

REGISTERED CHARITY NUMBER: 1202137

Report of the Trustees and
Financial Statements for the Year Ended 28 February 2025
for
Critical Support

WHITTINGTONS
Chartered Accountants
1 High Street
Guildford
Surrey
GU2 4HP

Contents of the Financial Statements
for the Year Ended 28 February 2025

	Page
Chairman's Annual Report	1 to 2
Report of the Trustees	3 to 12
Independent Examiner's Report	13
Statement of Financial Activities	14
Balance Sheet	15
Cash Flow Statement	16
Notes to the Cash Flow Statement	17
Notes to the Financial Statements	18 to 23
Detailed Statement of Financial Activities	24

Chairman's Annual Report
for the Year Ended 28 February 2025

Report for the period 1 March 2024 - 28 February 2025

Dear Trustees, Supporters, Volunteers and Partners,

This year marks a meaningful point of transition for Critical Support. While our roots lie in rapid response and community mobilisation, the period from March 2024 to February 2025 has been defined by consolidation, maturity and the deliberate strengthening of our foundations.

For several years, the charity has grown at pace—often faster than our infrastructure could comfortably support. Demand for our services continued to rise, food poverty deepened across South West London, and the scale and complexity of our food redistribution increased steadily. What this year has demonstrated beyond doubt is that sustainable impact requires sustainable structure.

From goodwill to reliability

The most significant operational development of the year was the appointment of a fulltime salaried Hub Manager in September 2024. Until that point, the role of hub manager had been undertaken by our Chief Executive, Janneke Diemel, alongside her wider leadership responsibilities. This was an extraordinary commitment and one that kept the operation functioning through a period of rapid growth, but it was not a sustainable longterm solution.

The appointment of a dedicated Hub Manager allowed Janneke to step back from day-to-day logistics and focus on the more strategic aspects of running the charity—governance, partnerships, fundraising and long-term planning. In this transition, she was ably supported by Simon Courtis of Link Up London, whose guidance, experience and steady counsel have played an important role in helping the organisation professionalise and prepare for the next stage of its development. His contribution deserves clear recognition.

The impact of having a full-time Hub Manager in post was immediate. At the point of appointment, Critical Support was supporting 14 charities and local community organisations. By the close of the year, that number had risen to 22 groups, reflecting both increased capacity and improved operational reliability.

We also saw measurable improvements in compliance and quality. Towards the end of the year, the charity achieved a 5* Food Hygiene Rating from the Food Standard Agency—a significant milestone that would not have been possible without consistent professional oversight at the hub.

At the same time, our new partnership with City Harvest & Felix Multi bank allowed us to support increased demand not only with surplus food, but homeware, clothes and toiletries. This, together with a doubling in supply of fresh bread donated by Hovis (now over 840 loaves per week) ensured that more families and community kitchens had access to fresh, staple food and other supplies on a weekly basis.

Taken together, these developments marked a clear shift from a model reliant on personal resilience and goodwill to one built on consistency, accountability and safety.

Strengthening delivery capacity

A further milestone came in February 2025 with the generous donation of a fully electric Mercedes Sprinter van, closely followed by the appointment of a part-time salaried driver. This role was made possible through the recognition and support of the Wimbledon Foundation, whose backing reflects growing confidence in the charity's impact and professionalism.

The introduction of a paid driver, aligned with the arrival of the new vehicle, has already begun to reduce operational risk, improve reliability, and ease pressure on volunteers. The electric van itself represents a transformative asset—providing greater carrying capacity, reduced running costs and zero tailpipe emissions—perfectly aligned with our mission to reduce food waste and reduce our carbon footprint.

Together, the vehicle and driver significantly strengthen our ability to collect and redistribute food efficiently and sustainably.

A year of consolidation

While growth has continued, 2024-25 has rightly been a year of consolidation rather than unchecked expansion. With the support of a part-time fundraising manager, we have begun to diversify income, securing over £35,000 in new grant funding, alongside successful new partnerships, including a school collaboration with Broomwood.

The charity has also been able to double its charity reserves, now setting aside £20,000, equivalent to approximately two months of food hub operating costs. While modest, this represents meaningful progress towards financial resilience and reduced organisational risk.

Beyond food

Chairman's Annual Report
for the Year Ended 28 February 2025

Alongside our core work, Critical Support continues to deliver wider public benefit. Our HOPE HOUSE project has now supported over 45 Ukrainian families, operating entirely through funding separate from the charity's core food hub costs.

This ability to sustain both local food redistribution and targeted humanitarian response remains a defining strength of the organisation.

Governance and thanks

I would like to thank my fellow trustees for their oversight, challenge and commitment, and our volunteers whose contribution-though not reflected in financial accounts-remains invaluable.

I would also like to place on record my thanks to Janneke Diemel for her leadership during a demanding period of transition, and to Simon Court for his invaluable support during a critical phase in the charity's development.

Looking ahead

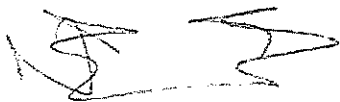
The pressures facing our communities remain acute. However, for the first time in several years, Critical Support is meeting these challenges from a position of increased strength and stability.

With professional staff in place, improved assets, growing reserves and a clearer strategic focus, we are better equipped than ever to deliver reliable, dignified support to those who need it most.

The journey from spontaneous volunteer initiative to resilient charitable organisation has not been straightforward but this year confirms it has been worth it.

With thanks and confidence in what lies ahead.

Niall Barrett
Chairman
Critical Support



Critical Support

Report of the Trustees for the Year Ended 28 February 2025

The trustees present their report with the financial statements of the charity for the year ended 28 February 2025. The trustees have adopted the provisions of 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 Story:

Critical Support (formerly "Critical NHS") launched in March 2020 as a spontaneous, wholly voluntary, effort to bring food to NHS frontline workers during the COVID-19 lockdown.

At the time we managed to raise £250,000 through public and corporate funding which allowed us to deliver meals to exhausted front-line NHS workers at 23 hospitals across London and further afield. We purchased the food for frontline staff from local restaurants and catering firms, who may otherwise have ceased trading during lockdown and helped source and supplied PPE, scrubs, tablets and other vital supplies when hospital supply chains broke down.

We were awarded a 'Point of Light Award, by the Prime Minister's Office and Civic Award by Wandsworth Council in recognition of our work during lock-down. We were also on the Mayor's Roll of Honour in 2021 & 2022..

With the outbreak of war in Ukraine, Critical Support was on hand once again and worked alongside the White Eagle Club to offer a base from which over 1000 tonnes of aid was shipped via Poland to the Ukraine in the first three weeks of the conflict..

In July 2022 we went on to open a large 13-bed property in Clapham called HOPE HOUSE, and, working with Lambeth Council, we have now helped support over 45 families/individual come to the UK fleeing conflict. Offering accommodation, signposting to local services and support networks, we have helped with English language lessons and enrolment into primary and secondary schools. Critical Support has been heralded, by Lambeth Council, as a shining example of what is possible. Indeed, we also received heartfelt thanks from the Embassy of Ukraine.

However, behind the scenes, Critical Support's main activity has become redirecting surplus food to local communities. Through the pandemic and beyond, we saw an increased need to support the growing number of people who were suffering financial hardship in London, especially with the cost-of-living crisis.

In November 2021 we opened a food hub in Tooting, which has since moved to the Capital Business Centre in Willow Lane. Since opening the food hub Critical Support was able to expand quickly and is currently redistributing in excess of 4 tonnes of surplus food every week to a growing number local charities and volunteer support groups.

2024- 2025 has been a year of consolidation and growth. With the appointment of a full time hub manager in September 2024 and a part time driver & fundraising manager - this has given us more time to improve our processes, and focus on our fundraising efforts.

Critical Support now provides fresh food, dry stores, toiletries, feminine hygiene products and other vital supplies to impoverished families. From Feb 24 - Mar 25 we were supporting 22 charities across SW London, and together we estimate that we help reach over 6,400 needy people every week.

Report of the Trustees
for the Year Ended 28 February 2025

OBJECTIVES AND ACTIVITIES

Critical Support - Charitable Object (Purpose):

The relief or prevention of poverty amongst people in London or other parts of the United Kingdom or abroad in such ways as the trustees from time-to-time think fit, in particular, but not exclusively by:

Working with Supermarkets and organisations to promote food-waste reduction, by facilitating the collection and distribution of food to provide relief to people suffering food poverty across London;

Providing emergency food, household items and shelter to individuals and families in need;

Such other means, including (but not limited to) the provision of support or signposting to relevant information and other advisory services and the support of other organisations working to relieve or prevent poverty and hardship.

Short-Term Objectives (0–18 Months)

1. Clarify Mission & Messaging

Define and consistently communicate Critical Support's updated mission and service offer.

KPIs:

- * LinkUpLondon Digital Strategy Project
- * Website and core materials refreshed
- * Consistent messaging across all social media and funding platforms
- * Stakeholder feedback

2. Improve Digital Communications

Objective:

Establish a consistent and effective digital presence.

KPIs:

- 1-3 social media posts per week sustained
- * Regular website updates
- * Improved social media engagement
- * Increase annual website traffic
- * Develop content calendar

3. Re-engage Supporters & Donors

Objective:

Re-activate lapsed supporters and strengthen ongoing engagement by end-2026.

KPIs:

- Minimum 2 supporter communications per year
- * Reactivation of lapsed donors
- * Improved supporter database accuracy

4. Stabilise & Diversify Income

Objective:

Reduce reliance on single income sources by end-2026.

KPIs:

- * Existing corporate sponsor retained
- * At least 2 new corporate funders secured
- * Improved grant success rate
- * 1 fundraising event delivered annually

5. Strengthen Volunteer Capacity

Objective:

Increase volunteer and skilled support to reduce operational risk by mid-2026.

KPIs:

Critical Support

Report of the Trustees for the Year Ended 28 February 2025

- * 15.25% increase in active volunteers
- * At least 2 skilled volunteers recruited
- * Volunteer induction process regulated and adhered to
- * Volunteer retention .70%

Long-Term Objectives (3 to 5 Years)

6. Scale Impact Sustainably

Objective:

Increase community support delivered by 50% by 2029, maintaining quality and safety

KPIs:

- * Annual growth in goods redistributed
- * 5-star Food Hygiene Rating maintained
- * Growth in community partners & suppliers

7. Build a Recognised Brand

Objective:

Establish Critical Support as a trusted local and regional leader by 2028.

KPIs:

- * 10 to 15% annual follower growth
- * 1-3+ positive media mentions per year
- * Invitations to sector and local authority forums
- * Increased inbound partnership enquiries

8. Create a Resilient Funding Model

Objective:

Achieve a balanced and sustainable funding mix by 2029.

KPIs:

- * Minimum 4 active income streams
- * Regular giving programme established
- * Grow our lottery platform
- * Increase grant success rate and number of applications
- * Growth in unrestricted income
- * 3-6 months operating reserves

9. Strengthen Governance & Capacity

Objective:

Improve organisational resilience and leadership by 2028.

KPIs:

- * Increase in paid staff capacity aligned to growth
- * Recruit skilled Trustees

Critical Support

Report of the Trustees for the Year Ended 28 February 2025

OBJECTIVES AND ACTIVITIES

Significant activities

Charities we currently support:

- o **Ace of Clubs** - Provides hot meals to the homeless and wider community, along with laundry, healthcare, and welfare services.
- o **A R Projects** - Operates soup kitchens and food parcel services; also building a safe gated community for vulnerable children in Uganda
- o **Brixton Soup Kitchen** - Offers a Lambeth-based soup kitchen, food bank, and food parcel distribution
- o **Community Champions** - Runs five community food cupboards in support of local charities and schools
- o **Hope House** - Our own in-house project, providing shelter and support for Ukrainian refugees
- o **Dons Local Action Group** - Distributes food, furniture, and refurbished IT equipment across Kingston, Wandsworth, and Merton
- o **Earlsfield Foodbank** - Provides emergency food parcels and access to Citizens Advice services
- o **Faith in Action** - A multi-faith grassroots project supporting the homeless with meals, healthcare, and welfare services
- o **FoodCycle (Mitcham)** - National initiative offering weekly vegetarian meals in local communities
- o **Inner Strength Network** - Provides mentoring and coaching for women and children from domestic abuse backgrounds
- o **Streatham Lunch Club** - Serves hot community meals weekly for just £1 per meal
- o **Merton Homelessness Project** - Partnership with Crossways Housing and Merton Council offering tailored food and homeware support
- o **Muschamp Community Cupboard** - Operates a 24/7 outdoor food cupboard in Carshalton
- o **Nehemiah Project** - A residential recovery programme for men overcoming drug addiction
- o **OCA Community Kitchen** - Supports the Hispanic community in Oval with food parcels, language classes, and educational resources
- o **Olive Branch Aid** - Runs a Battersea-based food bank and supports those recovering from substance addiction
- o **Peckham Soup Kitchen** - Provides meals for the elderly and vulnerable in Southwark, along with youth outreach via sports programmes
- o **PINT (People In Need Today)** - Delivers food and essential items to homeless individuals and those facing financial hardship
- o **Positive Network** - Runs a food delivery and community transport service for the elderly and hosts community-building events
- o **Red Thread** - Offers intervention and referral services to at-risk young adults at St George's Hospital, focused on youth violence and domestic abuse
- o **Spires** - Provides weekday hot meals and essential services including laundry and healthcare for the homeless & vulnerable
- o **Sustainable Merton** - Operates a community fridge and allotments, while championing sustainability through environmental education
- o **Sutton Community Project** - A foodbank and café supporting the North Asian community with fresh meals and wraparound support
- o **SWAN London** - Foodbank, outreach and international support in Crisis areas.

Report of the Trustees
for the Year Ended 28 February 2025

OBJECTIVES AND ACTIVITIES

- o Tooting Community Kitchen - Foodbank, outreach, safe space and activities

Public benefit

In carrying out their responsibilities, the trustees confirm that they have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to the Charity Commission's guidance on public benefit. The trustees are satisfied that Critical Support continues to deliver significant public benefit through the redistribution of surplus food, reducing food waste, and alleviating food insecurity in our community.

ACHIEVEMENTS AND PERFORMANCE

Charitable activities

Summary of key achievements since launch:

- * We supported 23 hospitals across London, Surrey, Sussex and Cornwall during the covid crisis
- * We support 22+ local community groups and charities across SW London
- * Together we help to support over 6,400 people each week
- * We re-distribute in excess of 4 tonnes of surplus food every week
 - o We have delivered in excess of 725,000 meal equivalents since launch
 - o We have re-distributed in excess of 173 tonnes of surplus food since launch
 - o This represents a saving of 725 tonnes in CO2 gas emissions
- * We have partnered with City Harvest the Felix Project
- * We distribute 864+ loaves of freshly baked Hovis bread each week
- * We collect supermarket surplus food through Neighbourly & Fareshare and this includes supermarkets and retail food chains like Tesco's, Waitrose, Sainsbury's, Gail's bakery, Asda, Bookers, Lidl, Aldi, KFC and Nando's
- * We redistribute non-food essentials items; including toiletries, household cleaning products, and clothes (Felix Multibank)
- * We support families fleeing the Ukraine war in a 'sponsored' house in SW London – HOPE HOUSE
 - o We have received over £965,000 to fund the HOPE HOUSE Ukraine Housing project
 - o We have helped over 45+ families and individuals fleeing the war
- * We have received in excess of £223,000 in public funding since launch
- * We received over £310,000 in corporate funding since launch
- * Our new fundraising manager has helped secure over £35,000 in grants
- * Our new school partnership with Broomwood has helped raise over £26,500
- * We were donated an electric Mercedes Sprinter Van in Feb 2025

Our Mission:

We want to become a 'full-circle' enterprise - where nothing goes to waste, whilst supporting our local communities and providing support to those in need.

Providing food aid and other essentials supplies to those who need it most, so they don't have to worry about where their next meal is coming from and have a reliable and sustainable supply of quality food that meets all food standards.

To promote food-waste reduction, diverting Supermarket/shop food surplus to help provide relief to people suffering food poverty in South-West London.

Continue to be on-standby to provide relief and assistance to NHS frontline workers should the need arise.

Critical Support

Report of the Trustees for the Year Ended 28 February 2025

FINANCIAL REVIEW

Financial Review:

Taxation

As a charity, Critical Support is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or s256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen in the Charity.

Trustee Remuneration

No members of the trustee committee receive any remuneration during the year for their work as a Trustee. The CEO Janneke Diemel, receives an annual salary of £25,000 for her work as Chief Executive.

Fund accounting

Unrestricted funds - available for use at the discretion of the trustees in furtherance of the general objectives of the charity.

Restricted funds - Subjected to restrictions on their expenditure imposed by the donor. The majority of restricted funds are for the 'Hope-House' - Ukraine Project - which is funded by a single benefactor and will cease once the need for this support is reduced or the war in Ukraine has ceased. The main sponsor has agreed to give at least 6 months notice before funding ceases.

Revaluation Reserve Fund - The revaluation reserve fund is required by the Companies Act 1985 and represents the amount by which Income exceed their historical cost. As a newly incorporated charity - Critical Support are still in the process of building our charity reserves, and have now been able to set aside £20,000 - which represents 2 months operational costs for the charity's main activity - the food hub. It is our intention to build on these reserves and we aim to hold between 3-6 months operational costs in reserves going forwards.

Incoming resources - All incoming resources are included in the statement of financial activities:

- * Income is included when receivable
- * Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant
- * Incoming resources from grants, where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance
- * Incoming resources from charitable fundraising event are accounted for when earned
- * Clothing and other items donated for resale through the charity's second hand donations are included as incoming resources within activities for generating funds when they are sold
- * The value of services provided by volunteers has not been included in these accounts

Resources Expended

- * Costs of generating funds comprise the costs associated with attracting voluntary income and the costs of trading for fundraising purposes including the charity's second hand donations
- * Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them
- * Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity

Pensions

With the appointment of a full-time food hub manager in September 2024 - Critical Support are now paying monthly statutory pension contributions through the Smart Pensions platform.

Main point to note:

A large proportion of restricted funding has come from a single benefactor to support a specific project - HOPE HOUSE. The restricted funds received for this project sit outside the day to day 'operational- costs' of the charity's main activity - the redistribution of surplus food. HOPE HOUSE is a 13-bed property in Clapham which has been set up for the sole purpose of providing 'interim' accommodation for families fleeing the war in Ukraine. The restricted funds are for the purposes of supporting all costs associated with rent, utilities, maintenance, project staff and all running costs to support this specific project.

Report of the Trustees
for the Year Ended 28 February 2025

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charity is controlled by its governing document, a deed of trust and constitutes an unincorporated charity.

Recruitment and appointment of new trustees

Trustees are appointed in accordance with the procedures outlined in the Articles of Association. New trustees are recruited based on the specific skills and expertise needed to support the charity's strategic aims, such as financial management, food redistribution logistics, or community engagement. Trustee recruitment is an open process, and we encourage diversity in our board to reflect the communities we serve.

Each trustee is fully aware of the charity's operations, governance structure, and key stakeholders. Ongoing training and development opportunities can be provided to trustees to ensure they remain well-informed and effective in their roles.

Management and Operations

Day-to-day management of Critical Support is delegated to the Chief Executive Officer (CEO), who is supported by her full time hub manager and a small but dedicated team of volunteers and part-time driver. The CEO is responsible for implementing the strategic decisions made by the trustees, overseeing operational performance, and ensuring the charity's financial sustainability. The CEO reports directly to the trustees, providing regular updates on progress towards the charity's objectives, financial health, and key operational risks.

The charity operates within a framework of policies and procedures that ensure good practice in all areas of its work, including safeguarding, data protection, and health and safety. These policies are reviewed annually to ensure they remain fit for purpose.

Financial Management and Reporting

The trustees are responsible for ensuring that Critical Support's finances are managed prudently. Bi-monthly reports are reviewed by the board, and the charity's annual accounts are independently examined. We remain committed to maximising the impact of our resources by ensuring that the majority of our income directly supports our core activities-redistributing surplus food to those in need.

Organisational structure

Critical Support is a charitable company, governed by its Articles of Association. The charity's governance framework ensures effective oversight and leadership, with a focus on transparency, accountability, and sustainability. The board of trustees has overall responsibility for the strategic direction, financial management, and operational performance of the charity.

The trustees meet quarterly to review the charity's operations, assess risks, and ensure compliance with relevant legislation and regulations, including the Charities Act and the Companies Act. All trustees are committed to upholding the highest standards of governance in line with the Charity Governance Code.

Risk management

The trustees regularly review the risks facing the charity, including financial, operational, and reputational risks. Given the nature of our work in surplus food redistribution, key risks include fluctuations in food donations, changes in regulatory requirements, and health and safety concerns in our food handling processes. The charity has put in place robust controls to manage these risks, including partnerships with local food businesses, regular training for staff and volunteers, and compliance with food safety standards - we were been awarded a 5* food hygiene rating following review by the Food Standards Agency on 31 Jan 2025.

STRUCTURE, GOVERNANCE AND MANAGEMENT
SWOT Analysis:

Strengths

- * Lean organisational structure with a small, experienced core team, keeping operational costs low and decision-making agile
- * Established and trusted brand locally, with strong recognition among community partners, suppliers, and local authorities
- * Proven credibility and compliance, including registered charity status and a 5* Food Hygiene Rating from the Food Standards Agency
- * Strong track record of external validation, including:
 - o Recognition from local and central government
 - o Historical regional and national press coverage
- * Established digital foundations, including existing social media platforms and a database of previous donors and supporters
- * Reliable operational infrastructure, including freezer and cold-storage facilities, enabling safe and scalable food redistribution
- * Stable corporate partnership, with a regular corporate sponsor providing financial and/or in-kind support
- * Access to significant in-kind support, such as free bio-waste and waste collection and skilled volunteer labour
- * Diversified service offering, now including dry goods, clothing, toiletries, and homeware, increasing relevance to community needs

Weaknesses

- * Operational vulnerability, driven by reliance on a small number of paid staff and key individuals
- * Core message and offer have evolved, but communications (particularly digital) have not fully caught up, leading to potential confusion among stakeholders
- * Outdated or inconsistent social media activity, reducing engagement and visibility with funders, partners, and volunteers
- * Reduced media appetite for food waste stories, making earned press less reliable as a growth channel
- * Dormant supporter base, with previous donors currently unresponsive due to limited re-engagement activity and new brand focus (not NHS staff but food insecurity)
- * Increasing competition for grants and funds, particularly within the food insecurity and sustainability sectors
- * All making it easier to apply for grants - more competition

Opportunities

- * Scalable operational model, with clear potential to grow reach and impact if funding and partnerships increase
- * Expansion of corporate partnerships, particularly aligned with ESG, sustainability, and social value agendas
- * Targeted fundraising initiatives, such as events (e.g. comedy night), that can also raise awareness and attract new supporters
- * Volunteer recruitment and engagement, leveraging both skilled and community volunteers to increase capacity and resilience
- * Stronger digital communications, providing an opportunity to:
 - o Clarify the evolved mission and offering
 - o Re-engage lapsed donors
 - o Attract new corporate, educational, and individual supporters
- * Growing public and institutional focus on cost-of-living support, aligning with Critical Support's expanded provision beyond food alone

Threats

- * Operational risk due to limited staffing, with potential disruption if key individuals are unavailable
- * Funding instability, including reliance on a small number of significant income sources
- * Risk of losing the main corporate sponsor, which would have a disproportionate impact on operations
- * Health and safety risks, inherent in food handling and redistribution activities
- * Premises insecurity, with the potential loss of existing facilities posing a major operational challenge
- * Crowded charity landscape, increasing pressure on visibility, differentiation, and funding success

Critical Support

Report of the Trustees for the Year Ended 28 February 2025

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Charity number
1202137

Principal address
Capital Business Estate, Unit 4
24 Willow Lane
CR4 4NQ

Trustees
N Barrett
D Clark
J Diemel
R Moodgal
R Scott
A Truter

Management Committee:
Janneke Diemel - CEO
Simon Courtis - management consultant (Link Up London)

Trustees:
Niall Barrett - Chairman
Anton Truter - Treasurer
Janneke Diemel - Secretary
Demeza Clark - Trustee
Rahul Moodgal - Trustee
Rory Scott- Trustee

Independent Examiner
WHITTINGTONS
Chartered Accountants
1 High Street
Guildford
Surrey
GU2 4HP

Solicitors
Wellers Law Group LLP
65 Leadenhall Street,
London
EC3A 2AD

Bankers
HSBC
1 Centenary Square
Birmingham
B1 1HQ

Social Media
Website - www.critical-support.com
INSTAGRAM - @criticalsupportuk
FACEBOOK - @Criticalsupportuk
TWITTER/X - @critical_suppuuk

Key contact:
Email: janneke@critical-support.org
Mobile: 07956 474 030

Critical Support

Report of the Trustees for the Year Ended 28 February 2025

COMMENCEMENT OF ACTIVITIES

Our Story:

Critical Support (formerly "Critical NHS") launched in March 2020 as a spontaneous, wholly voluntary, effort to bring food to NHS frontline workers during the COVID-19 lockdown.

At the time we managed to raise £250,000 through public and corporate funding which allowed us to deliver meals to exhausted front-line NHS workers at 23 hospitals across London and further afield. We purchased the food for frontline staff from local restaurants and catering firms, who may otherwise have ceased trading during lockdown and helped source and supplied PPE, scrubs, tablets and other vital supplies when hospital supply chains broke down.

We were awarded a 'Point of Light Award, by the Prime Minister's Office and Civic Award by Wandsworth Council in recognition of our work during lock-down. We were also on the Mayor's Roll of Honour in 2021.

With the outbreak of war in Ukraine. Critical Support was on hand once again and worked alongside the White Eagle Club to offer a base from which over 1000 tonnes of aid was shipped via Poland to the Ukraine in the first three weeks of the conflict.

In July 2022 we went on to open a large 13-bed property in Clapham called HOPE HOUSE, and, working with Lambeth Council, we have helped over 30 families fleeing the war, come to the UK. Offering accommodation, signposting to local services and support networks, we have helped with English language lessons and enrolment into primary and secondary schools. Critical Support has been heralded, by Lambeth Council, as a shining example of what is possible. Indeed, we also received heartfelt thanks from the Embassy of Ukraine.

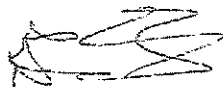
However, behind the scenes, Critical Support's main activity has become redirecting surplus food to local communities. Through the pandemic and beyond, we saw an increased need to support the growing number of people who were suffering financial hardship in London, especially with the cost-of-living crisis.

In November 2021 we opened a food hub in Tooting, which has since moved to the Capital Business Centre in Willow Lane. Since opening the food hub - Critical Support has been able to expand quickly and is currently redistributing in excess of 2.5 tonnes of surplus food every week to a growing number local charities and volunteer support groups.

Critical Support now provides fresh food, dry stores, toiletries, feminine hygiene products and other vital supplies to impoverished families. We support 14 charities in London, and together we help reach over 3,000 needy people every week.

Approved by order of the board of trustees on 9 January 2026 and signed on its behalf by.

N Barrett - Trustee



**Independent Examiner's Report to the Trustees of
Critical Support**

Independent examiner's report to the trustees of Critical Support

I report to the charity trustees on my examination of the accounts of Critical Support (the Trust) for the year ended 28 February 2025.

Responsibilities and basis of report

As the charity trustees of the Trust you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the Trust's accounts carried out under Section 145 of the Act and in carrying out my examination I have followed all applicable Directions given by the Charity Commission under Section 145(5)(b) of the Act.

Independent examiner's statement

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no material 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 Trust as required by Section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts 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 accounts to be reached.



Martin Joseph

WHITTINGTONS
Chartered Accountants
1 High Street
Guildford
Surrey
GU2 4HP

9 January 2026

Statement of Financial Activities
for the Year Ended 28 February 2025

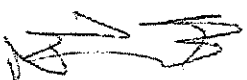
	Notes	Unrestricted fund £	Restricted fund £	28.2.25 Total funds £	28.2.24 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	<u>347,570</u>	<u>244,464</u>	<u>592,034</u>	<u>519,786</u>
EXPENDITURE ON					
Raising funds	3	35,936	52,895	88,831	71,668
Charitable activities	4				
Charitable		73,840	377,189	451,029	414,042
Governance cost		<u>2,880</u>	<u>-</u>	<u>2,880</u>	<u>3,000</u>
Total		<u>112,656</u>	<u>430,084</u>	<u>542,740</u>	<u>488,910</u>
NET INCOME/(EXPENDITURE)		234,914	(185,620)	49,294	30,876
RECONCILIATION OF FUNDS					
Total funds brought forward		19,769	11,107	30,876	-
TOTAL FUNDS CARRIED FORWARD		<u><u>254,683</u></u>	<u><u>(174,513)</u></u>	<u><u>80,170</u></u>	<u><u>30,876</u></u>

The notes form part of these financial statements

Balance Sheet
28 February 2025

	Notes	Unrestricted fund £	Restricted fund £	28.2.25 Total funds £	28.2.24 Total funds £
CURRENT ASSETS					
Debtors	9	254,691	-	254,691	4,500
Cash at bank		15,217	17,619	32,836	35,453
		<u>269,908</u>	<u>17,619</u>	<u>287,527</u>	<u>39,953</u>
CREDITORS					
Amounts falling due within one year	10	(15,225)	(192,132)	(207,357)	(9,077)
NET CURRENT ASSETS/(LIABILITIES)		<u>254,683</u>	<u>(174,513)</u>	<u>80,170</u>	<u>30,876</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>254,683</u>	<u>(174,513)</u>	<u>80,170</u>	<u>30,876</u>
NET ASSETS		<u>254,683</u>	<u>(174,513)</u>	<u>80,170</u>	<u>30,876</u>
FUNDS	11				
Unrestricted funds:					
General fund					
Restricted funds:				254,683	19,769
Restricted fund				(174,513)	11,107
TOTAL FUNDS				<u>80,170</u>	<u>30,876</u>

The financial statements were approved by the Board of Trustees and authorised for issue on 9 January 2026 and were signed on its behalf by:


N Barrett - Trustee


J Diemel - Trustee

Critical Support

Cash Flow Statement
for the Year Ended 28 February 2025

	Notes	28.2.25 £	28.2.24 £
Cash flows from operating activities			
Cash generated from operations	1	(2,617)	35,453
Net cash (used in)/provided by operating activities		<u>(2,617)</u>	<u>35,453</u>
Change in cash and cash equivalents in the reporting period		<u>(2,617)</u>	<u>35,453</u>
Cash and cash equivalents at the beginning of the reporting period		35,453	-
Cash and cash equivalents at the end of the reporting period		<u>32,836</u>	<u>35,453</u>

The notes form part of these financial statements

Notes to the Cash Flow Statement
for the Year Ended 28 February 2025

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	28.2.25	28.2.24
	£	£
Net income for the reporting period (as per the Statement of Financial Activities)		
Adjustments for:	49,294	30,876
Increase in debtors		
Increase in creditors	(250,191)	(4,500)
	198,280	9,077
Net cash (used in)/provided by operations	<u>(2,617)</u>	<u>35,453</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 29.2.24	Cash flow	At 28.2.25
	£	£	£
Net cash			
Cash at bank	35,453	(2,617)	32,836
	<u>35,453</u>	<u>(2,617)</u>	<u>32,836</u>
Total	<u>35,453</u>	<u>(2,617)</u>	<u>32,836</u>

Notes to the Financial Statements
for the Year Ended 28 February 2025

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charity, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Charities Act 2011. The financial statements have been prepared under the historical cost convention.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, 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 accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Taxation

As a charity, Critical Support is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or s256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen in the Charity.

Fund accounting

Unrestricted funds - available for use at the discretion of the trustees in furtherance of the general objectives of the charity.

Restricted funds - Subjected to restrictions on their expenditure imposed by the donor. The majority of restricted funds are for the 'Hope-House' - Ukraine Project - which is funded by a single benefactor and will cease once the need for this support is reduced or the war in Ukraine has ceased.

Revaluation Reserve Fund - The revaluation reserve fund is required by the Companies Act 1985 and represents the amount by which income exceed their historical cost. As a newly incorporated charity - Critical Support are in the process of building our charity reserves, and have set aside just under £10,000 - which represents 2 months operational costs for the charities main activity - the food hub. It is our intention to build on these reserves and we aim to hold between 3-6 month operational costs in reserves going forwards.

Incoming resources - All incoming resources are included in the statement of financial activities:

Income is included when receivable

Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant

Incoming resources from grants, where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance

Incoming resources from charitable fundraising event are accounted for when earned

Clothing and other items donated for resale through the charity's second hand donations are included as incoming resources within activities for generating funds when they are sold

The value of services provided by volunteers has not been included in these accounts

Resources Expended

Costs of generating funds comprise the costs associated with attracting voluntary income and the costs of trading for fundraising purposes including the charity's second hand donations

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity

Main point to note:

Notes to the Financial Statements - continued
for the Year Ended 28 February 2025

1. ACCOUNTING POLICIES - continued

Fund accounting

A large proportion of restricted funding has come from a single benefactor to support a specific project - HOPE HOUSE. The restricted funds received for this project sit outside the day to day 'operational- costs' of the charity's main activity - the redistribution of surplus food. HOPE HOUSE is a 13-bed property in Clapham which has been set up for the sole purpose of providing 'interim' accommodation for families fleeing the war in Ukraine. The restricted funds are for the purposes of supporting all costs associated with rent, utilities, maintenance, project staff and all running costs to support this specific project.

Hire purchase and leasing commitments

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

2. DONATIONS AND LEGACIES

	28.2.25	28.2.24
Gifts	£	£
Donations	586,694	518,496
	5,340	1,290
	<u>592,034</u>	<u>519,786</u>

3. RAISING FUNDS

Raising donations and legacies

	28.2.25	28.2.24
Van lease	£	£
Insurance	13,704	8,304
Motor expenses	4,036	1,532
Postage and stationery	5,074	1,516
Sundries	1,172	1,092
Families Support	2,642	1,233
Support costs	5,583	5,306
	-	334
	<u>32,211</u>	<u>19,317</u>

Other trading activities

	28.2.25	28.2.24
Purchases	£	£
	56,620	52,551
	<u>88,831</u>	<u>71,868</u>

Aggregate amounts

Notes to the Financial Statements - continued
for the Year Ended 28 February 2025

4. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Support costs (see note 5) £	Totals £
Charitable			
Governance cost	449,242	1,787	451,029
	-	2,880	2,880
	<u>449,242</u>	<u>4,667</u>	<u>453,909</u>

5. SUPPORT COSTS

	Management £	Finance £	Information technology £	Governance costs £	Totals £
Charitable					
Governance cost	1,132	128	527	-	1,787
	-	-	-	2,880	2,880
	<u>1,132</u>	<u>128</u>	<u>527</u>	<u>2,880</u>	<u>4,667</u>

6. TRUSTEES' REMUNERATION AND BENEFITS

No members of the trustee committee receive any remuneration during the year for their work as a Trustee. The CEO Janneke Diemel, receives an annual salary of £25,000 for her work as Chief Executive.

Trustees' expenses

There were no trustees' expenses paid for the year ended 28 February 2025 nor for the year ended 28 February 2024.

7. STAFF COSTS

	28.2.25	28.2.24
Wages and salaries	£	£
Social security costs	35,994	18,583
	<u>3,108</u>	<u>-</u>
	<u>39,102</u>	<u>18,583</u>

The average monthly number of employees during the year was as follows:

Trustee remuneration	28.2.25	28.2.24
	<u>1</u>	<u>1</u>

No employees received emoluments in excess of £60,000.

8. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted fund £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	85,143	434,643	519,786
EXPENDITURE ON			
Raising funds	23,906	47,962	71,868
Charitable activities			
Charitable	38,468	375,574	414,042
Governance cost	3,000	-	3,000
Total	<u>65,374</u>	<u>423,536</u>	<u>488,910</u>

Notes to the Financial Statements - continued
for the Year Ended 28 February 2025

8. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued

	Unrestricted fund £	Restricted fund £	Total funds £
NET INCOME	19,769	11,107	30,876
TOTAL FUNDS CARRIED FORWARD	<u>19,769</u>	<u>11,107</u>	<u>30,876</u>

9. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	28.2.25 £	28.2.24 £
Other debtors	<u>254,691</u>	<u>4,500</u>

10. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	28.2.25 £	28.2.24 £
Trade creditors	192,132	2,574
Taxation and social security	9,345	2,058
Other creditors	<u>5,880</u>	<u>4,445</u>
	<u>207,357</u>	<u>9,077</u>

11. MOVEMENT IN FUNDS

	At 28.2.24 £	Net movement in funds £	At 28.2.25 £
Unrestricted funds			
General fund	19,769	234,914	254,683
Restricted funds			
Restricted fund	11,107	(185,620)	(174,513)
TOTAL FUNDS	<u>30,876</u>	<u>49,294</u>	<u>80,170</u>

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	347,570	(112,656)	234,914
Restricted funds			
Restricted fund	244,464	(430,084)	(185,620)
TOTAL FUNDS	<u>592,034</u>	<u>(542,740)</u>	<u>49,294</u>

Notes to the Financial Statements - continued
for the Year Ended 28 February 2025

11. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	Net movement in funds £	At 28.2.24 £
Unrestricted funds		
General fund	19,769	19,769
Restricted funds		
Restricted fund	11,107	11,107
TOTAL FUNDS	<u>30,876</u>	<u>30,876</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	85,143	(65,374)	19,769
Restricted funds			
Restricted fund	434,643	(423,536)	11,107
TOTAL FUNDS	<u>519,786</u>	<u>(488,910)</u>	<u>30,876</u>

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.3.23 £	Net movement in funds £	At 28.2.25 £
Unrestricted funds			
General fund	-	254,683	254,683
Restricted funds			
Restricted fund	-	(174,513)	(174,513)
TOTAL FUNDS	<u>-</u>	<u>80,170</u>	<u>80,170</u>

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	432,713	(178,030)	254,683
Restricted funds			
Restricted fund	679,107	(853,620)	(174,513)
TOTAL FUNDS	<u>1,111,820</u>	<u>(1,031,650)</u>	<u>80,170</u>

12. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 28 February 2025.

Critical Support

Detailed Statement of Financial Activities
for the Year Ended 28 February 2025

	28.2.25 £	28.2.24 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Gifts		
Donations	586,694	518,496
	5,340	1,290
	<u>592,034</u>	<u>519,786</u>
Total incoming resources	592,034	519,786
EXPENDITURE		
Raising donations and legacies		
Van lease		
Insurance	13,704	8,304
Motor expenses	4,036	1,532
Postage and stationery	5,074	1,516
Sundries	1,172	1,092
Families Support	2,642	1,233
	5,583	5,306
	<u>32,211</u>	<u>18,983</u>
Other trading activities		
Purchases	56,620	52,551
Charitable activities		
Trustees' salaries		
Trustees' social security	25,000	18,583
Wages	2,194	-
Social security	10,994	-
Rent, Rates and water	914	-
Telephone	404,306	394,512
Postage and stationery	272	-
Advertising	1,007	10
Sundries	602	583
	3,953	-
	<u>449,242</u>	<u>413,688</u>
Support costs		
Management		
Repairs and maintenance	1,132	294
Finance		
Bank charges	128	60
Information technology		
Computer expenses	527	334
Governance costs		
Auditors' remuneration for non audit work	2,880	3,000
Total resources expended	<u>542,740</u>	<u>488,910</u>
Net income	<u>49,294</u>	<u>30,876</u>

This page does not form part of the statutory financial statements

Critical Support

Detailed Statement of Financial Activities
for the Year Ended 28 February 2025

	28.2.25 £	28.2.24 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Gifts		
Donations	586,694	518,496
	5,340	1,290
	<u>592,034</u>	<u>519,786</u>
Total incoming resources	592,034	519,786
EXPENDITURE		
Raising donations and legacies		
Van lease		
Insurance	13,704	8,304
Motor expenses	4,036	1,532
Postage and stationery	5,074	1,516
Sundries	1,172	1,092
Families Support	2,642	1,233
	5,583	5,306
	<u>32,211</u>	<u>18,983</u>
Other trading activities		
Purchases	56,620	52,551
Charitable activities		
Trustees' salaries	25,000	18,583
Trustees' social security	2,194	-
Wages	10,994	-
Social security	914	-
Rent, Rates and water	404,306	394,512
Telephone	272	-
Postage and stationery	1,007	10
Advertising	602	583
Sundries	3,953	-
	<u>449,242</u>	<u>413,688</u>
Support costs		
Management		
Repairs and maintenance	1,132	294
Finance		
Bank charges	128	60
Information technology		
Computer expenses	527	334
Governance costs		
Auditors' remuneration for non audit work	2,880	3,000
Total resources expended	<u>542,740</u>	<u>488,910</u>
Net income	<u>49,294</u>	<u>30,876</u>

This page does not form part of the statutory financial statements