NEW AVENUES

Annual Report and Statement of Accounts for the Year Ended 31st December 2025

Charitable Incorporated Organisation

Charity Number 1160597

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Legal and Administrative Information

Start of Financial Year: 1st January 2025
End of Financial Year: 31st December 2025

Trustees at 31st December 2024, and who served during the year:

Mr Alistair Gregory	(Appointed 21st August 2018)
Mr Michael Smith	(Appointed 21st August 2018)
Rev Dr Bart Woodhouse	(Appointed 10th October 2020)
Mr Stephen Brindley	(Appointed 9th November 2021)
Mr Quinton Handscomb	(Appointed 5th February 2022)

Governing Document:

CIO - Foundation Registered 23 February 2015

Objects:

The prevention or relief of homelessness and poverty in such parts of Dartford, Kent, south east England or the United Kingdom as the trustees from time to time may think fit, by the provision of accommodation, advice, information, support, activities, grants, food, and other items and services to individuals in need by reason of poverty, homelessness or deprivation.

Registered Address:

New Avenues,
PO Box 438,
Dartford,
DA1 9NJ

Bankers:

NatWest, Dartford Branch

Trustees Annual Report for the Year Ended 31st December 2025

The objects of the charity are set out on page 2 of this report. During 2025, these objectives were met through a single project – the Dartford Food Bank which has been transformed, with the huge assistance of Dartford Borough Council, into the Dartford Larder.

Organisational Structure
The charity is run by the trustees with each project being overseen by a separate management group.

The ultimate controlling party of the CIO are the trustees acting together. No one party controls the entity.

Reserves
As a policy, the trustees have considered the level of reserves that they wish to retain once the CIO is operating again, appropriate to the charity's needs. This is based on the charity's size and the level of financial commitments held. At present, reserves are kept at least £10,000 to ensure that salary costs and cash flow timings are adequately covered.

Financial Review
The accounts for the charity given at the end of this report completely reflect the work of the Dartford Churches Food Bank and the Dartford Larder.

Restricted funds, shown in previous years accounts specifically for the Homeless Project, are no longer held as all funding received now is to support the Dartford Larder and all previously restricted funding has been spent.

In order to facilitate online payments, while protecting the Charity's financial position, a Soldo account has been established. This is a spend management platform that provides business prepaid Mastercard cards and expense tracking software to help companies control and monitor spending. Money from our NatWest account is transferred periodically into the Soldo account and three Mastercards are used (2 held by Trustees and the third held by the Larder shop manager) to make purchases, as required. In addition, this removes the need for petty cash payments.

As required under charities law, the accounts have been submitted for Independent Examination and no errors or areas on concern or non-compliance were noted. The Independent Examiners checklist is appended to the end of this report.

Risks and internal Controls
The trustees have currently identified no major risks within the charity. The trustees keep these under review and if any arose, suitable action would be taken, including the utilisation of professional advice if necessary.

The trustees actively review the major risks which the charity faces on a regular basis and believe that maintaining a small working balance, combined with an annual review of the controls and over key financial systems will provide sufficient resources in the case of adverse conditions. The trustees have also examined other operational and business risks which they face and confirm that they have established systems to mitigate the significant risks.
The charity exercises what are considered by the trustees to be adequate internal controls over all financial transactions, in proportion to the volume and size of its transactions.

Public Benefit
The charity acknowledges its requirement to demonstrate clearly that it must have charitable purposes or aims that are for the public benefit. The trustees confirm that they have paid due regard to the Charity Commission guidance on public benefit before deciding what activities the charity should undertake.

2025
We have been able to continue to fulfil the objectives of the charity through the hard work of the trustees, volunteers and the ongoing financial support from the local churches and Dartford Borough Council.

The table below summarises the income for 2025.

Dartford Borough Council	£36,500
Other corporate grants & donations	£34,800
Group & Church donations	£6,931
Individual donations	£4,581
Client payments	£9,991
Total	**£92,803**

Approved by the Trustees on 15th September 2026

Signed on their behalf by



Print Name: Michael Smith

DARTFORD FOOD BANK & DARTFORD LARDER - Report to end of 2025

We have been operating the Foodbank for over 15 years from a number of different venues and, over the last few years, had recognised that it needed to evolve into a better solution that meets the current needs of society while also bringing greater dignity to those facing hardship.
The Foodbank continued to operate throughout this period, but much of this year has been spent working with partners to design and deliver a new system and venue that would better serve its users and meet a wider range of needs.

One of our trustees, Stephen, together with Crossways Community Church leadership, has played a central role throughout the development of The Dartford Larder. From securing the Copperfields site in partnership with Dartford Borough Council through to overseeing the transition from Foodbank to Larder, their leadership has been key in shaping the strategic direction and ensuring the project remained focused on dignity, sustainability, and community impact.

We were pleased that the Council were able to fully renovate the building to a suitable standard, with New avenues & Crossways completing the internal fit-out, including painting, installation of shop fittings, flooring, and other minor works, all delivered in close partnership with the local authority.

This work was carried out alongside the continued operation of the Foodbank, which remained open until we were ready to launch The Dartford Larder in June 2025. In the final three weeks prior to opening, we closed Foodbank operations at Spital street to allow sufficient time to transition all stock, complete staff and volunteer training, and fully prepare the new procedures, till systems, and management software.

The transition to The Dartford Larder has been a significant and very positive development. The move to Copperfields included a full renovation of the building, creating a purpose-built space designed to better serve the community.
One of the most significant improvements has been the increased capacity and functionality throughout the site. The new layout includes a much larger stock room, a spacious and welcoming reception area, and a significantly larger shop floor, enabling us to comfortably serve easily around 10 customers at a time. This has greatly improved flow, reduced waiting times, and created a calmer, more organised environment.

The introduction of new checkouts and an improved digital system initially encountered some minor system errors during the first days of launch. However, these were resolved quickly, and as with any new project, there were a number of early teething issues. These have since been addressed, and the software and overall operation have continued to improve week by week as the system has embedded.

Importantly, the new model has also helped to significantly reduce the stigma often associated with traditional foodbank provision.
The Larder environment provides a more dignified, shop-style experience, allowing people to choose their items in a respectful and empowering way, while still receiving the support they need, which was one of the main reasons of the change.

We have now adopted a joint partnership approach to delivering The Dartford Larder. This includes Dartford Borough Council, who oversee the building; Crossways Community Church, who provide governance and oversight; ourselves, who lead on the food provision, staffing and operational delivery; and the Healthy Living Centre, who deliver cooking classes and support initiatives such as allotments for growing fresh produce for the Larder and chef-led community food programmes.
This collaborative model has strengthened the project and widened its impact across the community.

We are also grateful that all but one of our volunteers transitioned with us into this new season, ensuring continuity, experience, and strong team unity.
Both staff and volunteers received relevant training to help them confidently adapt to the new systems and processes.

The project has also been strengthened through grant funding, which has enabled us to employ five staff members during the first year of the Larder's food operation. This includes four shop staff and one cleaner. We are currently in discussions with funders regarding longer-term support for three years or more, with outcomes expected soon.

Alongside this, we have been actively developing and growing the business donation side of the project, with a clear aim to increase contributions from local businesses and community groups, helping to ensure long-term sustainability and greater community ownership of the Larder.

Evaluation and Early Impact

An independent evaluation of the first year of The Dartford Larder is currently being completed, with final results expected in April 2026. However, initial findings indicate a very positive response from both members and partners.

Between November 2025 and February 2026, the Larder reported:

- Over 500 members, representing 306 households, 656 individuals, and 207 children
- 1,729 shop visits registered
- £35,000 worth of food redistributed
- 4.79 tonnes of food redistributed (approximately 11,484 meals)
- 12 tonnes of CO_2 emissions avoided (equivalent to 714 trees planted)
- 21 community partners and donors actively supporting the shop

Feedback from members has been overwhelmingly positive. One member shared:

> "At first I had a look through the window. I was very impressed by what I could see as it looked as if it were a very well-presented shopping store."

Another commented:

> "They charge for the shop, but I thought they should have done that at the food bank! Everyone in this community is struggling but it feels good to contribute something to it."

User Experience

A particularly powerful example of the Larder's impact can be seen in the experience of two members, Tanya and Jo.

Tanya was a long-term user of the Foodbank and transitioned into The Dartford Larder at its opening. Initially anxious about change, she has since come to value the benefits of the new model, particularly the increased choice, dignity, and stability it provides.

On one occasion, Tanya became aware that her neighbour, Jo, was experiencing a severe panic attack. Recognising the situation, she went to support her and spent time listening and offering reassurance. During their conversation, Jo explained that she was struggling to feed her family as a single parent of three children. Tanya encouraged her to visit The Larder with her that afternoon.

Jo described how warmly she was welcomed on arrival:

“The actual day I first shopped at Dartford Larder was a big day for me. I was having a massive meltdown. And then I met people there who made me smile.”

Since then, Jo has become a regular shopper, appreciating the wide choice of food available, particularly fresh fruit, vegetables, and healthier options that were not previously accessible through the Foodbank model. She now shops weekly and has rebuilt routine and confidence in leaving the house.

Tanya continues to support Jo, often meeting her for coffee and accompanying her to the Larder. Over time, Jo, who previously struggled with agoraphobia, has grown in confidence and now regularly engages in community life. Tanya reflects:

“Now Jo has got used to visiting the Larder, I drag her out everywhere! She’s not allowed inside anymore, we’re out and about and we’re shopping and getting coffee.”

Both women have also noted the financial benefit of the Larder, alongside the increased access to healthier food options and household essentials. Jo shared:

“I like the fact there’s fruit and veg so I buy stuff which is healthier – the Foodbank only had tins. Then M&S frozen meals which I like too and laundry tabs some weeks, which is great as they are so expensive.”

Tanya and Jo both value the welcoming atmosphere, improved food choice, and the growing sense of community within The Larder, which has become not only a place of support but also a place of connection and belonging.

Overall, the transition has been overwhelmingly positive. The Dartford Larder is now a more efficient, dignified, and sustainable model of support, better equipped to meet the growing needs of our community while continuing to demonstrate care, compassion, and practical help to those who need it most.

We will aim to continue and monitor its progress and improve where possible.

CHARITY COMMISSION FOR ENGLAND AND WALES

New Avenues	1160597

Receipts and payments accounts

CC16a

For the period from	01/01/2025	To	31/12/2025

Section A Receipts and payments

	Unrestricted funds to the nearest £	Restricted funds to the nearest £	Endowment funds to the nearest £	Total funds to the nearest £	Last year to the nearest £
A1 Receipts					
Personal donations		-	-	-	-
Group/Church donations		-	-	-	500
Grant/Corporate donations		-	-	-	22,301
Foodbank personal donations	4,843	-	-	4,843	7,727
Foodbank group/church donations	6,331	-	-	6,331	3,410
Foodbank grant/Corporate donations	71,900	-	-	71,900	12,720
Client contributions	9,729	-	-	9,729	-
Sub total*(Gross income for AR)*	92,803	-	-	92,803	46,658
A2 Asset and investment sales					
	-	-	-	-	-
Sub total	-	-	-	-	-
Total receipts	92,803	-	-	92,803	46,658
A3 Payments					
Salaries/NI	24,283	-	-	24,283	7,477
Food purchases	41,955	-	-	41,955	
Hotels/travel		-	-	-	4,057
Other	109	-	-	109	7,944
Foodbank set-up	10,677	-	-	10,677	11,526
Foodbank - ongoing costs	8,722	-	-	8,722	10,000
Sub total	85,746	-	-	85,746	41,004

A4 Asset and investment purchases					
	-	-	-	-	
Sub total	-	-	-	-	-
Total payments	85,746	-	-	85,746	41,004
Net of receipts/(payments)	7,057	-	-	7,057	5,654
A5 Transfers between funds	-	-	-	-	-
A6 Cash funds last year end	45,356	-	-	45,356	39,702
Cash funds this year end	52,413	-	-	52,413	45,356

Section B Statement of assets and liabilities at the end of the period

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B1 Cash funds	bank	49,784	-	-
	soldo	2,629	-	-
		-	-	-
	Total cash funds	52,413	-	-
	(agree balances with receipts and payments account(s))	OK	OK	OK

	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B2 Other monetary assets		-	-	-

	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
B3 Investment assets			-	-

	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
B4 Assets retained for the charity's own use			-	-

	Details	Fund to which liability relates	Amount due (optional)	When due (optional)
B5 Liabilities			-	

Signed by one or two trustees on behalf of all the trustees	Signature	Print Name	Date of approval
		M.D.Smith	15/09/2026

CHARITY COMMISSION FOR ENGLAND AND WALES

1. Independent examiner's report on the accounts

1. Section A Independent Examiner's Report

Report to the trustees/ members of	Charity Name New Avenues		
On accounts for the year ended	32 December 2025	**Charity no (if any)**	1160597
Set out on pages	1 to 7 inclusive		

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended 31/12/2025.

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").

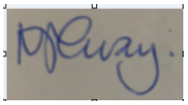
I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

1. Independent examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination which gives me cause to believe that in, any material respect:

- accounting records were not kept in accordance with section 130 of the Act or
- the accounts do not accord with the accounting records

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Signed:		**Date:**	8 Sept 2026
Name:	Nicola Jayne Gray		
Relevant professional qualification(s) or body (if any):	ICAEW 8101504		
Address:	Norwich NR1 2AT		

Work Undertaken:

- all bank statements reviewed for any unusual/unexpected items – none found
- a selection of transactions selected from bank statements and traced back to supporting documentation
- a selection of transactions (e.g. invoices) selected and traced to movements on the bank statements
- opening and closing reported bank balances were agreed to bank statements
- payroll costs were reviewed for reasonableness and are accurately reflected
- completed checklist attached as an appendix

Recommendations to Trustees:

- The Treasurer to submit the 2025 annual return to the Charities Commission as a true and accurate reflection of the underlying accounting records
- The Treasurer to share this Examiner's checklist/report with fellow trustees and to invite questions and comments
- The Trustees' Report should reference that restricted funds are no longer held, given that all funding received is to support the Larder and that any previously restricted funding has now been spent
- Cash balances remain high throughout the year; Trustees may wish to consider if they feel this to be appropriate and that this complies with grant conditions (especially grants from Dartford BC)
- Soldo: with a team of 5 people, it would be prudent to assign clear responsibilities for ensuring Soldo cards are being used to purchase goods appropriately; this could be undertaken by the Larder Manager for example
- Furthermore, Trustees may wish to consider the extent to which the charity relies on MS (potentially the risk of a single point of failure) and thus consider how various responsibilities can be spread more evenly across the team

Follow-up of Recommendations from Prior Year:

- Trustees have agreed to increase reserves held and the reserves policy has been updated from £100 to £10,000, primarily to reflect the liabilities associated with employing staff
- The Charity Manager has asked for copies of high value receipts when the Soldo prepayment cards are used. This has not been evidenced during review, however, represents a good new control.

Appendix: Checklist

The Directions and documentation	Step done?	Working paper reference
Direction 1: Check whether the charity is eligible to have an independent examination		
Checked the charity audit threshold applying to the accounts to be reviewed	Yes	Income £92.8k. Over £25k, less than £250k
Checked an audit is not required for any other reason	Yes	Gross assets less than £3.26m & gross rev less than
Confirmed the charity is eligible for independent examination	Yes	See above
Confirmed the amount of the charity's income to figure shown the accounts (including any branches) and confirmed that income and assets are below the audit threshold or, if applicable, obtained a copy of the letter from the Commission approving an audit dispensation	Yes	
If the charity has one or more subsidiaries confirmed that group accounts are not required by law	Yes	No subs
If a charitable company checked that the audit exemption statement has been made	Yes	charity not a company
If applicable, rechecked the threshold calculation during the examination		n/a
If the charity's income is more than £250,000 confirmed that the examiner is a member of one of the listed bodies		n/a
If applicable, informed the trustees that the charity is not eligible for an independent examination		n/a
If receipts and payments accounts have been prepared, checked that the charity's gross income is less than £250,000 and that it is not a company	Yes	Income = £92.8k Not a company
If receipts and payments accounts have been prepared, check that there is no requirement to prepare accruals accounts in the charity's governing document or for any other reason	Yes	Less than £250k income, not a Co Constitution does not ref. need for accruals accounting
If applicable, informed the trustees that the charity is not eligible to prepare receipts and payments accounts		n/a
Direction 2: Check for any conflict of interest that prevents the examiner from carrying out their independent examination		
Confirmed that there are no close personal relationships with the trustees that compromise independence		none
Confirmed as having no the day to day involvement in the administration of the charity		confirmed
If providing other services to the charity then confirmed that all the criteria in Direction 2 necessary for independence are met		n/a
Identified that there are no circumstances in the examiner's judgment that would reasonably lead to the perception that the examiner is not independent		none

The Directions and documentation	Step done?	Working paper reference
Considered whether sufficiently skilled to carry out the examination and, where required, confirmed membership of a listed body		Yes. ICAEW member 8101504
If applicable, informed the trustees that you are not eligible to carry out the independent examination		n/a
Direction 3: Record your independent examination		
File of working papers prepared to document the work undertaken (see the Direction for guidance on key working papers)	Yes	
Evidence of appointment on file		Email received 3 Sept 2026
If issued, letter of engagement signed by the trustees on file		n/a
Documentation of steps required by Direction 1 are all done	Yes	
Documentation that steps required by Direction 2 are all done	Yes	
Analytical review documented	Yes	
Areas of concern identified and noted whether these were resolved or if unresolved and significant have included them in the examiner's report	Yes	
Verification and vouching procedures undertaken and any checks made are on file	Yes	Work listed
Copy of approved accounts on file	Yes	Saved as Excel
Copy of trustees' annual report on file	No	This completed post-IE review
Copies of information relied upon as part of the examination on file	Yes	
If applicable, copies of written assurances given		n/a
Recorded the conclusions drawn as an outcome of the independent examination that support the examiner's report are on file	Yes	
Recorded any matters of material significance about which a report must be made direct to the Commission		n/a
Recorded whether to exercise discretion and report on relevant matters direct to the Commission		n/a
Direction 4: Plan your independent examination		
Obtained an understanding of the charity's constitution, objectives, organisational structure, the funds managed, its activities and accounting records and systems		Yes. Discussed at length with Treasurer
Planned specific examination procedures appropriate to the circumstances of the charity	Yes	
Reviewed whether any areas for improvement were advised to the trustees in the previous year's independent examiner's report (or audit report and management letter) and looked to see if any action taken	Yes	Noted in IE report
Considered the financial risks identified and, where accruals accounts prepared, considered whether the trustees have evidence that shows that the charity is a going concern		n/a
Noted any implications for the examiner's report and for separate reporting to the Commission		n/a

The Directions and documentation	Working paper reference
Direction 5: Check accounting records are kept to the required standard	
Checked that accounting records have been kept are complete and considered if they have been kept to the required standard	Yes; well-managed by Treasurer
Asked trustees how they ensure accounting records are complete	No; no access to Trustees
If corrections made or records created during the examination, the trustee approval for these has been sought and obtained	n/a
Asked the trustees if they carried out a review of the charity's internal financial controls in the year reported	No. Unnecessary. Clear records and low value transactions throughout
Noted any implications for the examiner's report and for separate reporting to the Commission	n/a
Direction 6: Check that the accounts are consistent with the accounting records	
Compared the accounts with the underlying accounting records	Summary statement to be submitted agrees to underlying records
Checked some entries from the listing of transactions of income and expenditure to vouchers such as invoices, bank statements, and receipts.	Yes
If applicable, confirmed that the trustees have taken the necessary steps to ensure that restricted or endowed funds are correctly reported in the accounts	n/a No restricted funds in y/e Dec 25
If additional checks were necessary, the evidence was found that showed the accounting record was complete, voucher present, and both supported the entry in the accounts	n/a
Direction 7: If the accounts are prepared on an accruals basis and one or more related party transactions took place the examiner must check if these were properly disclosed in the notes to the accounts	
Checked that the disclosures required by the SORP have been made and are complete	n/a
Considered whether there are any implications for the examiner's report and reporting to the Commission	n/a
If receipts and payments accounts prepared and a related party transaction note was provided, then checked the note for any implications for the examiner's report	n/a
Direction 8: Check the reasonableness of the significant estimates and judgments and accounting policies used in accounting for the types of fund held and in the preparation of the accounts	
Checked with the trustees that the separate funds of the charity have been correctly accounted for and reported correctly in the accounts	n/a
Checked the reasonableness of any significant estimates or judgments that have been made in preparing the accounts	n/a

The Directions and documentation	Working paper reference
Where accruals accounts are prepared, checked that the accounting policies adopted are consistent with the SORP and are appropriate to the activities of the charity	n/a
Where accruals accounts are prepared, checked that the accounts were prepared on a going concern basis	n/a
Noted any implications for the examiner's report and for separate reporting to the Commission	n/a
Direction 9: The examiner must check whether the trustees have considered the financial circumstances of the charity at the end of the reporting period and, if the accounts are prepared on an accruals basis, check whether the trustees have made an assessment of the charity's position as a going concern when approving the accounts	
Asked the trustees whether they expect the charity to be able to settle outstanding invoices, bills and commitments as and when they fall due	Reviewed cash balances post y/e; balance at 31 July £99.3k
Asked the trustees about the reserves policy and the adequacy of the level of reserves held	Reserve policy updated following IE recommendations last yr
Where accruals accounts are prepared, checked that the trustees' have made an assessment of going concern and that their assessment is reasonable given the information available	n/a
Where accruals accounts are prepared, checked that the SORP's disclosures about going concern have been made	n/a
Noted any implications for the examiner's report and for separate reporting to the Commission	n/a
Direction 10: Check the form and content of the accounts	
Where receipts and payments accounts have been prepared, checked that the charity can lawfully prepare such accounts, that all the accounting statements are present and that the funds of the charity are correctly identified	Confirmed reporting format given Income of £92.8k Simple cash accounting; no additional accounts required
Where accruals accounts are prepared, checked that they comply with the SORP and applicable accounting standard	n/a
If the charity is a company, checked that the accounts also comply with the applicable company law requirements	n/a
Noted any implications for the examiner's report and for separate reporting to the Commission	n/a
Direction 11: Identify items from the analytical review of the accounts that need to be followed up for further explanation or evidence	
Carried out an analytical review	No further work required

The Directions and documentation	Working paper reference
Following the analytical review, selected material items in the accounts for further explanation or supporting evidence	Work undertaken attached
If the accounts could be materially misstated, additional checks were undertaken and the examiner is satisfied that the item(s) identified were satisfactorily explained and correctly included in the accounts	n/a
Noted any implications for the examiner's report and for separate reporting to the Commission	n/a
Direction 12: Compare the trustees' annual report with the accounts	
Checked that any figure for reserves quoted in the trustees' annual report is not materially inconsistent with the accounts	Unable to check as Trustees' report unavailable
Compared the trustees' annual report with the accounts for any material inconsistency	Unable to check as Trustees' report unavailable
Noted any implications for the examiner's report and for separate reporting to the Commission	n/a
Direction 13: Write and sign the independent examination report	
Reviewed the conclusions from the independent examination	yes
Considered whether the examination has identified a matter of concern that should be reported in the examiner's report	Yes and n/a
Checked that the examiner's report covers all of the matters required	Yes
If relying on the work of others in undertaking the independent examination, the examiner is fully satisfied with their work and that work has been fully documented	n/a
Signed and dated the examiner's report	Yes
Reported matters of material significance direct to the Commission	n/a
Exercised discretion and reported relevant matters direct to the Commission	n/a