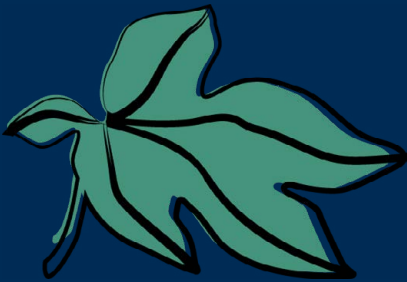




**Annual Report and
Financial Statements**
For the year ended
31 March 2025



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



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

CONTENTS

Trustees’ report	1–13
Independent auditor’s report	14–16
Statement of financial activities	17
Statement of financial position	18
Statement of cash flows	19
Notes to the financial statements	20–33



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.



SUFRA NW LONDON – TRUSTEES’ REPORT

For the Year Ended 31 March 2025

SUFRA NW LONDON – TRUSTEES’ REPORT

For the Year Ended 31 March 2025

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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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 Suфра 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 2025

SUFRA NW LONDON – TRUSTEES’ REPORT

For the Year Ended 31 March 2025

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

SUFRA NW LONDON – TRUSTEES’ REPORT

For the Year Ended 31 March 2025

SUFRA NW LONDON – TRUSTEES’ REPORT

For the Year Ended 31 March 2025



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.



SUFRA NW LONDON – TRUSTEES’ REPORT

For the Year Ended 31 March 2025

SUFRA NW LONDON – TRUSTEES’ REPORT

For the Year Ended 31 March 2025

- 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

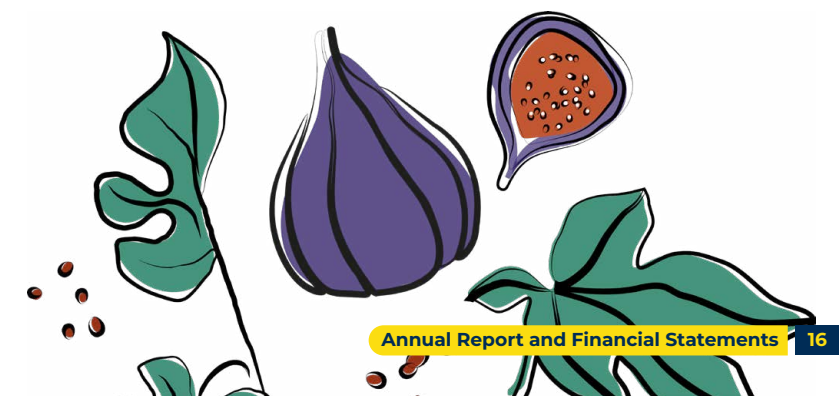
This report is made solely to the charity’s trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity’s trustees those matters we are required to state to them in an auditor’s report 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
<u>Unrestricted funds</u>					
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

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.

SUFRA NW LONDON –
NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 31 March 2025

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

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

SUFRA NW LONDON – NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 31 March 2025

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

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.

SUFRA NW LONDON – NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 31 March 2025

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.





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COMMUNITY

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