



Sufra 2030 Strategy

“We’re excited to unveil this snapshot of Sufra’s 2030 strategy—a vision shaped through in-depth consultations with staff, trustees, volunteers, guests, and many other stakeholders. The strategy charts a bold path for Sufra’s development over the next 5 years.”

“At its core, our strategy is clear: to build on the power of the local communities in which we work, so that together we can deliver truly innovative programmes that address the root causes of poverty, whilst preventing hunger and destitution.”

“Improving access to nutritious food will always be at the heart of all we do, but in a way that is firmly grounded in the principles of sharing, dignity and justice. Recognising that food aid isn’t the solution to food poverty, we are scaling up efforts to forge impactful partnerships and drive policy change to tackle the root causes of poverty head-on.”

“We’ll also do more to enable our guests to manage their finances and improve their income, whilst helping migrants to build better lives in the UK. Through an array of volunteering opportunities, food-growing initiatives and social programmes, we will support our guests to be active, engaged citizens who can make a positive impact in their communities.”

Rajesh Makwana BEM, Executive Director

About Sufra

Sufra is a charity in Northwest London that prevents hunger, fights poverty and builds community. With the help of our volunteers and partners, we coordinate a network of food banks, kitchens, a community shop and café. These act as a gateway for guests to access more holistic support – including welfare advice, asylum support and our award-winning community garden. We aim to work with our guests to find solutions to their challenges together, whilst campaigning against the causes of hunger and poverty.

Established in 2013, we are based on St. Raphael's Estate in the London borough of Brent, which is one of the UK's most disadvantaged housing estates – minutes from Wembley Stadium and Ikea. As a grassroots charity, we work closely with the local community, business and the voluntary sector, and rely on our large team of dedicated volunteers to help make our vision a reality.

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 Values and Principles

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

- Food aid is essential – but it is not the solution to food poverty.
- Our approach is holistic and designed to reduce dependency on food aid.
- We recognise that there are different approaches to reducing food poverty.

2. We are embedded in the local community

- We are a grassroots charity embedded in local communities, mainly in the London Borough of Brent.
- We are more effective when we collaborate with others and build a stronger community where we operate.
- We serve people of all and no faiths 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 value the wellbeing and development of our staff, volunteers and trustees.
- We are committed to environmental sustainability.

Strategic Pillars and Milestones: A Flexible Approach

Sufra's 2030 Strategy adopts a flexible approach that takes into account the volatile social, economic, and political context in which we operate. It also acknowledges that, as a young and dynamic charity, Sufra must remain agile to respond effectively to both the growing needs local communities as new opportunities that arise.

The strategy highlights eight priorities areas (pillars) covering service provision and operations, and identifies three broad milestones for each of them. Not presented in this summary is a detailed breakdown of these milestones, which provides a structure for shaping annual operational and service plans/budgets.

Strategic Pillars: Service Delivery

1. Improving access to healthy food and other essentials
2. Building social and financial resilience
3. Growing food with the community
4. Engaging and empowering the community
5. Changing the systems and policies that drive poverty

Strategic Pillars: Internal Operations

6. People and Culture
7. Infrastructure, Systems and Processes
8. Finance and Fundraising

Services: Strategic Pillars and Milestones

Services Pillar 1: Improving Access to Affordable Healthy Food and Essentials

Milestone 1

Sufra is no longer primarily a food bank. We have tested and evaluated different food access and emergency aid models and expanded the most efficient and effective options.

Milestone 2

Food and emergency aid is no longer a stand-alone service but is mainly offered as an integrated part of a wider programme of advice and support.

Milestone 3

Working in partnership with the public, private and/or voluntary sector, Sufra operates integrated projects out of multiple accessible, community-based settings where guests can access food and other forms of support designed to empower them to make a difference in their lives and to the lives of others.

Services Pillar 2: Building Social and Financial Resilience

Milestone 1

Our information and advice offer has been scaled up to include more in house advice staff, an expanded team of advice volunteers and access to an accredited advice training course with tiered learning options from signposting to professional welfare/benefits advice.

Milestone 2

Our advice offer includes in-house accredited immigration and debt advice, as well as dedicated referral pathways to trusted partner organisations that we work closely with.

Milestone 3

Sufra's is working as an enabler as well as a service provider, through a regular programme of training courses and workshops that enable guests to learn new skills, better manage their own finances and to support (and train) others in their community to do the same.

Services Pillar 3: Growing Food with the Community

Milestone 1

Sufra has established and implemented a framework for managing local growing initiatives based on the principle of management by the community for the community.

Milestone 2

St Raphael's Edible Garden and other growing projects adhere to the principles of permaculture and agroecology and have attained the Green Care Quality Mark accreditation.

Milestone 3

Working with partners and local residents, Sufra coordinate an expanded network of food growing spaces across the borough, including in schools, public spaces and possibly in a newly established Community Farm.

Services Pillar 4: Engaging and Empowering the Community

Milestone 1

Sufra has a fully resourced Community Engagement Programme, with a full-time coordinator who manages an expanded volunteering programme that includes accredited training and opportunities to support a wide range of volunteering activities.

Milestone 2

Sufra has attained the Investors in People and/or the Investors in Volunteering accreditation.

Milestone 3

Sufra's programmes and activities are co-created by steering groups made up of those who volunteer in or benefit from them. Under Sufra's coordination, steering groups meet regularly to help design, monitor, evaluate and improve all areas of our work.

Services Pillar 5: Changing the Systems and Policies that Drive Poverty.

Milestone 1

Sufra is using its unique anecdotal and quantitative insights to contribute to national campaigns through its channels and the media. It has strengthened relationships with key council decision-makers and is using its insights to steer council policies. It's communications and events consistently help to progress a handful of priority campaigns

Milestone 2

Sufra has established a programme to raise awareness among our stakeholders about the issues that affect our guests. We actively identify, support and train guests with lived experience to be the face and the voice of Sufra in our advocacy activities.

Milestone 3

Sufra is respected as an expert and influential voice on the drivers and practical solutions to poverty, locally and nationally. It has an engaged, politically active community who hold local politicians to account and drive change.

Internal Operations: Strategic Pillars and Milestones

Operations Pillar 6: People and Culture

Milestone 1	Sufra is a 'relationship-centred' workplace (and charity?), which is evident through our embedded EDIA framework, our values and behaviours, the culture and cohesion among staff, trustees and volunteers, and our positive relationships with external partners.
Milestone 2	Sufra has a dedicated internal HR function that provides ongoing support and training to staff and managers, whilst ensuring that HR policies, procedures and systems are accessible to all.
Milestone 3	Sufra has addressed it's capacity issues, and provided staff with ongoing training, learning and development opportunities.

Operations Pillar 7: Infrastructure, Systems and Processes

Milestone 1	Staff and volunteers will have sufficient and well-appointed space to work comfortably and deliver services, with all the equipment needed to do so efficiently and effectively.
Milestone 2	The latest digital infrastructure is embedded across Sufra to support logistics, finance, data management, communications and fundraising processes – and staff/volunteers use these systems effectively.
Milestone 3	Monitoring, evaluation, and learning systems (MEAL) are established across all programmes, with impact data being efficiently communicated both internally and externally.

Operations Pillar 8: Finance and Fundraising

Milestone 1	Sufra has a dedicated and effective fundraising team, including specific staff or consultants who focus on Individual giving, trusts and foundations, and corporate volunteering/partnership development.
Milestone 2	Sufra's finance team have sufficient capacity to ensure the highest standards in financial controls are maintained, alongside the efficient management of day-to-day finance functions, and the provision of quality reporting and analysis to the board on a quarterly basis.
Milestone 3	Sufra maintains an annual budgetary surplus at a level that ensures our reserves grow broadly in line with the growth in our expenditure (not including DIK), and so that we can maintain reserves in line with our reserve policy.