

SUFRA-NW LONDON

ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

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

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NW10 0PW

Independent examiner

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Bankers

HSBC
CAF Bank

Website

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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

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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

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 Bank:** This year, we distributed emergency food to over 19,000 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 a referral agency, such as Brent Council. We have also pioneered an NHS Emergency Food Pack service, to provide food packs for vulnerable patients being discharged from various hospital wards.
- **Community Kitchen:** Our Community Kitchen operates twice a week out of two partner venues, each serves up to 60 people a session. During the summer, Sufra provided over 1,700 meals to local organisations delivering holiday activities for children on free school meals. On Christmas Day, we prepared and delivered 613 Roast Christmas Dinners to isolated guests in Brent experiencing food poverty.
- **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 £193,470 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, including English 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 courses (AQA accredited) and volunteering opportunities for local residents and people with additional mental/physical health needs. This year, we harvested 662kg of organic fruit and vegetables in the garden and as well as free-range eggs.
- **Training and Employability Courses:** Sufra offer a range of AQA accredited courses, included a children's Forest School, a Food Academy that course teaches young people how to cook healthy food on a low budget, a chicken rearing course and employability courses, which are often delivered in partnership with other local organisations.
- **Community Engagement:** We rely heavily on our dedicated team of around 162 active volunteers to ensure that we can deliver these services. In total volunteers dedicated over 9,000 hours of their time to Sufra this year. We also work closely with 134 referral agencies, local schools, businesses, faith groups, businesses, Brent Council and many voluntary sector organisations that support our work.

**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.*

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 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. Sufra 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, Sufra'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, Sufra 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

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

Key Impact Statistics 2021-22

19,200	Total Food Bank recipients (Nearly double the pre-pandemic figure of 10,582 in 2019-20)
3,014	Unique Food Bank guests (On average, every unique guest received a food parcel more than 6 times over the year)
18,534	Total fresh meals distributed (Mainly delivered cooked meals)
816	Number of people who benefitted from our Advice Services (Including professional casework and signposting)
193,470 (£)	Additional income gained for guests by our Advice Team (Mainly by maximising income from benefits and grants)
9,269	Hours volunteered (Including corporate volunteer groups)
662 (kg)	Produce harvested in St. Raphael's Edible Garden, valued at £2,605 (57% increase from 2020-21)
162	Number of active volunteers across all services
134	Registered referral agencies
3	Food Bank Hubs (1) Stonebridge – Sufra (2) Willesden - Mutual Aid Food Willesden/PCC (3) Wembley – Ansar Youth Project
2	Community Kitchens (1) South Kilburn – Granville Community Kitchen (2) Willesden – St Laurence's Larder

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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, Sufra 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 Sufra and help boost the size of our food parcel at minimal additional cost to the charity.</p>

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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>

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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.

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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>

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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 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 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.

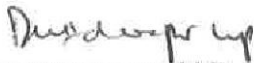
Independent examiner's statement

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

		Unrestricted funds 2022 £	Restricted funds 2022 £	Total Unrestricted funds 2022 £	Restricted funds 2021 £	Total 2021 £
Notes						
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	51,007	51,506
Charitable activities	7	590,009	279,149	869,158	328,722	607,444
Total expenditure		645,303	279,149	924,452	329,729	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	
		633,991		836,918	
Creditors: amounts falling due within one year	14	(8,801)		(18,891)	
Net current assets			625,190		818,027
Total assets less current liabilities			644,098		844,390
Income funds					
Restricted funds	16		122,420		188,804
<u>Unrestricted funds</u>					
Designated funds	17	110,000		-	
General unrestricted funds		411,678		655,586	
			521,678		655,586
			644,098		844,390

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			607,210		813,715

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.

FOR THE YEAR ENDED 31 MARCH 2022

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	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
	2022	2022	2022	2021	2021	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
	507,836	212,765	720,601	711,926	421,787	1,133,713

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
	<hr/>	<hr/>	<hr/>
Total grants from organisations	76,599	199,897	276,496

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. 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.

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

13 Debtors

	2022 £	2021 £
Amounts falling due within one year:		
Other debtors	2,627	-
Prepayments and accrued income	24,154	23,203
	<u>26,781</u>	<u>23,203</u>

14 Creditors: amounts falling due within one year

	2022 £	2021 £
Other taxation and social security	-	9,375
Accruals and deferred income	8,801	9,516
	<u>8,801</u>	<u>18,891</u>

15 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 £12,628 (2021: £10,299).

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 1 April 2020	Incoming resources	Resources expended	Balance at 1 April 2021	Incoming resources	Resources expended	Balance at 31 March 2022
	£	£	£	£	£	£	£
Food Aid	56,454	288,732	(225,580)	119,606	137,719	(186,885)	70,440
Welfare Advice and Support	8,164	82,704	(60,135)	30,733	23,300	(30,681)	23,352
Refugee Support	21,612	1,230	(13,354)	9,488	3,238	(12,726)	-
Community Garden	10,008	10,617	(14,832)	5,793	48,508	(25,673)	28,628
Covid-19 Emergency Appeal	-	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.		