, Amnesty International, Makan and the Arab British Centre culminating in poetic digital resource by Farah Chamma and LIEV of chamæleon, offering a virtual manual of resistance and inspiration on the role of art in building solidarity.

Residency for Tunisian artist Aymen Gharbi of Interference, a residency in London for the lead artist of the Tunisian light art project, Interference, during which we facilitated meeting potential artistic partners, visited sites, and participated in conversations with Young Shubbak on memory and migration in preparation for his art projection presentation as part of Shubbak Festival 2025.

SHUBBAK: A WINDOW ON CONTEMPORARY ARAB CULTURE

REPORT OF THE TRUSTEES (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025



Achievements in the period (continued)

In addition, our new 2024/25 Young Shubbak cohort curated and delivered an intimate programme focused on hosting Arab and SWANA expression:

Communal Resistance, an evening of performance, archiving, activity and protest at Grand Junction to reflect on identity, and diaspora, showcasing original work by the cohort and collaborators.

Young Shubbak Dinner, an intergenerational evening of shared food, storytelling, conversation and collective visioning at The Showroom, expertly hosted by Young Shubbak.

All this outward facing activity took place during our off-festival year, when our focus is on developing new work and curating our biennial festival. In spite of this, we reached over 5,000 audience members in-person and online in our off-festival year, supported 25 emerging and established artists, delivered over 10 events across diverse London venues and online platforms, partnering with over 15 organisations, from major institutions to grassroots collectives.

Most importantly, we laid the ground for Shubbak Festival 2025 by developing and commissioning new art work, as well as engaging in research trips to see new works and develop new partnerships. We are expecting our next year to be busy with the festival delivery, anticipated to take place 23 May - 15 June across London and beyond. We want to thank the team for their work in laying the ground this year for what is sure to be a momentous and exciting festival next year.

Team and Management

Our team reduces in size during off-festival years. Between April 2024 and March 2025, as we were gearing up to deliver Shubbak Festival 2025, our team expanded with the appointment of an interim Executive Director in May 2024. During this time we went through a recruitment process and appointed a new Executive Director in August 2024, expanding our existing team of permanent staff consisting of Artistic Director & CEO, Executive Producer and General Manager. As of the beginning of 2025 and with the intensification of workflows towards our upcoming summer festival, we also recruited a Director of Marketing and Communications, a PR Consultant, a Senior Producer and a Producer. We were also joined by a Clore Fellow on secondment.

Governing Document

The charity is also known by the name of Shubbak and is a company limited by guarantee having been incorporated on 27 February 2012; and registered as a charity on 7 January 2013. It is governed by its Memorandum and Articles of Association, which established the objects and powers of the charitable company. In the event that the charity is dissolved, each member will contribute up to £1 towards the cost of dissolution and the liabilities incurred by the Charity.

Recruitment and Appointment of Trustees

As set out in the Articles of Association, the member(s) may propose and appoint any willing person to act as a trustee for the Charity. A trustee's initial term of office is three years. When considering a nominated trustee, the charity will take into account the skills of existing trustees, of the proposed trustee and the skills required by the charity. The trustees are also the directors of the company.

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REPORT OF THE TRUSTEES (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025



Trustee induction and training

New trustees will be made familiar with the objectives, business plan and financial status of the charity. Trustees will also be given a copy of the relevant guidance material from the Charity Commission.

Risk Management

An annual risk review is undertaken by the trustees. The Trustees examine the major strategic, business and operational risks which the charity faces and will put in place systems to mitigate these risks.

Financial Review

The annual accounts show total income received for the year of £305,308 (2024: £507,862).

Expenditure for the year amounted to £333,883 (2024: £557,134) and was primarily spent on delivering community engagement projects which focused on achieving our charitable objective.

Reserves Policy

The Trustees have reviewed the charity's needs for reserves in line with the guidance issued by the Charity Commission.

Shubbak's policy on reserves continues to hold reserves that enable the organisation to:

- ensure there is sufficient money to continue our core activities during a period of unforeseen difficulty;
- develop the organisation, including travel and strategic relationships to expand partnership;
- undertake special projects and one-off activities in keeping with Shubbak's vision.

The Trustees have examined the requirement for reserves not invested in tangible fixed assets to cover the remaining committed operational activities from income for three months. Based on current commitments, this requirement is £30,000.

At the year end date, the free reserves of the charity amounted to £81,224.

Our aspirations for the festival

We ended the year looking ahead to Shubbak Festival 2025 with the commitment to trial a more contained yet equally ambitious festival with fewer events over a longer period of time. The Artistic Director & CEO's aspirations for this next festival is that it is slower, with care deeply embedded not just in the programming but also in the process of delivery. Especially as Arab & SWANA artists in the UK and in the region navigate the violence against their lands and their people, and with this impacting staff within the organisation as well, we aspire to not only furnish our programme with the usual bold artistic excellence that has characterised our festival since its inception, but to introduce ways of working that can hold our artists and our audience as well as our staff and trustees.

SHUBBAK: A WINDOW ON CONTEMPORARY ARAB CULTURE



REPORT OF THE TRUSTEES (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

Reference and administrative details

Registered charity number	1150374
Company number	07966699
Registered office	1 Gough Square London EC4A 3DE

Our advisers

Independent Examiner	Chanter, Browne & Curry Chartered Accountants 1 Plato Place 72-74 St Dionis Road London SW6 4TU
Solicitors	Thomas Eggar LLP Belmont House Station Way Crawley West Sussex RH10 1JA
Bankers	Lloyds TSB Bank plc 19-21 The Quadrant Richmond Surrey TW9 1BP

Directors and trustees

The directors of the charitable company (the charity) are its trustees for the purpose of charity law. The trustees and officers serving during the year and since the year end were as follows:

Riwa Saab (appointed 11 May 2022)
Elizabeth Ann Briggs (appointed 26 June 2024)
Sandra Sfeir (appointed 26 June 2024)
Zeina Najjar (appointed 30 October 2024)
Aimee Caroline Shalan (appointed 8 July 2025)
Fady Alrayyes (resigned 1 July 2025)
Shadia El Dardiry (resigned 12 June 2024)
Lynn Gaspard (resigned 12 June 2024)
Sumanro Ghose (resigned 12 June 2024)
Almir Koldzic (resigned 12 June 2024)

SHUBBAK: A WINDOW ON CONTEMPORARY ARAB CULTURE



REPORT OF THE TRUSTEES (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

Statement of Trustees' Responsibilities

The Trustees (who are also directors of Shubbak for the purposes of company law) 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.)

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period.

In preparing these financial statements, the Trustees are required to:

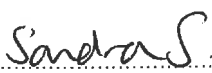
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Small company exemption

These accounts have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

By order of the Trustees


.....
Sandra Sfeir
Trustee

Date: 19 December 2025

SHUBBAK: A WINDOW ON CONTEMPORARY ARAB CULTURE

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2025

SUMMARY INCOME AND EXPENDITURE ACCOUNT

		2025			2024
	Notes	Unrestricted funds £	Designated funds £	Restricted funds £	Total funds £
INCOME					
Grants and donations	4	205,065	-	84,303	289,368
Charitable activities	5	2,876	12,070	-	14,946
Interest received		994	-	-	994
Total income		208,935	12,070	84,303	305,308
EXPENDITURE					
Raising funds	6	24	-	-	24
Charitable activities	6	244,936	12,070	76,853	333,859
Total expenditure		244,960	12,070	76,853	333,883
Net income before transfers		(36,025)	0	7,450	(28,575)
Transfers between funds	9	(3,000)	3,000	-	-
Net movement in funds for the year		(39,025)	3,000	7,450	(49,272)
RECONCILIATION OF FUNDS					
Total funds brought forward		122,712	27,500	15,000	165,212
TOTAL FUNDS CARRIED FORWARD		83,687	30,500	22,450	136,637

The Statement of Financial Activities includes all gains and losses in the period.
All income and expenditure derive from continuing activities.

The notes on pages 11 to 15 form an integral part of these financial statements.

SHUBBAK: A WINDOW ON CONTEMPORARY ARAB CULTURE

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF SHUBBAK: A WINDOW ON CONTEMPORARY ARAB CULTURE ("the Company")

I report to the Company's trustees on my examination of the financial statements of the Company for the year ended 31 March 2025, which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the related notes.

Responsibilities and basis of report

As the trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the financial statements of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your Company's financial statements as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

Independent examiner's statement

Since the Company'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 ICAEW 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 in any material respect:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the financial statements do not accord with those records; or
3. the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act 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; or
4. the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

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 financial statements to be reached.



.....
P.G. Browne FCA CTA

Chanter, Browne & Curry
Chartered Accountants
1 Plato Place
72-74 St Dionis Road
London SW6 4TU.

Date: 29 December 2025

SHUBBAK: A WINDOW ON CONTEMPORARY ARAB CULTURE

BALANCE SHEET

AT 31 MARCH 2025

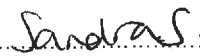
	Notes	2025 Total funds £	2024 Total funds £
Fixed assets			
Tangible assets	7	2,463	-
Current assets			
Debtors	8	23,349	9,592
Cash at bank and in hand	14	161,683	165,682
		185,032	175,274
Creditors: amounts falling due within one year	9	(50,858)	(10,062)
Net assets		136,637	165,212
Funds of the charity	11, 12		
Restricted funds		22,450	15,000
Designated funds		30,500	27,500
Unrestricted funds		83,687	122,712
		136,637	165,212

In preparing these financial statements:

- (a) The directors are of the opinion that the company is entitled to the exemption from audit conferred by Section 477 of the Companies Act 2006;
- (b) No notice has been deposited under Section 476 of the Companies Act 2006, and
- (c) The directors acknowledge their responsibilities for:-
 - (i) ensuring that the company keeps accounting records which comply with Section 386 of the Companies Act 2006, and
 - (ii) preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of the financial period and of its surplus or deficit for the financial period in accordance with the requirements of Sections 394 and 395, and otherwise comply with the requirements of this Act relating to accounts, so far as applicable to the company.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the board of directors and trustees on
.....19 December..... 2025.


.....
Sandra Sfeir
Trustee

Company Registration Number: 07966699

The notes on pages 11 to 15 form an integral part of these financial statements.

SHUBBAK: A WINDOW ON CONTEMPORARY ARAB CULTURE

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2025

	Notes	2025 £	2024 £
Cash flows from operating activities			
Net cash provided by operating activities	13	(1,536)	(45,135)
Adjustments for:			
Depreciation of tangible fixed assets		208	-
Cash flows from investing activities			
Payments for tangible fixed assets		(2,671)	-
Net decrease in cash and cash equivalents		<u>(3,999)</u>	<u>(45,135)</u>
Change in cash and cash equivalents in the year			
Cash and cash equivalents brought forward		165,682	210,817
Cash and cash equivalents carried forward	14	<u>161,683</u>	<u>165,682</u>

The notes on pages 11 to 15 form an integral part of these financial statements.

SHUBBAK: A WINDOW ON CONTEMPORARY ARAB CULTURE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

1.1 Basis of preparation

Shubbak is a UK registered charity incorporated as a company limited by guarantee. The address of the registered office is given in the charity information on page 9. The nature of the charity's operations and principal activities are directed at advancing the education of the public in Arab culture and other aspects of Arabic arts, culture and heritage through public performances and discussions, including staging a biennial festival.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, and UK Generally Accepted Accounting Practice.

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated.

1.2 Fund accounting

Unrestricted income funds represent those resources which may be used towards meeting any of the charitable objects of Shubbak at the discretion of the trustees.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are resources which are to be applied to specific purposes imposed by the funder/donor.

1.3 Income recognition

Items of income are recognised and included in the accounts when all of the following criteria are met:

- The charity is legally entitled to the funds;
- any performance conditions attached to the item(s) of income have been met or are fully within the control of the charity;
- there is sufficient certainty that receipt of the income is considered probable; and
- the amount can be measured reliably.

1.4 Expenditure recognition

Resources expended are included in the Statement of Financial Activities on an accruals basis, inclusive of any VAT which cannot be recovered. Expenditure directly attributable to any specific activities has been included in these cost activities. Where costs are attributable to more than one activity they have been apportioned across categories on a basis consistent with the use of these resources.

SHUBBAK: A WINDOW ON CONTEMPORARY ARAB CULTURE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies (continued)

1.5 Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Computer equipment	25% straight line
Furniture and equipment	25% on reducing balance

2 Staff costs

The company had an average of 5 employees during the year ended 31 March 2025 (2024: 5 employees). No employee was paid more than £60,000 in the year.

3 Trustees' remuneration and expenses

A trustee, Riwa Saab, was paid artist fees totalling £4,026 during the year ended 31 March 2024. No trustees received any remuneration during the two years ended 31 March 2025. No trustees were reimbursed for expenses during the two years ended 31 March 2025.

4 Income from grants and donations

	2025			2024	
	Unrestricted funds £	Designated funds £	Restricted funds £	Total funds £	Total funds £
AM Qattan Foundation	-	-	-	-	35,000
Arts Council England	171,564	-	-	171,564	171,564
Bagri Foundation	-	-	-	-	60,000
British Council	-	-	32,000	32,000	73,540
Department for Work & Pensions	31,039	-	-	31,039	26,704
Drosos Foundation	-	-	23,303	23,303	-
Galilee Foundation	-	-	2,000	2,000	-
Greater London Authority	-	-	-	-	26,764
Me We Foundation	-	-	2,000	2,000	-
Medway Council	-	-	-	-	5,400
Qatar Foundation International	-	-	-	-	9,999
SHED	-	-	-	-	15,000
Private donors	2,462	-	25,000	27,462	-
	<u>205,065</u>	<u>-</u>	<u>84,303</u>	<u>289,368</u>	<u>423,971</u>

5 Income from charitable activities

	2025			2024	
	Unrestricted funds £	Designated funds £	Restricted funds £	Total funds £	Total funds £
Tickets and venue contributions	-	12,070	-	12,070	82,720
Consultancy	2,876	-	-	2,876	795
	<u>2,876</u>	<u>12,070</u>	<u>-</u>	<u>14,946</u>	<u>83,515</u>

SHUBBAK: A WINDOW ON CONTEMPORARY ARAB CULTURE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

6 Expenditure

	Unrestricted funds	Designated funds	Restricted funds	Total funds	Total funds
	£	£	£	£	£
Raising funds					
Fundraising costs	24	-	-	24	1,170
Charity activity costs					
Festival and project costs	11,284	12,070	64,104	87,458	275,847
Marketing and publicity	-	-	9,352	9,352	27,857
Staff salaries	180,283	-	2,000	182,283	172,497
Employers' National Insurance contributions	14,382	-	-	14,382	12,115
Pension contributions	3,069	-	-	3,069	3,256
Consultants	241	-	-	241	3,700
Travel and accommodation	-	-	1,397	1,397	21,533
	209,259	12,070	76,853	298,182	516,805
Support costs					
Rent	10,744	-	-	10,744	11,383
General office overheads	11,748	-	-	11,748	14,324
	22,492	-	-	22,492	25,707
Governance costs					
Independent examiner's fee	4,130	-	-	4,130	3,300
Board development	925	-	-	925	3,740
Organisational development	7,020	-	-	7,020	2,426
Legal fees	1,110	-	-	1,110	3,986
	13,185	-	-	13,185	13,452
Total expenditure on charitable activities	244,936	12,070	76,853	333,859	555,964
Total expenditure	244,960	12,070	76,853	333,883	557,134

7 Tangible fixed assets

	Computer equipment	Furniture and equipment	Total
	£	£	£
Cost			
At 1 April 2024	-	-	-
Additions	1,449	1,222	2,671
At 31 March 2025	1,449	1,222	2,671
Depreciation			
At 1 April 2024	-	-	-
Charge for year	30	178	208
At 31 March 2025	30	178	208
Net book value			
At 31 March 2025	1,419	1,044	2,463
At 31 March 2024	-	-	-

8 Debtors

	2025	2024
	£	£
Trade debtors	9,245	300
Accrued income	2,218	5,731
Social security and other taxes	-	2,792
Other debtors	11,886	769
	23,349	9,592

SHUBBAK: A WINDOW ON CONTEMPORARY ARAB CULTURE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

9 Creditors: amounts falling due within one year

	2025 £	2024 £
Trade creditors	11,162	7,062
Accruals	3,500	3,000
Deferred income	36,196	-
	<u>50,858</u>	<u>10,062</u>

10 Transfers between funds

	Unrestricted funds £	2025 Designated funds £	Restricted funds £
Transfer to designated fund - overheads reserve	(3,000)	3,000	-
	<u>(3,000)</u>	<u>3,000</u>	<u>-</u>

11 Statement of funds

The income funds of the charity include restricted funds comprising the following:-

Current year

Movement in funds

	Balance 1 April 2024 £	Incoming resources £	Resources expended £	Transfers between funds £	Balance 31 March 2025 £
Restricted funds	15,000	84,303	(76,853)	-	22,450
Designated fund	27,500	12,070	(12,070)	3,000	30,500
Unrestricted funds	<u>122,712</u>	<u>208,935</u>	<u>(244,960)</u>	<u>(3,000)</u>	<u>83,687</u>
	<u>165,212</u>	<u>305,308</u>	<u>(333,883)</u>	<u>-</u>	<u>136,637</u>

Prior year

Movement in funds

	Balance 1 April 2023 £	Incoming resources £	Resources expended £	Transfers between funds £	Balance 31 March 2024 £
Restricted funds	71,790	127,764	(184,554)	-	15,000
Designated fund	61,413	37,120	(73,533)	2,500	27,500
Unrestricted funds	<u>81,281</u>	<u>342,978</u>	<u>(299,047)</u>	<u>(2,500)</u>	<u>122,712</u>
	<u>214,484</u>	<u>507,862</u>	<u>(557,134)</u>	<u>-</u>	<u>165,212</u>

Designated fund

The designated fund comprises unrestricted funds that have been set aside by the trustees to meet any exceptional costs or circumstances.

Restricted funds

Restricted funds are resources which are to be applied to specific purposes imposed by the funder/donor.

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NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

12 Analysis of net assets between funds

Current year

	Unrestricted funds £	Designated fund £	Restricted funds £	Total £
Fixed assets	2,463	-	-	2,463
Current assets	132,082	30,500	22,450	185,032
Creditors: amounts falling due within one year	(50,858)	-	-	(50,858)
	<u>83,687</u>	<u>30,500</u>	<u>22,450</u>	<u>136,637</u>

Prior year

	Unrestricted funds £	Designated fund £	Restricted funds £	Total £
Current assets	132,774	27,500	15,000	175,274
Creditors: amounts falling due within one year	(10,062)	-	-	(10,062)
	<u>122,712</u>	<u>27,500</u>	<u>15,000</u>	<u>165,212</u>

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

	2025 £	2024 £
Net income for the year (as per Statement of Financial Activities)	(28,575)	(49,272)
(Increase)/decrease in debtors	(13,757)	83,124
Increase/(decrease) in creditors	40,796	(78,987)
Net cash provided by operating activities	<u>(1,536)</u>	<u>(45,135)</u>

14 Analysis of cash and cash equivalents

	2025 £	2024 £
Cash at bank	<u>161,683</u>	<u>165,682</u>

15 Members' guarantee

At 31 March 2025, the company had five members. Each member's guarantee is limited to £1.

