

SUFRA - NW LONDON

England & Wales - Charity number 1151911

Details

Other names	SUFRA
Status	Registered
Legal form	CIO
Registered	2013-05-07
Register	View on the Charity Commission register

Contact

Address	160 Pitfield Way Stonebridge London NW10 0PW
Phone	02034411335
Email	admin@sufra-nwlondon.org.uk
Website	www.sufra-nwlondon.org.uk

Activities

Objects: THE RELIEF OF POVERTY AND ECONOMIC DISADVANTAGE AMONG PERSONS WHO ARE IN A CONDITION OF NEED, HARDSHIP OR DISTRESS IN PARTICULAR WITHIN THE LONDON BOROUGHS OF BRENT, HARROW AND EALING AND IN SUCH OTHER PARTS OF THE UNITED KINGDOM BY PROVIDING SUCH PERSONS WITH GOODS AND SERVICES WHICH THEY COULD NOT OTHERWISE AFFORD THROUGH LACK OF MEANS.

Activities: Sufra - NW London is a Community Food Bank and Kitchen, based in the London Borough of Brent, which aims to support disadvantaged families suffering food poverty in the local area.

Classification

- **How:** Makes Grants To Individuals, Provides Human Resources, Provides Services
- **What:** General Charitable Purposes, The Prevention Or Relief Of Poverty, Economic/community Development/employment
- **Who:** Children/young People, Elderly/old People, People With Disabilities, The General Public/mankind

Geography

- Brent
- Ealing
- Harrow

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£1,658,382	£1,800,350	£1,014,790	26
2024-03-31	£1,675,877	£1,414,816	£1,156,758	20
2023-03-31	£1,142,816	£891,217	£895,697	14
2022-03-31	£724,160	£924,452	£644,098	18
2021-03-31	£1,135,326	£658,950	£844,390	15

Trustees

Name	Role	Appointed
Ashraf Mohammed	Chair	2024-03-31
Asad Bhojani		2025-07-21
Helena Krawitz		2019-10-28
Lucy Bannister		2021-11-25
Rozia Hussain		2024-11-01
Sanya Syed		2024-11-01
Zemira Braganza		2024-03-31

SUFRA - NW LONDON

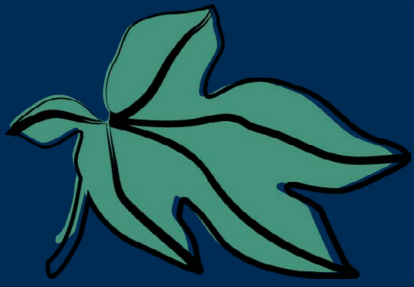
England & Wales - Charity number 1151911

Accounts



Sufra FIGHT
POVERTY
LOVE
COMMUNITY

**Annual Report and
Financial Statements**
For the year ended
31 March 2025



LEGAL AND ADMINISTRATIVE INFORMATION

Trustees:

Ms Susan Crane (Chair)
Mr Ashraf Mohammed (Chair as of January 2026)
Ms Helena Krawitz (Vice Chair)
Mr Asad Bhojani (Treasurer)
Ms Lucy Bannister
Ms Zamira Braganza
Ms Rozia Hussain
Ms Sanya Syed

Executive Director:

Mr Rajesh Makwana BEM

Charity number:

1151911

Charitable Incorporated Organisation (CIO) number:

CE000394

Registered office:

160 Pitfield Way
Stonebridge
London
NW10 0PW

Auditor:

Deitch Cooper LLP
3 Hobbs House
Harrovia Business Village
Bessborough Road
Harrow
Middlesex
HA1 3EX

Bankers:

HSBC
CAF Bank



Sufra

Annual Report and Financial Statements

For the year ended
31 March 2025

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SUFRA NW LONDON – TRUSTEES’ REPORT

For the Year Ended 31 March 2025

SUFRA NW LONDON – TRUSTEES’ REPORT

For the Year Ended 31 March 2025

The Trustees present their annual report and financial statements For the Year Ended 31 March 2025. The financial statements have been prepared in accordance with the accounting policies set out in the notes to the financial statements and comply with the Charity’s constitution, the Charities Act 2011 and ‘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).

Sufra – A definition (pronounced ‘Sof-rah’)

The word ‘Sufra’ originates from the Persian word meaning “table-setting” or “that on which food is served”. It carries similar connotations in Arabic, Turkish and Urdu. Traditionally, the ‘Sufra’ was made of woven palm leaves, but now denotes any kind of tablecloth that is laid on the floor, whether at home or in community settings, to serve food to invited guests. Unfolding the ‘Sufra’ is a display of hospitality and generosity, where the role of host and guest is often indistinguishable.

The word Sufra embodies the principles of sharing, hospitality and inclusivity, which are at the heart of all our services and activities. At Sufra, beneficiaries or service users are referred to as ‘guests’ – each person is a recipient of our hospitality.

Our Vision

A community united to address the causes and consequences of poverty.

Our Mission

Working with partners, we fight poverty and build community by providing access to food, emergency support and impartial advice, alongside opportunities for volunteering and self-development.

Our Objectives and Activities

Sufra NW London is a charity in Northwest London that prevents hunger, fights poverty and builds community. We run a network of food banks, community kitchens, a community shop and café.

These act as a gateway for our service users, or guests as we call them, to access more holistic support – including welfare advice, an asylum and refugee support programme, community activities and training, and our award winning community garden.

We aim to work with our guests to find solutions to their challenges together, supporting them on a journey from crisis to social and financial resilience.

Sufra is based on St. Raphael’s Estate in Stonebridge, in the London Borough of Brent, where residents face a wide range of escalating poverty-related challenges. According to the latest Indices of

Multiple Deprivation for England (2025), 36.7% of people in Brent are living in households that are income-deprived – the 12th highest rate in England. The situation is particularly shocking for children, with 58.5% of children in Brent living in income-deprived households – the 5th highest rate in the country. Brent is also ranked the #1 worst area in England for “Barriers to Housing and Services”. Compared to other London boroughs, we now have the 4th highest proportion of neighbourhoods falling into the “most deprived” category. Sufra works across different neighbourhoods, where these statistics are typically even worse.

The economic shocks of COVID-19 and the current cost-of-living crisis have deepened poverty and destitution in Brent, building on the negative impact of austerity policies that followed the global financial crisis. As a result, the families we support face the continuing rising costs of essentials, low pay, high rents,

and an ineffective benefit system that pushes them deeper into poverty. All too often, our guests have to make the impossible choice of buying food for the family, paying the rent, or keeping the heating on in winter.

Programmes and Activities

Sufra takes a holistic, person-centred approach, delivering expert advice and dynamic community initiatives that uplift Brent’s most disadvantaged neighborhoods. By embedding ourselves in the heart of the community, we empower guests not just to overcome crisis, but to build lasting resilience and hope for the future. Our integrated model ensures that every guest receives support tailored to their needs, fostering dignity, inclusion, and real opportunity for change. Our services include:

- **Food Aid:** Sufra provides emergency aid (nutritious food, toiletries, baby supplies, and essentials) via two food bank sessions operating from two hubs. Referrals come from over 200 partners, including schools, mental health teams, GPs, charities, and local groups.
- **Community Kitchens:** Our Community Kitchens serve as focal points for food bank users, people facing homelessness and isolation, offering free nutritious meals without the need for referrals. We currently provide six weekly kitchen sessions and three daytime cafe sessions through partnerships with Brent Council, Laurence’s Larder and Ark Elvin Academy.
- **Community Wellbeing Service:** An innovative programme at the New Horizon Centre in Willesden, providing members with early intervention and support, going beyond traditional food aid. Members pay £4 weekly for



access to a Community Shop, Café, and Kitchen, along with holistic support.

- **OpenARMS Programme:** Our Advice Team supports refugees, asylum seekers, and vulnerable migrants with welfare advice and community activities like English lessons and coffee mornings.
- **Advice Services:** Our advisors address issues that result in guests requiring emergency food aid, such as homelessness, benefit disruptions, and debt.
- **Growing Food in the Community:** St Raphael’s Edible Garden supplies organic fruits and vegetables, serving as a therapeutic oasis. It offers year round nature-based learning activities and events for people of all ages and abilities.
- **Community Engagement:** This program expands and enhances our volunteering programme, whilst formalising the transition from guest to volunteer, offering

training and employment skills. Our team of volunteers, many former service users speak multiple languages to understand guest needs.

Sufra is Brent’s Thematic Lead for Food Aid and is involved in both the development of a Food Strategy for the borough and the local authority’s Radical Placed Based Leadership initiative. Our wide-ranging partnerships span voluntary sector organisations, schools, statutory services, faith organisations, and local places of worship.

We are accredited by Trusted Charity (level 2), Advice Quality Standard (AQS), and the Green Care Quality Mark. We are also registered with the Immigration Advice Authority.



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For the Year Ended 31 March 2025

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Key Impact Statistics 2024–25

48,255	Total Food Aid recipients Including repeat guests (Food Bank, all Cooked Meal Distribution, NHS parcels, CWS Shop repeats)	653kg	CO2 sequestered by St. Raphael’s Edible Garden
14,335	Total Unique Food Aid Beneficiaries (Food Bank, all Cooked Meal Distribution (incl. Community Kitchens), CWS households and NHS parcels)	258	Number of active volunteers across all services (not including one-off ‘corporate volunteer day’ groups)
25,514	Meals served (Through Community Kitchens, Fresh Meal Service and other fresh meal projects)	16,000	Hours volunteered (Including corporate volunteer groups)
877	Winter coats provided to guests	220	Registered referral agencies
1,144	Number of unique people who benefitted from our Advice Services (Including professional casework and signposting – an increase from 490 last year)	6	Food Bank Hub and Community Shop sessions operational
£145,108	Additional income gained for guests by our Advice Team (mainly in additional or unclaimed benefit payments and grants – an increase from £51,328)	9	Community Kitchen and Cafe sessions operational
596kg	Produce harvested in St. Raphael’s Edible Garden	222	Community Wellbeing Service total members
£8,719	Value of produce grown in St. Raphael’s Edible Garden	2,403	Total grocery shops conducted at the Community Wellbeing Project



Photo credit Ollie Hammick

Statement of Principles

1. We take a holistic approach, based on human rights

Food aid is essential – but it is not the solution to food poverty.

Food aid is essential – but it is not the solution to food poverty. Access to nutritious food is a human right and it is the responsibility of governments, not charities, to create the conditions needed to uphold these rights. To enable all people to meet their basic needs and live in dignity, the UK government needs to pursue policies that ensure wealth, power and resources are shared more equally between all people.

Our approach is holistic and designed to reduce dependency on food aid.

Our services have developed in response to the underlying needs of our guests. We are committed to providing a range of services and programmes that can help address the root causes of financial crisis and reduce the need for food aid.

We recognise that there are different approaches to reducing food poverty. We embrace a culture of critical reflection on the nature and effectiveness of our food bank and other services. We are committed to innovation

and experimentation with new approaches to meeting our core objectives.

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2. We are embedded in the local community

We are a grassroots charity embedded in the local community.

As we develop and grow, we are committed to remaining responsive to the changing needs of those we serve, representing their voices and engaging them in making the decisions that affect them. We seek always to maintain a close relationship between our guests, volunteers, staff and trustees.

We are more effective when we collaborate with others.

We are committed to working in partnership with all our stakeholders – from our supporters and

volunteers to voluntary sector organisations, businesses and other food banks in northwest London.

We serve people of all and no faiths without discrimination.

Our roots lay in the Muslim community, which provided the funding and support needed to establish the charity. We continue to work closely with this community as well as a wide range of other faith-based and secular organisations. Our staff, trustees and volunteers are from a multitude of backgrounds (both faith and non-faith based), our values are universal and humanitarian, and we serve everyone in need without discrimination.

3. We respect the dignity of our guests and the needs of the planet

We are committed to upholding and enhancing the dignity of our guests.

We aim never to turn people away when they are in need. Our emergency aid services provide a gateway to accessing other services designed to empower our guests, improve their wellbeing and reduce their dependency on food aid.

We value the wellbeing and development of our staff, volunteers and trustees.

We aim to provide everyone who works at Sufra with opportunities to grow, learn and develop new skills, whilst supporting their mental health and wellbeing.

We are committed to environmental sustainability.

We recognise the importance of caring for our environment. We make use of food that would otherwise go to landfill, grow fruit and vegetables without the use of chemical pesticides/fertilisers, and compost our food waste. We also use solar panels to generate energy in our main building and reuse, upcycle and recycle our waste.

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Message from the Chair of the Board of Trustees

As I write my final introduction as Chair, I have been reflecting on the remarkable journey Sufra has taken since I stepped into this role in 2020. From navigating the upheaval of the pandemic to building a more holistic, resilient organisation, Sufra has grown in scale, confidence and ambition – always centred on the belief that everyone deserves dignity, security and community. This year alone, we supported over 14,000 people to access nutritious food, totalling more than 48,000 instances of support across our services. Our Food Bank reached thousands of residents, while our Community Kitchens served over 25,000 freshly cooked meals, each offering nourishment as well as a moment of connection. These figures reflect both the pressures facing families across Brent and the vital role Sufra plays in responding with compassionate and practical support.

A major development this year was the move and expansion of our Community Wellbeing Service to its new home at the New Horizons Centre in Willesden. What began as a small pilot has become a thriving hub offering affordable groceries, hot meals, advice, workshops and wider wraparound support. It represents a shift from crisis response to building long-term resilience, helping families to move towards stability rather than simply cope.

Our Advice and OpenARMs teams continued to address the root causes of hardship, unlocking over £145,000 in additional income for those most in need. Meanwhile, our Community Garden, still producing a huge amount of food each year, remained a space of healing and connection, bringing volunteers, guests and neighbours together to grow food and wellbeing.

Our volunteers continue to be the backbone of Sufra. This year, more than 250 volunteers contributed over 16,000 hours, many of them people who once came to us for help themselves. Their generosity and commitment embody everything Sufra stands for.

Looking back over the past six years, I am deeply proud of how far we have come

through immense challenges, including the pandemic, and constant change. None of this would have been possible without our dedicated staff team, volunteers, partners, donors, funders and supporters, and the unwavering solidarity of Brent’s communities.

I offer my heartfelt thanks to our Deputy Chair, Helena Krawitz, whose steady support and strategic insight have been invaluable throughout my tenure.

As I step down, I am delighted to welcome Ashraf Mohammed as the incoming Chair. Ashraf brings deep experience in poverty reduction, shaped by careers in both law and international development, and I know the organisation will flourish under his leadership.

I look forward to watching Sufra continue to grow and innovate in the years ahead.

Susan Crane
Chair, Sufra NW London



Public Benefit

Under the Charities Act 2011, the trustees confirm that they have complied with the Charity Commission guidance on public benefit to ensure that our activities continue to fulfil our aims and objectives as outlined in our Constitution.

The information given about our objectives provides examples of how our work brings public benefit through our activities and will continue to provide public benefit in line with our objects.

Achievements and Performance (Executive Director’s Report)

I am pleased to present this account of Sufra’s achievements and performance for the year ended 31 March 2025. This has been a year of rapid growth and significant operational change, as we responded to unprecedented demand driven by the ongoing cost-of-living crisis. Expanding our services, most notably the Community Wellbeing Service to four days a week at the New Horizons Centre, required us to recruit and support more staff and volunteers, adapt our infrastructure, and invest in new systems.

Alongside this operational scale-up, we strengthened our advice capacity and piloted new approaches, such as cash-first support and the voucher trial, enabling guests to exercise greater choice and move more quickly from emergency aid to stability. Our 2030 Strategy, developed through inclusive consultation with staff, volunteers, trustees, guests and partners, sets a clear direction for the years ahead, while remaining flexible enough to respond to a volatile context.

Managing this scale of activity placed considerable pressure on our teams, who balanced day-to-day delivery with the demands of new projects and strategic planning. The funding environment also became more challenging, with increased competition and higher costs for service delivery. Despite these pressures, Sufra maintained a strong financial position and continued to innovate, thanks to the resilience and commitment of our staff, volunteers, and partners.

Against this backdrop, I am proud to report the following achievements across our core services:

Food Bank

Sufra’s Food Bank remains a vital lifeline for people experiencing acute financial crisis, poverty, and destitution. Operating from two hubs, we provide emergency food parcels, toiletries, baby supplies, and other essentials to those most in need. Our food bank operates on a referral basis, working with over 200 registered agencies, including schools, charities, and places of worship. This year, we distributed food parcels to over 4,471 unique guests, with a total of 19,982 instances of support.

We have significantly expanded our delivery service to ensure that individuals unable to attend in person, due to age, disability, illness, or other barriers, receive essential support. In 2024/25, we delivered 2,590 fresh meals to housebound guests and distributed 2,350 food bank parcels directly to those unable to collect. Additionally, we worked with 15 NHS partners to deliver 645 emergency packs (providing over 5,800 meals) to patients requiring immediate food support upon hospital discharge.

Our food aid model is evolving,

with a focus on dignity and choice. We have piloted a cash/voucher distribution scheme, enabling guests to choose between pre-packed food parcels or supermarket vouchers, and are integrating food aid with our advice services to reduce dependency and provide more holistic support.

Community Kitchens

Our Community Kitchens offer freshly cooked, nutritious meals in a welcoming, communal setting. Operating across multiple venues in Brent, these kitchens are open to all, without the need for referral, and serve as social spaces that nurture community spirit and belonging. This year, we served over 25,000 hot meals, supporting an estimated 9,000 people.

The kitchens also provide meals for people experiencing homelessness and those unable to cook for themselves, ensuring that everyone has access to healthy food and a sense of connection.

Community Shop and Café

The Community Shop and Café have become essential components of our holistic Community Wellbeing Service (see below). The shop provides heavily discounted groceries to members, while the café offers free lunches and a welcoming space for guests to relax and connect.

Community Wellbeing Service (CWS)

We are especially pleased to report the expansion of our Community Wellbeing Service, which has now become a four-day-a-week operation at a new, dedicated venue—the New Horizons Centre in Willesden. This pioneering project began as a pilot and has quickly become a cornerstone of our support for local families.

The CWS offers a comprehensive package of support for a nominal

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For the Year Ended 31 March 2025

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weekly membership fee, including:

- Access to the Community Shop (groceries valued at approximately £35 per week)
- Free lunches and snacks at the Community Café
- Holistic advice and support, including signposting and appointments with our advice team
- A variety of workshops and drop-in support services
- Evening Community Kitchen sessions open to all

A total of 222 households joined the membership programme so far this year, completing thousands of visits to the shop, café, and kitchen. Members reported significant improvements in food security, confidence, and leisure time. The expansion to a 4-day service by the end of the financial year, supported by a new contract with the London Borough of Brent, enables us to reach even more residents and provide a wider range of support.

Advice Services

Our Advice Team plays a crucial role in addressing the underlying causes of food poverty. This year, we doubled the size of the advice team to meet growing demand and complexity. The team provides

professional support on issues such as debt, housing, homelessness, energy bills, benefits, and immigration.

- Supported over 1,100 people, unlocking £145,000 in additional income for guests,
- Achieved Advice Quality Standard accreditation and OISC accreditation for immigration advice,
- Provided signposting and direct support, with feedback gathered from 70% of advice guests to improve outcomes.

St. Raphael’s Edible Garden

Our award-winning community garden is a hub for food growing, learning, and wellbeing. The

Member Testimonial:

“This service helped a lot because it lightens the costs of the week. It’s a very welcoming space that makes me feel like a respected human being. If I wasn’t accessing CWS, I would have to choose between buying groceries and paying bills.” – CWS Member ‘Shara’

Case Study:

Omar arrived in the UK as a refugee from Iran, hoping for a fresh start. With nowhere stable to stay, he was soon made homeless. Living with a degenerative illness, Omar struggled to find work and access support. When he came to Sufra’s Advice Drop-In, everything changed. Our team secured him emergency accommodation and helped him navigate the benefits system, restoring dignity and hope.

garden produced 596kg of organic fruit and vegetables this year, supporting food security and environmental sustainability. It hosted over 1,700 interactions – including horticulture courses, workshops, and therapeutic activities, sequestered 653kg of CO₂, and grew £8,700 worth of produce.

Volunteering and Community Engagement

Volunteers are at the heart of Sufra’s work. Over the past year, a total of **258 volunteers** contributed more than **16,000 hours** across all our services, including food aid, community kitchens, the community garden, and advice support. This diverse team includes many former service users, reflecting our commitment to empowerment and inclusion. Volunteers support a wide range of roles – from food packing and delivery to community engagement and advocacy – helping to ensure that Sufra remains responsive to the needs of our community.

We have also established steering groups across all services, enabling guests and volunteers to influence

the design, delivery, and evaluation of our work.

Volunteer Quote:

“It helps keep me distracted when I go through severe depression.” – Sufra Volunteer

Advocacy and Community Voice

Advocacy is a central part of Sufra’s mission to address the root causes of poverty and hunger. Over the past year, we have strengthened our efforts to empower guests, volunteers, and staff to influence local and national policy. Our Community Engagement Programme has formalised opportunities for those with lived experience to participate in campaigns, share their stories, and help shape our advocacy priorities.

Working in partnership with organisations such as Citizens UK, Sufra has played a leading role in campaigns for fairer policies, such as free bus travel for asylum seekers and improved access to food and support services. Our advocacy working group has engaged directly with decision-makers, produced campaign materials, and participated in public events and assemblies.

Through these activities, Sufra is increasingly recognised as an influential voice on poverty and food insecurity, both locally and beyond. We remain committed to ensuring that those most affected by hardship are at the forefront of our advocacy and that their voices drive meaningful change.

OpenARMs Programme

OpenARMs is Sufra’s dedicated programme for refugees, asylum seekers, and migrants – particularly those with no recourse to public funds. The programme offers a

holistic package of support that goes beyond immediate crisis needs, helping participants to settle, integrate, and thrive in the local community.

Key elements include:

- **Accredited immigration and welfare advice:** Our IAA-accredited team provides specialist guidance on immigration, benefits, housing, and access to essential services.
- **Community-building activities:** Weekly English classes, coffee mornings, and cultural celebrations help reduce isolation, improve language skills, and foster a sense of belonging.
- **Practical support:** Assistance with documentation, transport, and essentials, as well as tailored help for those facing particular barriers.
- **Wellbeing and empowerment:** Guests are encouraged to volunteer, develop new skills, and build confidence.
- **Lived experience leadership:** OpenARMs actively involves guests in shaping services and advocacy work, ensuring their voices and experiences inform our approach.

Over the past year, OpenARMs has supported dozens of individuals and families to overcome significant challenges, improve their wellbeing, and feel part of a welcoming community. Feedback highlights reduced stress, greater confidence, and a stronger sense of hope and inclusion.

Sufra 2030 Strategy

This year marked the approval of Sufra’s 2030 Strategy: a bold, forward-looking plan developed through an inclusive and collaborative consultation process. The strategy was shaped by in-depth engagement with staff, trustees, volunteers, guests, and a wide range of stakeholders,

ensuring that the voices of those most affected by poverty were central to our vision for the future.

The 2030 Strategy sets out Sufra’s ambition to build on the power of local communities, delivering innovative programmes that address the root causes of poverty while preventing hunger and destitution. At its heart is a commitment to dignity, justice, and partnership, recognising that food aid alone cannot solve food poverty.

Strategic Pillars

The strategy is organised around a set of strategic pillars, each representing a core area of Sufra’s work and ambition for the years ahead:

- Improving access to healthy food and essentials
- Building social and financial resilience
- Growing food with the community
- Engaging and empowering the community
- Changing the systems and policies that drive poverty
- People and culture
- Infrastructure, systems, and processes
- Finance and fundraising

Key Milestones

For each pillar, the strategy sets out a series of key milestones, examples of the progress we aim to achieve as we deliver on our vision, which include (but are not limited to):

- Transitioning from a traditional food bank to integrated, holistic support models.
- Scaling up advice services, including accredited immigration and debt advice.
- Expanding food-growing initiatives and community-led projects.



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- Empowering guests and volunteers to co-create and lead programmes.
- Strengthening advocacy to influence local and national policy.
- Investing in staff, digital infrastructure, and sustainable fundraising to ensure long-term impact.

The strategy adopts a flexible approach, recognising the volatile social, economic, and political context in which we operate, and the need for Sufra to remain agile and responsive to both growing needs and new opportunities.

Future Plans (2025–26)

Looking ahead, Sufra’s priorities for 2025–26 have been agreed by the Board as the organisation’s official Business Plan for the coming year. These plans were developed through a consultative process involving the Senior Leadership Team, managers, staff, volunteers, and service users, ensuring that our direction reflects the needs and aspirations of our community.

Key Priorities:

Below we highlight some of the key priorities agreed for the year ahead:

- **Food Access:** Implementing learnings from the Community Wellbeing Service and Voucher Pilot to transition towards more innovative, dignified, and holistic food support models.
- **Advice Services:** Expanding the advice team, achieving Advice Quality Standard for casework, and increasing volunteer capacity to deliver more complex and high-quality support.
- **Community Engagement:** Recruiting 200 new volunteers, increasing total volunteering hours by 30%, and developing steering groups to ensure guests

and volunteers shape service delivery.

- **Growing Food:** Making the community garden more accessible and inclusive, with a 30% increase in volunteer participation and more co-produced activities.
- **Advocacy:** Building local power through partnerships, training staff and volunteers in advocacy, and leading on key campaigns such as the Brent Food Strategy.
- **People & Culture:** Expanding HR capacity, progressing the DEIA Action Plan, and fostering a more inclusive and supportive workplace.
- **Infrastructure:** Increasing office and desk space, refurbishing facilities, and embedding digital systems to support efficient service delivery.
- **Fundraising:** Diversifying income streams, recruiting new fundraising staff, and ensuring future financial sustainability.

These future plans reflect Sufra’s commitment to consolidating growth, building capacity, and ensuring that our services remain responsive, effective, and sustainable in the face of ongoing challenges.



Rajesh Makwana BEM
Executive Director, Sufra NW London

Financial Review

This was another crucial year for growth and development at Sufra as we continued to respond to growing demand for our services in the context of the cost-of-living crisis.

Total income for the year (including donations in kind) was **£1,658,382** a decrease of **1%** compared to the previous year (**£1,675,877**). While donations in kind remained a strong resource at **£424,404**, cash income was approximately **10% below budget**. This variance was primarily due to reduced revenue from trusts, foundations, and corporate donors in an increasingly challenging fundraising landscape, as well as the temporary pausing of surplus collections for the Community Wellbeing Project during its relaunch. Fortunately, our strong reserves at the beginning of the year allowed us to absorb this shortfall.

Income breakdown:

- **Trusts, Foundations, Corporates:** £923,811 (56% of total income).
- **Individual giving** (general, regular, gift aid): £288,019 (17%).
- **Donations in Kind:** £424,404 (26%).
- **Other income** (interest, food, other): £22,148 (1%).

Expenditure for the year totalled **£1,800,350**, which was 21% higher than last year due largely to the establishment of the new Community Wellbeing Service in partnership with Brent Council.

Sufra ended the year with a total net expenditure of **£141,968**. This was partly anticipated to fund planned investments in service expansion. In addition to the net expenditure, there was capital expenditure of £77,469 (including the Eco-Cabin and office refit) as part of organisational development.

Closing balances at 31 March 2025:

- **Unrestricted funds:** £720,112
- **Restricted funds:** £294,678
- **Total funds:** £1,014,790 (previous year: £1,156,758)

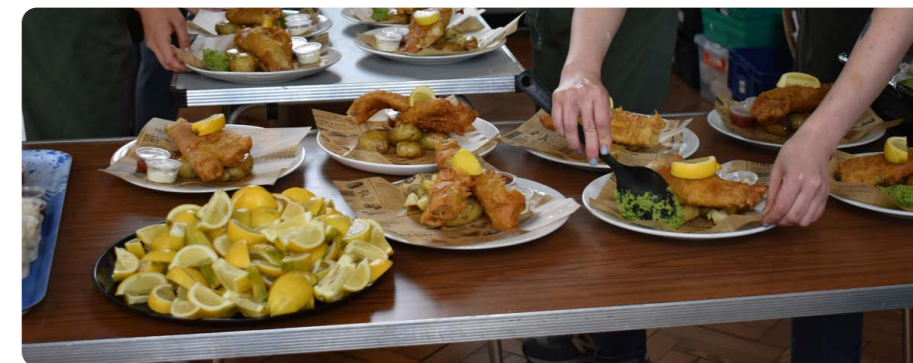
Sufra remains in a stable financial position with sufficient unrestricted reserves (**5.7** months of operating costs) to support ongoing operations and planned growth. The significant contribution of Donations in Kind reflects strengthened relationships with food partners. While income from Trusts and Foundations remains our largest revenue stream, the challenging climate highlights the need to focus on supporter engagement and diversification in the year ahead.

The main contributor to service growth was the expansion of the Community Wellbeing Service, supported by the contract awarded by Brent Council. Our annual appeals and regular giving continued to demonstrate the goodwill of our supporter base, despite a difficult economic environment.

Looking ahead, our fundraising strategy is to further diversify income sources and prioritise large and multi-year grants alongside our digital appeals. We will also expand our fundraising team and finalise the implementation of our new CRM system, which will enable us to engage existing supporters more effectively and attract new donors to support our work in the years ahead.

Reserves and Designated Funds

During the year, the Board of Trustees reviewed the charity’s financial resilience and updated the Reserves Policy. Previously set at a fixed six months of operating costs, the new policy establishes



a target range of a minimum of 4 months and a maximum of 6 months. The Board agreed that a 4-month minimum is adequate because a significant proportion (approximately **49%**) of Sufra’s income is now covered by restricted grant funding, reducing our reliance on unrestricted reserves for day-to-day stability.

Based on our projected expenditure for 2025/26, the upper limit of this target (6 months) equates to approximately **£750,000**. At year end (31 March 2025), our total unrestricted funds stood at **£720,112**. This represents approximately 5.7 months of operating costs, placing us comfortably within our new target range.

During the year, **£50,000** was designated to a Development Budget. As of 31 March 2025, **£14,374** of these designated funds remains. These funds were utilised for organisational development, including training, governance improvements, office refurbishment, and contributions toward the eco-refit of the office space.

The Board anticipated a reduction in reserves this year, originally budgeting for net expenditure on unrestricted funds in order to invest in organisational development and bring reserves closer to our policy target. The final net expenditure

on unrestricted funds of **£146,474** was higher than expected. This was primarily due to a challenging fundraising environment, with secured income from Trusts and general donations falling short of targets, as well as a timing difference arising from grant income recognised in the prior year being spent in the current year.

Despite this, our strong opening reserve position meant we could absorb this shortfall comfortably. The ending balance demonstrates that our reserves have successfully served their dual purpose: funding planned development while providing a critical financial buffer against income volatility.

Investment policy

The Trustees take a prudent view to the investment of surplus funds, as these are retained to further the objects of the Charity.

During the year, the Charity moved from holding all funds in a standard current account to a more active treasury management strategy using the Flagstone platform. This approach allows Sufra to spread surplus cash across multiple diverse banks and deposit accounts to maximise interest returns while strictly managing risk and protection limits.

Investment decisions are made with a focus on three key criteria:



SUFRA NW LONDON – TRUSTEES’ REPORT

For the Year Ended 31 March 2025

SUFRA NW LONDON – TRUSTEES’ REPORT

For the Year Ended 31 March 2025

- **Interest Rates:** Securing competitive returns on charitable funds.
- **Length of Term:** Balancing longer-term deposits with the need for liquidity, ensuring we always maintain sufficient working capital for day-to-day cash flow.
- **Ethical Credentials:** Prioritising institutions that align with the Charity’s values where possible.

The Finance Team and Trustees keep a close eye on cash flow forecasts to determine the appropriate term lengths for these deposits, ensuring funds are available when needed while generating a meaningful contribution to our unrestricted income.

Risk Management

The Finance and Risk Subcommittee reviewed the charity’s principal risks, with ongoing oversight provided by the Board of Trustees. Risks are prioritised according to their likelihood and potential impact. Each risk has a designated owner responsible for overseeing existing controls, and further mitigating actions have been identified where required. These risks are carefully and actively managed.

Like many organisations, the charity faces a number of key risks that could affect its financial sustainability, operational effectiveness, external relationships, regulatory compliance, and ability to deliver services to the Brent community.

Operational risks include the loss or turnover of skilled staff, recruitment challenges, and service demand exceeding capacity, potentially impacting quality. Additional risks relate to limited or insecure workspace, poorly designed projects reducing effectiveness or value for money,

and failure to meet contractual KPIs, creating financial and reputational risk.

Risks are mitigated through strong governance, shared leadership, and clear operational controls, including regular SMT oversight, staff training, centralised systems, active workforce and capacity planning, service demand management, KPI monitoring, and ongoing board review.

Governance risks included the potential for reputational damage, inadequate insurance cover, a lack of clear strategic direction, and difficulties in recruiting a Treasurer. These risks have now been significantly reduced, with a Treasurer appointed, insurance cover renewed, and a new organisational strategy formally approved and signed off by the Board of Trustees. Other risks include navigating changes in local authority priorities, and national policy changes such as increases in National Insurance contributions or reforms to disability benefits.

These risks are mitigated through ongoing influencing and advocacy work, including active engagement in local networks and regular attendance at council forums to build and maintain strong relationships.

• **External risks** include changes in the level or nature of engagement across the Brent voluntary and community sector, increased levels of deprivation across the borough, shifts in local authority priorities, and national policy changes (e.g. increased National Insurance costs). These risks are mitigated through strong partnership working, including co-working and hosting at CWS, close collaboration with Brent CVS, and a well-established relationship with local government via the CWS contract. The organisation is also strengthening policy

influencing and advocacy and working in consortium with other organisations to shape local and national policy.

• **Compliance risks** include inadequate insurance cover and the risk of cyber attack or data breach resulting in unauthorised access, loss, or sharing of personal data. These risks are mitigated through regular review of insurance to ensure appropriate and up-to-date cover (at least annually or following significant organisational change), maintaining comprehensive insurance across buildings, equipment, trustees, staff, vehicles. Cyber risk is reduced through staff training and regular reminders, alongside multi-factor authentication.

• **Financial risks** include fraud or misuse of funds, escalating costs, difficulty sustaining income as the organisation grows, and insufficient reserves threatening long-term sustainability. These risks are mitigated through robust financial controls, including up-to-date accounting records, dual authorisation for payments, independent audits, and adherence to the Finance Policy. Budgets are realistic and aligned to service plans, with regular financial reporting to SLT and the Board, contingency planning for overspends, and year-end forecasts. Income risks are managed by diversifying fundraising, monitoring income streams, maintaining accreditation, and using consultants to boost fundraising capacity. Reserve levels are monitored, with a formal policy in place.

Structure, Governance and Management

The Trustees who served during the year and up to the date of signature of the financial statements were:

Ms Susan Crane
(Chair)

Ms Helena Krawitz
(Vice Chair)

Mr Asad Bhojani
(Treasurer, appointed 4 June 2025)

Ms Lucy Bannister

Mr Ashraf Mohammed

Ms Zemira Braganza

Ms Rozia Hussain
(appointed 1 November 2024)

Ms Sanya Syed
(appointed 1 November 2024)

Dr Mohammed Asad Abdullah
(resigned 24 May 2024)

Mr Pankaj Shah
(resigned 22 August 2024)

Provisions regarding Trustee appointment, terms of office, re-appointment, and retirement are detailed in the Constitution. Every Trustee must be appointed for a term of three years by a resolution passed at a board meeting of the Charity Trustees. Any person retiring as a Charity Trustee is eligible for reappointment. The Trustees are responsible for organisational governance and oversight, including strategic direction, organisational policy, oversight of financial and resource management.

Trustee Recruitment

Any appointments are subject to a DBS check. Once appointed, Trustees are taken through an appropriate and detailed induction that includes meetings with senior staff, attending services, other forms of internal or external training

as necessary, and signing up to adhere to appropriate policies e.g. Conflict of Interest.

Delegated Authority

The Board has delegated the day to-day operational management of the organisation to the Director. To ensure these responsibilities are discharged effectively, the Director delegates responsibility to the Senior Leadership Team where necessary. The Board areas of delegation for which the Board of Trustees, Director and Senior Leadership Team is accountable for is set out in a Delegation of Authority policy.

Remuneration

Remuneration of the Director is agreed and set by the Board and reviewed annually. The Board of Trustees have approved a structure for salary bands and job classifications for all staff, which reflect the structure of the Charity and supports the promotion of staff to more senior roles where possible. The Charity makes skills-based appointments to its Board of Trustees with regard to equality and diversity. Opportunities to become a Trustee are advertised on its website, social media platforms and with appropriate recruitment agencies. Occasionally nominations from stakeholders will also be considered. Candidates are required to submit a CV and a one-page expression of interest. Candidates are interviewed by a panel (often the Chair, Director and one other board member from the HR subcommittee). Additionally, candidates are invited to attend a food bank service. If the candidate is considered suitable, they are voted onto the Board of Trustees at the next meeting. The Trustees have not claimed any expenses or remuneration.



SUFRA NW LONDON – TRUSTEES’ REPORT

For the Year Ended 31 March 2025

SUFRA NW LONDON – INDEPENDENT AUDITOR’S REPORT TO THE TRUSTEES OF SUFRA-NW LONDON

Statement of Trustees’ Responsibilities

The Trustees are responsible for preparing the Trustees’ Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). The law applicable to charities in England and 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 the incoming resources and application of resources of the Charity for that year.

- 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 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 charity will continue in operation.

The Trustees are responsible for keeping sufficient accounting records that 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.

The Trustees’ report was approved by the Board of Trustees on 20th January 2026.

DocuSigned by:

Susan Crane

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Ms S Crane (Chair)
Trustee



Opinion

We have audited the financial statements of Sufra-NW London (the ‘Charity’) For the Year Ended 31 March 2025 which comprise the statement of financial activities, the statement of financial position, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charity’s affairs as at 31 March 2025 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor’s responsibilities for the audit of the financial statements section of our report.

We are independent of the Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC’s Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees’ use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Charity’s ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor’s report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does

not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the Trustees’ report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.



SUFRA NW LONDON – INDEPENDENT AUDITOR’S REPORT TO THE TRUSTEES OF SUFRA-NW LONDON

SUFRA NW LONDON – INDEPENDENT AUDITOR’S REPORT TO THE TRUSTEES OF SUFRA-NW LONDON

Responsibilities of Trustees

As explained more fully in the statement of Trustees’ responsibilities, the Trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the Trustees are responsible for assessing the Charity’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to cease operations, or have no realistic alternative but to do so.

Auditor’s responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from

fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- we ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify non-compliance with applicable laws and regulations. Identified laws and regulations were communicated within the audit team and the team remained alert to instances of non-compliance throughout the audit;
- we identified the laws and regulations applicable to the charity through discussions with management and from our knowledge and experience of the sector and activities of the charity;
- we focused on specific laws and regulations which we considered have a direct material effect on the financial statements or the operations and activities of the Charity. These included, but were not limited to, the Charities (Accounts and Reports) Regulations 2008, the Charities Act 2011, Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities

preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102); and

- we assessed the extent of compliance with the laws and regulations identified through making enquiries of management and inspecting documentation.

We assessed the susceptibility of the financial statements to material misstatements including obtaining an understanding of how fraud might occur by making enquiries of management and considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls we performed the following procedures:

- we performed analytical procedures to identify any unusual or unexpected relationships;
- we assessed whether judgements and assumptions made in determining accounting estimates were indicative of potential bias;
- we tested journal entries to identify unusual transactions;
- tested revenue has been recognised in the correct accounting period as part of our substantive testing;
- tested expenditure had been attributed to charitable activities on a fair and reasonable basis;
- tested whether accounting policies had been applied consistently without bias; and

- we investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reviewing the minutes of governance meetings;
- enquiring of management and those charged with governance as to actual and potential litigation and claims; and
- remaining alert for actual and potential litigation and claims during our other audit procedures.

We did not identify any key audit matters relating to irregularities, including fraud.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations.

A further description of our responsibilities is available on the Financial Reporting Council’s

website at: <https://www.frc.org.uk/auditorsresponsibilities>
This description forms part of our auditor’s report.

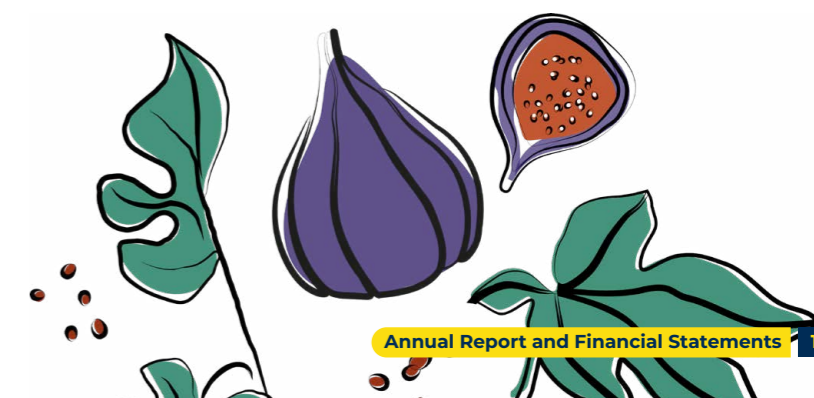
Use of our report

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. Our audit work has been undertaken so that we might state to the charity’s trustees those matters we are required to state to them in an auditor’s report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity’s trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Deitch Cooper LLP
Accountants
Statutory Auditor

20th January 2026
3 Hobbs House
Harrobian Business Village
Bessborough Road
Harrow
Middlesex
HA1 3EX

Deitch Cooper LLP is eligible for appointment as auditor of the Charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.



SUFRA NW LONDON – STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT For the Year Ended 31 March 2025

SUFRA NW LONDON – STATEMENT OF FINANCIAL POSITION

As at 31 March 2025

	Notes	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Income from:							
Donations and legacies	3	830,713	805,521	1,636,234	917,335	741,109	1,658,444
Interest receivable	4	21,182	-	21,182	17,433	-	17,433
Other income	9	966	-	966	-	-	-
Total income		852,861	805,521	1,658,382	934,768	741,109	1,675,877
Expenditure on:							
Raising funds	5	101,358	218	101,576	56,867	1,071	57,938
Charitable activities	6	959,189	739,585	1,698,774	744,173	612,705	1,356,878
Total expenditure		1,060,547	739,803	1,800,350	801,040	613,776	1,414,816
Net (outgoing)/ incoming resources before transfers		(207,686)	65,718	(141,968)	133,728	127,333	261,061
Gross transfers between funds		61,212	(61,212)	-	(11,730)	11,730	-
Net (expenditure)/ income for the year/ Net movement in funds		(146,474)	4,506	(141,968)	121,998	139,063	261,061
Fund balances at 1 April 2024		866,586	290,172	1,156,758	744,588	151,109	895,697
Fund balances at 31 March 2025		720,112	294,678	1,014,790	866,586	290,172	1,156,758

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

	Notes	2025 £	2025 £	2024 £	2024 £
Fixed assets					
Tangible assets	13		84,035		19,656
Current assets					
Stocks	14	35,614		23,500	
Debtors	15	230,344		155,568	
Investments	16	391,350		-	
Cash at bank and in hand		304,822		992,539	
		962,130		1,171,607	
Creditors: amounts falling due within one year	17	(31,375)		(34,505)	
Net current assets			930,755		1,137,102
Total assets less current liabilities			1,014,790		1,156,758
Income funds					
Restricted funds	18		294,678		290,172
Unrestricted funds					
Designated funds	19	14,374		49,732	
General unrestricted funds		705,738		816,854	
			720,112		866,586
			1,014,790		1,156,758

The financial statements were approved by the Board of Trustees on 20th January 2026.

DocuSigned by:
Susan Crane
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Ms S Crane (Chair)
 Trustee

SUFRA NW LONDON – STATEMENT OF CASH FLOWS

For the Year Ended 31 March 2025

SUFRA NW LONDON – NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 31 March 2025

	Notes	2025 £	2025 £	2024 £	2024 £
Cash flows from operating activities					
Cash (absorbed by)/generated from operations	23		(234,035)		117,954
Investing activities					
Purchase of tangible fixed assets		(77,469)		–	
Proceeds from disposal of tangible fixed assets		1,783		–	
Investment income received		13,354		17,433	
Net cash generated from/(used in) investing activities			(62,332)		17,433
Net cash used in financing activities			–		–
Net (decrease)/increase in cash and cash equivalents			(296,367)		135,387
Cash and cash equivalents at beginning of year			992,539		857,152
Cash and cash equivalents at end of year			696,172		992,539
Relating to:					
Cash at bank and in hand			304,822	–	992,539
Short term deposits included in current asset investments			391,350	–	–

1 Accounting policies

Charity information

Sufra – NW London is a UK registered charity incorporated as a Charitable Incorporated Organisation registered with the Charity Commission under registration number 1151911. The registered office and principal place of business is 160 Pitfield Way, Stonebridge, London NW10 0PW.

1.1. Accounting convention

The financial statements have been prepared in accordance with the Charity’s constitution, the Charities Act 2011 and “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) (second edition – October 2019)”. The Charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the Charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, modified to include certain donations in kind at fair value. The principal accounting policies adopted are set out below.

1.2. Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3. Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives.

Designated funds comprise funds which have been set aside at the discretion of the Trustees for specific purposes, such as to provide for new planned projects for the future. The purposes and uses of the designated funds are set out in the notes to the financial statements.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4. Income

Income is recognised when the Charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the Charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid is recognised at the time of the related donation. Gift aid claims processed by third parties on behalf of the Charity are recognised as unrestricted funds.

Grants from organisations are recognised on receipt or otherwise if the Charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the grant is treated as a contingent asset. Grants are classified as unrestricted funds unless there is a contractual requirement with the donor for the grant to be used for a particular purpose, in which case it is classified within restricted funds.



SUFRA NW LONDON – NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 31 March 2025

SUFRA NW LONDON – NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 31 March 2025

1 Accounting policies(Continued)

Where goods are provided to the Charity as a donation that would normally be purchased from suppliers, these donations are included in the financial statements at the fair value of the contribution to the Charity. Fair value is measured as replacement cost at the time of receipt, where replacement cost is an accounting estimate of the economic cost incurred if the Charity was to replace the service potential of the donated goods at its own expense in the most economic manner. In the opinion of the Trustees, the accounting process used, together with the associated assumptions, reliably measures fair value.

Food, toiletries and other items donated to the Charity for distribution by food bank services directly operated by the Charity are recognised as income from donations within unrestricted funds. An equivalent amount is included as expenditure within unrestricted funds.

1.5. 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 is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

All expenditure is included in the financial statements in the period it becomes due.

Expenses include VAT where applicable as the charity cannot reclaim it.

1.6. Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Fixtures and fittings
20% Reducing Balance

Equipment
25% Straight Line

Motor vehicles
25% Straight Line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the Statement of Financial Activities.

1.7. Impairment of fixed assets

At each reporting end date, the Charity reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1 Accounting policies(Continued)

1.8. Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost comprises direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the stocks to their present location and condition.

Stocks which relate to donated goods have been valued at a fair value being the replacement cost of the goods in the most economic manner at the time of their receipt.

1.9. Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less from the date of opening the deposit or similar amount. Bank overdrafts (if any) are shown within borrowings in current liabilities.

1.10. Financial instruments

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Charity's Statement of Financial Position when the Charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the Charity's contractual obligations expire or are discharged or cancelled.

1.11. Taxation

No provision is made for taxation on net income arising in the year as the Charity is a UK registered charity and it is therefore not liable to income tax or corporation tax derived from its charitable activities as they fall within the exemptions available to registered charities.

1.12. Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the Charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.



SUFRA NW LONDON – NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 31 March 2025

SUFRA NW LONDON – NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 31 March 2025

2 Critical accounting estimates and judgements

In the application of the Charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities and in the calculation of fair values, that are not readily apparent from other sources. Accounting estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

Donations in kind have been recognised at the fair value of the contribution to the Charity, which is an accounting estimate. This has been measured as replacement cost in the most economic manner at the time of receipt. The required assumptions and

methods used in the underlying calculation of the cost that the Charity would have incurred if it were to replace the donation at its own expense at the time of receipt are a source of estimation uncertainty. Further details regarding donations in kind are set out in the accounting policies and note 3 to the financial statements.

All accounting estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Donations and legacies

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Donations and gifts	225,838	26,734	252,572	263,800	25,934	289,734
Gift aid	35,447	–	35,447	37,897	–	37,897
Grants from organisations	117,500	778,787	896,287	265,152	710,175	975,327
Corporate donations	27,524	–	27,524	44,370	5,000	49,370
Donations in kind	424,404	–	424,404	306,116	–	306,116
	830,713	805,521	1,636,234	917,335	741,109	1,658,444

Donations in kind

Donations in kind represents food and other goods received by the Charity for distribution to its beneficiaries at no cost to the recipient. In accordance with the Charities SORP (FRS102) (2019), these donations are recognised at the fair value of the contribution to the Charity, which is an accounting estimate and is measured as replacement cost in the most economic manner at the time of receipt. Records of donations received are maintained and the economic cost of the average food parcel distributed to beneficiaries is checked with sufficient regularity to ensure a reliable fair value to the charity of each contribution can be calculated.

Volunteers

The charity uses unpaid volunteers to assist in providing its charitable activities across all services. In accordance with the Charities SORP (FRS102) (2019), the contribution of these volunteers carrying out charitable activities has not been included as income and expenditure in the accounts as it is impractical for their contribution to the charity to be measured reliably for accounting purposes.

3 Donations and legacies (Continued)

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Grants of £20,000 and over:						
Tudor Trust	–	30,000	30,000	–	30,000	30,000
The Betty Messenger Foundation	–	–	–	250,000	–	250,000
Islamic Relief	–	69,880	69,880	–	56,400	56,400
The Julia and Hans Rausing Trust	–	25,000	25,000	–	25,000	25,000
Greater London Authority	–	30,656	30,656	–	44,993	44,993
Refugee Action	–	16,481	16,481	–	31,615	31,615
London Borough of Brent (CWP)	–	223,985	223,985	–	121,438	121,438
Brent NCIL	–	–	–	–	25,000	43,000
GLA (UKSPF)	–	40,000	40,000	–	40,000	40,000
The Headley Trust	–	15,000	15,000	–	35,000	35,000
Cadent Gas Limited	–	33,333	33,333	–	80,810	80,810
Kusama Trust	–	–	–	–	23,973	23,973
The National Lottery Community Fund	–	93,375	93,375	–	144,446	144,446
Garfield Weston Foundation	–	25,000	25,000	–	–	–
Henry Smith Charity	–	32,300	32,300	–	–	–
John Lyons Charity	–	40,000	40,000	–	–	–
University of Liverpool Salient cash pilot	–	39,566	39,566	–	–	–
Swire Charitable Trust	–	25,000	25,000	–	–	–
David Cock Foundation	25,000	–	25,000	–	–	–
Jungels Winkler Charitable Foundation	50,000	–	50,000	–	–	–
Grants of under £20,000	42,500	39,211	81,711	15,152	33,500	48,652
Total grants from organisations	117,500	778,787	896,287	265,152	710,175	975,327



SUFRA NW LONDON – NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 31 March 2025

SUFRA NW LONDON – NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 31 March 2025

4 Income from investments

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Interest receivable	21,182	17,433



5 Costs of raising funds

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Fundraising and publicity						
Direct fundraising costs	66,172	218	66,390	25,642	555	26,197
Staff costs	35,186		35,186	31,225	516	31,741
	101,358	218	101,576	56,867	1,071	57,938



6 Charitable activities

	Food Access 2025 £	Advice Service 2025 £	Garden 2025 £	Community Wellbeing Service 2025 £	Total 2025 £	Total 2024 £
Staff costs	260,112	165,476	64,272	105,759	595,619	449,588
Other direct costs	176,058	56,317	36,059	90,182	358,616	317,175
Donations in kind	421,415	-	-	-	421,415	287,773
	857,585	221,793	100,331	195,941	1,375,650	1,054,536

Share of support costs (see note 8)	123,360	57,600	47,047	72,455	300,462	257,061
Share of governance costs (see note 8)	9,745	4,306	2,946	5,665	22,662	45,281
	990,690	283,699	150,324	274,061	1,698,774	1,356,878

Analysis by fund						
Unrestricted funds	751,077	80,491	62,914	64,707	959,189	744,173
Restricted funds	239,613	203,208	87,410	209,354	739,585	612,705
	990,690	283,699	150,324	274,061	1,698,774	1,356,878



SUFRA NW LONDON – NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 31 March 2025

SUFRA NW LONDON – NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 31 March 2025

6 Charitable activities (Continued) For the year ended 31 March 2024

	Food Access 2024 £	Advice Service 2024 £	Garden 2024 £	Community Wellbeing Service 2024 £	Total 2024 £
Staff costs	211,606	141,942	61,821	34,219	449,588
Other direct costs	155,061	45,548	35,816	80,750	317,175
Donations in kind	287,773	-	-	-	287,773
	654,440	187,490	97,637	114,969	1,054,536
Share of support costs (see note 8)	130,866	54,633	29,345	42,217	257,061
Share of governance costs (see note 8)	22,640	9,962	4,981	7,698	45,281
	807,946	252,085	131,963	164,884	1,356,878
Analysis by fund					
Unrestricted funds	553,061	70,186	70,863	50,063	744,173
Restricted funds	254,885	181,899	61,100	114,821	612,705
	807,946	252,085	131,963	164,884	1,356,878

7 Description of charitable activities

Food Access

This category encompasses our established food banks and community kitchens, in addition to NHS food parcels and initiatives for the homeless.

Advice Service

Our service offers welfare advice and support to address the underlying issues that lead individuals to seek our food access services. We provide immediate emergency aid for essential non-food items and arrange emergency shelter when required. The Advice Service now includes specialised support for asylum seekers, refugees, and migrants through the OpenARMS programme

Community Wellbeing Service

For a nominal fee of £4.00 per month, registered members gain access to a community shop, café, kitchen, and gym, coupled with comprehensive welfare advice and support. Each member collaborates with our advisors to formulate a 'personal development plan' aimed at enhancing their financial stability, health, and overall wellbeing.

Garden

We cultivate organic produce to supply our food aid services and the Garden Market. Additionally, we offer accredited educational courses and volunteer opportunities for community members of all ages, including those with mental or physical health challenges.

8 Support costs allocated to activities

	2025 £	2024 £
Staff costs	214,481	145,533
Depreciation	12,273	8,729
Events and activities	2,209	1,837
Repairs and maintenance	30,475	63,530
Training and recruitment	8,763	4,064
Office costs	6,684	6,977
Membership and subscriptions	2,415	2,921
Marketing and outreach	299	1,501
Miscellaneous costs	3,556	4,238
IT expenses	7,612	8,584
Recycling and Cleaning	4,012	4,233
Insurance	483	4,914
Governance costs	29,862	45,281
	323,124	302,342
Analysed between:		
Food Access	133,105	153,506
Advice Service	61,906	64,595
Garden	49,993	34,326
Community Wellbeing Service	78,120	49,915
	323,124	302,342



SUFRA NW LONDON – NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 31 March 2025

SUFRA NW LONDON – NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 31 March 2025

8 Support costs allocated to activities (Continued)

	2025 £	2024 £
Governance costs comprise:		
Audit fees	7,080	6,930
Legal and professional	7,278	24,678
Bookkeeping	6,607	9,409
Consultancy and other	8,897	4,264
	29,862	45,281

Where support and governance costs are not directly attributable to a single activity a fair share of support and governance costs has been apportioned to each charitable activity based on directly attributable costs and the number of staff working on each activity.

9 Net movement in funds

	2025 £	2024 £
The net movement in funds is stated after charging/ (crediting):		
Fees payable for the audit of the charity's financial statements	7,080	6,930
Depreciation of owned tangible fixed asset	12,273	8,729
Profit on disposal of tangible fixed assets	(966)	–

10 Trustees

None of the Trustees received any remuneration or benefits from the Charity during the year. A close family member of one of the trustees works as a paid employee of the charity and receives a market salary.

11 Employees

	2025 Number	2024 Number
The average monthly number of employees during the year was:	26	20
Employment costs	2025 £	2024 £
Wages and salaries	749,753	562,663
Social security costs	73,163	47,345
Employer pension contributions	22,370	16,854
	845,286	626,862

There were no employees whose annual remuneration was more than £60,000.

12 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

13 Tangible fixed assets

	Fixtures and Fittings £	Equipment £	Motor Vehicles £	Total £
Cost				
At 1 April 2024	13,712	5,137	49,758	68,607
Additions	77,469	–	–	77,469
Disposals	–	–	(16,794)	(16,794)
At 31 March 2025	91,181	5,137	32,964	129,282
Depreciation and impairment				
At 1 April 2024	5,598	5,137	38,216	48,951
Depreciation charged in the year	5,923	–	6,350	12,273
Eliminated in respect of disposals	–	–	(15,977)	(15,977)
At 31 March 2025	11,521	5,137	28,589	45,247
Carrying amount				
At 31 March 2025	79,660	–	4,375	84,035
At 31 March 2024	8,114	–	11,542	19,656

14 Stocks

	2025 £	2024 £
Stocks including donated goods	35,614	23,500

15 Debtors

	2025 £	2024 £
Amounts falling due within one year:		
Prepayments and accrued income	230,344	155,568

16 Current asset investments

	2025 £	2024 £
Short-term cash deposits held to maturity	391,350	–

All carrying amounts of financial assets approximate to their fair values.

17 Creditors: amounts falling due within one year

	2025 £	2024 £
Trade creditors	16,556	–
Accruals and deferred income	14,819	34,505
	31,375	34,505



SUFRA NW LONDON – NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 31 March 2025

SUFRA NW LONDON – NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 31 March 2025

18 Restricted funds

The income funds of the Charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	At 1 April 2024 £	Incoming resources £	Resources expended £	Transfers £	At 31 March 2025 £
Food Access	98,764	250,699	(239,613)	-	109,850
Welfare Advice and Refugee Support	89,597	151,649	(203,426)	-	37,820
Community Wellbeing Service	-	254,829	(209,354)	-	45,475
Garden	101,811	148,344	(87,410)	(61,212)	101,533
	290,172	805,521	(739,803)	(61,212)	294,678

Previous year:	At 1 April 2023 £	Incoming resources £	Resources expended £	Transfers £	At 31 March 2024 £
Food Access	60,385	279,383	(241,004)	-	98,764
Welfare Advice and Refugee Support	59,152	195,537	(165,092)	-	89,597
Community Wellbeing Project	-	148,247	(159,977)	11,730	-
Community Garden	31,572	117,942	(47,703)	-	101,811
	151,109	741,109	(613,776)	11,730	290,172

Food Access – Funding provided towards Food Aid and Community Kitchen projects and activities.

Welfare Advice and Support – Salary costs for a small team of dedicated Welfare Advisors for providing short-term emergency aid including emergency accommodation, travel costs, white goods and other basic necessities.

Refugee Support – Salary cost towards a General Advisor and Admin Officer’s time, is utilised to support the safe settlement of refugees when first arriving in the Borough through provision of ESOL and social integration Activities.

Commencing the year ended 31 March 2024, the refugee support fund and welfare advice and support fund have been brought together due to the purpose of the funds received and charitable expenditure overlapping. This is considered to present a true and fair view of the restrictions and application of resources.

Community Wellbeing Service – Funding provided towards a range of support for local families including a Community Shop, Community Café and advice and guidance.

Garden – Funding provided towards Garden projects and activities.

Transfers – During the year, capital expenditure has been funded by utilising capital grants received as restricted funds. In accordance with the Charities SORP (FRS102) (2019), when an asset has been purchased from a restricted source of funds and is held for a general and not a restricted purpose the funds utilised are transferred from restricted to unrestricted funds. The prior year transfer relates to unrestricted funds used to cover a deficit that existed at that reporting date.

19 Designated funds

The income funds of the Charity include the following designated funds which have been set aside out of unrestricted funds by the Trustees for specific purposes:

	Balance at 1 April 2023 £	Incoming resources £	Resources expended £	Transfers £	Balance at 1 April 2024 £	Resources expended £	Transfers £	Balance at 31 March 2025 £
Movement in funds								
Development Budget	70,000	-	(75,268)	55,000	49,732	(19,101)	(16,257)	14,374
	70,000	-	(75,268)	55,000	49,732	(19,101)	(16,257)	14,374

Development Budget – The development budget supports organisational improvements. These unrestricted funds have been designated for expenditure on planned areas of operational development, focusing on initiatives that generate long-term benefits. This increase reflects our commitment to strategic growth and efficiency within the Charity.

20 Analysis of net assets between funds

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Fund balances at 31 March 2025 are represented by:						
Tangible assets	84,035	-	84,035	19,656	-	19,656
Net current assets	636,077	294,678	930,755	846,930	290,172	1,137,102
	720,112	294,678	1,014,790	866,586	290,172	1,156,758

21 Operating lease commitments

Lessee

At the reporting end date the Charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2025 £	2024 £
Within one year	11,000	11,000
Between two and five years	3,500	14,500
	14,500	25,500

The operating lease commitments represent lease arrangements for premises occupied by the Charity.



SUFRA NW LONDON – NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 31 March 2025



22 Related party transactions

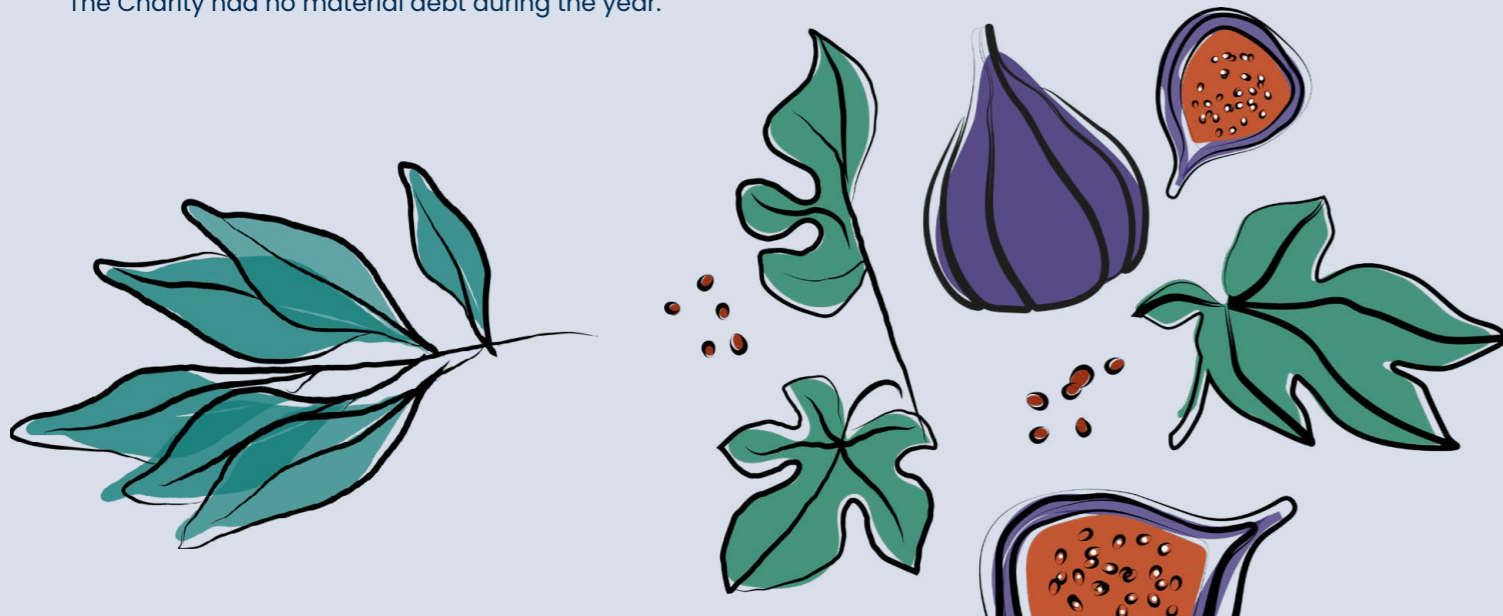
During the year the Charity received voluntary donations from the Trustees totalling £3,917 (2024: £1,165).

23 Cash (absorbed by)/generated from operations

	2025 £	2024 £
(Deficit)/surplus for the year	(141,968)	261,061
Adjustments for:		
Investment income recognised in statement of financial activities	(21,182)	(17,433)
Donations in kind	(3,955)	(3,369)
Depreciation and impairment of tangible fixed assets	12,273	8,729
Movements in working capital:		
(Increase) in stocks other than donated goods	(9,125)	(3,466)
(Increase)/decrease in debtors and accrued income	(66,948)	(134,130)
(Decrease)/increase in creditors and accruals	(3,130)	6,562
Cash generated from operations	(234,035)	117,954

24 Analysis of changes in net funds

The Charity had no material debt during the year.









Sufra

FIGHT
POVERTY
LOVE
COMMUNITY

Charity Registration Number 1151911
Sufra NW London, 160 Pitfield Way, Stonebridge, London, NW10 0PW
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SUFRA - NW LONDON

England & Wales - Charity number 1151911

Accounts



Sufra FIGHT
POVERTY
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**Annual Report and
Financial Statements**
For the year ended
31 March 2024



LEGAL AND ADMINISTRATIVE INFORMATION

Trustees:

Ms S Crane (Chair)
Ms H Krawitz (Vice Chair)
Ms L Bannister
Ms Z Braganza
Mr A Mohammed
Ms Rozia Hussain
Ms Sanya Syed

Director:

Mr R Makwana BEM

Charity number:

1151911

Charitable Incorporated Organisation (CIO) number:

CE000394

Registered office:

160 Pitfield Way
Stonebridge
London
NW10 0PW

Auditor:

Deitch Cooper LLP
3 Hobbs House
Harrowian Business Village
Bessborough Road
Harrow
Middlesex
HA1 3EX

Bankers:

HSBC
CAF Bank

Website:

<https://www.sufra-nwlondon.org.uk>



Annual Report and Financial Statements

For the year ended
31 March 2024

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SUFRA NW LONDON – TRUSTEES’ REPORT

For the Year Ended 31 March 2024



The Trustees present their annual report and financial statements for the year ended 31 March 2024. The financial statements have been prepared in accordance with the accounting policies set out in the notes to the financial statements and comply with the Charity’s constitution, the Charities Act 2011 and ‘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).

Sufra – A definition (pronounced ‘Sof-rah’)

An Arabic word for a table cloth or spread that is laid on the ground for serving a meal to family and friends. The word embodies the spirit of sharing, hospitality and community, which is at the heart of all we do at Sufra NW London.

Our Vision

A community united to address the causes and consequences of poverty.

Our Mission

Sufra NW London provides food aid, welfare advice and training to people in crisis, whilst working with the wider community to campaign for an end to poverty.

Our Objectives and Activities

Sufra NW London is a charity in Northwest London that prevents hunger, fights poverty and builds community. We run a network of food banks, community kitchens, a community shop and café. These act as a gateway for our service users, or guests as we call them, to access more holistic support – including welfare advice, an asylum and refugee support programme, community activities and training, and our award-winning community garden.

We aim to work with our guests to find solutions to their challenges together, supporting them on a journey from crisis to social and financial resilience.

Sufra is based on St. Raphael’s Estate in Stonebridge, Brent, which is among the 10% most deprived areas in England. Poverty in Brent stands at 31%, with 35% child poverty. The economic shocks of COVID-19 and the cost-of-living crisis have deepened poverty and destitution. Families face rising costs of essentials, with many pushed into poverty by sudden crises. Brent’s high rent-to-income ratio (43%) and low average incomes (23% earning below the real living wage) fuel destitution. Temporary accommodation rose by 14%, and rough sleeping is increasing. More asylum seekers are in local hotels, feeling isolated and hopeless, increasing demand for Sufra services.

Sufra supports guests holistically, with integrated advice and community programs operating in some of Brent’s most disadvantaged areas.

Programmes and Activities

- **Food Aid:** Sufra provides emergency aid (nutritious food, toiletries, baby supplies, and essentials) via 2 food bank sessions operating from two hubs. Referrals come from over 200 partners, including schools, mental health teams, GPs, charities, and local groups. This year, we supported 13,769 unique guests with emergency food aid, through distribution of food parcels, NHS Project parcels, Fresh Meal Delivery Service meals, the Who Is Hussain partnership homeless food drive and a proportion of Community Kitchen guests.



Photo credit Andy Aitchison



SUFRA NW LONDON – TRUSTEES’ REPORT

For the Year Ended 31 March 2024



Photo credit CitizensUK

- Community Kitchens:** Our Community Kitchens serve as focal points for food bank users, people facing homelessness and isolation, offering free nutritious meals without the need for referrals. We currently provide five weekly kitchen sessions and two daytime cafe sessions through partnerships with Brent Council, Laurence’s Larder, Ark Elvin Academy and Granville Community Kitchen. This year, we served 23,063 Community Kitchen meals.
- Community Wellbeing Project:** This year the project has supported 375 members with early intervention and support, going beyond traditional food aid. Members pay £4 weekly for access to a Community Shop, Café, and Kitchen, along with holistic support.
- OpenARMS Programme:** Our Advice Team supports refugees, asylum seekers, and vulnerable migrants with welfare advice and community

activities like English lessons and coffee mornings. This year, we supported 75 guests and aim to expand activities, including horticultural therapy sessions, funding permitting. The team is now OISC accredited and will be working towards debt advice accreditation soon.

- Advice Services:** Our advisors address issues that result in guests requiring emergency food aid, such as homelessness, benefit disruptions, and debt. This year, we secured £51,328 of welfare benefits as income for guests and distributed £33,428 through our Emergency Aid Fund. We took on over 685 cases this year, double the amount we had expected.
- Growing Food in the Community:** St Raphael’s Edible Garden supplies organic fruits and vegetables, serving as a therapeutic oasis. It offers year-round nature-based learning activities and events, benefiting 595 people over a 12-month

period. This year, the garden produced 786 kg of organic produce.

- Community Engagement:** This program expands and enhances our volunteering programme, whilst formalising the transition from guest to volunteer, offering training and employment skills. Our team of 245 volunteers – many former service users – speak multiple languages to understand guest needs. We aim to provide 25 guests with formal volunteering positions alongside our existing volunteers in the next twelve months.

Sufra is Brent’s Thematic Lead for Food Aid and played a key role in Brent declaring itself a Right to Food Borough. Our wide-ranging partnerships span voluntary sector organisations, schools, statutory services, faith organisations, and local places of worship. We are accredited by Trusted Charity (level 2), Advice Quality Standard (AQS) and the Office for Immigration Services Commissioner (OISC).



SUFRA NW LONDON – TRUSTEES’ REPORT

For the Year Ended 31 March 2024



Key Impact Statistics 2023–24

48,093	Total Food Aid recipients (including total household numbers and repeat beneficiaries)	910kg	CO₂ sequestered by St. Raphael's Edible Garden
13,769	Unique Food Aid guests (On average, each received food parcels more than 5 times over the year.)	245	Number of active volunteers across all services (not including one-off 'corporate volunteer day' groups)
240,377	Total Equivalent Meals distributed (including Food Parcels as Meals, Community Kitchen Meals, and NHS parcels as Meals)	15,156	Hours volunteered (including corporate volunteer groups)
23,063	Community Kitchen Meals served	204	Registered referral agencies
1,013	Number of guests provided with school uniforms and winter coats	6	Food Bank Hub and Community Shop sessions operational
490	Number of unique people who benefitted from our Advice Services (including professional casework and signposting)	7	Community Kitchen and Cafe sessions operational
£51,328	Additional income gained for guests by our Advice Team (Mainly in additional or unclaimed benefit payments and grants.)	375	Community Wellbeing Project total members
786kg	Produce harvested in St. Raphael's Edible Garden	2,840	Total grocery shops conducted at the Community Wellbeing Project
£8,922	Value of produce grown in St. Raphael's Edible Garden		



SUFRA NW LONDON – TRUSTEES’ REPORT

For the Year Ended 31 March 2024



Photo credit Ollie Hammick

Statement of Principles

1. We take a holistic approach, based on human rights

Food aid is essential – but it is not the solution to food poverty.

Access to nutritious food is a human right and it is the responsibility of governments, not charities, to create the conditions needed to uphold these rights. To enable all people to meet their basic needs and live in dignity, the UK government needs to pursue policies that ensure wealth, power and resources are shared more equally between all people.

Our approach is holistic and designed to reduce dependency on food aid.

Our services have developed in response to the underlying needs of our guests. We are committed to providing a range of services and programmes that can help address the root causes of financial crisis and reduce the need for food aid.

We recognise that there are different approaches to reducing food poverty.

We embrace a culture of critical reflection on the nature and

effectiveness of our food bank and other services. We are committed to innovation and experimentation with new approaches to meeting our core objectives.

2. We are embedded in the local community

We are a grassroots charity embedded in the local community.

As we develop and grow, we are committed to remaining responsive to the changing needs of those we serve, representing their voices and engaging them in making the decisions that affect them. We seek always to maintain a close relationship between our guests, volunteers, staff and trustees.

We are more effective when we collaborate with others.

We are committed to working in partnership with all our stakeholders – from our supporters and volunteers to voluntary sector organisations, businesses and other food banks in northwest London.

We serve people of all and no faiths without discrimination.

Our roots lay in the Muslim community, which provided the

funding and support needed to establish the charity. We continue to work closely with this community as well as a wide range of other faith-based and secular organisations. Our staff, trustees and volunteers are from a multitude of backgrounds (both faith and non-faith based), our values are universal and humanitarian, and we serve everyone in need without discrimination.

3. We respect the dignity of our guests and the needs of the planet

We are committed to upholding and enhancing the dignity of our guests.

We aim never to turn people away when they are in need. Our emergency aid services provide a gateway to accessing other services designed to empower our guests, improve their wellbeing and reduce their dependency on food aid.

We value the wellbeing and development of our staff, volunteers and trustees.

We aim to provide everyone who works at Sufra with opportunities to grow, learn and develop new skills, whilst supporting their mental health and wellbeing.

We are committed to environmental sustainability.

We recognise the importance of caring for our environment. We make use of food that would otherwise go to landfill, grow fruit and vegetables without the use of chemical pesticides/fertilisers, and compost our food waste. We also use solar panels to generate energy in our main building and reuse, upcycle and recycle our waste.



SUFRA NW LONDON – TRUSTEES’ REPORT

For the Year Ended 31 March 2024



Message from the Chair of the Board of Trustees



This has been another milestone year for Sufra, as we strengthened our commitment to supporting the Brent community against a background of ongoing economic challenges. Our work provided a vital lifeline for many, with Sufra distributing 9,759 food parcels, facilitating 2,840 shops through our Community Shop, and producing 786 kilos of fresh produce from our gardens. Across our services, we prepared 18,994 meals in our Community Kitchens and dedicated 15,156 volunteer hours to ensuring our community members received the help they needed. Our Advice Team provided crucial support to 490 guests, primarily addressing housing and homelessness concerns.

This past year, we focused on reducing reliance on our Food Bank and encouraging more sustainable, holistic support systems. As a result, the average number of food parcels per household decreased by 18% compared to the previous year, and 21% of our guests were connected to alternative food aid initiatives, such as our new Community Wellbeing Project. These efforts reflect our commitment to promoting long-term resilience and wellbeing within the Brent community.

With a strengthened team of 23 staff members and the continued support of our volunteers, partners and consultants, we are well-positioned to achieve our strategic vision. Our financial health remains robust; we secured over £1.6 million in income (including donations in kind of food and other items), exceeding our projections by 18%, which has enabled us to maintain operations sustainably and plan for further growth.

As we celebrated Sufra’s 10th anniversary, our focus shifted to consolidating the growth we have stewarded across the organisation in recent years. We have set ambitious targets within our upcoming 2030 strategy to improve access to affordable, healthy food, enhance social and financial resilience, empower citizens through civic engagement, and address the policies contributing to poverty.

A refreshed brand identity that emphasises our holistic approach to fighting poverty and building community, alongside a growing advocacy presence that includes campaigns for asylum seeker bus travel and free school meals, reflect our evolving mission and commitment to meaningful change.

We extend our heartfelt gratitude to our many partners, volunteers, donors, and supporters. Your unwavering commitment and generosity have been instrumental in our success. Thank you for being an essential part of our journey. By working together in the years ahead, we look forward to shaping a more resilient, inclusive, and supportive community.

Susan Crane
Chair, Sufra NW London
December 2024



SUFRA NW LONDON – TRUSTEES’ REPORT

For the Year Ended 31 March 2024

Public Benefit

Under the Charities Act 2011, the trustees confirm that they have complied with the Charity Commission guidance on public benefit to ensure that our activities continue to fulfil our aims and objectives as outlined in our Constitution.

The information given about our objectives provides examples of how our work brings public benefit through our activities and will continue to provide public benefit in line with our objects.

Achievements and Performance

Sufra’s operations expanded significantly this year in response to growing demand and the piloting of new services – all prompted by the cost-of-living crisis affecting our guests. This growth was supported by a strong income pipeline and grants from new trusts and foundations such as the National Lottery. Consequently, our team size increased, with an average of 20 staff employed monthly.

To support this expansion, we maintain a proactive approach to strategic planning, creating long-term strategies and annual business plans that shape organisational and individual work plans. To ensure sufficient capacity and expertise during our growth, several senior roles were established and filled, including a Deputy Director, a Community Garden Manager, a Finance Manager, an Advice Service Manager, and a Community Engagement Manager to support with volunteer recruitment and retention, as well as guest-led advocacy.

We have also engaged various specialists for development support, including bid-writing expertise (Lesley Hynes Fundraising), pro-bono HR advice, and monitoring, evaluation, and learning facilitation (IVAR).

In our commitment to equality, diversity, inclusion, and accessibility (DEIA), we completed an independent DEIA review and are implementing the recommendations with staff. Additionally, we provided training for managers, staff, and volunteers in areas such as mental health, well-being, and conflict management.

In relation to physical and digital infrastructure, we renovated our main office, added two new confidential advice offices, and are working towards implementing a new CRM database and constructing an eco-cabin in the Community Garden.

Rebranding Sufra

Together, the initiatives mentioned above are aimed at enhancing Sufra’s development, particularly our efforts to offer more holistic and diversified food aid to better support local individuals facing economic hardship.

In recognition of this development, and in celebration of our 10th anniversary, we rebranded Sufra with a new logo, tagline, and website. Despite the new look, our mission remains unchanged: combating poverty in our community, while addressing both immediate and structural causes of food poverty.

Community Wellbeing Project

This year, the Community Wellbeing Project transitioned from its pilot phase to becoming a fully established service. The project has achieved considerable success and garnered significant interest

from organisations and local authorities in London and beyond.

Consequently, we introduced a Beyond the Food Bank Toolkit, which details how we initiated the project and offers guidance on replicating the model. The toolkit was presented at a Community of Practice event with over 50 local VSCE organisations and council members participating, aiming to inspire similar projects across the borough.

During its first year, more than 375 households joined the 12-week membership program, completing 2,840 shopping trips at the Community Shop, 3,480 visits to the café, 7,101 visits to the kitchen, and 405 interactions at Advice Drop-ins and workshops. Baseline data collected at the start of the project showed that only 25% of respondents could afford to buy the food that their household needed. This figure rose to 60% when members were asked again at the end of their memberships. Members also reported having more leisure time and greater confidence in using support services within the borough.

Advice and OpenArms

Our Welfare Advice Service and OpenARMS Programme assisted over 500 guests to access welfare benefits, this support equated to a value of £51,328 in additional income for guests. We renewed our Advice Quality Standard accreditation, and two advisors gained OISC accreditation to offer immigration advice. Our Conversational English classes ran from September 2023 to February 2024 with 8-10 attendees per session, followed by Coffee Mornings featuring activities like Zumba, calligraphy, and pumpkin painting. 80% of attendees reported reduced stress levels, and 40% felt less isolated.



SUFRA NW LONDON – TRUSTEES’ REPORT

For the Year Ended 31 March 2024



Photo credit Digital Island

St. Raphael’s Edible Garden

In 2022, Sufra hosted a special art piece for the Brent Biennial by local artist Sean Roy Parker. Through community consultations, Sean created a glasshouse ‘discovery centre’ using recycled materials, with workshops in writing, foraging, and carpentry. The glasshouse was unveiled at a garden party with Metroland Cultures during the period.

St. Raphael’s Edible Garden was again chosen by HelloFresh and Social Farms & Gardens for their Curr-EAT-ulum Garden Syllabus campaign, featuring low-waste chef Max La Manna. A Brent primary school participated in the campaign’s shoot day.

We hosted several events, including a Summer Garden Party with za’atar flatbreads and market stalls, a Summer Activities Programme with arts and crafts and nutritious lunches, a Winter Fair with festive activities, and a Persian Yalda Night celebration.

Emergency Support

In the summer, we ran our Annual Uniform Drive, distributing uniform, backpacks, and stationery to over 327 young people across Brent by partnering with our colleagues at Hand on Heart and receiving hundreds of good quality uniform donations. Likewise, in the winter we ran our annual Winter Warmer

Coat Drive, distributing 686 coats to those in need in Brent.

Throughout Christmas week, we gave out over 300 festive hampers, one to each household that collected food parcels that week. On Christmas day, we cooked a sit-down roast dinner for 265 guests with musical performances from our volunteers on the viola and cello, and an appearance from Santa Claus distributing Christmas gift vouchers and presents for families with children.

Community Engagement and Advocacy

To support our guests, we also targeted some of the policies causing poverty. This became an important element of our

long-term strategy, leading to a funded Community Engagement Programme empowering guests to impact change. Partnering with Citizens UK, we also formed an advocacy group of staff, volunteers, and trustees. Sufra is now part of the campaign for free bus travel for asylum seekers in London. We held sessions with asylum seekers and met the Deputy Mayor for support.

As members of the Free School Meals coalition by No Child Left Behind and the National Education Union, we were pleased that the Mayor of London announced free school meals funding for another year.

Cash Voucher Pilot

In 2024, we will be collaborating with a team of government-funded researchers (Salient) who have designed a study at Sufra to determine whether food bank guests would prefer supermarket vouchers over traditional food bank parcels. This initiative is part of our strategic effort to explore more effective ways of supporting our guests. The study is expected to commence by autumn, and its findings will guide our approach in possibly transitioning away from the conventional food bank model to more dignified models of support.



Photo credit Digital Island



SUFRA NW LONDON – TRUSTEES’ REPORT

For the Year Ended 31 March 2024



Future Plans (2024–25)

The strategic focus for the upcoming year is ‘Consolidating Growth’. Our priorities will include maintaining effective operations and enhancing staff support by improving working conditions. Core initiatives will involve securing a new office space in the garden, increasing storage capacity, refurbishing our offices, and hiring a and expand our fundraising team. Additionally, we are integrating new CRM system to assist various teams and fostering a positive internal culture to promote staff satisfaction and collaboration.

More recently, we have secured a new local authority contract that extends our Community Wellbeing Project to operate five days a week in a dedicated new space. This expansion will enable us to offer more substantial support to local residents while providing additional space and resources for a period of up to five years. This period will also see the completion of our 2030 strategy, the induction of new board members, and the pilot of a shopping voucher scheme to enhance our traditional food bank model.

Outlined below are our strategic priorities as detailed in our Annual Business Plan for 2024–25.

1. Improving access to affordable healthy food and other essentials.

Priority: To trial a cash/voucher distribution model and to evaluate the effectiveness of all three emergency aid approaches (CWP, Food Bank and cash/voucher pilot)

2. Building Social and Financial Resilience

Priority: Improve our advice service and quality standards by updating the advice model and the infrastructure that underpins the service.

3. Growing Food with the Community

Priority: Establish an active steering group of local residents, volunteers and guests who work with management to co-create a comprehensive, community-driven programme of activities for the garden.

4. Empowering Citizens through Civic Engagement

Ensure all volunteers receive comprehensive training, support and opportunities to influence and contribute to our work.

5. Changing the Policies that Cause Poverty

Collect and communicate guest data more effectively, and work closely with guests with lived experience to support them to communicate their stories via a range of mediums in order to raise awareness and call for change.

Financial Review

This was a crucial year for growth and development at Sufra as we continued to respond to growing demand for our services considering the cost-of-living crisis. Our operational expansion was supported by a significant increase in both income and expenditure.

Total income for the year (both financial income and donations in kind) was £1.676M, which is an increase of 47% from the previous year. The increase was also £326,000 higher than we forecasted in our budget, and reflects the success we had in fundraising, as well as the instigation of several new services – all of which required the employment of new staff and volunteers.

Sufra continued to maintain diverse fundraising streams: 61% of income raised as grants from Trusts, Foundations and Corporates

(51% last year); 20% raised from individual giving (one off and regular donations, plus gift aid – 34% last year); 18% from Donations in Kind (15% last year); and 1% from other sources. These figures reveal the success we have had with trusts and foundations, especially in light of an expanded overall budget, whilst highlighting the need to focus more on individual giving in the year ahead.

Approximately 56% of our income remained unrestricted (62% last year). The unrestricted/restricted split reflects our success with trusts and foundations, and enables Sufra to be responsive to the ever-changing demand for services.

Our expansion also increased expenditure compared to the previous year, yet we ended the year with a healthy (and higher than expected) surplus of £261,061 (approximately half of which is unrestricted). This surplus helped ensure Sufra had sufficient reserves in place for the year ahead as we further expand our team and our services, which inevitably means a larger annual budget for 2024/25. The main contributor to this growth is a new contract awarded by Brent Council valued at around £400,000 a year to deliver an expanded Community Wellbeing Service.

Our two annual appeals during Ramadan and Winter were also more successful than anticipated, demonstrating continued goodwill across our supporter base.

The fundraising strategy for 2024/25 is to further diversify income sources and continue to prioritise large and multi-year grants alongside our two annual digital appeals. We will also expand our fundraising team and implement and implement a CRM system, which will enable us to engage existing supporters more effectively and attract new donors who can support our work in the years ahead.



SUFRA NW LONDON – TRUSTEES’ REPORT

For the Year Ended 31 March 2024



Reserves and Designated Funds

Our Reserves Policy stipulates that we will retain free reserves of unrestricted funds equivalent to six months of operating expenditure for the following year. Based on our budget reforecast for 2024/25 (which includes an increase in our operating budget in response to the local authority contract to expand the Community Wellbeing Project), this equates to £733,000.

At year end (2023/24), our unrestricted reserves were slightly higher than this at £866,586. Approximately £50,000 of this surplus was designated to a Development Budget for 2024–25 and included in these financial statements as Designated Funds. Designated Funds are to be spent on planned areas of operational development, focusing on initiatives that generate long term benefits. This includes expenditure on IT infrastructure, building improvements, CRM implementation, and debt accreditation for the advice team, with smaller allocations for staff training and completing the charity’s re-brand.

The board is committed to bringing unrestricted reserves more closely in line with our Reserve Policy by the end of the next financial year (2024–25). As such, the board agreed a small deficit for the 2024–25 Budget, to ensure reserves are more closely aligned to our reserves policy by year end.

Investment policy

The Trustees take a very prudent view to the investment of surplus funds as these are being retained for furthering the objects of the Charity. Accordingly, funds are placed in the current account with its bankers. However, the Trustees are exploring investment

opportunities for placing funds not immediately required into accounts that will earn better rates of investments.

Risk Management

The Finance and Risk subcommittee reviewed the charity’s major risks, with continued monitoring by the Board of Trustees. Systems and procedures have been established to mitigate these risks. Internal control risks are reduced through transaction and project authorization policies. Health and safety compliance for staff, volunteers, clients, and visitors is ensured through periodic reviews.

The Charity faces several key risks that could impact its financial stability, operational efficiency, and ability to deliver services to the Brent community:

- **Fraud and Financial Irregularities:** The risk of fraud and financial irregularities could damage the Charity’s reputation, erode donor trust, and lead to significant financial losses. To mitigate this risk, the Charity has implemented robust internal controls, including regular financial audits, comprehensive financial reporting, clear financial policies, staff training, and advanced financial management software.
- **Insufficient Income:** As the Charity grows, it requires increased funding to support expanded services, a larger staff, and higher operational costs. To ensure financial sustainability, the Charity is actively diversifying its income sources by cultivating relationships with corporate partners, securing grants from various trusts and foundations, and successfully executing fundraising campaigns. Additionally, expansion of the fundraising team will further

strengthen the Charity’s fundraising efforts.

- **Unpredictable Demand for Services:** Ongoing economic and political uncertainties, coupled with rising poverty levels, have led to increased demand for the Charity’s services. To effectively manage this demand, the Charity is revisiting its referral policy to implement reasonable limits, exploring alternative food aid models like Community Shops and food vouchers, and integrating advice services into its food aid programs.
- **Inadequate Insurance:** Insufficient insurance coverage could expose the Charity to significant financial liabilities in case of accidents, property damage, or legal claims. To mitigate this risk, the Charity has engaged a Health and Safety consultant to oversee its health and safety practices, implemented clear protocols for staff and volunteers, and maintains comprehensive insurance coverage.
- **Recruitment and retention of staff and volunteers.** Recruiting and retaining staff and volunteers remained a risk this year. To address this, we implemented a rolling volunteer recruitment program and hired a Community Engagement Manager to oversee a new Community Engagement Program. Additionally, we expanded our staff capacity by reviewing the organisational structure and improving our staff benefits package and EDIA systems to attract and retain talent.
- **Lack of adequate premises.** We lack adequate premises for our services due to the Covid-19 response increasing demand and space pressure. To address this, we renovated our offices, added two consultation rooms,



SUFRA NW LONDON – TRUSTEES’ REPORT

For the Year Ended 31 March 2024



established new services in separate locations, partnered with nearby organisations for shared space, and are constructing a semi-permanent workspace in St Raphael’s Edible Garden.

By proactively addressing these risks, the Charity aims to strengthen its financial position, enhance operational efficiency, and continue providing essential services to the Brent community.

Structure, Governance and Management

The Trustees who served during the year and up to the date of signature of the financial statements were:

Ms Susan Crane
(Chair)

Ms Helena Krawitz
(Vice Chair)

Ms Lucy Bannister

Mr Ashraf Mohammed
(appointed 31 March 2024)

Ms Zemira Braganza
(appointed 31 March 2024)

Ms Rozia Hussain
(appointed 1 November 2024)

Ms Sanya Syed
(appointed 1 November 2024)

Ms Jacqueline Carr
(deceased October 2023)

Ms Nirmean Sawi
(resigned 29 February 2024)

Ms A Al-Yassin
(resigned 31 March 2024)

Mr Aaseem Mulji
(resigned 31 March 2024)

Dr Mohammed Asad Abdullah
(resigned 24 May 2024)

Mr Pankaj Shah
(resigned 22 August 2024)

Ms Krystyna Kozniowska
(resigned 4 April 2023)



Provisions regarding Trustee appointment, terms of office, re-appointment, and retirement are detailed in the Constitution. Every Trustee must be appointed for a term of three years by a resolution passed at a board meeting of the Charity Trustees. Any person retiring as a Charity Trustee is eligible for reappointment.

The Trustees are responsible for organisational governance and oversight, including strategic direction, organisational policy, oversight of financial and resource management.

Trustee Recruitment

The Charity makes skills-based appointments to its Board of Trustees with regard to equality and diversity. Opportunities to become a Trustee are advertised on its website, social media platforms and with appropriate recruitment agencies. Occasionally nominations from stakeholders will also be considered. Candidates are required to submit a CV and a one-page expression of interest. Candidates are interviewed by a panel (often the Chair, Director and one other board member from the HR subcommittee). Additionally, candidates are invited to attend a food bank service. If the candidate is considered suitable, they are voted onto the Board of Trustees at the next meeting.

Any appointments are subject to a DBS check. Once appointed, Trustees are taken through an appropriate and detailed induction that includes meetings with senior staff, attending services, other forms of internal or external training as necessary, and signing up to adhere to appropriate policies e.g. Conflict of Interest.

Delegated Authority

The Board has delegated the day-to-day operational management of the organisation to the Director. To ensure these responsibilities are discharged effectively, the Director delegates responsibility to the Senior Leadership Team where necessary. The Board areas of delegation for which the Board of Trustees, Director and Senior Leadership Team is accountable for is set out in a Delegation of Authority policy.

Remuneration

Remuneration of the Director is agreed and set by the Board and reviewed annually. The Board of Trustees have approved a structure for salary bands and job classifications for all staff, which reflect the structure of the Charity and supports the promotion of staff to more senior roles where possible.

The Trustees have not claimed any expenses or remuneration.



SUFRA NW LONDON – TRUSTEES’ REPORT

For the Year Ended 31 March 2024

Statement of Trustees’ Responsibilities

The Trustees are responsible for preparing the Trustees’ Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). The law applicable to charities in England and 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 the incoming resources and application of resources of the Charity for that year.

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 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 charity will continue in operation.

The Trustees are responsible for keeping sufficient accounting records that 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.

The Trustees’ report was approved by the Board of Trustees on 18th December 2024.

DocuSigned by:

Susan Crane

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Ms S Crane (Chair)
Trustee



SUFRA NW LONDON – INDEPENDENT AUDITOR’S REPORT TO THE TRUSTEES OF SUFRA–NW LONDON

Opinion

We have audited the financial statements of Sufra-NW London (the ‘Charity’) for the year ended 31 March 2024 which comprise the statement of financial activities, the statement of financial position, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charity’s affairs as at 31 March 2024 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor’s responsibilities for the audit of the financial statements section of our report.

We are independent of the Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC’s Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees’ use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Charity’s ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor’s report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does

not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the Trustees’ report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.



SUFRA NW LONDON – INDEPENDENT AUDITOR’S REPORT TO THE TRUSTEES OF SUFRA–NW LONDON

Responsibilities of Trustees

As explained more fully in the statement of Trustees’ responsibilities, the Trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the Trustees are responsible for assessing the Charity’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to cease operations, or have no realistic alternative but to do so.

Auditor’s responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from

fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- we ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify non-compliance with applicable laws and regulations. Identified laws and regulations were communicated within the audit team and the team remained alert to instances of non-compliance throughout the audit;
- we identified the laws and regulations applicable to the charity through discussions with management and from our knowledge and experience of the sector and activities of the charity;
- we focused on specific laws and regulations which we considered have a direct material effect on the financial statements or the operations and activities of the Charity. These included, but were not limited to, the Charities (Accounts and Reports) Regulations 2008, the Charities Act 2011, Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities

preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102); and

- we assessed the extent of compliance with the laws and regulations identified through making enquiries of management and inspecting documentation.

We assessed the susceptibility of the financial statements to material misstatements including obtaining an understanding of how fraud might occur by making enquiries of management and considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls we performed the following procedures:

- we performed analytical procedures to identify any unusual or unexpected relationships;
- we assessed whether judgements and assumptions made in determining accounting estimates were indicative of potential bias;
- we tested journal entries to identify unusual transactions;
- tested revenue has been recognised in the correct accounting period as part of our substantive testing;
- tested expenditure had been attributed to charitable activities on a fair and reasonable basis;
- tested whether accounting policies had been applied consistently without bias; and

SUFRA NW LONDON – INDEPENDENT AUDITOR’S REPORT TO THE TRUSTEES OF SUFRA–NW LONDON



- we investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reviewing the minutes of governance meetings;
- enquiring of management and those charged with governance as to actual and potential litigation and claims; and
- remaining alert for actual and potential litigation and claims during our other audit procedures.

We did not identify any key audit matters relating to irregularities, including fraud.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations.

A further description of our responsibilities is available on the Financial Reporting Council’s

website at: <https://www.frc.org.uk/auditorsresponsibilities> This description forms part of our auditor’s report.

Use of our report

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. Our audit work has been undertaken so that we might state to the charity’s trustees those matters we are required to state to them in an auditor’s report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity’s trustees as a body, for our audit work, for this report, or for the opinions we have formed.

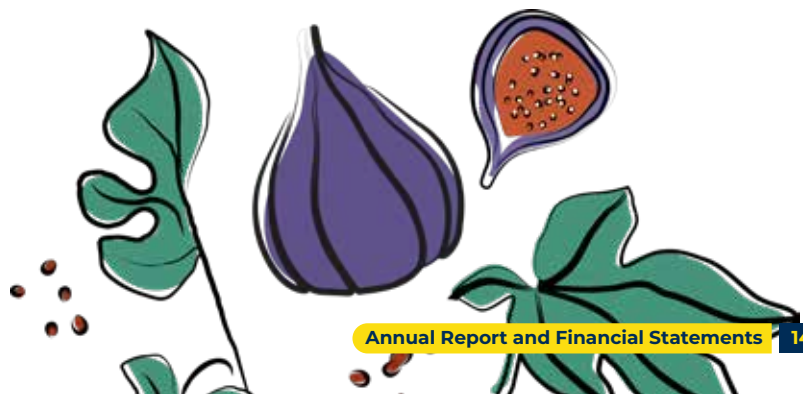
**Mohamedkazim Bhaloo (Senior Statutory Auditor)
for and on behalf of Deitch Cooper LLP**

**Accountants
Statutory Auditor**

18th December 2024

3 Hobbs House
Harrobian Business Village
Bessborough Road
Harrow
Middlesex
HA1 3EX

Deitch Cooper LLP is eligible for appointment as auditor of the Charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.



SUFRA NW LONDON – STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2024

	Notes	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
Income from:							
Donations and legacies	3	917,335	741,109	1,658,444	700,816	426,444	1,127,260
Charitable activities		–	–	–	11,040	–	11,040
Interest receivable	4	17,433	–	17,433	4,516	–	4,516
Total income		934,768	741,109	1,675,877	716,372	426,444	1,142,816
Expenditure on:							
Raising funds	5	56,867	1,071	57,938	32,495	–	32,495
Charitable activities	6	744,173	612,705	1,356,878	470,967	387,755	858,722
Total expenditure		801,040	613,776	1,414,816	503,462	387,755	891,217
Net incoming resources before transfers		133,728	127,333	261,061	212,910	38,689	251,599
Gross transfers between funds		(11,730)	11,730	–	10,000	(10,000)	–
Net income for the year/Net movement in funds		121,998	139,063	261,061	222,910	28,689	251,599
Fund balances at 1 April 2023		744,588	151,109	895,697	521,678	122,420	644,098
Fund balances at 31 March 2024		866,586	290,172	1,156,758	744,588	151,109	895,697

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

SUFRA NW LONDON – STATEMENT OF FINANCIAL POSITION

As at 31 March 2024

	Notes	2024 £	2024 £	2023 £	2023 £
Fixed assets					
Tangible assets	13		19,656		28,385
Current assets					
Stocks	14	23,500		16,665	
Debtors	15	155,568		21,438	
Cash at bank and in hand		992,539		857,152	
		1,171,607		895,255	
Creditors: amounts falling due within one year	16	(34,505)		(27,943)	
Net current assets			1,137,102		867,312
Total assets less current liabilities			1,156,758		895,697
Income funds					
Restricted funds	17		290,172		151,109
Unrestricted funds					
Designated funds	18	49,732		70,000	
General unrestricted funds		816,854		674,588	
			866,586		744,588
			1,156,758		895,697

The financial statements were approved by the Board of Trustees on 18th December 2024.

DocuSigned by:

Susan Crane

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Ms S Crane (Chair)

Trustee



SUFRA NW LONDON – STATEMENT OF CASH FLOWS

For the Year ended 31 March 2024

	Notes	2024 £	2024 £	2023 £	2023 £
Cash flows from operating activities					
Cash generated from operations	22		117,954		256,696
Investing activities					
Purchase of tangible fixed assets		–		(11,270)	
Investment income received		17,433		4,516	
Net cash generated from/(used in) investing activities			17,433		(6,754)
Net cash used in financing activities			–		–
Net increase in cash and cash equivalents			135,387		249,942
Cash and cash equivalents at beginning of year			857,152		607,210
Cash and cash equivalents at end of year			992,539		857,152



SUFRA NW LONDON – NOTES TO THE FINANCIAL STATEMENTS

For the Year ended 31 March 2024

1 Accounting policies

Charity information

Sufra – NW London is a UK registered charity incorporated as a Charitable Incorporated Organisation registered with the Charity Commission under registration number 1151911. The registered office and principal place of business is 160 Pitfield Way, Stonebridge, London NW10 0PW.

1.1. Accounting convention

The financial statements have been prepared in accordance with the Charity's constitution, the Charities Act 2011 and "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) (second edition – October 2019)". The Charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the Charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, modified to include certain donations in kind at fair value. The principal accounting policies adopted are set out below.

1.2. Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3. Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives.

Designated funds comprise funds which have been set aside at the discretion of the Trustees for specific purposes, such as to provide for new planned projects for the future. The purposes and uses of the designated funds are set out in the notes to the financial statements.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4. Income

Income is recognised when the Charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the Charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid is recognised at the time of the related donation. Gift aid claims processed by third parties on behalf of the Charity are recognised as unrestricted funds.

Grants from organisations are recognised on receipt or otherwise if the Charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the grant is treated as a contingent asset. Grants are classified as unrestricted funds unless there is a contractual requirement with the donor for the grant to be used for a particular purpose, in which case it is classified within restricted funds.



SUFRA NW LONDON – NOTES TO THE FINANCIAL STATEMENTS

For the Year ended 31 March 2024

1 Accounting policies (Continued)

Where goods are provided to the Charity as a donation that would normally be purchased from suppliers, these donations are included in the financial statements at the fair value of the contribution to the Charity. Fair value is measured as replacement cost at the time of receipt, where replacement cost is an accounting estimate of the economic cost incurred if the Charity was to replace the service potential of the donated goods at its own expense in the most economic manner. In the opinion of the Trustees, the accounting process used, together with the associated assumptions, reliably measures fair value.

Food, toiletries and other items donated to the Charity for distribution by food bank services directly operated by the Charity are recognised as income from donations within unrestricted funds. An equivalent amount is included as expenditure within unrestricted funds.

1.5. 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 is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

All expenditure is included in the financial statements in the period it becomes due.

Expenses include VAT where applicable as the charity cannot reclaim it.

1.6. Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Fixtures and fittings

20% Reducing Balance

Equipment

25% Straight Line

Motor vehicles

25% Straight Line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the Statement of Financial Activities.

1.7. Impairment of fixed assets

At each reporting end date, the Charity reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).



SUFRA NW LONDON – NOTES TO THE FINANCIAL STATEMENTS

For the Year ended 31 March 2024

1 Accounting policies (Continued)

1.8. Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost comprises direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the stocks to their present location and condition.

Stocks which relate to donated goods have been valued at a fair value being the replacement cost of the goods in the most economic manner at the time of their receipt.

1.9. Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less from the date of opening the deposit or similar amount. Bank overdrafts (if any) are shown within borrowings in current liabilities.

1.10. Financial instruments

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Charity's Statement of Financial Position when the Charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the Charity's contractual obligations expire or are discharged or cancelled.

1.11. Taxation

No provision is made for taxation on net income arising in the year as the Charity is a UK registered charity and it is therefore not liable to income tax or corporation tax derived from its charitable activities as they fall within the exemptions available to registered charities.

1.12. Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the Charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

SUFRA NW LONDON – NOTES TO THE FINANCIAL STATEMENTS

For the Year ended 31 March 2024

2 Critical accounting estimates and judgements

In the application of the Charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities and in the calculation of fair values, that are not readily apparent from other sources. Accounting estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

Donations in kind have been recognised at the fair value of the contribution to the Charity, which is an accounting estimate. This has been measured as replacement cost in the most economic manner at the time of receipt. The required assumptions and

methods used in the underlying calculation of the cost that the Charity would have incurred if it were to replace the donation at its own expense at the time of receipt are a source of estimation uncertainty. Further details regarding donations in kind are set out in the accounting policies and note 3 to the financial statements.

All accounting estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Donations and legacies

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
Donations and gifts	263,800	25,934	289,734	308,731	21,557	330,288
Gift aid	37,897	–	37,897	47,492	–	47,492
Grants from organisations	265,152	710,175	975,327	100,416	394,387	494,803
Corporate donations	44,370	5,000	49,370	72,078	10,500	82,578
Donations in kind	306,116	–	306,116	172,099	–	172,099
	917,335	741,109	1,658,444	700,816	426,444	1,127,260

Donations in kind

Donations in kind represents food and other goods received by the Charity for distribution to its beneficiaries at no cost to the recipient. In accordance with the Charities SORP (FRS102) (2019), these donations are recognised at the fair value of the contribution to the Charity, which is an accounting estimate and is measured as replacement cost in the most economic manner at the time of receipt. Records of donations received are maintained and the economic cost of the average food parcel distributed to beneficiaries is checked with sufficient regularity to ensure a reliable fair value to the charity of each contribution can be calculated.

Volunteers

The charity uses unpaid volunteers to assist in providing its charitable activities across all services. In accordance with the Charities SORP (FRS102) (2019), the contribution of these volunteers carrying out charitable activities has not been included as income and expenditure in the accounts as it is impractical for their contribution to the charity to be measured reliably for accounting purposes.

SUFRA NW LONDON – NOTES TO THE FINANCIAL STATEMENTS

For the Year ended 31 March 2024

3 Donations and legacies (Continued)

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
Grants of £20,000 and over:						
Beta Charitable Trust	–	12,000	12,000	–	30,000	30,000
Tudor Trust	–	30,000	30,000	–	42,000	42,000
The Betty Messenger Foundation	250,000	–	250,000	35,000	–	35,000
Islamic Relief	–	56,400	56,400	–	48,500	48,500
Feeding Britain	–	–	–	–	18,107	18,107
The Lady Fatemah Trust	–	10,000	10,000	–	30,000	30,000
Aziz Foundation	–	–	–	20,000	–	20,000
The Julia and Hans Rausing Trust	–	25,000	25,000	–	25,000	25,000
Garfield Weston	–	–	–	25,000	–	25,000
Greater London Authority	–	44,993	44,993	–	–	–
Refugee Action	–	31,615	31,615	–	–	–
London Borough of Brent (CWP)	–	121,438	121,438	–	–	–
Brent NCIL	–	43,000	43,000	–	–	–
GLA	–	40,000	40,000	–	40,000	40,000
The Headley Trust	–	35,000	35,000	–	15,000	15,000
Cadent Gas Limited	–	80,810	80,810	–	20,808	20,808
Kusama Trust	–	23,973	23,973	–	–	–
National Lottery	–	144,446	144,446	–	–	–
Grants of under £20,000	15,152	11,500	26,652	20,416	99,307	119,723
Total grants from organisations	265,152	710,175	975,327	100,416	394,387	494,803



SUFRA NW LONDON – NOTES TO THE FINANCIAL STATEMENTS

For the Year ended 31 March 2024

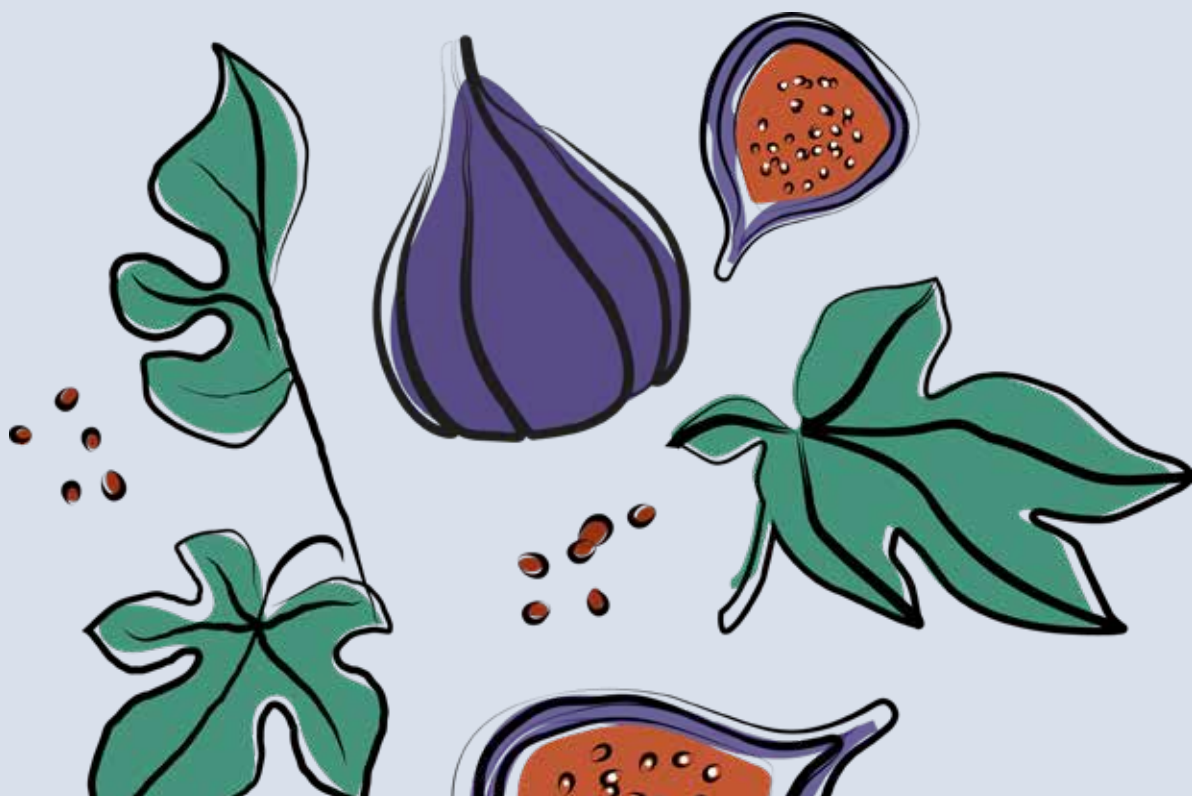


4 Income from investments

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Interest receivable	17,433	4,516

5 Costs of raising funds

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds 2023 £
Fundraising and publicity				
Direct fundraising costs	25,642	555	26,197	7,218
Staff costs	31,225	516	31,741	25,277
	56,867	1,071	57,938	32,495



SUFRA NW LONDON – NOTES TO THE FINANCIAL STATEMENTS

For the Year ended 31 March 2024

6 Charitable activities

	Food Access 2024 £	Advice Service 2024 £	Garden 2024 £	Community Wellbeing Project 2024 £	Total 2024 £	Food Access 2023 £	Advice Service 2023 £	Garden 2023 £	Total 2023 £
Staff costs	211,606	141,942	61,821	34,219	449,588	146,701	64,515	43,620	254,836
Other direct costs	155,061	45,548	35,816	80,750	317,175	214,656	10,063	32,553	257,272
Donations in kind	287,773	–	–	–	287,773	150,640	–	–	150,640
	654,440	187,490	97,637	114,969	1,054,536	511,997	74,578	76,173	662,748
Share of support costs (see note 8)	130,866	54,633	29,345	42,217	257,061	143,662	18,156	16,423	178,241
Share of governance costs (see note 8)	22,640	9,962	4,981	7,698	45,281	13,700	1,995	2,038	17,733
	807,946	252,085	131,963	164,884	1,356,878	669,359	94,729	94,634	858,722
Analysis by fund									
Unrestricted funds	553,061	70,186	70,863	50,063	744,173	401,065	36,981	32,921	470,967
Restricted funds	254,885	181,899	61,100	114,821	612,705	268,294	57,748	61,713	387,755
	807,946	252,085	131,963	164,884	1,356,878	669,359	94,729	94,634	858,722



SUFRA NW LONDON – NOTES TO THE FINANCIAL STATEMENTS

For the Year ended 31 March 2024



7 Description of charitable activities

Food Access

Previously categorised as Food Aid, the new Food Access category now excludes the Community Wellbeing Project (CWP), which has evolved into an independent service. This category encompasses our established food banks and community kitchens, in addition to NHS food parcels and initiatives for the homeless.

Advice Service

Our service offers welfare advice and support to address the underlying issues that lead individuals to seek our food access services. We provide immediate emergency aid for essential non-food items and arrange emergency shelter when required. The Advice Service now includes specialised support for asylum seekers, refugees, and migrants through the OpenARMS programme (Refugee Support was a separate category in last year's accounts)

Community Wellbeing Project

For a nominal fee of £4.00 per month, registered members gain access to a community shop, café, kitchen, and gym, coupled with comprehensive welfare advice and support. Each member collaborates with our advisors to formulate a 'personal development plan' aimed at enhancing their financial stability, health, and overall wellbeing.

Garden

We cultivate organic produce to supply our food aid services and the Garden Market. Additionally, we offer accredited educational courses and volunteer opportunities for community members of all ages, including those with mental or physical health challenges.



SUFRA NW LONDON – NOTES TO THE FINANCIAL STATEMENTS

For the Year ended 31 March 2024

8 Support costs allocated to activities

	2024 £	2023 £
Staff costs	145,533	111,880
Depreciation	8,729	11,793
Events and activities	1,837	6,522
Repairs and maintenance	63,530	4,445
Training and recruitment	4,064	7,371
Office costs	6,977	3,647
Membership and subscriptions	2,921	7,606
Marketing and outreach	1,501	2,693
Miscellaneous costs	4,238	1,829
IT expenses	8,584	8,156
Recycling and Cleaning	4,233	2,836
Insurance	4,914	9,463
Governance costs	45,281	17,733
	302,342	195,974
Analysed between:		
Food Access	153,506	157,362
Advice Service	64,595	20,151
Garden	34,326	18,461
Community Wellbeing Project	49,915	–
	302,342	195,974



SUFRA NW LONDON – NOTES TO THE FINANCIAL STATEMENTS

For the Year ended 31 March 2024

8 Support costs allocated to activities (Continued)

	2024 £	2023 £
Governance costs comprise:		
Audit fees	6,930	6,600
Legal and professional	24,678	–
Bookkeeping	9,409	7,425
Consultancy and other	4,264	3,708
	45,281	17,733

Legal and professional includes donations in kind amounting to £15,300 (2023: £nil).

Where support and governance costs are not directly attributable to a single activity a fair share of support and governance costs has been apportioned to each charitable activity based on directly attributable costs and the number of staff working on each activity.

9 Net movement in funds

	2024 £	2023 £
The net movement in funds is stated after charging/ (crediting):		
Fees payable for the audit of the charity's financial statements	6,930	6,600
Depreciation of owned tangible fixed assets	8,729	11,793

10 Trustees

None of the Trustees received any remuneration or benefits from the Charity during the year. A close family member of one of the trustees works as a paid employee of the charity and receives a market salary.



11 Employees

	2024 Number	2023 Number
The average monthly number of employees during the year was:	20	14
Employment costs	2024 £	2023 £
Wages and salaries	562,663	355,747
Social security costs	47,345	26,033
Employer pension contributions	16,854	10,213
	626,862	391,993

There were no employees whose annual remuneration was more than £60,000.

12 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

SUFRA NW LONDON – NOTES TO THE FINANCIAL STATEMENTS

For the Year ended 31 March 2024

13 Tangible fixed assets

	Fixtures and Fittings £	Equipment £	Motor Vehicles £	Total £
Cost				
At 1 April 2023	13,712	5,137	49,758	68,607
At 31 March 2024	13,712	5,137	49,758	68,607
Depreciation and impairment				
At 1 April 2023	3,569	5,137	31,516	40,222
Depreciation charged in the year	2,029	–	6,700	8,729
At 31 March 2024	5,598	5,137	38,216	48,951
Carrying amount				
At 31 March 2024	8,114	–	11,542	19,656
At 31 March 2023	10,143	–	18,242	28,385

14 Stocks

	2024 £	2023 £
Stocks including donated goods	23,500	16,665

16 Creditors: amounts falling due within one year

	2024 £	2023 £
Accruals and deferred income	34,505	27,943

15 Debtors

	2024 £	2023 £
Amounts falling due within one year:		
Prepayments and accrued income	155,568	21,438



SUFRA NW LONDON – NOTES TO THE FINANCIAL STATEMENTS

For the Year ended 31 March 2024

17 Restricted funds

The income funds of the Charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	At 1 April 2023 £	Incoming resources £	Resources expended £	Transfers £	At 31 March 2024 £
Food Access	60,385	279,383	(241,004)	–	98,764
Welfare Advice and Support	59,152	195,537	(165,092)	–	89,597
Community Wellbeing Project	–	148,247	(159,977)	11,730	–
Garden	31,572	117,942	(47,703)	–	101,811
	151,109	741,109	(613,776)	11,730	290,172

Previous year:	At 1 April 2022 £	Incoming resources £	Resources expended £	Transfers £	At 31 March 2023 £
Food Aid	70,440	258,239	(268,294)	–	60,385
Welfare Advice and Support	23,352	86,568	(56,825)	–	53,095
Refugee Support	–	6,980	(923)	–	6,057
Community Garden	28,628	74,657	(61,713)	(10,000)	31,572
	122,420	426,444	(387,755)	(10,000)	151,109

Food Access – Funding provided towards Food Aid and Community Kitchen projects and activities.

Welfare Advice and Support – Salary costs for a dedicated Welfare Advisor and funds for providing shortterm emergency aid including emergency accommodation, travel costs, white goods and other basic necessities.

Refugee Support – Salary costs for a dedicated Refugee Support office and funds for providing basic items for the safe settlement of refugees when first arriving in the Borough. Commencing the year ended 31 March 2024, the refugee support fund and welfare advice and support fund have been brought together due to the purpose of the funds received and charitable expenditure overlapping. This is considered to present a true and fair view of the restrictions and application of resources.

Community Wellbeing Project – Funding provided towards a range of support for local families including a Community Shop, Community Café and advice and guidance.

Garden – Funding provided towards Garden projects and activities.

Transfers – During the current year, unrestricted funds were transferred from the general fund to cover a deficit arising in the Community Wellbeing Project restricted fund. In accordance with the Charities SORP (FRS102) (2019), when an asset has been purchased from a restricted fund donation but is held for a general and not a restricted purpose the value of the donation is transferred from restricted to unrestricted funds. During the previous year, a transfer of £10,000 was made relating to an asset purchase.

SUFRA NW LONDON – NOTES TO THE FINANCIAL STATEMENTS

For the Year ended 31 March 2024

18 Designated funds

The income funds of the Charity include the following designated funds which have been set aside out of unrestricted funds by the Trustees for specific purposes:

	Balance at 1 April 2022 £	Resources expended £	Transfers £	Balance at 1 April 2023 £	Resources expended £	Transfers £	Balance at 31 March 2024 £
Movement in funds							
Development Budget	110,000	–	(40,000)	70,000	(75,268)	55,000	49,732
	110,000	–	(40,000)	70,000	(75,268)	55,000	49,732

Development Budget – The development budget has been increased to £125,000 this year to support one-off organisational improvements. These unrestricted funds have been designated for expenditure on planned areas of operational development, focusing on initiatives that generate long-term benefits. This increase reflects our commitment to strategic growth and efficiency within the Charity.

19 Analysis of net assets between funds

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
Fund balances at 31 March 2024 are represented by:						
Tangible assets	19,656	–	19,656	28,385	–	28,385
Net current assets	846,930	290,172	1,137,102	716,203	151,109	867,312
	866,586	290,172	1,156,758	744,588	151,109	895,697

20 Operating lease commitments

Lessee

At the reporting end date the Charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2024 £	2023 £
Within one year	11,000	11,000
Between two and five years	14,500	25,500
	25,500	36,500

The operating lease commitments represent lease arrangements for premises occupied by the Charity.



SUFRA NW LONDON – NOTES TO THE FINANCIAL STATEMENTS

For the Year ended 31 March 2024

21 Related party transactions

During the year the Charity received unrestricted voluntary donations of £nil from Sufra Care Limited, a company in which the Charity and a Trustee of the Charity are both directors (2023: £30,711).

During the year the Charity received voluntary donations from the Trustees totalling £1,165 (2023: £2,635).

22 Cash generated from operations

	2024 £	2023 £
Surplus for the year	261,061	251,599
Adjustments for:		
Investment income recognised in statement of financial activities	(17,433)	(4,516)
Donations in kind	(3,369)	(21,459)
Depreciation and impairment of tangible fixed assets	8,729	11,793
Movements in working capital:		
(Increase) in stocks other than donated goods	(3,466)	(5,206)
(Increase)/decrease in debtors and accrued income	(134,130)	5,343
Increase in creditors and accruals	6,562	19,142
Cash generated from operations	117,954	256,696

23 Analysis of changes in net funds

The Charity had no material debt during the year.





WELCOME

Dorothy Alice Hanlon
01.06.1938 - 08.04.2020



Sufra

FIGHT
POVERTY
LOVE
COMMUNITY

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 [facebook.com/SufraNWLondon](https://www.facebook.com/SufraNWLondon)

 [linkedin.com/company/sufra-nw-london/](https://www.linkedin.com/company/sufra-nw-london/)

SUFRA - NW LONDON

England & Wales - Charity number 1151911

Accounts

Charity registration number 1151911

SUFRA-NW LONDON
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

SUFRA-NW LONDON

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Ms S Crane (Chair) Ms H Krawitz (Vice Chair) Mr P Shah (Treasurer) Ms N Sawi (Secretary) Mr A Mulji Dr M A Abdullah Ms L Bannister Ms A Al-Yassin
Director	Mr R Makwana
Charity number	1151911
Charitable Incorporated Organisation (CIO) number	CE000394
Registered office	160 Pitfield Way Stonebridge London NW10 0PW
Auditor	Deitch Cooper LLP 3 Hobbs House Harrobian Business Village Bessborough Road Harrow Middlesex HA1 3EX
Bankers	HSBC CAF Bank
Website	https://www.sufra-nwlondon.org.uk

SUFRA-NW LONDON

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SUFRA-NW LONDON

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2023

The Trustees present their annual report and financial statements for the year ended 31 March 2023.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the Charity's [governing document], the Charities Act 2011 and "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).

Our Vision

A community united to address the causes and consequences of poverty.

Our Mission

Sufra-NW London provides food aid, welfare advice and training to people in crisis, whilst working with the wider community to campaign for an end to poverty.

Objectives and activities

Sufra NW London is a community food and support hub that provides a lifeline to people in crisis, including families living in extreme poverty and people who are socially isolated or have nowhere else to turn. We work with our guests so they can do more for themselves – whether they're experiencing homelessness, seeking asylum and refuge, or facing other types of acute hardship.

The charity is well established as a cornerstone of community life on St. Raphael's Estate – a disadvantaged and isolated neighbourhood in Stonebridge where, even before the Coronavirus pandemic, a staggering 47% of children grow up in poverty. With one of the highest rent-to-income ratios in the capital, many households in Brent are struggling to feed themselves and their families, let alone maintain a healthy diet, and many children from the local area are going without adequate food and nutrition. The cost-of-living crisis will substantially exacerbate these concerns.

Never has the injustice of hunger and poverty in an area with an abundance of wealth been so stark. Whilst our staff and volunteers distribute emergency food aid to families struggling to survive, thousands of lavish apartments have been erected around Wembley Stadium and shoppers spend millions every year at Ikea Wembley and Brent Cross – all within walking distance of the Food Bank. This picture of inequality is much the same across London, where 50% of wealth is now owned by the richest 10% of households, while the poorer 50% of people own a meagre 5% of all wealth.

Although the charity may not be able to directly address the systemic issues that underpin food insecurity, much of Sufra's work is focussed on addressing the proximal causes of hunger and deprivation such as a lack of educational attainment and life skills, poor mental and physical health, low paid work and unemployment, social inequalities, overcrowded or substandard housing, to name but a few.

SUFRA-NW LONDON

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

Whilst our core work focuses on providing emergency food aid through our network of Food Banks and Community Kitchens in Brent, these are gateway services that enable our guests to access a wider programme of activities designed to lead disadvantaged people on a journey from financial crisis to social inclusion and economic stability. Our services include:

Food Banks and Community Shops: This year, we distributed emergency food to over 37,645 recipients.* Our Food Banks operates from two locations in Brent and guests are referred to Sufra by one of 199 referral agencies, including Brent Council. Our Community Shop enables guests to access heavily subsidised shopping as part of a holistic programme of support that includes welfare advice, gym membership, a free café and more.

Community Kitchens and Café: Our network of Community Kitchens now operate four or five days a week out of four partner venues, each serves freshly cooked three course meals to up to 100 people a session – over 6,000 meals were served this year. On Christmas Day, we serve Christmas Dinner to 200 isolated guests experiencing food poverty. Our Café operates alongside our Community Shop twice a week and provides free hot drinks and lunch to our registered guests, as well a low-cost lunch to the wider community.

Welfare Advice Service: Our Advice Team help guests address the problems that lead them to the Food Bank, such as benefit disruptions, housing problems, and other financial difficulties. We gained £66,215 in additional income for our guests this year. The support we provide is ongoing and tailored to the needs of the individual.

Refugee Support: Our Refugee Resettlement Programme helps refugees and asylum seekers access the professional welfare advice and other forms of support they need to build a new life in the community. Activities available include ESOL classes, coffee mornings, workshops, and social integration events.

St. Raphael's Edible Garden: We've worked with local residents to turn an abandoned space on the estate into a thriving growing project, where we offer a range of AQA accredited courses and volunteering opportunities for local residents and people with additional needs. The space includes a teaching yurt, a wildlife pond, a chicken coop (with 20 egg-laying hens), an orchard and an abundance of raised beds for growing vegetables and fruit. This year, we harvested 745kg of organic fruit and vegetables in the garden, including free-range eggs.

Community Engagement: We rely heavily on our dedicated team of around 160 active volunteers to ensure that we can deliver all our services. In total, volunteers dedicated over 13,328 hours of their time to Sufra this year. We also work closely with referral agencies, local schools, businesses, faith groups, businesses, Brent Council and many voluntary sector organisations.

**Our food parcels last 5-7 days and we often support people on multiple occasions. This statistic indicates total volume of support rather than unique individuals, i.e., total number of unique recipients in a household multiplied by the total number of times they received food aid.*

Public Benefit

Under the Charities Act 2011, the Trustees confirm that have complied with the Charity Commission guidance on public benefit to ensure that our activities continue to fulfil our aims and objectives as outlined in our constitution.

The information given about our objectives provides examples of how our work brings public benefit through our activities and will continue to provide public benefit in line with our objects.

SUFRA-NW LONDON

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

Key Impact Statistics 2022-23

37,645	Total Food Aid recipients (including total household numbers and repeat beneficiaries)
7,297	Unique Food Aid guests (On average, each received food parcels more than 5 times over the year.)
242,825	Total Equivalent Meals distributed (food bank only – not including community kitchen meals)
6,129	Community Kitchen Meals served
1,406	Number guests provided with school uniforms and winter coats (valued at £28,320)
342	No of people who benefitted from our Advice Services (Including professional casework and signposting)
£66,215	Additional income gained for guests by our Advice Team (Mainly in additional or unclaimed benefit payments and grants.)
745kg	Produce harvested in St. Raphael's Edible Garden, valued at (2021-22 = 662kg)
£6,892	Value of produce grown in St. Raphael's Edible Garden
887kg	CO2 sequestered by St. Raphael's Edible Garden
198	Number of active volunteers across all services (not including one-off 'corporate volunteer day' groups)
13,328	Hours volunteered (Including corporate volunteer groups.)
199	Registered referral agencies
5	Food Bank Hubs and Community Shops operational (1 and 2) Stonebridge – Sufra (3) Willesden - Mutual Aid/PCC (4 and 5) Stonebridge – Community Wellbeing Project Community Shop
7	Community Kitchens and Cafes operational (1) South Kilburn – Granville (2) Willesden – St Laurence's Larder (3 and 4) Stonebridge – Community Wellbeing Project Kitchen (5) Wembley – Ark Elvin Academy (6 and 7) Stonebridge – Community Wellbeing Project Café.

SUFRA-NW LONDON

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

Statement of Principles and Values

1. We take a holistic approach, based on human rights

- **Food aid is essential – but it is not the solution to food poverty.**

Access to nutritious food is a human right and it is the responsibility of governments, not charities, to create the conditions needed to uphold these rights. To enable all people to meet their basic needs and live in dignity, the UK government needs to pursue policies that ensure wealth, power and resources are shared more equally between all people.

- **Our approach is holistic and designed to reduce dependency on food aid.**

Our services have developed in response to the underlying needs of our guests. We are committed to providing a range of services and programmes that can help address the root causes of financial crisis and reduce the need for food aid.

- **We recognise that there are different approaches to reducing food poverty.**

We embrace a culture of critical reflection on the nature and effectiveness of our food bank and other services. We are committed to innovation and experimentation with new approaches to meeting our core objectives.

2. We are embedded in the local community

- **We are a grassroots charity embedded in the local community.**

As we develop and grow, we are committed to remaining responsive to the changing needs of those we serve, representing their voices and engaging them in making the decisions that affect them. We seek always to maintain a close relationship between our guests, volunteers, staff and trustees.

- **We are more effective when we collaborate with others.**

We are committed to working in partnership with all our stakeholders – from our supporters and volunteers to voluntary sector organisations, businesses and other food banks in northwest London.

- **We serve people of all and no faiths without discrimination.**

Our roots lay in the Muslim community, which provided the funding and support needed to establish the charity. We continue to work closely with this community as well as a wide range of other faith-based and secular organisations. Our staff, trustees and volunteers are from a multitude of backgrounds (both faith and non-faith based), our values are universal and humanitarian, and we serve everyone in need without discrimination.

3. We respect the dignity of our guests and the needs of the planet

- **We are committed to upholding and enhancing the dignity of our guests.**

We aim never to turn people away when they are in need. Our emergency aid services provide a gateway to accessing other services designed to empower our guests, improve their wellbeing and reduce their dependency on food aid.

- **We value the wellbeing and development of our staff, volunteers and trustees.**

We aim to provide everyone who works at Sufra with opportunities to grow, learn and develop new skills, whilst supporting their mental health and wellbeing.

- **We are committed to environmental sustainability.**

We recognise the importance of caring for our environment. We make use of food that would otherwise go to landfill, grow fruit and vegetables without the use of chemical pesticides/fertilisers, and compost our food waste. We also use solar panels to generate energy in our main building and reuse, upcycle and recycle our waste.

SUFRA-NW LONDON

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

Message from the Chair of the Board of Trustees

The past year was again filled with innovation and change for Sufra NW London. This was the last year of our ambitious three-year strategy. In year one (2020-21) we rapidly adapted to the Covid-19 pandemic. A massive 332% increase in demand for food over the year, meant we had to adapt quickly, for instance by introducing new food aid services - including a cooked food delivery service and two more food bank hubs. We also strengthened our partnership with Brent Council when Sufra became Brent's Thematic Lead on Food Aid – not to mention dozens of other organisation we partnered with during the pandemic.

Year two (2021-22) focused on consolidation, following the rapid expansion of staffing and services during the first year of the pandemic. We had to reduce our staff numbers but continued to deliver services and opened two new Community Kitchens. We also recruited four new trustees and worked with partners to launch a Food Justice campaign, which kicked off with a Brent Right to Food Summit.

In the final year (2022-23), Sufra again had to adapt to increased demand for emergency aid as the cost-of-living crisis, combined with food price inflation, worsened. Sufra concluded the financial year by supporting 76% more households every week compared to the previous year – and demand has not stopped increasing since.

Following an energising Strategy Day convened with a wide range of Sufra stakeholders in October 2022, the reality of ever-increasing food demand led us to explore new measures to tackle the root causes of poverty in Brent. We recognised that we had to better address the causes of poverty, not simply deal with the consequences by providing more food parcels. With support from Brent Council, we were able to pilot a new preventative model of wrap-around support to families on the brink of destitution. We've also scaled up our advice services and prioritised signposting to the wide range of social welfare service providers available in Brent.

As we look ahead, our focus has changed. Whilst our work will still concentrate on providing access to food, we will work even harder to help our guests build their social and financial resilience through new and innovative services. We will also seek to empower citizens through a new Civic Engagement Programme, whilst exploring our potential to advocate for a change in the systems and policies that cause and perpetuate poverty – a crucial activity for any organisation that wants to see inequalities reduced across the UK.

Finally, on a sad note, the Board of Trustees mourns the loss of one of our Trustees, Jacqueline Carr, in late 2023. She was revered in Brent as the long time director of Citizens Advice Brent and she was influential in guiding changes to Sufra's advice work. We will miss her greatly.

DocuSigned by:

Susan Crane

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Susan Crane
Chair, Sufra NW London

January 2024

SUFRA-NW LONDON

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

Achievements and performance

Having stabilised our operations following the COVID-19 pandemic, Sufra was once again forced to respond to unexpected and challenging circumstances as the cost-of-living crisis ramped up demand for emergency food aid across Brent.

The war in Ukraine significantly increased prices for food and energy. The impact was felt keenly by all our guests who found it even more challenging to pay their bills and make ends meet. The same inflationary pressures pushed up Sufra's costs (particularly for our food purchases) and reduced disposable income for our individual donors, which reduced donations – especially of food and toiletries. It was a vicious cycle.

As a result, Sufra's total food aid beneficiary numbers surpassed pre-pandemic levels. We ended our Financial Year supporting 76% more households every week compared to the previous year, and our usual dip during the summer holidays became a steady climb. Having struggled to recruit welfare advisors, we also established a paid training programme for two advice volunteers over the course of a year, with a view to employing them as Welfare Advisors thereafter.

The strategic theme for the year (Year 3) was 'Engaging the Community and Advocating for Change'. Major achievements in line with this included:

- A strategy day and consultation with trustees, volunteers, staff and guests to help design our long-term strategic objectives.
- Successfully advocating for Brent Council to declare itself a Right to Food Borough, by playing a key role in the Brent Right to Food Campaign.
- Delivering a joint letter to 10 Downing Street to end the need for food banks. The letter was drafted by the Independent Food Aid Network, Feeding Britain and the Trussell Trust, then signed by 3,000 food bank staff and volunteers. Sufra's director also took part in physically delivered the letter.
- Running two very special Supper Clubs, where the planning, menu curation, cooking, and stories shared on the night were all organised by OpenARMS Programme guests that we support (ARMS is short for asylum seekers, refugees and migrants).
- Establishing a Community Wellbeing Project to develop our partnership work and support more people struggling with the cost of living – with a view to preventing them needing to access a food bank.
- The development of an organisational Theory of Change.

(Further details relating to the above points are presented in our 3-year review below.)

Sufra continued as the Thematic Lead for Food Aid for Brent Council and as Chair of the Brent Food Aid Network. We also worked closely with the Independent Food Aid Network, as well as the Brent Right to Food Campaign.

As we end the year and the cost-of-living crisis continues to place additional pressure on our emergency aid services, we will need to be able to step up to help people, and quickly. Fortunately, we end the year in a strong position, both financially and operationally, to respond.

SUFRA-NW LONDON

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

From Covid-19 to the Cost of Living Crisis: A Closer Look at our Performance

Below is a review of the past three years, much of which was marked by significant external events that saw us respond to rapidly changing needs. We also provide an overview of our priorities for the year ahead in line with our draft 2030 Strategy.

Year One (2020-21): Scaling-Up in Response to the Pandemic

The first year of the three-year strategy was characterised by our response to the impact of Covid-19 in Brent, which devastated the lives of countless families, many of whom turned to Sufra for support. As a result, we experienced a massive 332% increase in demand for food aid, placing a significant additional burden on our already stretched food aid services. To add to the complexity of the situation, we had to redesign our service delivery model to become fully remote. New ways of working had to be created in a blink of an eye.

At the same time, thanks to the incredible generosity of our supporters, our income grew by more than 50% compared to the previous year. This enabled us to rapidly scale-up our response to the pandemic and ensure we had the infrastructure needed to meet increased deprivation and food insecurity in Brent.

We set up a new cooked food delivery service and established two additional food bank hubs in other parts of Brent. We employed several new staff, piloted a volunteer-run advice and support triage service, and established new digital infrastructure to support food bank referrals, food aid deliveries, impact reporting and home working.

As a member of the Independent Food Aid Network, and as Brent Council's voluntary sector thematic lead on Food Aid, Sufra also worked very closely with the local authority, the Brent Food Aid Network, CVS Brent, and a wide range of voluntary sector organisations. The scale of change and expansion at Sufra was unprecedented.

Over the course of the year, we supported 5,088 unique guests with food aid, providing the equivalent of 345,000 meals for those unable to make ends meet. 431 guests were supported through the Advice Team's case work. Despite having to work remotely, the Advice Team secured £96,608 in additional benefits or income for our guests. In addition, we provided 130 back-to-school backpacks to children over the year as well as 13 laptops.

Our accredited training courses had to be paused, and we often had to limit the number of volunteers in working in the garden as we observed strict lockdown and social distancing rules. Nonetheless, we harvested 421kg of organic produce and collected 800 free-range eggs laid by our chickens. We also distributed £550 worth of soil, seeds and materials to local residents to grow their own food.

Year Two (2021-22): Consolidation for Growth and Development

In line with the charity's strategic theme for 2021-22, our work focused on consolidating the significant growth in our operational and organisational infrastructure. It was vital for us to ensure our services remained responsive to the increased levels of poverty as a consequence of the pandemic. We had to reestablish ourselves in the new normal.

Emphasis was placed on ensuring the charity had effective systems and procedures in place to manage the expansion of our services, staff and volunteers. We resumed face-to-face welfare advice work and launched a more comprehensive migrant support programme to better accommodate the needs of the changing demographic of refugees and asylum seekers in the borough. We set up two additional Community Kitchen Hubs with partners across the borough. We also successfully applied to the government's Kickstart programme to provide frontline work experience for 16–24-year-olds and we employed several part-time assistants.

We worked to a deficit budget to utilise some of our unrestricted reserves from the previous year. We also reduced the number of staff we employed to better reflect the reduced level of work we were undertaking in a post-pandemic reality. Sadly, our Deputy Director, Farah Lungay, passed away after contracting Covid-19 in August 2021.

From a governance perspective, we concluded the programme of support that Pilot Light provided and conducted a review of board effectiveness. By January 2022, we had recruited four new Trustees to provide additional skills and experience. In January 2022, Sufra's Director, Rajesh Makwana, appeared in the Queen's New Year Honours List and was awarded a British Empire Medal (BEM) in recognition for his services to the London Borough of Brent, particularly during the pandemic.

SUFRA-NW LONDON

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

In our commitment to campaign for changes that make a lasting difference for our guests, we worked with partners to launch a [Food Justice campaign](#) and hold a Right to Food Summit to ensure that food security is firmly on Brent Council's agenda. We also worked [The Independent Food Aid Network](#) and Brent Council to produce a *Cash First* leaflet for those struggling with financial hardship in Brent to quickly access available advice and financial support.

Year Three (2022-23): Engaging the Community and Advocating for Change

As we sought to build public support for our work fighting poverty, we expanded our Board of Trustees to include new trustees with additional specialisms, including experience at the Joseph Rowntree Foundation and Citizen's Advice. We ended the year with 10 Trustees.

In October 2022, we ran a Strategy Day designed to engage our staff, trustees, volunteers, guests and other stakeholders, in designing a long term strategy and vision for Sufra. The vision was that of a community organisation that moves beyond charitable food aid to address both the immediate causes of food poverty as well as its structural determinants. Staff and trustees also developed a Theory of Change to provide an overview of how the work we do contributes to our strategic objectives across different services.

One of our key focus areas for the next year was to further expand our team of staff to ensure that we have more capacity across the charity. We also aimed to improve the quality of our services and to provide ongoing training to all our staff to support this goal. Our focus on community development and advocacy will be a particularly exciting area of growth, and we looked forward to employing a new Community Engagement Manager. The recruitment of a new Deputy Director will also add much needed capacity and expertise to the team.

Innovation and Advocacy

As per our strategic focus for the year, we were actively exploring new food aid models that can ease our financial pressures, whilst providing a more holistic and dignified approach to our guests. To this end, and with support from Brent Council, we were successful in developing a Community Wellbeing Project (CWP), which went live in February 2023.

The CWP is based on a 'Community Resilience Model' proposal by Sufra, and is designed to provide more effective and holistic support to guests in accordance with our intention to move away from the traditional food bank model. It was designed to support local families with more two or more children who are in employment and in receipt of means-tested benefits. Once registered, members would pay £3.50 a week for access to a community shop, wrap around advice, a community café and kitchen.

The project proved to be a valuable resource for the local community and allowed us to undertake more effective poverty-prevention work. We were hopeful that the project will continue beyond the 6-month pilot and expanded to other venues in Brent in the years ahead.

Also in line with the theme for the year, our involvement in the Brent Right to Food Campaign successfully resulted in Brent Council declaring itself a right to food borough last year, which means there is real potential to influence local policies that can benefit people experiencing food insecurity.

Operational Challenges

Aside from the impact of the cost-of-living crisis, a key challenge over the year was staff recruitment. Due to establishing our Community Wellbeing Project pilot as well as internal vacancies, we were short staffed. A challenging jobs market made it very difficult to recruit several staff, however we were fortunately enough to scale-up our Advice Team and then established an Advice Training Programme for junior staff and volunteers. We also recruited a Deputy Director who started in May 2023 as well as a Community Engagement Manager.

SUFRA-NW LONDON

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

Future Priorities (2023-2024)

This year we will finalise our ambitious 2030 strategy, expand our physical and organisational infrastructure and improve how we engage with our guests and volunteers. Below is a list of the key service priorities for the year, based on our draft 2030 strategy:

- **Strategic Priority 1:** Improving access to affordable healthy food and other essentials.
- **Strategic Priority 2:** Building Social and Financial Resilience
- **Strategic Priority 3:** Growing Food with the Community
- **Strategic Priority 4:** Empowering Citizens through Civic Engagement
- **Strategic Priority 5:** Changing the Systems and Policies that Drive Poverty

As we enter our 10th year, demand for our services remain at an all-time high. Energy bills may reduce over spring and summer, but inflation will continue to impact our guests for the foreseeable future.

Having successfully run a Community Wellbeing Project pilot in partnership with Brent Council and others, we hope to expand or replicate the service next year. If the new model proves successful, and Brent Council continue to support its development, it will have a significant impact on how we operate our services in the years ahead.

We started the year with an expanded advice team of two full time staff and two trainees. As demand for food aid continues to soar, there is an urgent need to expand our advice team and better integrate the service within food aid settings.

There is demand across the borough to do more to affect positive change locally, especially among certain Brent Councillors and members of the Brent Right to Food Campaign. An important opportunity exists for Sufra to play a leading role in this process, for example by establishing a Food Strategy across the borough. This stream of work is very much in line with our 2030 strategy and will be supported by our ongoing partnerships with organisations that advocate for an end to food poverty, as well as through the expertise we have among our Trustees.

Given our growing team and expanded operations, there is a need this year to focus on team building, staff wellbeing and training. This will be supported by our finances after a successful year of fundraising that resulted in a significant surplus.

As we finalise our 2030 strategy and refresh our branding in the months ahead, it's clear that we are well placed to make a real impact on the lives of those we support in our 10th Anniversary year.

SUFRA-NW LONDON

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

Financial review

This year, Sufra was able to reinstate our approach of matching expenditure to income and pursuing a balanced budget for the year. This approach supported the resumption of services paused during the pandemic, the development of new food aid initiatives, and the expansion of our team to fill gaps in capacity – all considered critically important given the cost-of-living crisis, placed significant additional pressures on our services.

This was a strong year for income growth at Sufra. Total income for the year (both financial income and Donations in Kind) was 19.5% higher than forecast at £1.142m, highlighting the significant success we had fundraising during this period. Expenditure for the year was only slightly lower (4.5%) than forecasted.

Our surplus for the year (£251,599) helped ensure Sufra had sufficient reserves in place for the year ahead as we further expand our team and our services, which will inevitably mean a larger annual budget for 2023/24.

Sufra continued to maintain diverse fundraising streams: 51% of income raised as grants from Trusts, Foundations and Corporates; 33% raised from individual giving (one off and regular donations, plus gift aid); 15% from Donations in Kind; and 1% from other sources.

As a result, approximately 63% of our income remained unrestricted. The unrestricted/restricted mix continued to support the organisation's agility and enabled Sufra to be responsive to the ever-changing demand for services.

The team was particularly successful in gaining funding from Trusts, Foundations and Corporates during the year, including several large contracts and new multi-year commitments. Our two annual appeals during Ramadan and Winter were also more successful than anticipated, demonstrating continued goodwill across our supporter base. The fundraising strategy for 2023/24 is to focus on large and multi-year grants, alongside our two annual digital appeals. To better understand our donors, grow the funds we raise from new and existing donors, and improve our donor care processes, we also hope to hire a fundraising manager and implement a CRM system.

Reserves Policy

Our Reserves Policy stipulates that we will retain free reserves of unrestricted funds equivalent to six months of operating expenditure for the following year. Based on the agreed budget for 2023/24, this equates to £496,494. In our mid-year budget re-forecast, this figure has increased to £524,770. At year end, our unrestricted reserves were higher than this at £744,588.

After accounting for our Designated Funds (see below), Sufra's remaining unrestricted reserves equated to over seven months of operating expenditure in 2023/24. The Trustees deemed this increased level of unrestricted reserves as reasonable given the particularly challenging post-Covid landscape, the cost-of-living crisis, and the uncertainty that charities face over funding.

However, the Board agreed that the Charity will bring unrestricted reserves more closely in line with our Reserve Policy by the end of the next financial year.

Designated Funds

Given the uncertain post-pandemic fundraising landscape and identified areas of operational development, £70,000 of unrestricted funds were designated to a Development Budget for 2022-23 and included in these financial statements as Designated Funds.

Investment Policy

The Trustees take a very prudent view to the investment of surplus funds as these are being retained for furthering the objects of the Charity. Accordingly, funds are placed in the current account with its bankers. However, the Trustees are exploring investment opportunities for placing funds not immediately required into accounts that will earn better rates of investments.

SUFRA-NW LONDON

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

Risk Management

The Finance and Risk subcommittee conducted a review of the major risks to which the charity is exposed and continues to monitor this on an ongoing basis with oversight from the Board of Trustees. Where appropriate, systems or procedures have been established to mitigate the risks the charity faces. Internal control risks are minimised by the implementation of policies and procedures for authorisation of all transactions and projects. Procedures are in place to ensure compliance with health and safety of staff, volunteers, clients and visitors to the centre. These procedures are periodically reviewed to ensure that they continue to meet the needs of the charity. The Trustees consider that the main risks to the Charity are as follows:

- Inability to recruit and retain sufficient staff and volunteers. The risk of operational overstretch as a result of an inability to recruit staff was a critical risk last year. We need large amounts of human resource to deliver our diverse portfolio of community projects. To mitigate this risk, we created a rolling volunteer recruitment programme and we have plans to further invest in volunteer management by recruiting a Community Engagement Manager and establishing a Community Engagement Programme. We also reviewed our organisational structure and identified ways to expand our staff capacity to increase our operational capacity. In relation to our employed staff and volunteers, we will focus on improving wellbeing during the year. Our staff and volunteers can access an Employee Assistance Programme and staff are now covered by a group life assurance policy.
- Lack of adequate premises to provide for our services. Our response to Covid-19 changed the way we support our guests irreversibly. Increased demand has put pressure on the space we use. Affordable and suitable space is scarce in Brent so to mitigate this risk we have formed partnerships with nearby organisations who have shared working space. Furthermore, we have secured funding to construct a semi-permanent working space in St Raphael's Edible Garden.
- Demand for our services is difficult to predict due to political and economic uncertainty. The organisation faces a new wave of crisis with high utility bills and inflation at levels unseen since the 1970's. It is widely reported that these economic conditions are expected to impact low- and middle-income households disproportionately, which will open the food bank to a new demographic of guest and increase demand further. Following Brexit and now the conflict in Ukraine, we have seen fuel and food price increases and scarcity of essential items. To mitigate this risk Sufra NW London will be revisiting its referral policy to re-implement reasonable limits for guests accessing the food bank, and look at ways to diversify our food aid model by establishing Community Shops, exploring food voucher options and working to better integrate our advice services into our food aid offer.
- Unsuccessful fundraising and/or loss of funding. Maintaining a diverse portfolio of funders is critical to the delivery and growth of our services to support people experiencing crisis in Brent. To mitigate against a loss of funding, we will work to reduce our dependence on a single source of funding, regularly monitor our fundraising strategy, and focus our efforts upon achieving greater levels of unrestricted funds which give us more financial agility compared to restricted funds.

SUFRA-NW LONDON

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

Structure, governance and management

Sufra - NW London was established in April 2013 and registered as a Charitable Incorporated Organisation (CIO) on 7th May 2013. The Charity is governed by its constitution, which was revised and updated on 5 May 2020.

The Trustees who served during the year and up to the date of signature of the financial statements were:

Ms S Crane (Chair)	
Ms H Krawitz (Vice Chair)	
Mr P Shah (Treasurer)	
Ms N Sawi (Secretary)	(Appointed 3 October 2022)
Mr A Mulji	
Dr M A Abdullah	
Ms L Bannister	
Ms A Al-Yassin	
Ms J Carr	(Deceased 10 October 2023)
Ms K Kozniewska	(Retired 4 April 2023)
Ms R Heaney (Secretary)	(Retired 8 September 2022)

Provisions regarding Trustee appointment, terms of office, re-appointment, and retirement are detailed in the Constitution. Every Trustee must be appointed for a term of three years by a resolution passed at a board meeting of the Charity Trustees. Any person retiring as a Charity Trustee is eligible for reappointment.

The Trustees are responsible for organisational governance and oversight, including strategic direction, organisational policy, oversight of financial and resource management.

Trustee Recruitment

The Charity makes skills-based appointments to its Board of Trustees with regard to equality and diversity. Opportunities to become a Trustee are advertised on its website, social media platforms and with appropriate recruitment agencies. Occasionally nominations from stakeholders will also be considered. Candidates are required to submit a CV and a one-page expression of interest. Candidates are interviewed by a panel (often the Chair, Director and one other board member from the HR subcommittee). Additionally, candidates are invited to attend a food bank service. If the candidate is considered suitable, they are voted onto the Board of Trustees at the next meeting.

Any appointments are subject to a DBS check. Once appointed, Trustees are taken through an appropriate and detailed induction that includes meetings with senior staff, attending services, other forms of internal or external training as necessary, and signing up to adhere to appropriate policies e.g. Conflict of Interest.

Delegated Authority

The Board has delegated the day-to-day operational management of the organisation to the Director. To ensure these responsibilities are discharged effectively, the Director delegates responsibility to the senior leadership team where necessary. The Board areas of delegation for which the Board of Trustees, Director and senior leadership team is accountable for is set out in a Delegation of Authority policy.

Remuneration

Remuneration of the Director is agreed and set by the Board and reviewed annually. The Board of Trustees have approved a structure for salary bands and job classifications for all staff, which reflect the structure of the Charity and supports the promotion of staff to more senior roles where possible.

The Trustees have not claimed any expenses or remuneration.

SUFRA-NW LONDON

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

Statement of Trustees' responsibilities

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

The law applicable to charities in England and 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 the incoming resources and application of resources of the Charity for that year.

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 accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Trustees are responsible for keeping sufficient accounting records that 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.

The Trustees' report was approved by the Board of Trustees on 29 January 2024.

DocuSigned by:

Susan Crane

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Ms S Crane (Chair)

Trustee

SUFRA-NW LONDON

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF SUFRA-NW LONDON

Opinion

We have audited the financial statements of Sufra-NW London (the 'Charity') for the year ended 31 March 2023 which comprise the statement of financial activities, the statement of financial position, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2023 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the Trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

SUFRA-NW LONDON

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF SUFRA-NW LONDON

Responsibilities of Trustees

As explained more fully in the statement of Trustees' responsibilities, the Trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the Trustees are responsible for assessing the Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- we identified the laws and regulations applicable to the charity through discussions with management and from our knowledge and experience of the sector and activities of the charity;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charity, including the Charities (Accounts and Reports) Regulations 2008 and the Charities Act 2011;
- we assessed the extent of compliance with the laws and regulations identified through making enquiries of management and inspecting documentation; and
- we identified laws and regulations which were communicated within the audit team and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the financial statements to material misstatements including obtaining an understanding of how fraud might occur by making enquiries of management and considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls we performed the following procedures:

- we performed analytical procedures to identify any unusual or unexpected relationships;
- we assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias; and
- we investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations we designed procedures which included, but were not limited to, agreeing financial statement disclosures to underlying supporting documentation and remaining alert for actual and potential litigation and claims during our other audit procedures. We did not identify any key audit matters relating to irregularities, including fraud.

SUFRA-NW LONDON

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF SUFRA-NW LONDON

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

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. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

**Mohamedkazim Bhaloo (Senior Statutory Auditor)
for and on behalf of Deitch Cooper LLP**

29 January 2024

**Accountants
Statutory Auditor**

3 Hobbs House
Harrobian Business Village
Bessborough Road
Harrow
Middlesex
HA1 3EX

Deitch Cooper LLP is eligible for appointment as auditor of the Charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

SUFRA-NW LONDON

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2023

	Notes	Unrestricted funds 2023 £	Restricted funds 2023 £	Total Unrestricted funds 2023 £	Restricted funds 2022 £	Total 2022 £
Income from:						
Donations and legacies	3	700,816	426,444	1,127,260	507,836	720,601
Charitable activities	4	11,040	-	11,040	3,455	3,455
Interest receivable	5	4,516	-	4,516	104	104
Total income		716,372	426,444	1,142,816	511,395	724,160
Expenditure on:						
Raising funds	6	32,495	-	32,495	55,294	55,294
Charitable activities	7	470,967	387,755	858,722	590,009	869,158
Total expenditure		503,462	387,755	891,217	279,149	924,452
Net incoming/(outgoing) resources before transfers		212,910	38,689	251,599	(133,908)	(200,292)
Gross transfers between funds		10,000	(10,000)	-	-	-
Net income/(expenditure) for the year/ Net movement in funds		222,910	28,689	251,599	(133,908)	(200,292)
Fund balances at 1 April 2022		521,678	122,420	644,098	188,804	844,390
Fund balances at 31 March 2023		744,588	151,109	895,697	122,420	644,098

The statement of financial activities includes all gains and losses recognised in the year.

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

SUFRA-NW LONDON

STATEMENT OF FINANCIAL POSITION

AS AT 31 MARCH 2023

	Notes	2023		2022	
		£	£	£	£
Fixed assets					
Tangible assets	13		28,385		18,908
Current assets					
Stocks	14	16,665		-	
Debtors	15	21,438		26,781	
Cash at bank and in hand		857,152		607,210	
		895,255		633,991	
Creditors: amounts falling due within one year	16	(27,943)		(8,801)	
Net current assets			867,312		625,190
Total assets less current liabilities			895,697		644,098
Income funds					
Restricted funds	18		151,109		122,420
<u>Unrestricted funds</u>					
Designated funds	19	70,000		110,000	
General unrestricted funds		674,588		411,678	
			744,588		521,678
			895,697		644,098

The financial statements were approved by the Board of Trustees on 29 January 2024

DocuSigned by:

Susan Crane

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Ms S Crane (Chair)

Trustee

SUFRA-NW LONDON**STATEMENT OF CASH FLOWS****FOR THE YEAR ENDED 31 MARCH 2023**

	Notes	2023 £	£	2022 £	£
Cash flows from operating activities					
Cash generated from/(absorbed by) operations	23		256,696		(206,609)
Investing activities					
Purchase of tangible fixed assets		(11,270)		-	
Investment income received		4,516		104	
Net cash (used in)/generated from investing activities			(6,754)		104
Net cash used in financing activities			-		-
Net increase/(decrease) in cash and cash equivalents			249,942		(206,505)
Cash and cash equivalents at beginning of year			607,210		813,715
Cash and cash equivalents at end of year			857,152		607,210

SUFRA-NW LONDON

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

1 Accounting policies

Charity information

Sufra - NW London is a UK registered charity incorporated as a Charitable Incorporated Organisation registered with the Charity Commission under registration number 1151911. The registered office and principal place of business is 160 Pitfield Way, Stonebridge, London NW10 0PW.

1.1 Accounting convention

The financial statements have been prepared in accordance with the Charity's constitution, the Charities Act 2011 and "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) (second edition - October 2019)". The Charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the Charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, modified to include certain donations in kind at fair value. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives.

Designated funds comprise funds which have been set aside at the discretion of the Trustees for specific purposes, such as to provide for new planned projects for the future. The purposes and uses of the designated funds are set out in the notes to the financial statements.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

Income is recognised when the Charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the Charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid is recognised at the time of the related donation. Gift aid claims processed by third parties on behalf of the Charity are recognised as unrestricted funds.

Grants from organisations are recognised on receipt or otherwise if the Charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the grant is treated as a contingent asset. Grants are classified as unrestricted funds unless there is a contractual requirement with the donor for the grant to be used for a particular purpose, in which case it is classified within restricted funds.

SUFRA-NW LONDON

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

1 Accounting policies

(Continued)

Where goods are provided to the Charity as a donation that would normally be purchased from suppliers, these donations are included in the financial statements at the fair value of the contribution to the Charity. Fair value is measured as replacement cost at the time of receipt, where replacement cost is an accounting estimate of the economic cost incurred if the Charity was to replace the service potential of the donated goods at its own expense in the most economic manner. In the opinion of the Trustees, the accounting process used, together with the associated assumptions, reliably measures fair value.

Food, toiletries and other items donated to the Charity for distribution by food bank services directly operated by the Charity are recognised as income from donations within unrestricted funds. An equivalent amount is included as expenditure within unrestricted funds.

1.5 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 is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

All expenditure is included in the financial statements in the period it becomes due.

Expenses include VAT where applicable as the charity cannot reclaim it.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Fixtures and fittings	25% Straight Line
Equipment	25% Straight Line
Motor vehicles	25% Straight Line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the Statement of Financial Activities.

1.7 Impairment of fixed assets

At each reporting end date, the Charity reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

SUFRA-NW LONDON

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

1 Accounting policies (Continued)

1.8 Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost comprises direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the stocks to their present location and condition.

Stocks which relate to donated goods have been valued at a fair value being the replacement cost of the goods in the most economic manner at the time of their receipt.

1.9 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less from the date of opening the deposit or similar amount. Bank overdrafts (if any) are shown within borrowings in current liabilities.

1.10 Financial instruments

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Charity's Statement of Financial Position when the Charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the Charity's contractual obligations expire or are discharged or cancelled.

1.11 Taxation

No provision is made for taxation on net income arising in the year as the Charity is a UK registered charity and it is therefore not liable to income tax or corporation tax derived from its charitable activities as they fall within the exemptions available to registered charities.

SUFRA-NW LONDON

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

1 Accounting policies

(Continued)

1.12 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the Charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

2 Critical accounting estimates and judgements

In the application of the Charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities and in the calculation of fair values, that are not readily apparent from other sources. Accounting estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

Donations in kind have been recognised at the fair value of the contribution to the Charity, which is an accounting estimate. This has been measured as replacement cost in the most economic manner at the time of receipt. The required assumptions and methods used in the underlying calculation of the cost that the Charity would have incurred if it were to replace the donation at its own expense at the time of receipt are a source of estimation uncertainty. Further details regarding donations in kind are set out in the accounting policies and note 3 to the financial statements.

All accounting estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Donations and legacies

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £
Donations and gifts	308,731	21,557	330,288	227,836	12,868	240,704
Gift aid	47,492	-	47,492	35,394	-	35,394
Grants from organisations	100,416	394,387	494,803	76,599	199,897	276,496
Corporate donations	72,078	10,500	82,578	12,256	-	12,256
Donations in kind	172,099	-	172,099	155,751	-	155,751
	<u>700,816</u>	<u>426,444</u>	<u>1,127,260</u>	<u>507,836</u>	<u>212,765</u>	<u>720,601</u>

SUFRA-NW LONDON

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

3 Donations and legacies (Continued)

Grants of £15,000 and over:

Beta Charitable Trust	-	30,000	30,000	-	25,000	25,000
Tudor Trust	-	42,000	42,000	-	-	-
The Betty Messenger Foundation	35,000	-	35,000	-	-	-
Islamic Relief	-	48,500	48,500	-	33,750	33,750
Feeding Britain	-	18,107	18,107	-	-	-
The Lady Fatemah Trust	-	30,000	30,000	-	30,000	30,000
Aziz Foundation	20,000	-	20,000	-	-	-
The Julia and Hans Rausing Trust	-	25,000	25,000	-	-	-
Garfield Weston	25,000	-	25,000	-	-	-
Ernest Cook Trust	-	15,000	15,000	-	15,000	15,000
Brent NCIL	-	15,665	15,665	-	-	-
London Borough of Brent	-	40,000	40,000	-	-	-
The Headley Trust	-	15,000	15,000	-	-	-
Cadent Gas Limited	-	20,808	20,808	-	-	-
Brent Advice	-	2,000	2,000	-	18,000	18,000
The David Cock Foundation	-	5,000	5,000	-	15,000	15,000
Livingstone Charitable Trust	-	-	-	17,000	-	17,000
Grants of under £15,000	20,416	92,307	112,723	59,599	63,147	122,746
Total grants from organisations	100,416	394,387	494,803	76,599	199,897	276,496

Donations in kind

Donations in kind represents food and other goods received by the Charity for distribution to its beneficiaries at no cost to the recipient. In accordance with the Charities SORP (FRS102) (2019), these donations are recognised at the fair value of the contribution to the Charity, which is an accounting estimate and is measured as replacement cost in the most economic manner at the time of receipt. Records of donations received are maintained and the economic cost of the average food parcel distributed to beneficiaries is checked with sufficient regularity to ensure a reliable fair value to the charity of each contribution can be calculated.

During the year under review a motor vehicle was donated with a fair value at the time of receipt of £10,000. This has been included within unrestricted donations in kind as the charity may use the motor vehicle on an unrestricted basis for any charitable purpose.

Volunteers

The charity uses unpaid volunteers to assist its advice services and food aid activities. In accordance with the Charities SORP (FRS102) (2019), the contribution of these volunteers carrying out charitable activities has not been included as income and expenditure in the accounts as it is impractical for their contribution to the charity to be measured reliably for accounting purposes.

SUFRA-NW LONDON

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

4 Income from charitable activities

	Unrestricted funds 2023 £	Unrestricted funds 2022 £
Events and Tickets	-	1,811
Other income	11,040	1,644
	<u>11,040</u>	<u>3,455</u>

5 Income from investments

	Unrestricted funds 2023 £	Unrestricted funds 2022 £
Interest receivable	4,516	104
	<u>4,516</u>	<u>104</u>

6 Costs of raising funds

	Unrestricted funds 2023 £	Unrestricted funds 2022 £
<u>Fundraising and publicity</u>		
Direct fundraising costs	7,218	10,254
Staff costs	25,277	45,040
	<u>32,495</u>	<u>55,294</u>

SUFRA-NW LONDON

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

7 Charitable activities

	<u>Food Aid</u>	<u>Advice and</u> <u>Support</u>	<u>Refugee</u> <u>Support</u>	<u>Community</u> <u>Garden</u>	<u>Total</u> <u>2023</u>	<u>Total</u> <u>2022</u>
	<u>2023</u>	<u>2023</u>	<u>2023</u>	<u>2023</u>		
	£	£	£	£	£	£
Staff costs	146,701	27,474	37,041	43,620	254,836	342,844
Other direct costs	214,656	9,140	923	32,553	257,272	186,595
Donations in kind	150,640	-	-	-	150,640	155,751
	<u>511,997</u>	<u>36,614</u>	<u>37,964</u>	<u>76,173</u>	<u>662,748</u>	<u>685,190</u>
Share of support costs (see note 9)	143,662	12,826	5,330	16,423	178,241	164,260
Share of governance costs (see note 9)	13,700	980	1,015	2,038	17,733	19,708
	<u>669,359</u>	<u>50,420</u>	<u>44,309</u>	<u>94,634</u>	<u>858,722</u>	<u>869,158</u>
Analysis by fund						
Unrestricted funds	401,065	30,636	6,345	32,921	470,967	590,009
Restricted funds	268,294	19,784	37,964	61,713	387,755	279,149
	<u>669,359</u>	<u>50,420</u>	<u>44,309</u>	<u>94,634</u>	<u>858,722</u>	<u>869,158</u>

For the year ended 31 March 2022

	<u>Food Aid</u>	<u>Advice and</u> <u>Support</u>	<u>Refugee</u> <u>Support</u>	<u>Community</u> <u>Garden</u>	<u>Total</u> <u>2022</u>
	£	£	£	£	£
Staff costs	172,586	103,831	12,417	54,010	342,844
Other direct costs	153,339	18,373	378	14,505	186,595
Donations in kind	155,751	-	-	-	155,751
	<u>481,676</u>	<u>122,204</u>	<u>12,795</u>	<u>68,515</u>	<u>685,190</u>
Share of support costs (see note 9)	117,101	31,607	2,254	13,298	164,260
Share of governance costs (see note 9)	14,340	3,244	340	1,784	19,708
	<u>613,117</u>	<u>157,055</u>	<u>15,389</u>	<u>83,597</u>	<u>869,158</u>
Analysis by fund					
Unrestricted funds	426,232	103,189	2,663	57,925	590,009
Restricted funds	186,885	53,866	12,726	25,672	279,149
	<u>613,117</u>	<u>157,055</u>	<u>15,389</u>	<u>83,597</u>	<u>869,158</u>

SUFRA-NW LONDON

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

8 Description of charitable activities

Food Aid

Food Bank and Community Kitchen - distributing food parcels to those who cannot afford the basic cost of living and serving freshly cooked hot meals to the community. Also delivering accredited cooking classes.

Advice and Support

Providing welfare advice and support to help guests address the problems that lead them to the Food Bank and providing short term emergency aid for non-food essentials.

Refugee Support

Helping refugees and asylum seekers access the housing, healthcare and training they need to settle into the community. Also providing them with peer-support groups, English classes, homework clubs and orientation workshops.

Community Garden

Growing organic food and farming eggs to supply our food aid services. Also offering accredited horticulture courses and volunteering opportunities for local residents and people with mental/physical health needs.

9 Support costs allocated to activities

	2023 £	2022 £
Staff costs	111,880	130,315
Depreciation	11,793	7,455
Events and activities	6,522	958
Repairs and maintenance	4,445	1,742
Training and recruitment	7,371	2,308
Office costs	3,647	512
Membership and subscriptions	7,606	4,442
Marketing and outreach	2,693	1,543
Miscellaneous costs	1,829	290
IT expenses	8,156	7,603
Recycling and Cleaning	2,836	4,428
Insurance	9,463	2,664
Governance costs	17,733	19,708
	<u>195,974</u>	<u>183,968</u>
Analysed between:		
Food Aid	157,362	131,441
Advice and Support	13,806	34,851
Refugee Support	6,345	2,594
Community Garden	18,461	15,082
	<u>195,974</u>	<u>183,968</u>

SUFRA-NW LONDON

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

9 Support costs allocated to activities	(Continued)	
	2023	2022
	£	£
Governance costs comprise:		
Audit fees	6,600	-
Bookkeeping	7,425	8,100
Independent examination	-	2,880
Consultancy and other	3,708	8,728
	<u>17,733</u>	<u>19,708</u>

Where support and governance costs are not directly attributable to a single activity a fair share of support and governance costs has been apportioned to activities based on the proportion of total direct costs incurred in performing each activity.

10 Trustees

None of the Trustees (or any persons connected with them) received any remuneration or benefits from the Charity during the year.

11 Employees

The average monthly number of employees during the year was:

	2023	2022
	Number	Number
	14	18
	<u>14</u>	<u>18</u>
Employment costs	2023	2022
	£	£
Wages and salaries	355,747	467,988
Social security costs	26,033	36,275
Employer pension contributions	10,213	12,628
	<u>391,993</u>	<u>518,199</u>

As part of the Covid-19 response, staff number increased to support the management of funds achieved in the prior year. By the end of the year, staff positions were rationalised to align with the lower income level achieved for the year.

There were no employees whose annual remuneration was more than £60,000.

12 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

SUFRA-NW LONDON

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

13 Tangible fixed assets

	Fixtures and fittings £	Equipment £	Motor vehicles £	Total £
Cost				
At 1 April 2022	2,442	5,137	48,446	56,025
Additions	11,270	-	10,000	21,270
Disposals	-	-	(8,688)	(8,688)
At 31 March 2023	13,712	5,137	49,758	68,607
Depreciation and impairment				
At 1 April 2022	2,442	5,137	29,538	37,117
Depreciation charged in the year	1,127	-	10,666	11,793
Eliminated in respect of disposals	-	-	(8,688)	(8,688)
At 31 March 2023	3,569	5,137	31,516	40,222
Carrying amount				
At 31 March 2023	10,143	-	18,242	28,385
At 31 March 2022	-	-	18,908	18,908

14 Stocks

	2023 £	2022 £
Stocks including donated goods	16,665	-

15 Debtors

	2023 £	2022 £
Amounts falling due within one year:		
Other debtors	-	2,627
Prepayments and accrued income	21,438	24,154
	21,438	26,781

16 Creditors: amounts falling due within one year

	2023 £	2022 £
Accruals and deferred income	27,943	8,801

SUFRA-NW LONDON

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

17 Retirement benefit schemes

The Charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the Charity in an independently administered fund. The charge for the year within staff costs relating to defined contribution schemes was £10,213 (2022: £12,628).

18 Restricted funds

The income funds of the Charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	At 1 April 2022 £	Incoming resources £	Resources expended £	Transfers £	At 31 March 2023 £
Food Aid	70,440	258,239	(268,294)	-	60,385
Welfare Advice and Support	23,352	86,568	(56,825)	-	53,095
Refugee Support	-	6,980	(923)	-	6,057
Community Garden	28,628	74,657	(61,713)	(10,000)	31,572
	<u>122,420</u>	<u>426,444</u>	<u>(387,755)</u>	<u>(10,000)</u>	<u>151,109</u>
Previous year:	At 1 April 2021 £	Incoming resources £	Resources expended £	Transfers £	At 31 March 2022 £
Food Aid	119,606	137,719	(186,885)	-	70,440
Welfare Advice and Support	30,733	23,300	(30,681)	-	23,352
Refugee Support	9,488	3,238	(12,726)	-	-
Community Garden	5,793	48,508	(25,673)	-	28,628
Covid-19 Emergency Appeal	23,184	-	(23,184)	-	-
	<u>188,804</u>	<u>212,765</u>	<u>(279,149)</u>	<u>-</u>	<u>122,420</u>

Food Aid - Funding provided towards the Food Bank, Community Kitchen and Accredited Cooking Classes projects and activities

Welfare Advice and Support - Salary costs for a dedicated Welfare Advisor and funds for providing short-term emergency aid including emergency accommodation, travel costs, white goods and other basic necessities.

Refugee Support - Salary costs of a dedicated Refugee Officer and funds for providing basic items for the safe settlement of refugees when first arriving in the Borough.

Community Garden - Funding provided towards the Community Garden projects and activities.

Covid-19 Emergency Appeal - Providing additional support to the local community during the Covid-19 coronavirus pandemic.

SUFRA-NW LONDON

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

18 Restricted funds

(Continued)

Transfers - In accordance with the Charities SORP (FRS102) (2019), when an asset has been purchased from a restricted fund donation but is held for a general and not a restricted purpose the value of the donation is transferred from restricted to unrestricted funds.

19 Designated funds

The income funds of the Charity include the following designated funds which have been set aside out of unrestricted funds by the Trustees for specific purposes:

	Balance at 1 April 2021	Transfers	Balance at 1 April 2022	Transfers	Balance at 31 March 2023
	£	£	£	£	£
Development Budget	-	110,000	110,000	(40,000)	70,000
	<u>-</u>	<u>110,000</u>	<u>110,000</u>	<u>(40,000)</u>	<u>70,000</u>
	<u>-</u>	<u>110,000</u>	<u>110,000</u>	<u>(40,000)</u>	<u>70,000</u>

Development Budget - Unrestricted funds that have been designated for expenditure on planned areas of operational development. The development fund was reduced by £40,000 this year because part of our planned expenditure was either funded by grants and donations, or because planned projects have been cancelled or delayed due to increased demand on existing services.

20 Analysis of net assets between funds

	Unrestricted funds 2023	Restricted funds 2023	Total 2023	Unrestricted funds 2022	Restricted funds 2022	Total 2022
	£	£	£	£	£	£
Fund balances at 31 March 2023 are represented by:						
Tangible assets	28,385	-	28,385	18,908	-	18,908
Net current assets	716,203	151,109	867,312	502,770	122,420	625,190
	<u>744,588</u>	<u>151,109</u>	<u>895,697</u>	<u>521,678</u>	<u>122,420</u>	<u>644,098</u>

SUFRA-NW LONDON

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

21 Operating lease commitments

Lessee

At the reporting end date the Charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2023 £	2022 £
Within one year	11,000	12,183
Between two and five years	25,500	-
	<u>36,500</u>	<u>12,183</u>

The operating lease commitments represent lease arrangements for premises occupied by the Charity.

22 Related party transactions

During the year the Charity received unrestricted voluntary donations of £30,711 from Sufra Care Limited, a company in which the Charity and a Trustee of the Charity are both directors (2022: £nil).

During the year the Charity received voluntary donations from the Trustees totalling £2,635.

23 Cash generated from operations

	2023 £	2022 £
Surplus/(deficit) for the year	251,599	(200,292)
Adjustments for:		
Investment income recognised in statement of financial activities	(4,516)	(104)
Donations in kind	(21,459)	-
Depreciation and impairment of tangible fixed assets	11,793	7,455
Movements in working capital:		
(Increase) in stocks other than donated goods	(5,206)	-
Decrease/(increase) in debtors	5,343	(3,578)
Increase/(decrease) in creditors	19,142	(10,090)
Cash generated from/(absorbed by) operations	<u>256,696</u>	<u>(206,609)</u>

24 Analysis of changes in net funds

The Charity had no material debt during the year.

SUFRA - NW LONDON

England & Wales - Charity number 1151911

Accounts

SUFRA-NW LONDON

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Ms S Crane (Chair) Ms H Krawitz (Vice Chair) Mr P Shah (Treasurer) Ms N Sawi (Secretary) Mr A Mulji Ms K Kozniewska Dr M A Abdullah Ms L Bannister Ms A Al-Yassin Ms J Carr
Director	Mr R Makwana
Charity number	1151911
Charitable Incorporated Organisation (CIO) number	CE000394
Registered office	160 Pitfield Way Stonebridge London NW10 0PW
Independent examiner	Deitch Cooper LLP 1st Floor, 3 Hobbs House Harrovia Business Village Bessborough Road Harrow Middlesex HA1 3EX
Bankers	HSBC CAF Bank
Website	https://www.sufra-nwlondon.org.uk

SUFRA-NW LONDON

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SUFRA-NW LONDON

MESSAGE FROM THE CHAIR OF THE BOARD OF TRUSTEES FOR THE YEAR ENDED 31 MARCH 2022

Sufra continues to mature as an organisation as it nears its 10th Anniversary. There have been many external challenges to Sufra's operations since inception, not least of which was transforming service provision in response to lockdowns and safety protocols during the Covid-19 pandemic. Sufra has consistently demonstrated resilience and adaptability in the face of such challenges, largely due to its talented and dedicated team of staff and volunteers, and is now one of the most respected and trusted charities in Brent. It is a credit to everyone involved that Sufra has always stayed true to its original mission of tackling poverty in the most humane way possible.

During the 2021-22 financial year, Sufra successfully managed to restart most of its services after a pause during the pandemic. This included expanding the use of the community garden, resuming face-to-face advice services, and hosting weekly community kitchens. Because of the trust and relationships Sufra has developed across Brent, the charity has established partnerships with other voluntary sector organisations to assist in the distribution of food parcels and other forms of emergency food aid.

Consistent throughout all Sufra's work is their holistic approach to tackling poverty, which it achieves by offering a wide range of services that address both the causes and consequences of poverty. Sufra maintains its focus on community building by working in and with local residents and providing a wide array of volunteering and civic engagement opportunities.

During this past year, Sufra has once again received AQS Accreditation, won a second RHS award for St. Raphael's Edible Garden, and achieved Level 2 Trusted Charity accreditation. In addition, Sufra's Director, Rajesh Makwana, was awarded a British Empire Medal in the Queen's Honours list in January 2022. He is also on the Board of the Independent Food Aid Network (IFAN) and CVS Brent.

Sufra's pivotal role as a food aid provider in Brent was highlighted during the pandemic, when Brent Council appointed the Charity as the Thematic Lead for Food aid in the borough. In this role, Sufra continues to convene the Brent Food Aid Network (BFAN) – a network of over 20 food aid organisations that meet regularly to coordinate food aid operations and feedback to the Council. Sufra also played a key role in the Brent Right to Food campaign, which successfully resulted in Brent Council declaring itself a Right to Food borough. Due to its growing influence, Sufra is actively shaping the conversation around food poverty in Brent and neighbouring boroughs.

Sufra's governance was further improved this year with the addition of four outstanding Trustees – each contributing specialist skills and experience to the Board. We welcome each new Trustee to our team and look forward to the ongoing growth and development of the charity in the years ahead. During the year a Trustee who served as Treasurer for nearly 2 years resigned and since the year end a Trustee who served as Secretary for nearly 5 1/2 years resigned and I thank them for their service to the Charity.

I would like to thank all the staff and volunteers for their sterling work during these challenging times and also the donors for their continued support to enable Sufra to continue providing its services.

DocuSigned by:

Susan Crane

*****09EED180FAB44A5*****

Ms S Crane
Chair

SUFRA-NW LONDON

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2022

The Trustees present their annual report and financial statements for the year ended 31 March 2022.

The financial statements have been prepared in accordance with the accounting policies set out in the notes to the financial statements and comply with the Charity's constitution, the Charities Act 2011 and 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).

Our Vision

A community united to address the causes and consequences of poverty.

Our Mission

Sufra-NW London provides food aid, welfare advice and training to people in crisis, whilst working with the wider community to campaign for an end to poverty.

Statement of Principles and Values

1. We take a holistic approach, based on human rights

- **Food aid is essential – but it is not the solution to food poverty.**

Access to nutritious food is a human right and it is the responsibility of governments, not charities, to create the conditions needed to uphold these rights. To enable all people to meet their basic needs and live in dignity, the UK government needs to pursue policies that ensure wealth, power and resources are shared more equally between all people.

- **Our approach is holistic and designed to reduce dependency on food aid.**

Our services have developed in response to the underlying needs of our guests. We are committed to providing a range of services and programmes that can help address the root causes of financial crisis and reduce the need for food aid.

- **We recognise that there are different approaches to reducing food poverty.**

We embrace a culture of critical reflection on the nature and effectiveness of our food bank and other services. We are committed to innovation and experimentation with new approaches to meeting our core objectives.

2. We are embedded in the local community

- **We are a grassroots charity embedded in the local community.**

As we develop and grow, we are committed to remaining responsive to the changing needs of those we serve, representing their voices and engaging them in making the decisions that affect them. We seek always to maintain a close relationship between our guests, volunteers, staff and trustees.

- **We are more effective when we collaborate with others.**

We are committed to working in partnership with all our stakeholders – from our supporters and volunteers to voluntary sector organisations, businesses and other food banks in northwest London.

- **We serve people of all and no faiths without discrimination.**

Our roots lay in the Muslim community, which provided the funding and support needed to establish the charity. We continue to work closely with this community as well as a wide range of other faith-based (and secular) organisations. Our staff, trustees and volunteers are from a multitude of backgrounds (both faith and non-faith based), our values are universal and humanitarian, and we serve everyone in need without discrimination.

SUFRA-NW LONDON

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

3. We respect the dignity of our guests and the needs of the planet

- **We are committed to upholding and enhancing the dignity of our guests.**

We aim never to turn people away when they are in need. Our emergency aid services provide a gateway to accessing other services designed to empower our guests, improve their wellbeing and reduce their dependency on food aid.

- **We value the wellbeing and development of our staff, volunteers and trustees.**

We aim to provide everyone who works at Sufra with opportunities to grow, learn and develop new skills, whilst supporting their mental health and wellbeing.

- **We are committed to environmental sustainability.**

We recognise the importance of caring for our environment. We make use of food that would otherwise go to landfill, grow fruit and vegetables without the use of chemical pesticides/fertilisers, and compost our food waste. We also use solar panels to generate energy in our main building and reuse, upcycle and recycle our waste.

Objectives and activities

Sufra NW London is a community food and support hub that provides a lifeline to people in crisis – including families living in extreme poverty and people who are vulnerable, homeless or socially isolated.

The Charity is well established as a cornerstone of community life on St. Raphael's Estate – a disadvantaged and isolated neighbourhood in Stonebridge where, even before the Coronavirus pandemic, a staggering 47% of children grow up in poverty. With one of the highest rent-to-income ratios in the capital, many households in Brent are struggling to feed themselves and their families, let alone maintain a healthy diet, and many children from the local area are going without adequate food and nutrition. The cost-of-living crisis will substantially exacerbate these concerns.

Never has the injustice of hunger and poverty in an area with an abundance of wealth been so stark. Whilst our staff and volunteers distribute emergency food aid to families struggling to survive, thousands of lavish apartments have been erected around Wembley Stadium and shoppers spend millions every year at Ikea Wembley and Brent Cross – all within walking distance of the Food Bank. This picture of inequality is much the same across London, where 50% of wealth is now owned by the richest 10% of households, while the poorer 50% of people own a meagre 5% of all wealth.

Although the charity may not be able to directly address the systemic issues that underpin food insecurity, much of Sufra's work is focussed on addressing the proximal causes of hunger and deprivation such as a lack of educational attainment and life skills, poor mental and physical health, low paid work and unemployment, social inequalities, overcrowded or substandard housing – to name but a few.

SUFRA-NW LONDON

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

Achievements and performance

Against a backdrop of a UN Food Systems Summit, COP26, and a renewed focus on the Right to Food in the UK, this was another critical year for responding to food poverty and inequality in the aftermath of a devastating global pandemic. This year also saw the phased ending of lockdown measures in the UK and the expansion of the vaccination programme. As such, the charity tentatively returned to business-as-usual after a year of scaling up and adapting operations in response to the Covid-19 pandemic.

The Strategic Theme for the year was 'Consolidation for Growth and Development' and our focus was on resuming face-to-face services, consolidating the growth we experienced in both staffing and income, and rationalising our expenditure to ensure that we remained lean and efficient in our operations. As part of a re-prioritisation process, the charity reduced costs and made efficiency gains over the course of the year through careful budgeting and scaling down operational activity that was in excess of our needs. This enabled us to reorganise our staffing structure and lay the foundation for future development.

Many elements of our work have been permanently changed by the pandemic. For example, the charity now operates a network of three Food Bank Hubs in partnership with voluntary sector organisations; a decreasing proportion of food aid is being delivered to guests; and a growing proportion is being collected in person. Over the year, we distributed food aid to almost twice as many food bank recipients compared to before the pandemic, whilst also delivering fresh food and community kitchen services to many additional people in need. The charity also made a permanent shift to fully digital systems for managing administration, staff communication and collaboration (MS Teams), HR services, food aid referrals, data monitoring, and telephone support – among other things.

The easing of restrictions meant we were able to re-open our Community Kitchen, which was a priority after the social isolation that many of our guests experienced during the pandemic. Given our space constraints, we opted to establish two Community Kitchens with partner voluntary sector organisations that were able to provide space for us to operate and manage the service, as well as volunteers. We were also able to resume face-to-face Advice Services, which doubled the amount of additional income we were able to gain for our Food Bank guests compared to last year.

Leadership and Governance

Partnerships remain central to our work. Suфра continues in its capacity as Thematic Lead for Food Aid for Brent Council and in chairing the Brent Food Aid Network. We also work closely with the Independent Food Aid Network as well as the Brent Right to Food Campaign (which successfully resulted in Brent Council declaring itself a Right to Food Borough in July 2022).

The charity also expanded its Board of Trustees to include a new and highly experienced Treasurer, a Trustee with advocacy management experience at Joseph Rowntree Foundation, a Trustee with decades of experience as a CEO for Citizens Advice Brent, and a fourth Trustee with generalised legal expertise. In January 2021, Suфра's Director was awarded a British Empire Medal by HM Queen Elizabeth for services to the community in Brent. The charity also maintains a high performing Senior Leadership Team, that includes the Programme and Services Manager, the Finance and Operations Manager, and the Facilities and Logistics Manager.

As we end the year, Suфра is bracing itself for a further increase in demand due to the cost-of-living crisis. This is already placing additional pressure on our emergency aid services, which are expected to increase considerably in the months ahead – especially during winter when energy cost will be prohibitive for many of our guests. Fortunately, we end the year in a strong position, both financially and operationally, to further expand and adapt our services in response to growing levels of need, whilst pursuing our strategic objectives for the next financial year.

Strategic Themes

Previous year: Year 1 (2020-21): Scaling-Up in Response to the Pandemic

Current year: Year 2 (2021-22): Consolidation for Growth and Development

Next year: Year 3 (2022-23): Engaging the Community and Advocating for Change

SUFRA-NW LONDON

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

Strategic Objectives

After the previous year of significant income growth and operational expansion in response to the pandemic, the charity successfully consolidated and rationalised its operations over the course of the year. Below, we review our achievements in relation to the priorities set out in our Business Plan (2021-22). Overall, we performed well against the majority of our Year 2 Strategic Objectives as set out in our 3-year strategy.

Service Priority 1 - Emergency Aid	
3-Year Objective: Increase and improve the provision of all forms of emergency aid in response to increased need.	
Year 2 Priority	Ensure the food aid services can operate at a level that is financially viable for the charity.
Achievements	<p>After the significant spike in demand that we experienced in response to the Covid-19 pandemic (Year 1: 2020-21), strict controls were needed to ensure that food aid services were operating within the limits of capacity and financial constraints in order to guarantee the long-term sustainability of food aid.</p> <p>We achieved this through a detailed budgeting process, followed by a mid-year re-budget, to ensure the financial sustainability of the service in relation to our other activities. We were careful to maintain the quantity and quality of support we provide our guests.</p> <p>Greater focus was also placed on our Advice Services, which provided additional support to our guests by reducing dependency on food aid and increasing the overall income levels for food bank guests who were receiving professional advice for our staff.</p> <p>By working closely with Brent Council, Brent Hubs (local authority advice service) and the Brent Food Aid Network, we were able to leverage additional support for Brent residents in need of food aid and better share the burden of demand among our partners.</p> <p>Partnership working also played a crucial role in reducing direct service delivery costs. Aside from our main Food Bank operation in Stonebridge, Suфра operated two Food Bank Hubs and two Community Kitchens over the year in partnership with voluntary sector organisations that provided access to space and volunteers, whilst we provided staff, food and operational management.</p> <p>We also maintain our partnerships for receiving surplus food from The Felix Project, City Harvest, Tesco, and M&S, who all provide crucial donations in kind to Suфра and help boost the size of our food parcel at minimal additional cost to the charity.</p>

SUFRA-NW LONDON

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

Service Priority 2 - Advice and Training	
3-Year Objective: Ensure that all guests in need of emergency aid have access to professional welfare advice, training opportunities and a range of additional support services.	
Year 2 Priority	<ol style="list-style-type: none"> 1. Develop the capacity and effectiveness of our Advice Service by expanding the Advice Volunteer programme. 2. Deliver a programme of training and workshops to empower guests to learn new skills and become more financially independent.
Achievements	<p>Overall, we were successful in expanding our capacity to delivery advice services, although this was not achieved entirely through an expansion of Advice Volunteers.</p> <p>We expanded the capacity of the advice team by establishing a telephone signposting service over a period of 6 months, with volunteers calling food bank guests to provide additional support. Our volunteers provided signposting to 127 food bank guests during that period.</p> <p>We also established an ongoing partnership with Brent Hubs, the Brent Council's Advice Service. It is now a key element of our Food Bank Policy that guests access advice and guidance after receiving 6 food bank parcels, ensuring longer-term guests do not become dependent on food aid. The integration of Brent Hubs advice offer into our food aid service is a partnership unique to Sufra as a food aid provider in the borough. One of their Hubs is based on St. Raphael's Estate, which allowed us to work closely with their staff on site and expand our capacity to support our guests with ongoing case work, applications to the Resident's Support Fund, and more.</p> <p>Sufra's Refugee Resettlement Programme was also re-designed to launch a new schedule of social inclusion activities. Partnerships were identified to better support this demographic of guests – including one with the Islamic Human Rights Commission, who continue to support legal casework for our refugees and asylum seekers.</p> <p>To supplement the advice and support we provide our guest, we also ran two warm home discount workshops and provided warm home discount advice at a school uniform distribution drive.</p>

SUFRA-NW LONDON

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

Service Priority 3 - Community Engagement	
3-Year Objective: Establish a fully resourced and multifaceted civic engagement programme.	
Year 2 Priority	Map all community engagement opportunities and establish community engagement strategy.
Achievements	<p>Sufra is very much embedded in a network of diverse community connections – from our many individual donors and supporters to local residents, businesses and partner organisations.</p> <p>As lockdowns and restrictions eased, and people become more comfortable meeting face to face, we scaled up our community engagement efforts – particularly with the local community on St. Raphael's Estate. This included reinstating our Forest School programme from the Community Garden for disadvantaged local children who would ordinarily not be able to afford such a course; running Holiday Activity and Food (HAF) programmes during school holidays to provide a safety net for children in our community; working with local partners to deliver a Winter Fair for residents; and attending more than a dozen external events (in person and online) to inform and engage more volunteers, supporters, guest and organisations in our work.</p> <p>Through dedicated outreach, we actively increased the number of referral agencies we partner with to 134 (an increase of 52%); established partnerships with two new community organisations where we established two new Community Kitchens; and established a community engagement project with Metroland Cultures. We also expanded the number of volunteering opportunities available, increased the number of active volunteers, and reinstated our corporate volunteering programme. In total, our volunteers provided over 9,000 hours of their time.</p> <p>We also engaged our donors and supporters in our work through two large fundraising appeals that were hugely successful and highlighted the dedication and commitment that our large donor base has to our work and the issues we address.</p>

SUFRA-NW LONDON

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

Service Priority 4 - Advocacy and Campaigning	
3-Year Objective: Engage stakeholders in campaigning on the issues that affect our guests	
Year 2 Priority	Establish a precedent for Sufra NW London using its data and knowledge to campaign about addressing the causes of poverty.
Achievements	<p>Over the year, we substantially increased the number of advocacy and campaigning activities we engaged in. Highlights include:</p> <ul style="list-style-type: none"> • Participating in the steering committee of Brent's Right to Food Campaign and co-hosting the Brent Right to Food Summit, which was very well attended by a wide range of stakeholders. The campaign was successful, and Brent has since declared itself a Right to Food Borough. • Spearheading the development of a Cash First leaflet for Brent, working in partnership with IFAN, Brent Council and others. We held a well-attended online launch event to gain support for this approach and train organisations about the use of the leaflet. We continue to print and distribute cash first leaflets to people and voluntary sector organisations across the borough. • Contributing our food bank data to the Independent Food Aid Network, who used it very effectively in a wide range of advocacy reports that regularly gained coverage in the national press and helped shaped the UK debate on poverty. • Publishing blogs and reports at regular intervals over the year that highlight the data that we collect and raise awareness about poverty and related issues. We also communicated these widely across our social media channels. • Actively supporting several UK-wide poverty focussed petitions on our website, through social media and on our newsletters, including the national campaign to stop the cut to universal credit in August 2021.

SUFRA-NW LONDON

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

Operational Priority 1 – Financial Sustainability	
3-Year Objective: Establish the finance and fundraising infrastructure needed to secure our growth and development	
Year 2 Priority	Increase capacity within fundraising to ensure we meet income generation target.
Achievements	<p>Fundraising in a challenging post-Covid funding landscape was impressive under the circumstances, given that many participatory community events continued to be postponed or cancelled, and many donors had exhausted their resources because of the extraordinary support given during the pandemic.</p> <p>We benefitted from a successful Ramadan campaign under the leadership of the Fundraising Manager. This tenacious and much valued team member sadly passed away in the late summer, which took a toll on the organisation's ability to execute its fundraising strategy; and the situation was further exacerbated by the unsuccessful recruitment of a new Fundraising Manager. The charity responded by increasing its fundraising capacity by engaging an experienced Fundraising Consultant and employing a Fundraising and Communications Assistant.</p> <p>Colleagues at Sufra also showed resilience and commitment with their contribution to fundraise for the Winter Appeal, with the Director and other staff also dedicating more time to applying for funding from Trusts and Foundations.</p> <p>While income generation was lower than expected for the year, strong financial management systems and strategic decision making supported the financial sustainability of the charity. By the end of the year Sufra had managed to reduce fixed costs, utilise the fundraising skills of new and existing Sufra staff, and establish a new fundraising strategy for the next fiscal year, with a renewed focus on multi-year funding.</p>

Operational Priority 2 – Organisational Infrastructure	
3-Year Objective: Establish the infrastructure, systems and processes needed to ensure seamless service delivery across all programmes	
Year 2 Priority	Secure the additional building space needed to ensure seamless service delivery across all programmes.
Achievements	<p>After mapping suitable commercial space available in Brent, we concluded that rental costs in the borough were prohibitive. With Brent Council also struggling to find us suitable additional space, we established a new strategy to work more closely with partner organisations based near us on St. Raphael's Estate to make better use of underutilised space.</p> <p>Our Advice team are now based at Brent Hubs twice a week, and we have more regular access to Henderson House and The Family Wellbeing Centre. We also established partnerships with a number of voluntary sector organisations in other locations, where we now co-operate community kitchens, including Granville Community Kitchen and St. Laurence's Larder. These community kitchens are in addition to the two food bank hubs that were established during the last financial year.</p> <p>These measures, combined with some home working and planned desk sharing at our main office, has enabled us to secure sufficient workspace for existing staff. However, as we expand in the years ahead, additional space will be needed, and plans are being established for how to address this need.</p>

SUFRA-NW LONDON

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

Operational Priority 3 – People	
3-Year Objective: Establish a culture in which staff and volunteers feel valued and are motivated to work for and support the charity.	
Year 2 Priority	Establish the HR and training infrastructure needed to ensure staff and volunteers feel valued and are motivated to work for the charity.
Achievements	<p>The impact of remote working made it challenging to establish a culture of togetherness, especially with many volunteers not returning once restrictions eased. That said, in line with the general theme of resilience for this year, Sufra worked hard towards this objective. By the end of the year, staff were working from the office for most of the week, and our client facing services had resumed and expanded.</p> <p>The loss of our colleague was a reminder of the importance of our relationships at Sufra and the extent to which we value every member of the Sufra family and the extraordinary contribution they make. In response, the Trustees decided to provide staff with Group Life Assurance, which guarantees a salary-based financial settlement to nominated persons in the event of their passing while employed at Sufra. This has undoubtedly contributed to Sufra staff feeling more valued.</p> <p>The impact of Covid-19 on the wellbeing of staff and volunteers could not be fully known by Managers and Trustees but it was generally understood that additional wellbeing support was needed as we all try to get back to normal. As such, an Employee Assistance Scheme was also made available to all staff, volunteers and their family members. This was supplemented by a Mental Health and Wellbeing workshop and the subsequent use of Wellness Action Plans for all staff.</p> <p>We also improved our online collaboration platform (MS Teams), trained staff to use it more effectively, and delivered an all-staff training session on our co-working culture and values.</p> <p>Over the course of the year a new performance management framework was rolled out to staff to further support professional development of staff. Multiple tools have been used to systemise processes such as quarterly work planning, supervision and wellbeing meetings with line managers, and a structured and transparent annual performance appraisal process.</p>

SUFRA-NW LONDON

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

Financial review

The Board of Trustees acknowledged at the start of the financial year 2021-22 that income levels in the previous year (2020-21) were higher than expected due to a generous response to our Covid-19 appeal, resulting in a significant surplus. This allowed us to continue with the level of service as in the previous year, allocate some unrestricted funds to a Development Budget, and fund a deficit for the year in order to spend down a proportion of the remaining surplus.

The surplus in the previous year supported the challenging post-covid fundraising environment that was widely anticipated across the sector. These challenges were exacerbated by the loss of our Fundraising Manager, Farah Lungay, who sadly died of Covid-19 in August 2021 (Rest in Peace).

As predicted, income from Trusts, Foundations and Corporates was the most challenging to secure, but Suфра maintained a diverse portfolio of restricted (70%) and unrestricted (30%) income sources and continued to receive consistent levels of support from our individual donors. We also continued to receive generous donations in kind, supporting adequate levels of food stock in the food bank.

In the last quarter of the year, several applications were made to Trusts and Foundations, some of which have contributed to a very successful Q1 in the year to 31 March 2023.

In response to the risk of the deficit exceeding the approved annual operating budget, the Board took decisive action towards the end of the financial year to reduce fixed costs and provide a more sustainable cost structure for the new financial year. This was primarily done by reducing staff positions and relying more on volunteers who began to return slowly after Covid restrictions eased.

The deficit in the year of £200,292 reduced reserves to £644,098 at 31 March 2022. Unrestricted reserves represented £521,678 of total reserves and restricted reserves represented £122,420 of total reserves. The unrestricted/restricted mix supports the organisation's financial agility and enables Suфра to be responsive to the ever-changing demand for services.

The Charity had a good cash position of £607,210 as of 31 March 2022 with no financial commitments apart from modest leased premises disclosed in the accounts, to enable the Charity to further its objects and respond to increased demand for its services.

We are thankful to have used our reserves to weather the storm of Covid-19 and the post-Covid funding drought, and we look forward to building on our financial resilience as we go into a new year, where we manage our exciting plans against an uncertain economic landscape.

In the current year the Charity expects to reinstate its approach of matching income to expenditure to support the resumption of services paused during the pandemic, and support the development of new food aid initiatives using unrestricted reserves set aside in the designated fund.

The fundraising strategy for the coming year is to focus attention on ambitious targets for the two annual campaigns during Ramadan and Winter, as well as assigning internal resources to multi-annual unrestricted grants from Trusts and Foundations – both new and current supporters. The organisation also has plans to spend Designated Funds on Client Relationship Management software to better understand our donors, grow the funds we raise from new and existing donors, and improve our donor care processes.

Reserves Policy

The Charity's Reserves Policy stipulates that we retain free reserves of unrestricted funds equivalent to 6 months of operating expenditure for the following year. As per our agreed budget for the current year, this equates to £350,000. At year end, our unrestricted reserves were higher than this at £521,678 including the designated fund.

The Trustees deemed this increased level of unrestricted reserves as reasonable given the particularly challenging post-Covid landscape, the uncertainty we faced over funding, and the possibility of further spikes in infection rates. However, the Board agreed that the Charity will bring unrestricted reserves more closely in line with our Reserves Policy by the end of the next financial year.

SUFRA-NW LONDON

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

Development Budget

Given the uncertain post-pandemic fundraising landscape and identified areas of operational development, £70,000 of unrestricted funds have been designated to a Development Budget for 2022-23 (2021-22: £110,000) and are included as Designated Funds.

Investment Policy

The Trustees take a very prudent view to the investment of surplus funds as these are being retained for furthering the objects of the Charity. Accordingly, funds are placed in the current account with its bankers.

Risk Management The Finance and Risk subcommittee has conducted a review of the major risks to which the charity is exposed and continues to monitor this on an ongoing basis with oversight from the Board of Trustees. Where appropriate, systems or procedures have been established to mitigate the risks the charity faces. Internal control risks are minimised by the implementation of policies and procedures for authorisation of all transactions and projects. Procedures are in place to ensure compliance with health and safety of staff, volunteers, clients and visitors to the centre. These procedures are periodically reviewed to ensure that they continue to meet the needs of the charity.

The Trustees consider that the main risks to Sufra NW London are as follows:

- Inability to recruit and retain sufficient staff and volunteers to sustain the work we do. To mitigate this risk we have a rolling volunteer recruitment programme and we have plans to further invest in volunteer training to ensure a rewarding volunteer experience. In relation to our employed staff and volunteers, we have focussed on improving wellbeing during the year. Our staff and volunteers can now access an Employee Assistance Programme and staff are now covered by a group life assurance policy.
- Lack of adequate premises to provide for our services in the way we want to. Our response to Covid-19 changed the way we support our guests irreversibly. Increased demand has put pressure on the space we use, which is now being used for storage/sorting and distribution. Affordable and suitable space is scarce in Brent so to mitigate this risk we have formed partnership relationships with nearby organisations who have shared working space. Furthermore, Sufra NW London has set aside funds in the Designated Fund to construct a semi-permanent space in St Raphael's Edible Garden.
- Demand for our services is difficult to predict due to current political and economic uncertainty. Consequently, long term planning for our programmes and services is a challenge. The organisation survived the challenges of Covid-19 and a year of recovery following the pandemic, but now we face a new wave of crisis with high utility bills and inflation at levels unseen since the 1970's. It is widely reported that these economic conditions are expected to impact low- and middle-income households disproportionately, which will open the food bank to a new demographic of guest and increase demand further. Following Brexit and now the conflict in Ukraine, we have seen fuel and food price increases and scarcity of essential items. To mitigate this risk the Trustees took the decision to change the Reserves Policy that stipulates that free reserves in unrestricted funds are increased from 4 months to 6 months of the following year's budgeted operating expenditure to build more resilience in our ability to maintain support during these times of crisis.

Structure, governance and management

Sufra - NW London was established in April 2013 and registered as a Charitable Incorporated Organisation (CIO) on 7th May 2013. The Charity is governed by its constitution, which was revised and updated on 5 May 2020.

SUFRA-NW LONDON

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

The Trustees who served during the year and up to the date of signature of the financial statements were:

Ms S Crane (Chair)	
Ms H Krawitz (Vice Chair)	
Mr P Shah (Treasurer)	(Appointed 9 February 2022)
Ms N Sawi (Secretary)	(Appointed 3 October 2022)
Mr A Mulji	
Ms K Kozniewska	
Dr M A Abdullah	
Ms L Bannister	(Appointed 25 November 2021)
Ms A Al-Yassin	(Appointed 27 November 2021)
Ms J Carr	(Appointed 29 November 2021)
Ms R Heaney (Secretary)	(Resigned 3 October 2022)
Ms A Khan (Treasurer)	(Resigned 4 November 2021)

Provisions regarding Trustee appointment, terms of office, re-appointment, and retirement are detailed in the constitution. Every Trustee must be appointed for a term of three years by a resolution passed at a board meeting of the Charity Trustees. Any person retiring as a Charity Trustee is eligible for reappointment.

The Trustees are responsible for organisational governance and oversight, including strategic direction, organisational policy, oversight of financial and resource management.

Trustee Recruitment

Sufra NW London makes skills-based appointments to its Board of Trustees with regard to equality and diversity. Opportunities to become a Trustee of Sufra NW London are advertised on its website, social media platforms and with appropriate recruitment agencies. Occasionally nominations from stakeholders will also be considered. Candidates are required to submit a CV and a one-page expression of interest. Candidates are interviewed by a panel (often the Chair, Director and one other board member from the HR subcommittee). Additionally, candidates are invited to attend a food bank service. If the candidate is considered suitable, they are voted onto the Board of Trustees at the next meeting.

Any appointments are subject to a DBS check. Once appointed, Trustees are taken through an appropriate and detailed induction that includes meetings with senior staff, attending services, other forms of internal or external training as necessary, and signing up to appropriate policies e.g. Conflict of Interest.

Delegated Authority

The board has delegated the day-to-day operational management of the organisation to the Director. To ensure these responsibilities are discharged effectively, the Director delegates responsibility to the senior leadership team where necessary. The broad areas of delegation for which the Board of Trustees, Director and senior leadership team is accountable for is set out in a Delegation of Authority policy.

Remuneration

Remuneration for the Director is agreed and set by the board and reviewed annually. The board of trustees have approved a structure for salary bands and job classifications for the senior leadership team and all other staff, which reflect the structure of the Charity and support the promotion of staff to more senior roles where possible.

Relationship with Related Parties

The Trustees confirm that there were no material related party transactions that require disclosure.

The Trustees have not claimed any expenses or remuneration.

SUFRA-NW LONDON

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

Statement of Trustees' responsibilities

The Trustees are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). The law applicable to charities in England and 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 the incoming resources and application of resources of the Charity for that year.

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 accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Trustees are responsible for keeping sufficient accounting records that 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.

The Trustees' report was approved by the Board of Trustees on 3 November 2022.

DocuSigned by:
Susan Crane
69EED188FA944A3
Ms S Crane (Chair)
Trustee

SUFRA-NW LONDON

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF SUFRA-NW LONDON

I report to the Trustees on my examination of the financial statements of Sufra-NW London (the Charity) for the year ended 31 March 2022.

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. In carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

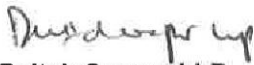
Independent examiner's statement

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 , 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 accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination.

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



Deitch Cooper LLP

1st Floor, 3 Hobbs House
Harrobian Business Village
Bessborough Road
Harrow
Middlesex
HA1 3EX

Dated: 3 November 2022

SUFRA-NW LONDON

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2022

	Notes	Unrestricted funds 2022 £	Restricted funds 2022 £	Total Unrestricted funds 2022 £	Restricted funds 2021 £	Total 2021 £
Income from:						
Donations and legacies	3	507,836	212,765	720,601	711,926	1,133,713
Charitable activities	4	3,455	-	3,455	1,379	1,379
Interest receivable	5	104	-	104	234	234
Total income		511,395	212,765	724,160	421,787	1,135,326
Expenditure on:						
Raising funds	6	55,294	-	55,294	499	51,506
Charitable activities	7	590,009	279,149	869,158	328,722	607,444
Total expenditure		645,303	279,149	924,452	329,221	658,950
Net (expenditure)/income for the year/						
Net movement in funds		(133,908)	(66,384)	(200,292)	92,566	476,376
Fund balances at 1 April 2021		655,586	188,804	844,390	96,238	368,014
Fund balances at 31 March 2022		521,678	122,420	644,098	188,804	844,390

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

SUFRA-NW LONDON

STATEMENT OF FINANCIAL POSITION

AS AT 31 MARCH 2022

	Notes	2022		2021	
		£	£	£	£
Fixed assets					
Tangible assets	12		18,908		26,363
Current assets					
Debtors	13	26,781		23,203	
Cash at bank and in hand		607,210		813,715	
		<u>633,991</u>		<u>836,918</u>	
Creditors: amounts falling due within one year	14	<u>(8,801)</u>		<u>(18,891)</u>	
Net current assets			<u>625,190</u>		<u>818,027</u>
Total assets less current liabilities			<u><u>644,098</u></u>		<u><u>844,390</u></u>
Income funds					
Restricted funds	16		122,420		188,804
<u>Unrestricted funds</u>					
Designated funds	17	110,000		-	
General unrestricted funds		<u>411,678</u>		<u>655,586</u>	
			<u>521,678</u>		<u>655,586</u>
			<u><u>644,098</u></u>		<u><u>844,390</u></u>

The financial statements were approved by the Board of Trustees on 3 November 2022

DocuSigned by:

Susan Crane

Ms S Crane (Chair)
Trustee

SUFRA-NW LONDON

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2022

	Notes	2022		2021	
		£	£	£	£
Cash flows from operating activities					
Cash (absorbed by)/generated from operations	21		(206,609)		484,517
Investing activities					
Purchase of tangible fixed assets		-		(16,794)	
Investment income received		104		234	
Net cash generated from/(used in) investing activities			104		(16,560)
Net cash used in financing activities			-		-
Net (decrease)/increase in cash and cash equivalents			(206,505)		467,957
Cash and cash equivalents at beginning of year			813,715		345,758
Cash and cash equivalents at end of year			<u>607,210</u>		<u>813,715</u>

SUFRA-NW LONDON

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

1 Accounting policies

Charity information

Sufra - NW London is a UK registered charity incorporated as a Charitable Incorporated Organisation registered with the Charity Commission under registration number 1151911. The registered office and principal place of business is 160 Pitfield Way, Stonebridge, London NW10 0PW.

1.1 Accounting convention

The financial statements have been prepared in accordance with the Charity's constitution, the Charities Act 2011 and "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) (second edition - October 2019)". The Charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the Charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives.

Designated funds comprise funds which have been set aside at the discretion of the Trustees for specific purposes, such as to provide for new planned projects for the future. The purposes and uses of the designated funds are set out in the notes to the financial statements.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

Income is recognised when the Charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the Charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid is recognised at the time of the related donation. Gift aid claims processed by third parties on behalf of the Charity are recognised as unrestricted funds.

Grants from organisations are recognised on receipt or otherwise if the Charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the grant is treated as a contingent asset. Grants are classified as unrestricted funds unless there is a contractual requirement with the donor for the grant to be used for a particular purpose, in which case it is classified within restricted funds.

SUFRA-NW LONDON

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

1 Accounting policies

(Continued)

Where goods are provided to the Charity as a donation that would normally be purchased from suppliers, these donations are included in the financial statements at the fair value of the contribution to the Charity. Fair value is measured as replacement cost at the time of receipt, where replacement cost is an accounting estimate of the economic cost incurred if the Charity was to replace the service potential of the donated goods at its own expense in the most economic manner. In the opinion of the Trustees, the accounting process used, together with the associated assumptions, reliably measures fair value.

Food, toiletries and other items donated to the Charity for distribution by food bank services directly operated by the Charity are recognised as income from donations within unrestricted funds. An equivalent amount is included as expenditure within unrestricted funds.

1.5 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 is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

All expenditure is included in the financial statements in the period it becomes due.

Expenses include VAT where applicable as the charity cannot reclaim it.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Fixtures and fittings	25% Straight Line
Equipment	25% Straight Line
Motor vehicles	25% Straight Line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the Statement of Financial Activities.

1.7 Impairment of fixed assets

At each reporting end date, the Charity reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less from the date of opening the deposit or similar amount. Bank overdrafts (if any) are shown within borrowings in current liabilities.

SUFRA-NW LONDON

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

1 Accounting policies

(Continued)

1.9 Financial instruments

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Charity's Statement of Financial Position when the Charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the Charity's contractual obligations expire or are discharged or cancelled.

1.10 Taxation

No provision is made for taxation on net income arising in the year as the Charity is a UK registered charity and it is therefore not liable to income tax or corporation tax derived from its charitable activities as they fall within the exemptions available to registered charities.

1.11 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the Charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

SUFRA-NW LONDON

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

2 Critical accounting estimates and judgements

In the application of the Charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities and in the calculation of fair values, that are not readily apparent from other sources. Accounting estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

Donations in kind have been recognised at the fair value of the contribution to the Charity, which is an accounting estimate. This has been measured as replacement cost in the most economic manner at the time of receipt. The required assumptions and methods used in the underlying calculation of the cost that the Charity would have incurred if it were to replace the donation at its own expense at the time of receipt are a source of estimation uncertainty. Further details regarding donations in kind are set out in the accounting policies and note 3 to the financial statements.

All accounting estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Donations and legacies

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
Donations and gifts	227,836	12,868	240,704	443,687	22,711	466,398
Gift aid	35,394	-	35,394	58,660	-	58,660
Grants from organisations	76,599	199,897	276,496	85,353	360,572	445,925
Corporate donations	12,256	-	12,256	124,226	-	124,226
Donations in kind	155,751	-	155,751	-	-	-
Covid-19 appeal	-	-	-	-	38,504	38,504
	<u>507,836</u>	<u>212,765</u>	<u>720,601</u>	<u>711,926</u>	<u>421,787</u>	<u>1,133,713</u>
Grants over £10,000						
Beta Charitable Trust	-	25,000	25,000			
CVS Brent	-	18,000	18,000			
Ernest Cook Trust	-	15,000	15,000			
Islamic Relief	-	33,750	33,750			
The David Cock Foundation	-	15,000	15,000			
The Lady Fatemah Trust	-	30,000	30,000			
Livingstone Charitable Trust	17,000	-	17,000			
Grants under £10,000	59,599	63,147	122,746			
	<u>76,599</u>	<u>199,897</u>	<u>276,496</u>			
Total grants from organisations	<u>76,599</u>	<u>199,897</u>	<u>276,496</u>			

SUFRA-NW LONDON

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

3 Donations and legacies

(Continued)

Donations in kind

Donations in kind represents food and toiletries received by the Charity for distribution to its beneficiaries at no cost to the recipient. In accordance with the Charities SORP (FRS102) (2019), these donations are recognised at the fair value of the contribution to the Charity, which is an accounting estimate and is measured as replacement cost in the most economic manner at the time of receipt.

During the year, 116,880 kg was donated with a fair value of £155,751. Records of donations received are maintained and the economic cost of the average food parcel distributed to beneficiaries is checked with sufficient regularity to ensure a reliable fair value to the charity of each contribution can be calculated.

During the year ended 31 March 2021, records for donations in kind were incomplete due to the operating model adopted during the Covid-19 pandemic, with fewer volunteers supporting the recording process. Therefore, donations in kind have not been recognised in the prior year as a fair value could not be measured reliably with sufficient certainty to present a true and fair view.

Volunteers

The charity uses unpaid volunteers to assist its advice services and food aid activities. In accordance with the Charities SORP (FRS102) (2019), the contribution of these volunteers carrying out charitable activities has not been included as income and expenditure in the accounts as it is impractical for their contribution to the charity to be measured reliably for accounting purposes.

4 Income from charitable activities

	Unrestricted funds 2022 £	Unrestricted funds 2021 £
Events and Tickets	1,811	-
Other income	1,644	1,379
	<u>3,455</u>	<u>1,379</u>

5 Investment income

	Unrestricted funds 2022 £	Unrestricted funds 2021 £
Bank interest receivable	104	234
	<u>104</u>	<u>234</u>

SUFRA-NW LONDON

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

6 Costs of raising funds

	Unrestricted funds 2022 £	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
<u>Fundraising and publicity</u>				
Direct fundraising costs	10,254	11,487	499	11,986
Staff costs	45,040	39,520	-	39,520
	<u>55,294</u>	<u>51,007</u>	<u>499</u>	<u>51,506</u>

7 Charitable activities

	<u>Food Aid</u> 2022 £	<u>Advice and Support</u> 2022 £	<u>Refugee Support</u> 2022 £	<u>Community Garden</u> 2022 £	Total 2022 £	Total 2021 £
Staff costs	172,586	103,831	12,417	54,010	342,844	248,531
Other direct costs	309,090	18,373	378	14,505	342,346	172,839
	<u>481,676</u>	<u>122,204</u>	<u>12,795</u>	<u>68,515</u>	<u>685,190</u>	<u>421,370</u>
Share of support costs (see note 9)	117,101	31,607	2,254	13,298	164,260	158,636
Share of governance costs (see note 9)	14,340	3,244	340	1,784	19,708	27,438
	<u>613,117</u>	<u>157,055</u>	<u>15,389</u>	<u>83,597</u>	<u>869,158</u>	<u>607,444</u>
Analysis by fund						
Unrestricted funds	426,232	103,189	2,663	57,925	590,009	278,722
Restricted funds	186,885	53,866	12,726	25,672	279,149	328,722
	<u>613,117</u>	<u>157,055</u>	<u>15,389</u>	<u>83,597</u>	<u>869,158</u>	<u>607,444</u>

SUFRA-NW LONDON

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

7 Charitable activities

(Continued)

For the year ended 31 March 2021

	<u>Food Aid</u>	<u>Advice and Support</u>	<u>Refugee Support</u>	<u>Community Garden</u>	<u>Total 2021</u>
	£	£	£	£	£
Staff costs	109,678	61,191	28,416	49,246	248,531
Other direct costs	156,831	4,716	2,646	8,646	172,839
	<u>266,509</u>	<u>65,907</u>	<u>31,062</u>	<u>57,892</u>	<u>421,370</u>
Share of support costs (see note 9)	104,571	24,343	10,348	19,374	158,636
Share of governance costs (see note 9)	17,353	4,292	2,023	3,770	27,438
	<u>388,433</u>	<u>94,542</u>	<u>43,433</u>	<u>81,036</u>	<u>607,444</u>
Analysis by fund					
Unrestricted funds	130,521	51,767	29,552	66,882	278,722
Restricted funds	257,912	42,775	13,881	14,154	328,722
	<u>388,433</u>	<u>94,542</u>	<u>43,433</u>	<u>81,036</u>	<u>607,444</u>

8 Description of charitable activities

Food Aid

Food Bank and Community Kitchen - distributing food parcels to those who cannot afford the basic cost of living and serving freshly cooked hot meals to the community. Also delivering accredited cooking classes.

Advice and Support

Providing welfare advice and support to help guests address the problems that lead them to the Food Bank and providing short term emergency aid for non-food essentials.

Refugee Support

Helping refugees and asylum seekers access the housing, healthcare and training they need to settle into the community. Also providing them with peer-support groups, English classes, homework clubs and orientation workshops.

Community Garden

Growing organic food and farming eggs to supply our food aid services. Also offering accredited horticulture courses and volunteering opportunities for local residents and people with mental/physical health needs.

SUFRA-NW LONDON

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

9 Support costs

	Support costs	Governance costs	2022	Support costs	Governance costs	2021
	£	£	£	£	£	£
Staff costs	130,315	-	130,315	109,633	-	109,633
Depreciation	7,455	-	7,455	6,490	-	6,490
Events	958	-	958	5,782	-	5,782
Repairs and Maintenance	1,742	-	1,742	1,326	-	1,326
Training and Recruitment	2,308	-	2,308	1,772	-	1,772
Office Costs	512	-	512	14,255	-	14,255
Membership and Subscriptions	4,442	-	4,442	4,088	-	4,088
Marketing and Outreach	1,543	-	1,543	890	-	890
Miscellaneous Costs	290	-	290	747	-	747
Information Technology	7,603	-	7,603	2,886	-	2,886
Recycling, Refuse and Cleaning	4,428	-	4,428	6,273	-	6,273
Insurance	2,664	-	2,664	4,494	-	4,494
Audit fees	-	-	-	-	6,180	6,180
Bookkeeping	-	8,100	8,100	-	7,654	7,654
Independent Examination fees	-	2,880	2,880	-	-	-
Consultancy and other governance costs	-	8,728	8,728	-	13,604	13,604
	<u>164,260</u>	<u>19,708</u>	<u>183,968</u>	<u>158,636</u>	<u>27,438</u>	<u>186,074</u>
Analysed between Charitable activities	<u>164,260</u>	<u>19,708</u>	<u>183,968</u>	<u>158,636</u>	<u>27,438</u>	<u>186,074</u>

During the year the Charity made an ex-gratia payment to the family of an employee who passed away of COVID. The Board sought permission from the Charities Commission and an ex-gratia payment of £10,000 was made in view of her significant contribution to the Charity. This amount is included in support costs within staff costs.

Fair shares of support staff costs are allocated to charitable activities based on the proportions of total direct staff costs incurred by each activity. Depreciation is directly attributable solely to the food aid activity. A fair share of other support and governance costs are allocated to services according to the proportion of total direct costs incurred in performing each activity.

10 Trustees

None of the Trustees (or any persons connected with them) received any remuneration or benefits from the Charity during the year.

SUFRA-NW LONDON

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

11 Employees

The average monthly number of employees during the year was:

2022 Number	2021 Number
18	15

Employment costs

	2022 £	2021 £
Wages and salaries	467,988	358,398
Social security costs	36,275	28,987
Employer pension contributions	12,628	10,299
	<u>518,199</u>	<u>397,684</u>

As part of the Covid-19 response, staff number increased to support the management of funds achieved in the prior year. By the end of the year, staff positions were rationalised to align with the lower income level achieved for the year.

There were no employees whose annual remuneration was more than £60,000.

12 Tangible fixed assets

	Fixtures and fittings £	Equipment £	Motor vehicles £	Total £
Cost				
At 1 April 2021	2,442	5,137	48,446	56,025
At 31 March 2022	<u>2,442</u>	<u>5,137</u>	<u>48,446</u>	<u>56,025</u>
Depreciation and impairment				
At 1 April 2021	2,442	5,137	22,083	29,662
Depreciation charged in the year	-	-	7,455	7,455
At 31 March 2022	<u>2,442</u>	<u>5,137</u>	<u>29,538</u>	<u>37,117</u>
Carrying amount				
At 31 March 2022	<u>-</u>	<u>-</u>	<u>18,908</u>	<u>18,908</u>
At 31 March 2021	<u>-</u>	<u>-</u>	<u>26,363</u>	<u>26,363</u>

SUFRA-NW LONDON

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

16 Restricted funds

The income funds of the Charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in funds			Movement in funds			Balance at 31 March 2022
	Balance at 1 April 2020	Incoming resources	Resources expended	Balance at 1 April 2021	Incoming resources	Resources expended	
	£	£	£	£	£	£	£
Food Aid Welfare Advice and Support	56,454	288,732	(225,580)	119,606	137,719	(186,885)	70,440
Refugee Support	8,164	82,704	(60,135)	30,733	23,300	(30,681)	23,352
Community Garden	21,612	1,230	(13,354)	9,488	3,238	(12,726)	-
Covid-19 Emergency Appeal	10,008	10,617	(14,832)	5,793	48,508	(25,673)	28,628
	-	38,504	(15,320)	23,184	-	(23,184)	-
	<u>96,238</u>	<u>421,787</u>	<u>(329,221)</u>	<u>188,804</u>	<u>212,765</u>	<u>(279,149)</u>	<u>122,420</u>

Food Aid - Funding provided towards the Food Bank, Community Kitchen and Accredited Cooking Classes projects and activities

Welfare Advice and Support - Salary costs for a dedicated Welfare Advisor and funds for providing short-term emergency aid including emergency accommodation, travel costs, white goods and other basic necessities.

Refugee Support - Salary costs of a dedicated Refugee Officer and funds for providing basic items for the safe settlement of refugees when first arriving in the Borough.

Community Garden - Funding provided towards the Community Garden projects and activities.

Covid-19 Emergency Appeal - Providing additional support to the local community during the Covid-19 coronavirus pandemic.

SUFRA-NW LONDON

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

17 Designated funds

The income funds of the Charity include the following designated funds which have been set aside out of unrestricted funds by the Trustees for specific purposes:

	Balance at 1 April 2021 £	Transfers £	Balance at 31 March 2022 £
Development Budget	-	110,000	110,000
	-	110,000	110,000

Development Budget - Unrestricted funds that have been designated for expenditure on planned areas of operational development.

18 Analysis of net assets between funds

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
Fund balances at 31 March 2022 are represented by:						
Tangible assets	18,908	-	18,908	26,363	-	26,363
Net current assets	502,770	122,420	625,190	629,223	188,804	818,027
	521,678	122,420	644,098	655,586	188,804	844,390

19 Operating lease commitments

At the reporting end date the Charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2022 £	2021 £
Within one year	12,183	4,000

The operating lease commitments represent lease arrangements for premises occupied by the Charity. Included in the above is a lease for the rent of a premises occupied by the Charity that had expired prior to the year end but was renewed after the year end. At the year end the heads of terms for the renewal had already been agreed. In the prior year, no lease commitment was considered to exist at the year end in respect of the continued occupancy of this premises, as the lease terms were still under negotiation at the date of authorisation of the financial statements. The Charity has continued to occupy the premises at the pre-existing rent from the date the previous lease expired to the date the lease renewal was executed in August 2022.

SUFRA-NW LONDON

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

20 Related party transactions

During the year the Charity made payments of £nil (2021: £7,318) for expenditure to Sufra Care Limited, a company in which the Charity and a Trustee of the Charity are both directors.

21 Cash generated from operations	2022 £	2021 £
(Deficit)/surplus for the year	(200,292)	476,376
Adjustments for:		
Investment income recognised in statement of financial activities	(104)	(234)
Depreciation and impairment of tangible fixed assets	7,455	6,490
Movements in working capital:		
(Increase) in debtors	(3,578)	(1,054)
(Decrease)/increase in creditors	(10,090)	2,939
Cash (absorbed by)/generated from operations	(206,609)	484,517

22 Analysis of changes in net funds

The Charity had no debt during the year.

SUFRA - NW LONDON

England & Wales - Charity number 1151911

Accounts

Charity Registration No. 1151911

SUFRA-NW LONDON
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

SUFRA-NW LONDON

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Ms S Crane (Chair) Ms H Krawitz Mr A Mulji Ms R Heaney (Secretary) Ms A Khan Ms K Kozniewska Dr M A Abdullah
Director	Mr R Makwana
Charity number	1151911
Charitable Incorporated Organisation (CIO) number	CE000394
Registered office	160 Pitfield Way Stonebridge London NW10 0PW
Auditor	Deitch Cooper LLP 2nd Floor, Congress House Lyon Road Harrow Middlesex HA1 2EN
Bankers	HSBC CAF Bank
Website	https://www.sufra-nwlondon.org.uk

SUFRA-NW LONDON

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SUFRA-NW LONDON

MESSAGE FROM THE CHAIR OF THE BOARD OF TRUSTEES FOR THE YEAR ENDED 31 MARCH 2021

Sufra-NW London's staff and volunteers have worked incredibly hard during 2020 and 2021. The combined team, skilfully led by our Director Rajesh Makwana, managed to adapt and transform services as soon as the first lockdown was announced in March 2020. The demand for our services increased by almost 400% at the same time that Sufra had to design a new food aid delivery system that was Covid-safe. The number of food parcels and hot meals prepared each week increased exponentially to include those who couldn't afford food or were made homeless and in temporary accommodation. Thanks to furlough, Sufra was lucky to have more volunteers than ever before who were willing to devote their time to helping our expert chef Prince in the kitchen or delivering food aid to every part of Brent.

At the start of 2020, we launched our three-year plan for 2020-2023. We successfully achieved our broad objective for the first year of the plan, which was to scale-up our response to the pandemic. We did this for all the key areas of our service: Emergency Aid; Advice and Training; Community Engagement. We hired more staff (from 10-16) and had more volunteers than ever before in every part of our service. We established new collaborations with other food aid organisations in Brent via the Brent Food Aid Network, Brent Council and other voluntary sector organisations such as the UK's Independent Food Aid Network.

Year 2 (2021-22) and Year 3 (2022-23) of our Strategic Plan will see Sufra consolidate its growth in income staffing and services seen in Year 1 (2020-21). We will increase our focus on advocacy and campaigning and enhance our community engagement and referrals across Brent, as well as directly on St Raphael's Estate. We will continue to increase the amount of fresh fruit, vegetables and dairy produce we grow and distribute from the Community Garden, and we will improve the nutritional value and cultural appropriateness of the emergency food we provide. In year 2, we'll work harder to establish alternative and/or supplementary food aid models that are more efficient, reduce the stigma of accessing food banks and empower our guests to be more independent. The overarching aim over the 3-year period is to ensure that all guests have the opportunity to access a wide range of available support, achieve greater financial security and contribute to our community engagement, campaigning and advocacy initiatives.

Despite the many challenges presented by the pandemic, Sufra's work had a significant impact on the lives of thousands of vulnerable people over the year and established strong foundations for the charity's continued development. However, Sufra lost a valued member of our staff team in August 2021: Farah Lungay was our Deputy Director and oversaw our fundraising work during the pandemic but was a tragic victim of Covid-19. Farah is fondly remembered and sorely missed by everyone at Sufra-NW London.

DocuSigned by:

Susan Crane

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Ms S Crane
Chair

Date: 13 December 2021

SUFRA-NW LONDON

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2021

The trustees present their annual report and financial statements for the year ended 31 March 2021.

The financial statements have been prepared in accordance with the accounting policies set out in the notes to the financial statements and comply with the charity's constitution, the Charities Act 2011 and 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).

Our Vision

A community united to address the causes and consequences of poverty.

Our Mission

Sufra-NW London provides food aid, welfare advice and training to people in crisis, whilst working with the wider community to campaign for an end to poverty.

Statement of Principles and Values

1. We take a holistic approach, based on human rights

- **Food aid is essential – but it is not the solution to food poverty.**

Access to nutritious food is a human right and it is the responsibility of governments, not charities, to create the conditions needed to uphold these rights. To enable all people to meet their basic needs and live in dignity, the UK government needs to pursue policies that ensure wealth, power and resources are shared more equally between all people.

- **Our approach is holistic and designed to reduce dependency on food aid.**

Our services have developed in response to the underlying needs of our guests. We are committed to providing a range of services and programmes that can help address the root causes of financial crisis and reduce the need for food aid.

- **We recognise that there are different approaches to reducing food poverty.**

We embrace a culture of critical reflection on the nature and effectiveness of our food bank and other services. We are committed to innovation and experimentation with new approaches to meeting our core objectives.

2. We are embedded in the local community

- **We are a grassroots charity embedded in the local community.**

As we develop and grow, we are committed to remaining responsive to the changing needs of those we serve, representing their voices and engaging them in making the decisions that affect them. We seek always to maintain a close relationship between our guests, volunteers, staff and trustees.

- **We are more effective when we collaborate with others.**

We are committed to working in partnership with all our stakeholders – from our supporters and volunteers to voluntary sector organisations, businesses and other food banks in northwest London.

- **We serve people of all and no faiths without discrimination.**

Our roots lay in the Muslim community, which provided the funding and support needed to establish the charity. We continue to work closely with this community as well as a wide range of other faith-based (and secular) organisations. Our staff, trustees and volunteers are from a multitude of backgrounds (both faith and non-faith based), our values are universal and humanitarian, and we serve everyone in need without discrimination.

SUFRA-NW LONDON

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

3. We respect the dignity of our guests and the needs of the planet

- **We are committed to upholding and enhancing the dignity of our guests.**

We aim never to turn people away when they are in need. Our emergency aid services provide a gateway to accessing other services designed to empower our guests, improve their wellbeing and reduce their dependency on food aid.

- **We value the wellbeing and development of our staff, volunteers and trustees.**

We aim to provide everyone who works at Sufra with opportunities to grow, learn and develop new skills, whilst supporting their mental health and wellbeing.

- **We are committed to environmental sustainability.**

We recognise the importance of caring for our environment. We make use of food that would otherwise go to landfill, grow fruit and vegetables without the use of chemical pesticides/fertilisers, and compost our food waste. We also use solar panels to generate energy in our main building and reuse, upcycle and recycle our waste.

Objectives and activities

Sufra-NW London is a food and support hub that provides a lifeline to people in crisis – including families living in extreme poverty and people who are vulnerable, homeless or socially isolated. We provide them with the essential food and welfare advice they need to survive, empower them to learn new skills and improve their wellbeing, and help them to find work and become financially stable.

The charity is well established as a cornerstone of community life on St. Raphael's Estate – a disadvantaged and isolated neighbourhood in Stonebridge where, even before the Coronavirus pandemic, a staggering 47% of children grow up in poverty. With one of the highest rent-to-income ratios in the capital, many households in Brent are struggling to feed themselves and their families, let alone maintain a healthy diet, and many children from the local area are going without adequate food and nutrition.

Never has the injustice of hunger and poverty in an area with an abundance of wealth been so stark. Whilst our staff and volunteers distribute emergency food aid to families struggling to survive, thousands of lavish apartments have been erected around Wembley Stadium and shoppers spend millions every year at Ikea Wembley and Brent Cross – all within walking distance of the Food Bank. This picture of inequality is much the same across London, where 50% of wealth is now owned by the richest 10% of households, while the poorer 50% of people own a meagre 5% of all wealth.

Although the charity may not be able to directly address the systemic issues that underpin food insecurity, much of Sufra's work is focussed on addressing the proximal causes of hunger and deprivation such as a lack of educational attainment and life skills, poor mental and physical health, low paid work and unemployment, social inequalities, overcrowded or substandard housing – to name but a few.

SUFRA-NW LONDON

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

Whilst our core work focuses on providing emergency food aid through our Food Bank and Community Kitchen, these are gateway services that enable our guests to access a wider programme of activities designed to address the root causes of poverty and homelessness. Our services include:

- **Food Bank:** This year, we distributed emergency food to over 34,000 recipients. The Food Bank operates out of three locations in Brent and most of our food parcels were delivered by volunteers during the pandemic. Guests are referred to Sufra by one of 77 referral agencies, including Brent Council.
- **Community Kitchen:** In response to the pandemic, our expanded Community Kitchen service distributed 72,036 freshly cooked meals to Brent's homeless demographic who were in temporary accommodation, as well as other vulnerable people unable to cook.
- **Welfare Advice Service:** Our Advice Workers help guests address the problems that lead them to the Food Bank – such as benefit disruptions, housing problems, and other financial difficulties. We gained £96,608 in additional income for our guests this year. The support we provide is ongoing and tailored to the needs of the individual.
- **Refugee Support:** Our Refugee Resettlement Programme helps refugees and asylum seekers access the professional welfare advice and other forms of support they need to build a new life in the community.
- **St. Raphael's Edible Garden:** We've worked with local residents to turn an abandoned space on the estate into a thriving growing project, where we offer a range of courses (AQA accredited) and volunteering opportunities for local residents and people with additional mental/physical health needs. This year, we harvested almost half a tonne of organic fruit and vegetables in the garden and 831 free-range eggs.

Our Food Academy course for young people, accredited employment training courses, and face-to-face/social activities were not operational this year in order to minimise the risk of infection. Sufra Community Catering was not in demand as many offices were closed and businesses had most staff working from home or on furlough.

Our food parcels last 5-7 days and we often support people on multiple occasions – this was especially true during the pandemic. The statistic indicates total volume of support rather than unique individuals, i.e., total number of unique recipients in a household X total number of times they received food aid.

Together, our services are designed to lead vulnerable people on a personal journey from crisis to social inclusion and economic stability. We rely heavily on our dedicated team of around 160 active volunteers to ensure that we can deliver these services, and we work closely with the many schools, businesses, faith groups and voluntary sector organisations that support our work.

Public Benefit

Under the Charities Act 2011, the trustees confirm that have complied with the Charity Commission guidance on public benefit to ensure that our activities continue to fulfil our aims and objectives as outlined in our constitution.

The information given about our objectives provides examples of how our work brings public benefit through our activities and will continue to provide public benefit in line with our objects.

SUFRA-NW LONDON

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

Achievements and performance

In line with the charity's strategic theme for 2020-21 ("Scaling-up in Response to The Pandemic"), our work this year was dictated largely by the impact of Covid-19 on those we support, as well as our volunteers, staff and services.

Given the large proportion of BAME residents in Brent, alongside higher than average levels of pre-existing poverty and other inequalities across the borough, Covid-19 had a devastating and lasting impact on those we support. This manifested as 332% rise in demand for food aid, which presented significant challenges for the charity.

Our immediate response was to ensure that all services were Covid safe in order to reduce infection risk to guests, volunteers and staff. As part of the temporary shift away from face-to-face services, we worked with volunteers to establish new delivery infrastructure for food aid services, including a new digital referral process and online databases to manage the complex logistics of coordinating large number of referrals, food deliveries and volunteers across multiple venues. At the same time, we worked with partners to establish a dedicated cooked food delivery service that served the large homeless population in Brent as well as other vulnerable people unable to cook the contents of their food parcels.

Over the course of the year, we supported 5,088 unique guests with food aid, providing the equivalent of 345,000 meals for those unable to make ends meet. To meet this level of demand, we employed additional staff and recruited new volunteers, whilst working closely with partners across the voluntary and business sectors. Together, our 160 volunteers provided 8,900 hours of their time to supporting vulnerable people at Sufra.

Our impact stretched beyond food aid to include a scaled-up Welfare Advice Service and a volunteer-led triage and signposting service. Working mainly remotely, the advice team increased the income our food aid guests receive from benefits by £96,608 over the year. Meanwhile, we harvested half a tonne of organic produce in the community garden, including over 800 free-range eggs.

Collaboration and partnerships were central to our success and included the following:

- Brent Food Aid Network – BFAN (Sufra chairs regular meetings with around a dozen other food aid providers in Brent)
- Brent Council (Sufra is the voluntary sector Thematic Lead on Food Aid, on behalf of BFAN)
- Independent Food Aid Network – IFAN (We work with IFAN to support their UK wide-advocacy efforts)
- Charities and Voluntary Sector organisations in Brent (numerous)
- Local mosques, churches, temples and synagogues
- Mutual Aid Groups (food donations and distribution support)
- Local, national and global businesses (distribution support and funding)
- Trusts and Foundations (critical funding)
- Pilot Light (a charity providing dedicated support to charities)

Strategic Objectives

Despite the significant challenges that Covid-19 presented over the year, the charity was successful in responding to the pandemic and mitigating the impact of food insecurity and financial crisis for our beneficiaries. Equally, we performed exceptionally well against our Year 1 Strategic Objectives pertaining to our services as well as operational activities, as set out on our 3-year strategy as listed below.

SUFRA-NW LONDON

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

Service Priority 1 - Emergency Aid	
3-Year Objective: Increase and improve the provision of all forms of emergency aid in response to increased need.	
Year 1 Priority	<ul style="list-style-type: none"> • Expand the provision of emergency food aid in response to Covid-19, to meet current and expected future increases in demand. • Improve the distribution of emergency aid and in-kind donations through Advice Services – including clothes, household goods, IT equipment and children's essentials.
Achievements	<p>Both objectives were met, with food and emergency aid distribution reaching unimaginable heights during the pandemic as demand increased by 332%. The charity opened two new distribution hubs to manage the distribution of food aid in partnership with local charities. In addition, we established a new cooked food delivery service that supported homeless people and continues to operate for those who do not have the kitchen equipment needed to cook their own food.</p> <p>431 guests were supported through the advice team's case work, and we distributed £16,556 in non-food emergency aid. In addition, we provided 130 back-to-school back packs to children over the year as well as 13 laptops.</p>

Service Priority 2 - Advice and Training	
3-Year Objective: Ensure that all guests in need of emergency aid have access to professional welfare advice, training opportunities and a range of additional support services.	
Year 1 Priority	<ul style="list-style-type: none"> • Employ a dedicated Advice Services Manager to manage and develop the Advice Service and Refugee Resettlement Programme. • Establish a team of Advice Service Volunteers to triage guests and provide signposting and other types of support to guests, including more local Councillors and volunteers who are fluent in the languages frequently spoken by guests.
Achievements	<p>We have a dedicated Advice Services Manager in post and despite having to work remotely, the Advice Team gained £96,608 in additional benefits or income for those they were supporting.</p> <p>A team of Advice Volunteers has been recruited and trained. They speak multiple languages, and actively contact our guests by phone to triage them and refer them to internal and external services, using Sufra's updated Directory of Services to aid with signposting.</p>

SUFRA-NW LONDON

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

Service Priority 3 - Community Engagement	
3-Year Objective: Establish a fully resourced and multifaceted civic engagement programme.	
Year 1 Priority	<ul style="list-style-type: none"> • Develop effective working relationships with other food aid organisations in Brent, Brent Council and other voluntary sector organisations that share our objectives. • Increase the number of regular volunteers to support the expansion of services during the pandemic.
Achievements	<p>Sufra NW London chairs regular meetings with the Brent Food Aid Network, which includes over 10 food aid organisations in the borough, with additional guests at meetings that include other stakeholders and campaign groups. The charity was also approached by Brent Council to act as the Thematic Lead for Food Aid in the voluntary sector, with regular meetings taking place between all thematic leads, Brent Council and CVS Brent to better coordinate our response to Covid-19 and influence policy decisions.</p> <p>Sufra also works with 77 voluntary sector organisations that refer guests to Sufra's food aid services, and the charity is an active member of the UK's Independent Food Aid Network. Sufra has also expanded the number of active volunteers as well as the number and type of volunteering roles available.</p>

Service Priority 4 - Advocacy and Campaigning	
3-Year Objective: Engage stakeholders in campaigning on the issues that affect our guests	
Year 1 Priority	<ul style="list-style-type: none"> • Establish our website as a unique portal of information, articles and advocacy tools to inform and engage our stakeholders.
Achievements	<p>We have achieved this preliminary objective (years 2 and 3 will see more diverse advocacy work). In addition to the website, we have highlighted relevant campaigns on social media and our newsletter. We also work closely with the Independent Food Aid Network, who advocate on UK policy on behalf of its members, as well as a number of poverty campaign organisations such as 4in10/Children England.</p> <p>Through our work with Brent Council and its various departments, we influenced their response to food insecurity during the pandemic when we were involved in establishing the council's temporary food distribution initiative. We also raised awareness about the issues affecting us through numerous contributions and interviews in the local, national and global media – both online, in print and on television channels.</p>

SUFRA-NW LONDON

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

Operational Priority 1 – Financial Sustainability	
3-Year Objective: Establish the finance and fundraising infrastructure needed to secure our growth and development	
Year 1 Priority	<ul style="list-style-type: none"> • Employ a Finance Manager (part time). • Improve financial policies, procedures and controls for monitoring budgets, income and expenditure. • Improve systems of regular financial reporting and forecasting. • Increase the proportion of standing order donations by 25%
Achievements	<p>All the above priorities were achieved over the course of the year. The charity's new Finance Manager led the production of more comprehensive managements accounts and a detailed staff-led Annual Budget, whilst updating our finance policies and procedures.</p> <p>Income over the year increased substantially across all income streams, including standing order donations which increased by 126%.</p>

Operational Priority 2 – Organisational Infrastructure	
3-Year Objective: Establish the infrastructure, systems and processes needed to ensure seamless service delivery across all programmes	
Year 1 Priority	<ul style="list-style-type: none"> • Ensure buildings, health and safety and working/volunteering arrangements strictly support safe-working practices during viral pandemics. • Dedicate resource to marketing and communications to support PR and fundraising functions. • Increase the number of staff employed at Sufra to ensure that operations and services are adequately resourced and the charity has the capacity to meet increased demand.
Achievements	<p>Ensuring our buildings and working environment was Covid safe for our guests, volunteers and staff was a foremost priority, and strict health and safety protocols, policies and procedures were established during the early stages of the pandemic and reviewed regularly. This included temporarily closing or re-designing all face-to-face services, limiting the number of people occupying indoor spaces, implementing strict hygiene regimes, and enabling frontline staff and volunteers to fast-track access to vaccinations.</p> <p>The charity hired several new staff during the pandemic, including a new Food Aid and Volunteer Coordinator, an Advice Services Manager, a Driver and Stock-Coordinator, a Community Food Grower and a Finance and Administration Manager. We also employed a Communications Officer to support our fundraising and PR work, which was particularly successful during the year. We also successfully applied to the government's Kickstart programme, with a view to hiring several additional part time assistants in the next financial year (2021-22)</p>

SUFRA-NW LONDON

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

Operational Priority 3 – People	
3-Year Objective: Establish a culture in which staff and volunteers feel valued and are motivated to work for and support the charity.	
Year 1 Priority	<ul style="list-style-type: none"> • Establish an effective HR function with appropriate employee relations policies, systems and procedures. • Review staff contracts, implement a package of employee benefits and protect the rights, mental health and wellbeing of staff to increase staff retention, productivity and job satisfaction. • Reduce excessive pressures on staff time by hiring enough employees to meet organisational needs. • Establish the infrastructure needed to support regular homeworking practices for staff and volunteers, including better IT equipment and training on the use of digital platforms.
Achievements	Sufra NW London now retains the services of a dedicated HR legal firm, who have supported the charity in establishing a HR portal for staff, renewing our HR related policies, as well as updating all of our employment contracts. The charity has also significantly improved the package of benefits available to employees and established dedicated processes for supporting the health and wellbeing of staff and volunteers. We now have sufficient staff to manage our services and operations and have invested in new IT infrastructure and equipment to support remote working, collaboration and homeworking.

Strategic Priorities for the Future (2021-23)

Years 2 and 3 for our Strategic Plan will see Sufra consolidate the growth income, staff and output seen in Year 1. This process of consolidation will focus on internal processes and infrastructure, ensuring that the charity can maintain the highest quality standards across all services, sustain its operations in the years ahead, and support the growth and development of services planned for year 3. The overarching aim over the 3-year period is to ensure that all guests have the opportunity to access a wide range of available support, achieve greater financial security and contribute to our community engagement, campaigning and advocacy initiatives.

Financial review

Income in 2020-21 grew beyond budgeted expectations to £1.135m (71% ahead of last year). The additional growth is attributed to the pandemic and increased media exposure over the period, which resulted in a rise in donations. The charity also accessed additional covid-19 related funding, largely from trusts, foundations and businesses.

Total expenditure also increased to £659k, mainly due to additional food aid costs and the recruitment of staff (a 46% increase from 2019).

The charity ended the year with a healthy cash position of £814k and total funds carried forward of £844k, comprised of £655k of unrestricted funds and £189k of restricted funds. The charity is well positioned to respond to the increase in demand for food aid and emergency support expected in 2021-22 due to the soaring cost of living and the roll-back of support measures introduced by the government at the start of the pandemic.

The next financial year (2021-22) is expected to be a year of consolidation, where reserves are used and longer-term fundraising is sought with a keen review of the initiatives funded by the Development Budget (see below).

SUFRA-NW LONDON

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

Reserve Policy

Sufra NW London's Reserve Policy stipulates a 4 months' operating reserve target, not including any restricted or designated funds. As per our agreed budget for the year, this equates to £427,000.

Given the uncertain post-pandemic fundraising landscape and identified areas of operational development, £110,000 has been designated to a Development Budget for 2021-22.

Risk Management

The Board has conducted a review of the major risks to which the charity is exposed to and continues to monitor this on an ongoing basis. Where appropriate, systems or procedures have been established to mitigate the risks the charity faces. Internal control risks are minimised by the implementation of policies and procedures for authorisation of all transactions and projects. Procedures are in place to ensure compliance with health and safety of staff, volunteers, clients and visitors to the centre. These procedures are periodically reviewed to ensure that they continue to meet the needs of the charity.

Structure, governance and management

Sufra - NW London was established in April 2013 and registered as a Charitable Incorporated Organisation (CIO) on 7th May 2013. The charity is governed by its constitution, which was revised and updated on 5 May 2020.

The trustees who served during the year and up to the date of signature of the financial statements were:

Ms S Crane (Chair)

Ms H Krawitz

Mr A Mulji

Ms R Heaney (Secretary)

Ms A Khan

Ms K Kozniewska

Dr M A Abdullah

Mr N Luder

(Retired 2 November 2020)

There were eight Trustees on the Board during the year. Provisions regarding trustee appointment, terms of office, re-appointment, and retirement are detailed in the constitution. Every trustee must be appointed for a term of three years by a resolution passed at a board meeting of the charity trustees. Any person retiring as a charity trustee is eligible for reappointment.

During the reporting period 20/21 the board of trustees held formal board as well as an interim board meeting every quarter. The trustees are responsible for organisational governance and oversight, including strategic direction, organisational policy, oversight of financial and resource management.

Trustee Recruitment

Sufra - NW London endeavours to make skills-based appointments to its board of trustees. Potential trustees are required to submit a CV and a one-page expression of interest. Potential trustees are interviewed by a panel (Chair, Sufra NW Director and one other board member). Additionally, potential trustees are invited to attend a food bank service. All trustees must clear a CRB check before appointment is finalised.

Once appointed, trustees are taken through an appropriate and detailed induction that includes meetings with senior staff, attending services, other forms of internal or external training as necessary, and signing up to adhere to appropriate policies e.g. Conflict of Interest.

SUFRA-NW LONDON

TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

Delegated Authority

The board has delegated the day-to-day operational management of the organisation to the director. To ensure these responsibilities are discharged effectively, the director delegates responsibility to the senior leadership team where necessary. The broad areas of delegation for which the board of trustees, director and senior leadership team is accountable for is set out in a Delegation of Authority policy.

Remuneration

Remuneration for the director is agreed and set by the board and reviewed annually. The board of trustees have approved a structure for salary bands and job classifications for the senior leadership team and all other staff, which reflect the structure of the charity and support the promotion of staff to more senior roles where possible.

Relationship with Related Parties

The trustees confirm that there were no material related party transactions that require disclosure.

The trustees have not claimed any expenses or remuneration.

Statement of trustees' responsibilities

The trustees are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). The law applicable to charities in England and 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 the incoming resources and application of resources of the charity for that year.

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 accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping sufficient accounting records that 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.

The trustees' report was approved by the Board of Trustees.

DocuSigned by:

Susan Crane

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Ms S Crane (Chair)

Trustee

13 December 2021

SUFRA-NW LONDON

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF SUFRA-NW LONDON

Opinion

We have audited the financial statements of Sufra-NW London (the 'charity') for the year ended 31 March 2021 which comprise the statement of financial activities, the statement of financial position, the statement of cash flows and the notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2021 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

SUFRA-NW LONDON

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF SUFRA-NW LONDON

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- we identified the laws and regulations applicable to the charity through discussions with management and from our knowledge and experience of the sector and activities of the charity;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charity, including the Charities (Accounts and Reports) Regulations 2008 and the Charities Act 2011;
- we assessed the extent of compliance with the laws and regulations identified through making enquiries of management and inspecting documentation; and
- we identified laws and regulations which were communicated within the audit team and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the financial statements to material misstatements including obtaining an understanding of how fraud might occur by making enquiries of management and considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

SUFRA-NW LONDON

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF SUFRA-NW LONDON

To address the risk of fraud through management bias and override of controls we performed the following procedures:

- we performed analytical procedures to identify any unusual or unexpected relationships;
- we assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias; and
- we investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations we designed procedures which included, but were not limited to, agreeing financial statement disclosures to underlying supporting documentation and remaining alert for actual and potential litigation and claims during our other audit procedures. We did not identify any key audit matters relating to irregularities, including fraud.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Other matters

Use of our report

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. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

**Mohamedkazim Bhaloo (Senior Statutory Auditor)
for and on behalf of Deitch Cooper LLP**

13 December 2021

Statutory Auditor

2nd Floor, Congress House
Lyon Road
Harrow
Middlesex
HA1 2EN

Deitch Cooper LLP is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

SUFRA-NW LONDON

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2021

		Unrestricted funds 2021 £	Restricted funds 2021 £	Total Unrestricted funds 2021 £	Restricted funds 2020 £	Total 2020 £
	Notes					
Income from:						
Donations and legacies	3	587,700	421,787	1,009,487	358,962	646,167
Charitable activities	4	1,379	-	1,379	5,418	5,418
Other trading activities	5	124,226	-	124,226	11,298	11,298
Investments	6	234	-	234	486	486
Total income		713,539	421,787	1,135,326	287,205	663,369
Expenditure on:						
Raising funds	7	51,007	499	51,506	208	18,035
Charitable activities	8	278,722	328,722	607,444	208,239	429,628
Total resources expended		329,729	329,221	658,950	208,447	447,663
Net income for the year/ Net movement in funds		383,810	92,566	476,376	78,758	215,706
Fund balances at 1 April 2020		271,776	96,238	368,014	17,480	152,308
Fund balances at 31 March 2021		655,586	188,804	844,390	96,238	368,014

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

SUFRA-NW LONDON**STATEMENT OF FINANCIAL POSITION****AS AT 31 MARCH 2021**

	Notes	2021		2020	
		£	£	£	£
Fixed assets					
Intangible assets	13		-		750
Tangible assets	14		26,363		15,309
			<u>26,363</u>		<u>16,059</u>
Current assets					
Debtors	15	23,203		22,149	
Cash at bank and in hand		813,715		345,758	
		<u>836,918</u>		<u>367,907</u>	
Creditors: amounts falling due within one year	16	(18,891)		(15,952)	
Net current assets			818,027		351,955
Total assets less current liabilities			<u>844,390</u>		<u>368,014</u>
Income funds					
Restricted funds	18		188,804		96,238
Unrestricted funds			655,586		271,776
			<u>844,390</u>		<u>368,014</u>

The financial statements were approved by the Trustees on 13 December 2021

DocuSigned by:

Susan Crane

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Ms S Crane (Chair)
Trustee

SUFRA-NW LONDON

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2021

	Notes	2021 £	£	2020 £	£
Cash flows from operating activities					
Cash generated from operations	22		484,517		57,470
Investing activities					
Purchase of tangible fixed assets		(16,794)		-	
Investment income received		234		486	
Net cash (used in)/generated from investing activities			(16,560)		486
Net cash used in financing activities			-		-
Net increase in cash and cash equivalents			467,957		57,956
Cash and cash equivalents at beginning of year			345,758		287,802
Cash and cash equivalents at end of year			813,715		345,758

SUFRA-NW LONDON

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

Charity information

Sufra - NW London is a UK registered charity incorporated as a Charitable Incorporated Organisation. The registered office and principal place of business is 160 Pitfield Way, Stonebridge, London NW10 0PW.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's constitution, the Charities Act 2011 and "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) (second edition - October 2019)". The charity is a Public Benefit Entity as defined by FRS 102..

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 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) issued in October 2019 rather than the version of the Statement of Recommended Practice which is referred to in the regulations but has since been withdrawn.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the charity.

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the related donation. Gift aid claims processed by third parties on behalf of the charity are recognised as unrestricted funds.

SUFRA-NW LONDON

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

(Continued)

Grants from organisations are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the grant is treated as a contingent asset. Grants are classified as unrestricted funds unless there is a contractual requirement with the donor for the grant to be used for a particular purpose, in which case it is classified within restricted funds.

1.5 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 is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

All expenditure is included in the financial statements in the period it becomes due.

Expenses include VAT where applicable as the charity cannot reclaim it.

1.6 Intangible fixed assets other than goodwill

Intangible assets are recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses.

Amortisation and impairment losses are recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Website	annual impairment review
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1.7 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Fixtures and fittings	25% Straight Line
Equipment	25% Straight Line
Motor vehicles	25% Straight Line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.8 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

SUFRA-NW LONDON

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

(Continued)

1.9 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.10 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.11 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

SUFRA-NW LONDON

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Donations and legacies

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £	Unrestricted funds 2020 £	Restricted funds 2020 £	Total 2020 £
Donations and gifts	443,687	22,711	466,398	207,870	51,662	259,532
Gift aid	58,660	-	58,660	16,497	-	16,497
Grants from organisations	85,353	360,572	445,925	134,595	225,543	360,138
Covid-19 appeal	-	38,504	38,504	-	10,000	10,000
	<u>587,700</u>	<u>421,787</u>	<u>1,009,487</u>	<u>358,962</u>	<u>287,205</u>	<u>646,167</u>
Grants over £15,000						
Bregal Investments LLP	-	49,867	49,867			
CAH Philanthropy	-	15,000	15,000			
City Bridge Trust	-	29,900	29,900			
Crisis UK	-	32,000	32,000			
Global's Make Some						
Noise campaign	-	55,000	55,000			
Islamic Relief	-	30,000	30,000			
Martin Lewis	-	18,000	18,000			
The Bloom Foundation	-	30,000	30,000			
The Lady Fatemah Trust	-	20,000	20,000			
Grants under £15,000	85,353	80,805	166,158			
	<u>85,353</u>	<u>360,572</u>	<u>445,925</u>			
Total grants from organisations	<u>85,353</u>	<u>360,572</u>	<u>445,925</u>			

SUFRA-NW LONDON

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

4 Income from charitable activities

	Unrestricted funds 2021 £	Unrestricted funds 2020 £
Sponsorship	-	2,200
Events and Tickets	-	1,286
Other income	1,379	1,932
	<u>1,379</u>	<u>5,418</u>

5 Income from other trading activities

	Unrestricted funds 2021 £	Unrestricted funds 2020 £
Corporate Sponsorships	124,226	11,298
	<u>124,226</u>	<u>11,298</u>

6 Investment income

	Unrestricted funds 2021 £	Unrestricted funds 2020 £
Interest receivable	234	486
	<u>234</u>	<u>486</u>

7 Costs of raising funds

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £	Unrestricted funds 2020 £	Restricted funds 2020 £	Total 2020 £
<u>Fundraising and publicity</u>						
Seeking donations, grants and legacies	11,487	499	11,986	4,075	208	4,283
Staff costs	39,520	-	39,520	13,752	-	13,752
	<u>51,007</u>	<u>499</u>	<u>51,506</u>	<u>17,827</u>	<u>208</u>	<u>18,035</u>

SUFRA-NW LONDON

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

8 Charitable activities

	Food Aid 2021 £	Advice and Support 2021 £	Refugee Support 2021 £	Community Garden 2021 £	Total 2021 £	Total 2020 £
Staff costs	109,678	61,191	28,416	49,246	248,531	210,980
Other direct costs	156,831	4,716	2,646	8,646	172,839	113,449
	<u>266,509</u>	<u>65,907</u>	<u>31,062</u>	<u>57,892</u>	<u>421,370</u>	<u>324,429</u>
Share of support costs (see note 10)	104,571	24,343	10,348	19,374	158,636	89,193
Share of governance costs (see note 10)	17,353	4,292	2,023	3,770	27,438	16,006
	<u>388,433</u>	<u>94,542</u>	<u>43,433</u>	<u>81,036</u>	<u>607,444</u>	<u>429,628</u>
Analysis by fund						
Unrestricted funds	130,521	51,767	29,552	66,882	278,722	221,389
Restricted funds	257,912	42,775	13,881	14,154	328,722	208,239
	<u>388,433</u>	<u>94,542</u>	<u>43,433</u>	<u>81,036</u>	<u>607,444</u>	<u>429,628</u>

For the year ended 31 March 2020

	Food Aid £	Advice and Support £	Refugee Support £	Community Garden £	Total 2020 £
Staff costs	128,259	28,287	26,403	28,031	210,980
Other direct costs	77,553	6,620	7,874	21,402	113,449
	<u>205,812</u>	<u>34,907</u>	<u>34,277</u>	<u>49,433</u>	<u>324,429</u>
Share of support costs (see note 10)	58,681	8,979	8,817	12,716	89,193
Share of governance costs (see note 10)	10,154	1,722	1,691	2,439	16,006
	<u>274,647</u>	<u>45,608</u>	<u>44,785</u>	<u>64,588</u>	<u>429,628</u>
Analysis by fund					
Unrestricted funds	160,985	11,205	18,568	30,631	221,389
Restricted funds	113,662	34,403	26,217	33,957	208,239
	<u>274,647</u>	<u>45,608</u>	<u>44,785</u>	<u>64,588</u>	<u>429,628</u>

SUFRA-NW LONDON

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

9 Description of charitable activities

Food Aid

Food Bank and Community Kitchen - distributing food parcels to those who cannot afford the basic cost of living and serving freshly cooked hot meals to the community. Also delivering accredited cooking classes.

Advice and Support

Providing welfare advice and support to help guests address the problems that lead them to the Food Bank and providing short term emergency aid for non-food essentials.

Refugee Support

Helping refugees and asylum seekers access the housing, healthcare and training they need to settle into the community. Also providing peer-support groups, ESOL classes, homework clubs and orientation workshops.

Community Garden

Growing organic food and farming eggs to supply our food aid services. Also offering accredited horticulture courses and volunteering opportunities for local residents and people with mental/physical health needs.

SUFRA-NW LONDON

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

10 Support costs

	Support costs	Governance costs	2021	Support costs	Governance costs	2020
	£	£	£	£	£	£
Staff costs	109,633	-	109,633	46,131	-	46,131
Depreciation	6,490	-	6,490	5,741	-	5,741
Events	5,782	-	5,782	8,118	-	8,118
Repairs and Maintenance	1,326	-	1,326	7,693	-	7,693
Training and Recruitment	1,772	-	1,772	4,459	-	4,459
Office Costs	14,255	-	14,255	4,399	-	4,399
Membership and Subscriptions	4,088	-	4,088	3,034	-	3,034
Marketing and Outreach	890	-	890	2,465	-	2,465
Miscellaneous Costs	747	-	747	2,229	-	2,229
Information Technology	2,886	-	2,886	2,058	-	2,058
Recycling, Refuse and Cleaning	6,273	-	6,273	1,701	-	1,701
Insurance	4,494	-	4,494	1,165	-	1,165
Audit fees	-	6,180	6,180	-	-	-
Bookkeeping	-	7,654	7,654	-	4,000	4,000
Independent Examination fees	-	-	-	-	2,144	2,144
Consultancy and other governance costs	-	13,604	13,604	-	9,862	9,862
	<u>158,636</u>	<u>27,438</u>	<u>186,074</u>	<u>89,193</u>	<u>16,006</u>	<u>105,199</u>
Analysed between Charitable activities	<u>158,636</u>	<u>27,438</u>	<u>186,074</u>	<u>89,193</u>	<u>16,006</u>	<u>105,199</u>

Fair shares of support staff costs are allocated to charitable activities based on the proportions of total direct staff costs incurred by each activity. Deprecation is directly attributable solely to the food aid activity. A fair share of other support and governance costs are allocated to services according to the proportion of total direct costs incurred in performing each activity.

11 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

SUFRA-NW LONDON

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

12 Employees

The average monthly number of employees during the year was:

2021 Number	2020 Number
15	10
<u>15</u>	<u>10</u>

Employment costs

	2021 £	2020 £
Wages and salaries	358,398	245,255
Social security costs	28,987	19,086
Employer pension contributions	10,299	6,522
	<u>397,684</u>	<u>270,863</u>

There were no employees whose annual remuneration was more than £60,000.

13 Intangible fixed assets

	Website £
Cost	
At 1 April 2020 and 31 March 2021	750
Amortisation and impairment	
At 1 April 2020	-
Impairment losses	750
At 31 March 2021	750
Carrying amount	
At 31 March 2021	-
At 31 March 2020	<u>750</u>

SUFRA-NW LONDON

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

14 Tangible fixed assets

	Fixtures and fittings £	Equipment £	Motor vehicles £	Total £
Cost				
At 1 April 2020	2,442	5,137	31,652	39,231
Additions	-	-	16,794	16,794
	<u>2,442</u>	<u>5,137</u>	<u>48,446</u>	<u>56,025</u>
At 31 March 2021	2,442	5,137	48,446	56,025
	<u>2,442</u>	<u>5,137</u>	<u>22,083</u>	<u>29,662</u>
Depreciation and impairment				
At 1 April 2020	2,442	5,137	16,343	23,922
Depreciation charged in the year	-	-	5,740	5,740
	<u>2,442</u>	<u>5,137</u>	<u>22,083</u>	<u>29,662</u>
At 31 March 2021	2,442	5,137	22,083	29,662
	<u>2,442</u>	<u>5,137</u>	<u>22,083</u>	<u>29,662</u>
Carrying amount				
At 31 March 2021	-	-	26,363	26,363
	<u>-</u>	<u>-</u>	<u>26,363</u>	<u>26,363</u>
At 31 March 2020	-	-	15,309	15,309
	<u>-</u>	<u>-</u>	<u>15,309</u>	<u>15,309</u>

15 Debtors

	2021 £	2020 £
Amounts falling due within one year:		
Prepayments and accrued income	23,203	22,149
	<u>23,203</u>	<u>22,149</u>

16 Creditors: amounts falling due within one year

	2021 £	2020 £
Other taxation and social security	9,375	-
Accruals and deferred income	9,516	15,952
	<u>18,891</u>	<u>15,952</u>

17 Retirement benefit schemes

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund. The charge for the year within staff costs relating to defined contribution schemes was £10,299 (2020: £6,522).

SUFRA-NW LONDON

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

18 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in funds			Movement in funds			
	Balance at 1 April 2019 £	Incoming resources £	Resources expended £	Balance at 1 April 2020 £	Incoming resources £	Resources expended £	Balance at 31 March 2021 £
Food Aid	63	160,053	(103,662)	56,454	288,732	(225,580)	119,606
Welfare Advice and Support	9,507	33,060	(34,403)	8,164	82,704	(60,135)	30,733
Refugee Support	7,910	39,919	(26,217)	21,612	1,230	(13,354)	9,488
Community Garden	-	44,173	(34,165)	10,008	10,617	(14,832)	5,793
Covid-19 Emergency Appeal	-	10,000	(10,000)	-	38,504	(15,320)	23,184
	<u>17,480</u>	<u>287,205</u>	<u>(208,447)</u>	<u>96,238</u>	<u>421,787</u>	<u>(329,221)</u>	<u>188,804</u>

Food Aid - Funding provided towards the Food Bank, Community Kitchen and Accredited Cooking Classes projects and activities

Welfare Advice and Support - Salary costs for a dedicated Welfare Advisor and funds for providing short-term emergency aid including emergency accommodation, travel costs, white goods and other basic necessities.

Refugee Support - Salary costs of a dedicated Refugee Officer and funds for providing basic items for the safe settlement of refugees when first arriving in the Borough.

Community Garden - Funding provided towards the Community Garden projects and activities.

Covid-19 Emergency Appeal - Providing additional support to the local community during the Covid-19 coronavirus pandemic.

SUFRA-NW LONDON

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

19 Analysis of net assets between funds

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £	Unrestricted funds 2020 £	Restricted funds 2020 £	Total 2020 £
Fund balances at 31 March 2021 are represented by:						
Intangible fixed assets	-	-	-	750	-	750
Tangible assets	26,363	-	26,363	15,309	-	15,309
Current assets/ (liabilities)	629,223	188,804	818,027	255,717	96,238	351,955
	<u>655,586</u>	<u>188,804</u>	<u>844,390</u>	<u>271,776</u>	<u>96,238</u>	<u>368,014</u>

20 Operating lease commitments

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2021 £	2020 £
Within one year	4,000	10,950
	<u>4,000</u>	<u>10,950</u>

The operating lease commitment represents lease arrangements for premises occupied by the charity. In addition to the above, the charity began the renewal process for pre-existing leases for premises during the reporting period. The Trustees have formally expressed intention to renew the leases, subject to commercial terms, which are expected to commence from the date of completion. No non-cancellable lease commitment is considered to exist at 31 March 2021. In the interim period, the existing rent continues to be paid and the premises occupied by the charity.

21 Related party transactions

During the period the charity received £nil (2020: £2,120) of income and incurred £7,318 (2020: £600) of expenditure from Sufra Care Limited, a company in which the charity and a trustee of the charity are both directors.

SUFRA-NW LONDON**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**
FOR THE YEAR ENDED 31 MARCH 2021

22 Cash generated from operations	2021	2020
	£	£
Surplus for the year	476,376	215,706
Adjustments for:		
Investment income recognised in statement of financial activities	(234)	(486)
Depreciation and impairment of tangible fixed assets	6,490	5,741
Movements in working capital:		
(Increase) in debtors	(1,054)	(22,149)
Increase/(decrease) in creditors	2,939	(141,342)
Cash generated from operations	484,517	57,470
23 Analysis of changes in net funds		
The charity had no debt during the year.		