

C3 COLLABORATING FOR HEALTH

England & Wales · Charity number 1135930

Details

Other names C3 HEALTH

Status Registered

Legal form Charitable company

Company number [06941278](#)

Registered 2010-05-13

Register [View on the Charity Commission register](#)

Contact

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Restmor Way
Wallington
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Website www.c3health.org

Activities

Objects: THE PROMOTION AND PRESERVATION OF GOOD HEALTH, FOR THE BENEFIT OF THE PUBLIC, THROUGH FOSTERING PARTNERSHIPS AND BUILDING COLLABORATIONS WITH ORGANISATIONS IN ORDER TO PROMOTE HEALTHY LIFESTYLES.

Activities: Vision of C3 is for a world where there are no premature or preventable deaths from chronic non-communicable diseases (NCDs). C3 fosters multi-sector Collaboration to catalyse action in the global community, to promote 3 behaviour changes that address NCDs? leading risk factors: improving diet (and avoiding harmful alcohol use); stopping smoking; and increasing physical activity.

Classification

- **How:** Provides Advocacy/advice/information, Sponsors Or Undertakes Research
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives
- **Who:** The General Public/mankind

Geography

- **Area of benefit:** UNDEFINED. IN PRACTICE, NATIONAL AND OVERSEAS.
- Australia
- Belize
- Brazil
- China
- El Salvador
- Greece
- Guatemala
- Honduras
- India
- Italy
- Kenya
- Mexico
- Nicaragua
- Nigeria
- Panama
- Peru
- Scotland
- South Africa
- Spain
- Tunisia
- Throughout England

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£406,239	£410,823	-	-
2023-12-31	£604,324	£603,901	£79,848	4
2022-12-31	£679,655	£651,536	£79,425	7
2021-12-31	£677,384	£589,940	£51,306	6
2020-12-31	£459,132	£472,658	-	-

Trustees

Name	Role	Appointed
Claire Burroughs		2024-01-29
Dr Margaret Atkinson		2024-09-09
Dr Nina Desai		2024-01-29
Mark Wakefield		2022-12-05
Owen Marks		2024-09-09

Accounts

C3 Collaborating for Health

Annual Report and Financial Statements

31 December 2024

Company Limited by Guarantee
Registration Number
06941278 (England and Wales)

Charity Registration Number
1135930

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Reference and administrative information

Trustees	Dr Margaret Atkinson (Appointed 9 September 2024) Ms Zoe Bedford (Resigned 9 September 2024) Ms Claire Burroughs (Appointed 29 January 2024) Dr Nina Desai (Appointed 29 January 2024) Mr John Grumitt (Resigned 9 September 2024) Mr Owen Marks (Appointed 9 September 2024) Mrs Caroline Stanger (Resigned 9 September 2024) Mr Mark Wakefield
Chief Executive and Company Secretary	Ms Christine Hancock
Registered office	SBC House Restmor Way Surrey SM6 7AH
Website	www.c3health.org
Twitter	Twitter: @c3health
Company registration number	06941278 (England and Wales)
Charity registration number	1135930
Bankers	HSBC Bank plc Oxford Circus Commercial Centre 196 Oxford Street London W1D 1NT

Trustees' report 31 December 2024

The trustees present their report together with the financial statements of C3 Collaborating for Health for the year to 31 December 2024.

This report serves as the report of the directors for the purposes of company legislation.

The financial statements have been prepared in accordance with the accounting policies set out on pages 15 and 16 of the attached financial statements and comply with the charitable company's memorandum and articles of association, applicable laws and the requirements of the Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

GOVERNANCE, STRUCTURE AND MANAGEMENT

Constitution

C3 Collaborating for Health ('C3') is a company limited by guarantee not having share capital (Company Registration No. 06941278). The company registered as a charity on 13 May 2010 (Charity Registration No. 1135930). The charitable company's memorandum and articles of association are its primary governing documents.

Members' liability

The liability of members in the event of winding up is limited to £10 per member.

Trustees

The following trustees were in office at 31 December 2024 and served throughout the year, except where shown:

Trustee
Dr Margaret Atkinson (Appointed 9 September 2024)
Ms Zoe Bedford (Resigned 9 September 2024)
Ms Claire Burroughs (Appointed 29 January 2024)
Dr Nina Desai (Appointed 29 January 2024)
Mr John Grumitt (Resigned 9 September 2024)
Mr Owen Marks (Appointed 9 September 2024)
Mrs Caroline Stanger (Resigned 9 September 2024)
Mr Mark Wakefield

The trustees of the charity are also directors for the purposes of company legislation.

Membership of the board is kept continually under review. Any new trustees are appointed to contribute particular knowledge, experience, expertise or perspective to that which is already available to the board.

The trustees may attend any courses which they feel are relevant to the development of their role and to keep up to date on any changes in legislation.

GOVERNANCE, STRUCTURE AND MANAGEMENT (continued)

Statement of trustees' responsibilities

The trustees (who are also directors of C3 Collaborating for Health for the purposes of company law) are responsible for preparing the trustees' report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the income and expenditure of the charitable company for that period.

In preparing these financial statements, the trustees are required to:

- ♦ select suitable accounting policies and then apply them consistently;
- ♦ observe the methods and principles in Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102);
- ♦ make judgements and estimates that are reasonable and prudent;
- ♦ state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- ♦ prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Organisation

The trustees meet to discuss and review the organisation and structure of the charitable company. The day-to-day organisation of the charity is the responsibility of the Chief Executive, and this is supported by three meetings per annum, with at least one trustee in attendance. In addition, information about the activities and research undertaken by the charity is disseminated in newsletters and on the charity's website.

GOVERNANCE, STRUCTURE AND MANAGEMENT (continued)

Key management personnel

The trustees consider that the board of trustees and Chief Executive comprise the key management personnel in charge of directing and controlling, running and operating the charity on a day-to-day basis. The trustees give their time freely and no trustee received remuneration in the year. The pay of the Chief Executive is reviewed annually by the trustees.

Risk management

The trustees have assessed the major risks to which the charity is exposed, in particular those relating to the specific operational areas of the charity, and its finances. The trustees believe that by monitoring reserves levels, by ensuring controls exist over key financial systems, and by examining the operational and business risks faced by the charitable company, they have established effective systems to mitigate those risks. Major risks are formally considered by the trustees during Board meetings and preventative action is undertaken when required.

OBJECTIVES AND ACTIVITIES

Principal aims and objectives

C3's vision is for a world in which the four major chronic non-communicable diseases (NCDs) - cardiovascular disease, diabetes, many cancers and chronic lung disease - are prevented or delayed through healthier living.

C3's mission is to foster partnerships and build collaboration between different people and organisations that, between them, can overcome the many barriers to stopping smoking, eating well (including tackling the harmful use of alcohol), and being physically active.

To this end:

- ♦ C3 works with **health professionals** - particularly nurses - to enhance knowledge and use evidence to change attitudes and promote health and wellbeing for themselves, their patients and their communities.
- ♦ C3 works with people in **local communities** to promote health and wellbeing.
- ♦ C3 works with **businesses** to help develop their core activities and products in ways that encourage healthier behaviour.
- ♦ C3 helps to develop fresh approaches to promoting **health in the workplace**.

OBJECTIVES AND ACTIVITIES (continued)

Principal aims and objectives (continued)

Events are a central means by which C3 builds partnerships. These meetings bring together policymakers, businesses, government, teachers, health experts, young professionals, academics and others to **share ideas, assess the evidence, develop policies** and **catalyse action** to improve public health. C3 believes that only by working together can we make it easier for people to be healthy.

C3's web presence is also important in spreading messages about health. The website (www.c3health.org) is a repository for information about C3 as an organisation and updates about C3's activities. It includes regular 'news alerts' - short summaries (two to three a week) of major news stories from around the world about NCO prevention. This provides information that can be used by professionals and others.

C3 is on **Twitter** (@c3health) and regularly posts relevant and interesting information about NCDs; C3's Twitter following has grown substantially over the last few years.

ACHIEVEMENTS AND PERFORMANCE

A year of consolidation

2024 brought to C3 the energy and enthusiasm of a new chair and trustees but it was also a challenging year with bereavement and illness affecting key staff. Despite that, key projects have been finalised, and new projects started, all addressing the opportunities to prevent the unhealthy lifestyles that lead to distressing and serious diseases affecting the most vulnerable people.

Most of our work has built on our extensive network and experience of working with nurses and the work has broadened into social care and globally into oral health. C3, and those we work with to prevent illness and premature death, are grateful to our main funders, Colgate Palmolive and the Burdett Trust for Nursing.

Working with professionals

This year we completed a three-year project working with nurses from a minority heritage, supporting them to reach into their communities. The aim of this three-year programme working with nurses has been to connect nurses from ethnic minority heritage with each other and their communities, to help community members better understand their health risks, and to promote health and wellbeing. In May 2023 the work moved into its third and final year, concluding in April 2024. Empowering nurses has featured prominently in year three, enabling nurses to develop leadership skills through delivering wellbeing initiatives within their communities, that they themselves are passionate about.

Engaging nurses has been extremely challenging throughout this project. The global recovery from Covid-19, the well-documented NHS challenges and industrial action were all barriers to nurse engagement. In this shifting landscape, which led to unprecedented challenges for everyone but particularly nurses, we had to adopt a flexible approach to our activities and how we worked with nurses, to ensure the successful delivery of this programme. Therefore, we incorporated this reality into the work. We explored the barriers and enablers to engaging nurses in the three boroughs of Brent, Harrow and Ealing by conducting semi-structured interviews with individual nurses, as well as trying to understand the complexity of health

ACHIEVEMENTS AND PERFORMANCE (continued)

Working with professionals (continued)

inequalities affecting these boroughs. We recruited two participating nurses from year 2 of the programme, one in Harrow and one in Brent, where they have become nurse leaders within their communities and have delivered workshops for community members on health and prevention.

C3's work needs to address long-term change and multi-year projects are important in enabling us to secure change in the lives of the people we work with.

As one 3-year project was finalised, we were successful in securing funding for a new 3-year project working with the staff in care homes in five north London boroughs. Adult social care (ASC) in England is a large diverse industry employing 1.3 m staff. They are responsible for the care of very vulnerable people in care homes and in people's own homes. The staff in this sector are low paid and often have insecure employment, vacancy levels are high and there is an increasing reliance on international recruitment. It is known that COVID-19 had a terrible effect on these staff, but little is known about their health overall. It is known, however, that being low paid and from a minority group increases the risk of poor health. C3 has worked to address the health of those who work in healthcare, especially nurses, and seen the impact this has had on the health and wellbeing of their patients. This project takes this expertise to address the health of social care staff.

In addition to these important multi-year projects, C3 has competed for a series of 12-month grants advertised by the Burdett Trust and been successful in two competitive grants to address NCDs; the first to prevent or treat diabetes; the second to address chronic respiratory disease.

To address chronic respiratory diseases, C3's has looked at the prevalence of smoking in nurses, explored the barriers to smoking cessation for nurses who smoke, and provided them with smoking cessation support so that ultimately, they may more effectively support their patients and subsequently lower their risk of chronic respiratory disease. C3 has enjoyed working with Edinburgh Napier University to understand the data around nurses and smoking. A co-production element targeted nurses who smoke, exploring the barriers and facilitators to smoking cessation in nurses via semi-structured interviews. This informed the co-production of a digital toolkit. The toolkit will enable nurses to support themselves and their patients to reduce the risk of chronic respiratory disease. In addition, C3 worked in partnership with Smoke Free, who offered free codes for the Smoke Free App, joint branded with C3.

In responding to a Burdett funding call to address Diabetes, C3's aim was to reduce the prevalence of type 2 Diabetes (T2DM) and its associated complications and co-morbidities, by engaging and training nurses on the bi-directional relationship between T2DM and oral health. This built on the work C3 has been engaged in globally to address the importance of oral health. The project explored barriers and facilitators to nurses addressing T2DM and oral health and co-produced recommendations for nurses addressing oral health to prevent T2DM.

During this ten-month project, activity included: convening an expert advisory group; collaborating with the organisations Learn with Nurses and the Commonwealth Nurses and Midwives Federation to design and deliver a series of online webinars; conduct a literature review; convene an expert roundtable and produce recommendations for integrating oral health into nurse practice.

In addition to our support from the Burdett Trust, C3 attracted funding from other sources, including three charities.

ACHIEVEMENTS AND PERFORMANCE (continued)

Working with professionals (continued)

During 2024 we were joined by Professor Andy Jones, an expert in evaluation and C3 was commissioned by the Queens Nursing Institute Scotland to evaluate its Burdett-funded cardiovascular prevention programme which successfully empowered nurses to lead community health initiatives that aimed to address significant health inequalities in Scotland. An emphasis was placed on co-production, personal development, and sustainable practices to support the development and delivery of interventions that were effective and relevant. The programme demonstrated the potential for nurses to drive health improvements in their communities. The legacy of this initiative could be to provide a model to inspire and guide ongoing efforts in CVD prevention and health in Scotland.

Andy Jones brought with him an ongoing University of Hertfordshire project - inspired minds, a mental health intervention evaluation.

The International Council of Nurses commissioned C3 to write text for their 2025 International Nurses Day publication, *Our Nurses. Our Future. Caring for Nurses, Strengthening Economies*.

A small grant from St James's Place Foundation enabled C3 to run sessions with young people aged 12-16 in 2 areas of London. The sessions covered smoking, including tobacco as well as, cannabis and vaping. The events were interactive with 'true or false' questions and plenty of discussion, as well as sharing information and increasing the knowledge and awareness of participants. The young people were engaged, actively took part in discussions and felt that they had learnt from the session. We hoped to build on the initial sessions, but the Foundation changed its criteria for further funding.

C3 had a strong presence at the Commonwealth Nurses and Midwives Federation's Conference in Malta, presenting the work on Oral Health.

Working with business

C3 has a long tradition of working with businesses who share our vision to help people live more healthy lives and prevent chronic disease. We have established a very good relationship with Colgate Palmolive for whom Oral Health is a major business goal and who shares with C3 the potential in engaging the millions of nurses to take the message of oral health to communities.

The World Health Organisation has established a programme focusing on oral health and its strong link to other NCDs such as diabetes, heart disease, respiratory disease, cerebrovascular disease, and mental health. There is strong and consistent research evidence of an association between severe periodontal disease and type 2 diabetes; cardiovascular disease; lung diseases (such as pneumonia); cerebrovascular disease (especially Alzheimer's disease); and adverse pregnancy outcomes. Poor oral health shares the same risk factors as other NCDs: a poor diet with high sugar intake; tobacco use; and harmful levels of alcohol.

During 2024 C3's work on Oral Health has grown, especially working in sub-Saharan Africa. Ironically, since the Covid pandemic online learning has been more accessible and acceptable. With funding and support from Colgate's Africa division and working with Commonwealth Nurses and Midwives Federation as well as the World Continuing Education Alliance, we have reached 10,000 nurses and midwives as well as produced training materials for parents, teachers and community health workers. Most of the materials have been translated into French and Swahili as has the delightful song recorded by the Commonwealth Children's Choir and presented on Commonwealth Day at the Guards Chapel in London:

<https://www.youtube.com/watch?v=JFpqjIYc1s>

ACHIEVEMENTS AND PERFORMANCE (continued)

Events and Communications

C3's CHESS project in Kings Lynn, was adopted by the Economist Health Inclusivity Index supported by Haleon:

<https://www.haleon.com/content/dam/haleon/corporate/documents/our-impact/kings-lynn.pdf.downloadasset.pdf>

C3's nursing team held a health and wellbeing event at RCN Congress for 2024, and the event considered smoking and CVD and how nurses can be healthier themselves.

C3 and CNMF's Deputy President joined a meeting of School Health and Education Leaders, many present at a UN meeting in New York including many nurses and school nurses - simple message was schools are important.

C3 Participated in the London Global Cancer Week where our speaker was Professor Warnakulasuriya, emeritus professor of Oral Medicine and Experimental Pathology at King's College London, UK. Professor Warnakulasuriya has made major contributions in cancer epidemiology, oral medicine and experimental pathology; and he is the Director of the WHO Collaborating Centre for Oral Cancer, the 13th most common cancer worldwide. Despite oral cancer being so prevalent and untreated dental caries (tooth decay) being the most common health condition globally, oral health is still often overlooked. Oral cancer is largely preventable and shares risk factors with other NCDs, with sugar, tobacco and alcohol among the leading causes. C3 has long recognised the importance of tackling oral diseases including oral cancer through prevention and early detection as part of our mission to address NCDs.

C3 continues to send regular informative newsletters to those on our network who share our ambition to prevent NCDs. C3's web site has been regularly improved to demonstrate C3's work and impact.

PLANS FOR THE FUTURE

Our plans for 2025 include:

- ◆ Continuing to work on addressing the health of social care staff;
- ◆ Attending the ICN Congress in Helsinki;
- ◆ Preparing a submission to Burdett Trust to address Women's Health;
- ◆ Continuing work on oral health in Africa;
- ◆ Submit a proposal to address oral health in India; and
- ◆ Developing new sources of funds.

FINANCIAL REVIEW

Financial report for the period

For the year ended 31 December 2024, C3 had total income of £406,239 (2023: £604,324) and total expenditure of £410,823 (2023: £603,901), resulting in a net deficit for the year of £4,584 (2023: surplus of £423). The carried forward fund balance at 31 December 2024 amounted to a surplus balance of £75,264.

FINANCIAL REVIEW (continued)

Reserves policy

It is the charity's policy to hold reserves to ensure it can meet its operational and project financial liabilities for a period of at least three months, without obtaining additional funding. This policy enables the trustees, when necessary, to fund some projects where the specific project funding has not yet been received from the funder due to timing delays or other unforeseen issues. It is recognised that such funding is not the norm; however, if financial commitments have been made it is essential C3 can cover them if necessary.

The trustees ensure reserves are maintained at an adequate level by reviewing the charity management accounts and cashflow forecasts on a quarterly basis. Any shortfalls in reserves are recognised and dealt with as necessary at these trustee meetings.

GOING CONCERN

The financial statements have been prepared on a going concern basis. The trustees have closely monitored the charity's financial position since the year end and are satisfied that it will be able to meet its obligations over the next 12 months as they fall due. Moreover, the trustees are satisfied that there are no identified uncertainties relating to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. Hence, the financial statements do not include the adjustments that would result if the charity was unable to continue as a going concern.

Signed by order of the trustees:



Dr Margaret Atkinson
Chair of Trustees

Date: 17/9/2025

Independent examiner's report 31 December 2024

Independent examiner's report to the trustees of C3 Collaborating for Health

I report to the charity trustees on my examination of the financial statements of C3 Collaborating for Health for the year ended 31 December 2024, which are set out on pages 12 to 20.

Responsibilities and basis of report

As the trustees of the charitable company (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the financial statements of the charitable company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's financial statements as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of 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 matters have come to my attention in connection with my examination giving me cause to believe:

- ♦ accounting records were not kept in respect of the charitable company as required by section 386 of the 2006 Act; or
- ♦ the financial statements do not accord with those records; or
- ♦ the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the financial statements give a 'true and fair view' which is not a matter considered as part of an independent examination; or
- ♦ the financial statements have not been prepared in accordance with the methods and principles of the for "Accounting and Reporting by Charities: the 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 2015)."

Independent examiner's report 31 December 2024

Independent examiner's statement (continued)

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.

Buzzacott Audit LLP

Katharine Patel ACA
Buzzacott LLP
Chartered Accountants
130 Wood Street
London
EC2V 6DL

Date: 23 September 2025

Statement of financial activities Year to 31 December 2024

		Unrestricted funds £	Restricted funds £	2024 Total funds £	2023 Total funds £
Income and expenditure	Notes				
Income from:					
Charitable activities	1	192,549	211,459	404,008	603,842
Investment income		2,231	—	2,231	482
Total income		194,780	211,459	406,239	604,324
Expenditure on:					
Charitable activities	2	199,364	211,459	410,823	603,901
Total expenditure		199,364	211,459	410,823	603,901
Net (expenditure) income for the year / net movement in funds		(4,584)	—	(4,584)	423
Fund balances brought forward at 1 January 2024		79,848	—	79,848	79,425
Fund balances carried forward at 31 December 2024		75,264	—	75,264	79,848

All of the charity's activities derived from continuing operations during the above two financial periods.

Statement of financial activities Year to 31 December 2023

		Unrestricted funds £	Restricted funds £	2023 Total funds £
<i>Income and expenditure</i>	<i>Notes</i>			
<i>Income from:</i>				
<i>Charitable activities</i>	1	336,571	267,271	603,842
<i>Investment income</i>		482	—	482
<i>Total income</i>		337,053	267,271	604,324
<i>Expenditure on:</i>				
<i>Charitable activities</i>	2	336,630	267,271	603,901
<i>Total expenditure</i>		336,630	267,271	603,901
<i>Net income for the year / net movement in funds</i>		423	—	423
<i>Fund balances brought forward at 1 January 2023</i>		79,425	—	79,425
<i>Fund balances carried forward at 31 December 2023</i>		79,848	—	79,848

All of the charity's activities derived from continuing operations during the above financial period.

Balance sheet 31 December 2024

	Notes	2024 £	2023 £
Current assets			
Debtors	6	17,110	158,578
Cash at bank and in hand		169,950	117,730
		<u>187,060</u>	<u>276,308</u>
Creditors: amounts falling due within one year	7	<u>(107,632)</u>	<u>(182,157)</u>
Net current assets		79,428	94,151
Creditors: amounts falling due after one year	8	(4,164)	(14,303)
Total net assets		<u>75,264</u>	<u>79,848</u>
Represented by:			
Funds and reserves			
<i>Income funds</i>			
Restricted funds	9	—	—
Unrestricted funds		75,264	79,848
		<u>75,264</u>	<u>79,848</u>

For the year ended 31 December 2024 the charitable company was entitled to exemption from audit under section 477 of the Companies Act ("the Act") relating to small companies.

The members have not required the company to obtain an audit of its financial statements for the financial year in question in accordance with section 476 of the Act.

The trustees acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

Approved by the trustees of C3 Collaborating for Health, Company Registration Number 06941278 (England and Wales) and signed on their behalf by:



Dr Margaret Atkinson

Chair of Trustees

Approved on: 17/9/2025

Principal accounting policies 31 December 2024

Basis of accounting

These financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102"), "Accounting and Reporting by Charities" the Statement of Recommended Practice for charities applying FRS 102, the Companies Act 2006 and UK Generally Accepted Accounting Practice. The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared on the historical cost convention. The principal accounting policies adopted are set out below.

Going concern

The financial statements have been prepared on a going concern basis. The trustees have closely monitored the charity's financial position since the year end and are satisfied that it will be able to meet its obligations over the next 12 months as they fall due. Moreover, the trustees are satisfied that there are no identified uncertainties relating to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. Hence, the financial statements do not include the adjustments that would result if the charity was unable to continue as a going concern.

Critical accounting estimates and areas of judgement

Preparation of the financial statements may require the trustees and management to make significant judgements and estimates. Other than the going concern judgements made above, there are no further areas of significant judgement or estimate.

Cash flow statement

The financial statements do not include a cash flow statement because the charity, as a small reporting entity, is exempt from the requirement to prepare such a statement under FRS 102.

Income

Income is recognised in the period in which the charity is entitled to receipt and the amount can be measured with reasonable certainty. Income is deferred only when the charity has to fulfil conditions before becoming entitled to it or where the donor or funder has specified that the income is to be expended in a future accounting period.

Income represents donations, grants, fees for services rendered and interest receivable. Grants subject to specific conditions are credited to relevant restricted funds.

Principal accounting policies 31 December 2024

Expenditure

Expenditure is included in the statement of financial activities when incurred and includes attributable VAT which cannot be recovered.

Expenditure comprises the following:

- a. Charitable expenditure comprises both direct and indirect overhead expenditure on the charity's primary charitable purposes.
- b. Governance costs comprise the costs associated with governance of the charity incurred in connection with the administration of the charity and compliance with institutional and statutory requirements. Included within this category are costs associated with the strategic as opposed to the day-to-day management of the charity's assets.

Fund accounting

Unrestricted funds represent those monies which may be used towards meeting the charitable objectives of the charitable company at the discretion of the trustees.

The restricted funds are monies raised for, and their use restricted to, a specific purpose, or grants subject to donor-imposed conditions.

Notes to the financial statements 31 December 2024

1 Income from charitable activities

2024	Unrestricted funds £	Restricted funds £	Total 2024 £
Working with businesses	169,303	—	169,303
Health professionals	13,746	—	13,746
The Burdett Trust for Nursing (note 9) - Nurses for Healthier Communities	—	49,750	49,750
The Burdett Trust for Nursing (note 9) - Diabetes	—	6,952	6,952
The Burdett Trust for Nursing (note 9) – Chronic Respiratory Diseases	—	99,912	99,912
The Burdett Trust for Nursing (note 9) – Adult Social Care	—	54,845	54,845
Core donations and other income	2,500	—	2,500
Community engagement	7,000	—	7,000
	192,549	211,459	404,008

2023	Unrestricted funds £	Restricted funds £	Total 2023 £
Working with businesses	323,002	—	323,002
Health Professionals	10,526	—	10,526
The Burdett Trust for Nursing (note 9) - Nurses for Healthier Communities	—	99,500	99,500
The Burdett Trust for Nursing (note 9) - Winning Hearts and Minds	—	69,062	69,062
The Burdett Trust for Nursing (note 9) - Diabetes	—	62,568	62,568
The Burdett Trust for Nursing (note 9) - QNIS	—	19,931	19,931
Interreg (note 9) - ASPIRE	—	16,210	16,210
Core donations and other income	43	—	43
Community engagement	3,000	—	3,000
	336,571	267,271	603,842

2 Expenditure on charitable activities

2024	Unrestricted funds £	Restricted funds £	Total 2024 £
Direct costs			
. The Burdett Trust for Nursing (note 9) - Nurses for Healthier Communities	—	9,701	9,701
. The Burdett Trust for Nursing (note 9) - Diabetes	—	(8,128)	(8,128)
. The Burdett Trust for Nursing (note 9) – Chronic Respiratory Diseases	—	53,503	53,503
. The Burdett Trust for Nursing (note 9) – Adult Social Care	—	13,650	13,650
Other costs of core charitable activities, including support costs			
. Rent and rates	3,920	2,807	6,727
. Staff costs (note 4)	53,542	38,332	91,874
. Exchange losses	1,601	1,148	2,749
. Other project and overhead costs	137,844	98,687	236,531
. Governance and administration costs (note 3)	2,457	1,759	4,216
	199,364	211,459	410,823

2 Expenditure on charitable activities (continued)

	Unrestricted funds £	Restricted funds £	Total 2023 £
2023			
<i>Direct project costs</i>			
. The Burdett Trust for Nursing (note 9) - Nurses for Healthier Communities	—	37,675	37,675
. The Burdett Trust for Nursing (note 9) - Winning Hearts and Minds	—	30,806	30,806
. The Burdett Trust for Nursing (note 9) - Diabetes	—	36,648	36,648
. The Burdett Trust for Nursing (note 9) - QNIS	—	10,080	10,080
. Interreg (note 9) - ASPIRE	—	17,750	17,750
<i>Other costs of core charitable activities, including support costs</i>			
. Rent and rates	6,250	2,494	8,744
. Staff costs (note 4)	130,860	52,212	183,072
. Exchange losses	362	143	505
. Other project and overhead costs	196,126	78,253	274,379
. Governance and administration costs (note 3)	3,032	1,210	4,242
	336,630	267,271	603,901

3 Governance costs

	Unrestricted funds £	Restricted funds £	Total 2024 £
2024			
Independent examination and accountancy related fees	2,352	1,684	4,036
Other costs	105	75	180
	2,457	1,759	4,216

	Unrestricted funds £	Restricted funds £	Total 2023 £
2023			
Independent examination and accountancy related fees	2,711	1,081	3,792
Other costs	321	129	450
	3,032	1,210	4,242

4 Staff costs

	Unrestricted funds £	Restricted funds £	2024 £	2023 £
Staff costs during the period were as follows:				
Wages and salaries	50,526	36,174	86,700	167,771
Pension costs	420	300	720	2,544
Social security costs	2,596	1,858	4,454	12,757
	53,542	38,332	91,874	183,072

The average number of staff employed during the year was 2 (2023: 4). The average monthly number of full-time equivalent employees during the year was 2 (2023: 3).

Notes to the financial statements 31 December 2024

4 Staff costs (continued)

One employee earned between £60,001 and £70,000 (including benefits) during the year ended 31 December 2024 (2023: one employee).

No trustee received any remuneration in respect of their services as a trustee during the year nor were any expenses reimbursed (2023: none).

5 Taxation

C3 Collaborating for Health is a registered charity and therefore is not liable to income tax or corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities.

6 Debtors

	2024 £	2023 £
Grants receivable	9,345	21,939
Accounts receivable	7,000	135,988
Other debtors and prepayments	765	651
	17,110	158,578

7 Creditors: amounts falling due within one year

	2024 £	2023 £
Trade creditors	10,681	10,068
Other creditors and accruals	43,984	82,012
Deferred income	39,175	74,702
Taxation and social security	3,144	4,727
Loan - Coronavirus Business Interruption Scheme Loan	10,648	10,648
	107,632	182,157

8 Creditors: amounts falling due after more than one year

	2024 £	2023 £
Loan - Coronavirus Business Interruption Scheme Loan	4,164	14,303
	4,164	14,303

9 Restricted funds

	At 1 January 2024 £	Income £	Expenditure £	At 31 December 2024 £
The Burdett Trust for Nursing	—	211,459	(211,459)	—
	—	211,549	(211,549)	—

9 Restricted funds (continued)

	At 1 January 2023 £	Income £	Expenditure £	At 31 December 2023 £
<i>The Burdett Trust for Nursing</i>	—	251,061	(251,061)	—
<i>Interreg</i>	—	16,210	(16,210)	—
	—	267,271	(267,271)	—

The specific purposes for which the funds are to be applied are set out below:

The Burdett Trust for Nursing

The Burdett Trust for Nursing has funded three projects during the year ended 31 December 2024:

- ◆ *Nurses for Healthier Communities*
This project aims to connect nurses with each other and their communities, thus helping community members better understand their health risks.
- ◆ *Chronic Respiratory Diseases*
Review of the prevalence of smoking in nurses and exploring the barriers to smoking cessation for nurses who smoke as well as providing smoking cessation support.
- ◆ *Adult Social Care*
An initiative working with staff responsible for the care of people in care homes and in people's own homes to address the health challenges of staff working in this field.
- ◆ *Diabetes and Oral Health*
This project aims to reduce the prevalence of type 2 diabetes by training nurses on the relationship between diabetes and oral health.

10 Related parties

There are no related party transactions to report for the years ended 31 December 2024 and 31 December 2023.

C3 COLLABORATING FOR HEALTH

England & Wales - Charity number 1135930

Accounts

C3 Collaborating for Health

Annual Report and Financial Statements

31 December 2023

Company Limited by Guarantee
Registration Number
06941278 (England and Wales)

Charity Registration Number
1135930

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Reference and administrative information

Trustees	Ms Zoe Bedford Ms Claire Burroughs (Appointed 29 Jan 2024) Dr Nina Desai (Appointed 29 Jan 2024) Ms Sally Gilding (Resigned 19 Nov 2023) Mr John Grumitt Professor Tracey Koehlmoos (Resigned 21 Sept 2023) Dr Harpreet Sood (Resigned 8 May 2023) Mrs Caroline Stanger Mr Mark Wakefield
Chief Executive and Company Secretary	Ms Christine Hancock
Registered office	SBC House Restmor Way Surrey SM6 7AH
Website	www.c3health.org
Twitter	Twitter: @c3health
Company registration number	06941278 (England and Wales)
Charity registration number	1135930
Bankers	HSBC Bank plc Oxford Circus Commercial Centre 196 Oxford Street London W1D 1NT

Trustees' report 31 December 2023

The trustees present their report together with the financial statements of C3 Collaborating for Health for the year to 31 December 2023.

This report serves as the report of the directors for the purposes of company legislation.

The financial statements have been prepared in accordance with the accounting policies set out on pages 15 and 16 of the attached financial statements and comply with the charitable company's memorandum and articles of association, applicable laws and the requirements of the Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

GOVERNANCE, STRUCTURE AND MANAGEMENT

Constitution

C3 Collaborating for Health ('C3') is a company limited by guarantee not having share capital (Company Registration No. 06941278). The company registered as a charity on 13 May 2010 (Charity Registration No. 1135930). The charitable company's memorandum and articles of association are its primary governing documents.

Members' liability

The liability of members in the event of winding up is limited to £10 per member.

Trustees

The following trustees were in office at 31 December 2023 and served throughout the year, except where shown:

Trustee	
Ms Zoe Bedford	
Ms Sally Gilding	Resigned 19 November 2023
Mr John Grumitt	
Professor Tracey Koehlmoos	Resigned 21 September 2023
Dr Harpreet Sood	Resigned 8 May 2023
Mrs Caroline Stanger	
Mr Mark Wakefield	

The trustees of the charity are also directors for the purposes of company legislation.

Membership of the board is kept continually under review. Any new trustees are appointed to contribute particular knowledge, experience, expertise or perspective to that which is already available to the board.

The trustees may attend any courses which they feel are relevant to the development of their role and to keep up to date on any changes in legislation.

GOVERNANCE, STRUCTURE AND MANAGEMENT (continued)

Statement of trustees' responsibilities

The trustees (who are also directors of C3 Collaborating for Health for the purposes of company law) are responsible for preparing the trustees' report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the income and expenditure of the charitable company for that period.

In preparing these financial statements, the trustees are required to:

- ♦ select suitable accounting policies and then apply them consistently;
- ♦ observe the methods and principles in Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102);
- ♦ make judgements and estimates that are reasonable and prudent;
- ♦ state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- ♦ prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Organisation

The trustees meet to discuss and review the organisation and structure of the charitable company. The day-to-day organisation of the charity is the responsibility of the Chief Executive and this is supported by three meetings per annum, with at least one trustee in attendance. In addition, information about the activities and research undertaken by the charity is disseminated in newsletters and on the charity's website.

GOVERNANCE, STRUCTURE AND MANAGEMENT (continued)

Key management personnel

The trustees consider that the board of trustees and Chief Executive comprise the key management personnel in charge of directing and controlling, running and operating the charity on a day-to-day basis. The trustees give their time freely and no trustee received remuneration in the year. The pay of the Chief Executive is reviewed annually by the trustees.

Risk management

The trustees have assessed the major risks to which the charity is exposed, in particular those relating to the specific operational areas of the charity, and its finances. The trustees believe that by monitoring reserves levels, by ensuring controls exist over key financial systems, and by examining the operational and business risks faced by the charitable company, they have established effective systems to mitigate those risks. Major risks are formally considered by the trustees during Board meetings and preventative action is undertaken when required.

OBJECTIVES AND ACTIVITIES

Principal aims and objectives

C3's vision is for a world in which the four major chronic non-communicable diseases (NCDs) - cardiovascular disease, diabetes, many cancers and chronic lung disease - are prevented or delayed through healthier living.

C3's mission is to foster partnerships and build collaboration between different people and organisations that, between them, can overcome the many barriers to stopping smoking, eating well (including tackling the harmful use of alcohol), and being physically active.

To this end:

- ◆ C3 works with **health professionals** – particularly nurses – to enhance knowledge and use evidence to change attitudes and promote health and wellbeing for themselves, their patients and their communities.
- ◆ C3 works with people in **local communities** to promote health and wellbeing.
- ◆ C3 works with **businesses** to help develop their core activities and products in ways that encourage healthier behaviour.
- ◆ C3 helps to develop fresh approaches to promoting **health in the workplace**.

OBJECTIVES AND ACTIVITIES (continued)

Principal aims and objectives (continued)

Events are a central means by which C3 builds partnerships. These meetings bring together policymakers, businesses, government, teachers, health experts, young professionals, academics and others to **share ideas, assess the evidence, develop policies** and **catalyse action** to improve public health. C3 believes that only by working together can we make it easier for people to be healthy.

C3's web presence is also important in spreading messages about health. The website (www.c3health.org) is a repository for information about C3 as an organisation and updates about C3's activities. It includes regular 'news alerts' – short summaries (two to three a week) of major news stories from around the world about NCD prevention. This provides information that can be used by professionals and others.

C3 is on **Twitter** (@c3health), and regularly posts relevant and interesting information about NCDs; C3's Twitter following has grown substantially over the last few years.

ACHIEVEMENTS AND PERFORMANCE

A year of consolidation

C3 has joined Impact Hub, an attractive workspace at Kings Cross. The flexibility has enabled us to keep our costs low as well as have a pleasant venue for staff who choose to work in the office and access to meeting rooms for staff and Board meetings.

2023 saw the end of our long EU project which had been very absorbing of time and energy. It felt timely to review the landscape and think about ideas for a way forward.

We were fortunate in being offered support from Berkeley Partnership, a consultancy known to C3 for many years. They kindly provided us with a room to meet and staff support to develop ideas. This led us to agree we would continue to try to grow our CHESS work, including in schools as well as offer our expertise to other organisations with our evaluation work and nutrition workshops.

C3 has continued to work in preventing chronic illness by working with health professionals, and especially with nurses across the world.

Working with professionals

We have been successful winning competitive grants awarded by The Burdett Trust for Nursing which has launched calls for proposals for nurses to address chronic non communicable diseases.

ACHIEVEMENTS AND PERFORMANCE (continued)

Nurses for Healthier Communities

This three-year project aims to connect black and ethnic minority nurses with each other and their communities to help community members better understand their health risks and promote health and wellbeing. C3 has taken a creative and flexible approach and managed to engage nurses via multiple and quite different methods. At the outset, C3 would not have imagined that cooking classes, borne out of a local food bank initiative in response to the COVID-19 pandemic, would attract nurses into a project about their wellbeing – within their community. Despite the challenges, the key theme to emerge from the project activities to date is the passion shared by black and ethnic minority nurses to improve the lives of their community – reaffirming the real need for this project.

Winning Hearts and Minds

In November 2021, Burdett Trust for Nursing announced a new funding strategy focusing on NCDs the first programme focused on cardiovascular disease and in August 2022, C3 was awarded a grant to support nurses to promote smoking cessation in mental health in-patient settings to reduce the burden of cardiovascular disease. Smoking among people with a mental health condition is a lot higher than in the general population. 40.5% instead of 14.9% putting them at much greater risk of developing heart disease. This project aims to make it easier for nurses help their patients, and themselves, stop smoking, by raising the knowledge and awareness levels of nurses around smoking and cardiovascular disease.

Queen's Nursing Institute, Scotland

C3 and the Queens Nursing Institute of Scotland partnered to bring expert community nurses and the community engagement team at C3 to work with residents of several disadvantaged communities in Scotland to help improve the health of their environments and to help the Queen's Nurses better understand the challenges faced in the poorest areas of Scotland. We believe this is the first project of its kind bridging the gap between nurses and their patients' health using prevention focused strategies to improve environments outside 'clinic walls' so they are centred around the realities of healthy and active living in distressed communities. The findings of this work have implications for the importance of training nurses in the social determinants of health; the role of the built environment and health; and for nurses in leadership positions - providing a way in which they can strengthen their footprint in community settings to have the most impact.

Diabetes and Oral Health

The aim of this project is to reduce the prevalence of type 2 Diabetes (T2DM) and its associated complications by engaging and training nurses on the bi-directional relationship between T2DM and oral health.

ACHIEVEMENTS AND PERFORMANCE (continued)

Working with business

This year has seen a deepening relationship with Colgate Palmolive's long standing Bright Smiles Bright Futures programme, enabling C3 to extend our knowledge and activity in the whole area of Oral Health.

Colgate Palmolive

Global nurse leaders

During the second phase of this project, C3 conducted two global steering group meetings of nurse leaders representing five of WHO's regions.

The first meeting included a presentation by Dr. Habib Benizian from New York University (NYU) School of Dentistry and the second meeting took the form of a roundtable discussion involving short presentations by attendees on the current state of oral health and nursing in their respective countries and future policy recommendations and suggestions.

Oral Health in Africa

C3 was approached by Colgate's Africa staff to develop training programmes for practising nurses in three African countries – Kenya, South Africa and Tanzania. C3 formed a partnership with the Commonwealth Nurses and Midwives Federation and the World Continuing Education Alliance to conduct a project on oral health for nurses and midwives. This project includes a short survey and the development of a CPD module on oral health for nurses and midwives.

Working with Communities

C3 uses an innovative mobile tool (CHESS®) to equip local residents to collect evidence about their communities' strengths and the barriers they face every day when making choices about diet, activity and healthy living.

ASPIRE

ASPIRE (Adding to Social capital and individual Potential In disadvantaged Regions) is a partnership of 16 organisations working across seven areas in southern England and northern France to give obese/overweight and/or unemployed people the tools they need to make healthier lifestyle choices and improve their employability. Significant community activity was led by community based staff. At the same time, C3 worked closely with French partner, Vivons en Forme, to produce useful resources:

- ◆ The ASPIRE practical guide supports organisations and employers address obesity and weight based stigma in the workplace. Providing case studies, facts and figures to provide insights into the impact of stigmatisation and how inclusivity benefits employers.
- ◆ The ASPIRE toolkit collection of leaflets, workshops, and more that supports communities and individuals make long-term behavioural changes. From a healthy cookbook, tips for buying better food for less, and practical ways to get moving everyday, C3 have adapted multiple resources on food, physical activity, sleep and wellbeing.

ACHIEVEMENTS AND PERFORMANCE (continued)

King's Lynn, Norfolk

The CHESS community walks and insight sessions in King's Lynn have revealed that there are limited opportunities to connect with other parents, and a lack of activities for young children and babies. Action planning revealed popular ideas around group exercise and activity classes for parents and children, and group activities to develop healthy eating behaviours in young children. The insight provided by the CHESS® process in both communities is the beginning of a process of encouraging the parents of pre-school age children to consider how to bring about change in their communities, and ultimately make it easier for them and their families to live healthier lives.

Events, Publications, and Communications

C3's Events, forced online in 2020 have continued in the same way in 2023. The advantages have been clear, engaging a larger and broader audience and making it easier to engage speakers. The disadvantage is that networking is harder, but still not impossible.

ICN, Montreal 2023

C3 attended this the first in person ICN conference since Covid 19 pushed their meetings online. C3 supported Colgate's Bright Smiles Bright Futures work at their stand, collecting information about the knowledge of oral health from the 6,000 nurses attending. C3 also convened a seminar led by Professor Cynthia Pine CBE and a Round Table of North American nurse leaders.

PLANS FOR THE FUTURE

Our plans for 2024 include:

- ◆ Completing nursing projects;
- ◆ Increasing the range of Oral Health projects;
- ◆ Working with International Council of Nurses and the Commonwealth Nurses and Midwives Federation to expand the work on oral health;
- ◆ Responding to the Burdett Trust focus on NCD grants; and
- ◆ Develop CHESS, including working with Schools.

FINANCIAL REVIEW

Financial report for the period

For the year ended 31 December 2023, C3 had total income of £604,324 (2022: £679,655) and total expenditure of £603,901 (2022: £651,536), resulting in a net surplus for the year of £423 (2022: surplus of £28,119). The carried forward fund balance at 31 December 2023 amounted to a surplus balance of £79,848.

FINANCIAL REVIEW (continued)

Reserves policy

It is the charity's policy to hold reserves to ensure it can meet its operational and project financial liabilities for a period of at least three months, without obtaining additional funding. This policy enables the trustees, when necessary, to fund some projects where the specific project funding has not yet been received from the funder due to timing delays or other unforeseen issues. It is recognised that such funding is not the norm; however, if financial commitments have been made it is essential C3 can cover them if necessary.

The trustees ensure reserves are maintained at an adequate level by reviewing the charity management accounts and cashflow forecasts on a quarterly basis. Any shortfalls in reserves are recognised and dealt with as necessary at these trustee meetings.

GOING CONCERN

Going concern the financial statements have been prepared on a going concern basis. The trustees have closely monitored the charity's financial position since the year end and are satisfied that it will be able to meet its obligations over the next 12 months as they fall due. Moreover, the trustees are satisfied that there are no identified uncertainties relating to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. Hence, the financial statements do not include the adjustments that would result if the charity was unable to continue as a going concern.

By order of the trustees:



Chair of Trustees
Caroline Stanger

Date: ~~29~~ 30 August 2024

Independent examiner's report to the trustees of C3 Collaborating for Health

I report to the charity trustees on my examination of the financial statements of C3 Collaborating for Health for the year ended 31 December 2023, which are set out on pages 12 to 21.

Responsibilities and basis of report

As the trustees of the charitable company (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the financial statements of the charitable company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's financial statements as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of 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 matters have come to my attention in connection with my examination giving me cause to believe:

- ◆ accounting records were not kept in respect of the charitable company as required by section 386 of the 2006 Act; or
- ◆ the financial statements do not accord with those records; or
- ◆ the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the financial statements give a 'true and fair view' which is not a matter considered as part of an independent examination; or
- ◆ the financial statements have not been prepared in accordance with the methods and principles of the for "Accounting and Reporting by Charities: the 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 2015)."

Independent examiner's report 31 December 2023

Independent examiner's statement (continued)

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.



Katharine Patel ACA
Buzzacott LLP
Chartered Accountants
130 Wood Street
London
EC2V 6DL

11 September 2024

Statement of financial activities Year to 31 December 2023

		Unrestricted funds £	Restricted funds £	2023 Total funds £	2022 Total funds £
Income and expenditure	Notes				
Income from:					
Charitable activities	1	336,571	267,271	603,842	679,643
Investment income		482	—	482	12
Total income		337,053	267,271	604,324	679,655
Expenditure on:					
Charitable activities	2	336,630	267,271	603,901	651,536
Total expenditure		336,630	267,271	603,901	651,536
Net income for the year / net movement in funds		423	—	423	28,119
Fund balances brought forward at 1 January 2023		79,425	—	79,425	51,306
Fund balances carried forward at 31 December 2023		79,848	—	79,848	79,425

All of the charity's activities derived from continuing operations during the above two financial periods.

Statement of financial activities Year to 31 December 2022

		Unrestricted funds £	Restricted funds £	2022 Total funds £
<i>Income and expenditure</i>	<i>Notes</i>			
<i>Income from:</i>				
<i>Charitable activities</i>	1	184,784	494,859	679,643
<i>Investment income</i>		12	—	12
<i>Total income</i>		<u>184,796</u>	<u>494,859</u>	<u>679,655</u>
<i>Expenditure on:</i>				
<i>Charitable activities</i>	2	<u>156,677</u>	<u>494,859</u>	<u>651,536</u>
<i>Total expenditure</i>		<u>156,677</u>	<u>494,859</u>	<u>651,536</u>
<i>Net income for the year / net movement in funds</i>		28,119	—	28,119
<i>Fund balances brought forward at 1 January 2022</i>		<u>51,306</u>	<u>—</u>	<u>51,306</u>
<i>Fund balances carried forward at 31 December 2022</i>		<u>79,425</u>	<u>—</u>	<u>79,425</u>

All of the charity's activities derived from continuing operations during the above two financial periods

Balance sheet 31 December 2023

	Notes	2023 £	2022 £
Current assets			
Debtors	6	158,578	342,627
Cash at bank and in hand		117,730	16,971
		276,308	359,598
Creditors: amounts falling due within one year	7	(182,157)	(255,980)
Net current assets		94,151	103,618
Creditors: amounts falling due after one year	8	(14,303)	(24,193)
Total net assets		79,848	79,425
Represented by:			
Funds and reserves			
<i>Income funds</i>			
Restricted funds	9	—	—
Unrestricted funds		79,848	79,425
		79,848	79,425

For the year ended 31 December 2023 the charitable company was entitled to exemption from audit under section 477 of the Companies Act ("the Act") relating to small companies.

The members have not required the company to obtain an audit of its financial statements for the financial year in question in accordance with section 476 of the Act.

The trustees acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

Approved by the trustees of C3 Collaborating for Health, Company Registration Number 06941278 (England and Wales) and signed on their behalf by:

Chair of Trustees

Caroline Stanger

Approved on:


30 August 2024

Principal accounting policies 31 December 2023

Basis of accounting

These financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102"), "Accounting and Reporting by Charities" the Statement of Recommended Practice for charities applying FRS 102, the Companies Act 2006 and UK Generally Accepted Accounting Practice. The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared on the historical cost convention. The principal accounting policies adopted are set out below.

Going concern

The financial statements have been prepared on a going concern basis. The trustees have closely monitored the charity's financial position since the year end and are satisfied that it will be able to meet its obligations over the next 12 months as they fall due. Moreover, the trustees are satisfied that there are no identified uncertainties relating to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. Hence, the financial statements do not include the adjustments that would result if the charity was unable to continue as a going concern.

Critical accounting estimates and areas of judgement

Preparation of the financial statements may require the trustees and management to make significant judgements and estimates. Other than the going concern judgements made above, there are no further areas of significant judgement or estimate.

Cash flow statement

The financial statements do not include a cash flow statement because the charity, as a small reporting entity, is exempt from the requirement to prepare such a statement under FRS 102.

Income

Income is recognised in the period in which the charity is entitled to receipt and the amount can be measured with reasonable certainty. Income is deferred only when the charity has to fulfil conditions before becoming entitled to it or where the donor or funder has specified that the income is to be expended in a future accounting period.

Income represents donations, grants, fees for services rendered and interest receivable. Grants subject to specific conditions are credited to relevant restricted funds.

Principal accounting policies 31 December 2023

Expenditure

Expenditure is included in the statement of financial activities when incurred and includes attributable VAT which cannot be recovered.

Expenditure comprises the following:

- a. Charitable expenditure comprises both direct and indirect overhead expenditure on the charity's primary charitable purposes.
- b. Governance costs comprise the costs associated with governance of the charity incurred in connection with the administration of the charity and compliance with institutional and statutory requirements. Included within this category are costs associated with the strategic as opposed to the day-to-day management of the charity's assets.

Fund accounting

Unrestricted funds represent those monies which may be used towards meeting the charitable objectives of the charitable company at the discretion of the trustees.

The restricted funds are monies raised for, and their use restricted to, a specific purpose, or grants subject to donor-imposed conditions.

Notes to the financial statements 31 December 2023

1 Income from charitable activities

	Unrestricted funds £	Restricted funds £	Total 2023 £
2023			
Working with Businesses	323,002	—	323,002
Health Professionals	10,526	—	10,526
The Burdett Trust for Nursing (note 9) – Nurses for Healthier Communities	—	99,500	99,500
The Burdett Trust for Nursing (note 9) – Winning Hearts and Minds	—	69,062	69,062
The Burdett Trust for Nursing (note 9) – Diabetes	—	62,568	62,568
The Burdett Trust for Nursing (note 9) – QNIS	—	19,931	19,931
Interreg (note 9) - ASPIRE	—	16,210	16,210
Core donations and other income	43	—	43
Community engagement	3,000	—	3,000
	336,571	267,271	603,842

	Unrestricted funds £	Restricted funds £	Total 2022 £
2022			
Working with Businesses	135,851	—	135,851
The Burdett Trust for Nursing (note 9) – Nurses for Healthier Communities	—	124,375	124,375
The Burdett Trust for Nursing (note 9) – Winning Hearts and Minds	—	49,330	49,330
The Burdett Trust for Nursing (note 9) – QNIS	—	39,862	39,862
Interreg (note 9) - ASPIRE	—	264,759	264,759
Core donations and other income	1,989	—	1,989
Community engagement	46,944	16,533	63,477
	184,784	494,859	679,643

2 Expenditure on charitable activities

	Unrestricted funds £	Restricted funds £	Total 2023 £
2023			
Direct project costs			
. The Burdett Trust for Nursing (note 9) – Nurses for Healthier Communities	—	37,675	37,675
. The Burdett Trust for Nursing (note 9) – Winning Hearts and Minds	—	30,806	30,806
. The Burdett Trust for Nursing (note 9) – Diabetes	—	36,648	36,648
. The Burdett Trust for Nursing (note 9) – QNIS	—	10,080	10,080
. Interreg (note 9) - ASPIRE	—	17,750	17,750
Other costs of core charitable activities, including support costs			
. Rent and rates	6,250	2,494	8,744
. Staff costs (note 4)	130,860	52,212	183,072
. Exchange losses	362	143	505
. Other project and overhead costs	196,126	78,253	274,379
. Governance and administration costs (note 3)	3,032	1,210	4,242
	336,630	267,271	603,901

Notes to the financial statements 31 December 2023

2 Expenditure on charitable activities (continued)

	Unrestricted funds £	Restricted funds £	Total 2022 £
2022			
<i>Direct project costs</i>			
. The Burdett Trust for Nursing (note 9) – Nurses for Healthier Communities	—	53,035	53,035
. The Burdett Trust for Nursing (note 9) – Winning Hearts and Minds	—	10,440	10,440
. The Burdett Trust for Nursing (note 9) – QNIS	—	11,700	11,700
. Interreg (note 9) - ASPIRE	—	106,966	106,966
<i>Other costs of core charitable activities, including support costs</i>			
. Rent and rates	6,393	12,863	19,256
. Staff costs (note 4)	92,743	186,602	279,345
. Exchange gains	(7)	(14)	(21)
. Other project and overhead costs	56,279	110,714	166,993
. Governance and administration costs (note 3)	1,269	2,553	3,822
	156,677	494,859	651,536

3 Governance costs

	Unrestricted funds £	Restricted funds £	Total 2023 £
2023			
Independent examination and accountancy related fees	2,711	1,081	3,792
Other costs	321	129	450
	3,032	1,210	4,242
	Unrestricted funds £	Restricted funds £	Total 2022 £
2022			
Independent examination and accountancy related fees	1,149	2,313	3,462
Other costs	120	240	360
	1,269	2,553	3,822

4 Staff costs

	Unrestricted funds £	Restricted funds £	2023 £	2022 £
Staff costs during the period were as follows:				
Wages and salaries	119,923	47,848	167,771	253,497
Pension costs	1,818	726	2,544	2,918
Social security costs	9,119	3,638	12,757	22,930
	130,860	52,212	183,072	279,345

The average number of staff employed during the year was 4 (2022: 7). The average monthly number of full-time equivalent employees during the year was 3 (2022: 3).

Notes to the financial statements 31 December 2023

4 Staff costs (continued)

One employee earned between £60,001 and £70,000 (including benefits) during the year ended 31 December 2023 (2022: one employee).

No trustee received any remuneration in respect of their services as a trustee during the year nor were any expenses reimbursed (2022: none).

5 Taxation

C3 Collaborating for Health is a registered charity and therefore is not liable to income tax or corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities.

6 Debtors

	2023 £	2022 £
Grants receivable	21,939	320,555
Accounts receivable	135,988	21,262
Other debtors and prepayments	651	810
	158,578	342,627

7 Creditors: amounts falling due within one year

	2023 £	2022 £
Trade creditors	10,068	57,528
Other creditors and accruals	82,012	65,605
Deferred income	74,702	97,539
Taxation and social security	4,727	24,660
Loan – Coronavirus Business Interruption Scheme Loan	10,648	10,648
	182,157	255,980

8 Creditors: amounts falling due after more than one year

	2023 £	2022 £
Loan – Coronavirus Business Interruption Scheme Loan	14,303	24,193
	14,303	24,193

9 Restricted funds

	At 1 January 2023 £	Income £	Expenditure £	At 31 December 2023 £
The Burdett Trust for Nursing	—	251,061	(251,061)	—
Interreg	—	16,210	(16,210)	—
	—	267,271	(267,271)	—

Notes to the financial statements 31 December 2023

9 Restricted funds (continued)

	At 1 January 2022 £	Income £	Expenditure £	At 31 December 2022 £
<i>The Burdett Trust for Nursing</i>	—	213,567	(213,567)	—
<i>Interreg</i>	—	281,292	(281,292)	—
	—	494,859	(494,859)	—

The specific purposes for which the funds are to be applied are set out below:

The Burdett Trust for Nursing

The Burdett Trust for Nursing has funded three projects during the year ended 31 December 2023:

- ◆ *Nurses for Healthier Communities*
This project aims to connect nurses with each other and their communities, thus helping community members better understand their health risks.
- ◆ *Queens' Nursing Institute, Scotland (QNIS)*
A partnership between C3 and QNIS was formed to bring expert community nurses to work with disadvantaged communities in Scotland to help to improve health.
- ◆ *Winning Hearts & Minds*
An initiative which supports nurses to promote smoking cessation focusing on mental health in-patients.
- ◆ *Diabetes and Oral Health*
This project aims to reduce the prevalence of type 2 diabetes by training nurses on the relationship between diabetes and oral health.

ASPIRE

Interreg V A France (Channel) England have funded a 4-year project that commenced in the final quarter of 2019 whereby C3 is collaborating with 13 other organisations to holistically tackle obesity and unemployment in Southern England and Northern France. The project aim is to offer tools to assist individuals to be able to make healthier lifestyle choices and improve their employability.

10 Related parties

There are no related party transactions to report for the years ended 31 December 2023 and 31 December 2022.

Notes to the financial statements 31 December 2023

11 Analysis of net assets between funds

	Unrestricted funds £	Restricted funds £	Total £
Fund balances at 31 December 2023 are represented by:			
Net current assets	94,151	—	94,151
Long term liabilities	(14,303)	—	(14,303)
	<u>79,848</u>	<u>—</u>	<u>79,848</u>
	Unrestricted funds £	Restricted funds £	Total £
<i>Fund balances at 31 December 2022 are represented by:</i>			
<i>Net current assets</i>	<i>103,618</i>	<i>—</i>	<i>103,618</i>
<i>Long term liabilities</i>	<i>(24,193)</i>	<i>—</i>	<i>(24,193)</i>
	<u><i>79,425</i></u>	<u><i>—</i></u>	<u><i>79,425</i></u>

C3 COLLABORATING FOR HEALTH

England & Wales - Charity number 1135930

Accounts

C3 Collaborating for Health

Annual Report and Financial Statements

31 December 2022

Company Limited by Guarantee
Registration Number
06941278 (England and Wales)

Charity Registration Number
1135930

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Reference and administrative information

Trustees	Ms Zoe Bedford Ms Sally Gilding Mr John Grumitt Mr Mark Wakefield Professor Tracey Koehlmoos Dr Harpreet Sood (Resigned 8 May 2023) Mrs Caroline Stanger
Chief Executive and Company Secretary	Ms Christine Hancock
Registered office	SBC House Restmor Way Surrey SM6 7AH
Website	www.c3health.org
Twitter	Twitter: @c3health
Company registration number	06941278 (England and Wales)
Charity registration number	1135930
Bankers	HSBC Bank plc Oxford Circus Commercial Centre 196 Oxford Street London W1D 1NT

Trustees' report 31 December 2022

The trustees present their report together with the financial statements of C3 Collaborating for Health for the year to 31 December 2022.

This report serves as the report of the directors for the purposes of company legislation.

The financial statements have been prepared in accordance with the accounting policies set out on pages 17 and 18 of the attached financial statements and comply with the charitable company's memorandum and articles of association, applicable laws and the requirements of the Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

GOVERNANCE, STRUCTURE AND MANAGEMENT

Constitution

C3 Collaborating for Health ('C3') is a company limited by guarantee not having share capital (Company Registration No. 06941278). The company registered as a charity on 13 May 2010 (Charity Registration No. 1135930). The charitable company's memorandum and articles of association are its primary governing documents.

Members' liability

The liability of members in the event of winding up is limited to £10 per member.

Trustees

The following trustees were in office at 31 December 2022 and served throughout the year, except where shown:

Trustee	
Ms Zoe Bedford	
Ms Sally Gilding	
Mr John Grumitt	
Mark Wakefield	
Professor Tracey Koehlmoos	
Dr Harpreet Sood	Resigned 8 May 2023
Mrs Caroline Stanger	

The trustees of the charity are also directors for the purposes of company legislation.

Membership of the board is kept continually under review. Any new trustees are appointed to contribute particular knowledge, experience, expertise or perspective to that which is already available to the board.

The trustees may attend any courses which they feel are relevant to the development of their role and to keep up to date on any changes in legislation.

GOVERNANCE, STRUCTURE AND MANAGEMENT (continued)

Statement of trustees' responsibilities

The trustees (who are also directors of C3 Collaborating for Health for the purposes of company law) are responsible for preparing the trustees' report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the income and expenditure of the charitable company for that period.

In preparing these financial statements, the trustees are required to:

- ◆ select suitable accounting policies and then apply them consistently;
- ◆ observe the methods and principles in Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102);
- ◆ make judgements and estimates that are reasonable and prudent;
- ◆ state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- ◆ prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Organisation

The trustees meet to discuss and review the organisation and structure of the charitable company. The day-to-day organisation of the charity is the responsibility of the Chief Executive and this is supported by three meetings per annum, with at least one trustee in attendance. In addition, information about the activities and research undertaken by the charity is disseminated in newsletters and on the charity's website.

GOVERNANCE, STRUCTURE AND MANAGEMENT (continued)

Key management personnel

The trustees consider that the board of trustees and Chief Executive comprise the key management personnel in charge of directing and controlling, running and operating the charity on a day-to-day basis. The trustees give their time freely and no trustee received remuneration in the year. The pay of the Chief Executive is reviewed annually by the trustees.

Risk management

The trustees have assessed the major risks to which the charity is exposed, in particular those relating to the specific operational areas of the charity, and its finances. The trustees believe that by monitoring reserves levels, by ensuring controls exist over key financial systems, and by examining the operational and business risks faced by the charitable company, they have established effective systems to mitigate those risks. Major risks are formally considered by the trustees during Board meetings and preventative action is undertaken when required.

OBJECTIVES AND ACTIVITIES

Principal aims and objectives

C3's vision is for a world in which the four major chronic non-communicable diseases (NCDs) - cardiovascular disease, diabetes, many cancers and chronic lung disease - are prevented or delayed through healthier living.

C3's mission is to foster partnerships and build collaboration between different people and organisations that, between them, can overcome the many barriers to stopping smoking, eating well (including tackling the harmful use of alcohol), and being physically active.

To this end:

- ◆ C3 works with **health professionals** – particularly nurses – to enhance knowledge and use evidence to change attitudes and promote health and wellbeing for themselves, their patients and their communities.
- ◆ C3 works with people in **local communities** to promote health and wellbeing.
- ◆ C3 works with **businesses** to help develop their core activities and products in ways that encourage healthier behaviour.
- ◆ C3 helps to develop fresh approaches to promoting **health in the workplace**.

OBJECTIVES AND ACTIVITIES (continued)

Principal aims and objectives (continued)

Events are a central means by which C3 builds partnerships. These meetings bring together policymakers, businesses, government, teachers, health experts, young professionals, academics and others to **share ideas, assess the evidence, develop policies** and **catalyse action** to improve public health. C3 believes that only by working together can we make it easier for people to be healthy.

C3's web presence is also important in spreading messages about health. C3's website (www.c3health.org) is a repository for information about C3 as an organisation and updates about C3's activities. It includes regular 'news alerts' – short summaries (two to three a week) of major news stories from around the world about NCD prevention. This provides information that can be used by professionals and others.

C3 is on **Twitter** (@c3health), and regularly posts relevant and interesting information about NCDs; C3's Twitter following has grown substantially over the last few years.

ACHIEVEMENTS AND PERFORMANCE

A year of consolidation

2022 saw the pandemic continue to impact the work of C3 as it was still challenging to engage with those we most want to reach.

While we enjoyed our office at the Royal College of Physicians in London's Regents Park and were able to meet as a team, more remote working meant it felt an unnecessary expense and the networking with other organisations was also affected, so the year ended with us packing up - but excited to join Impact Hub, an attractive workspace at King's Cross.

The ASPIRE project has been a very significant part of our year's work, working closely with French partners to share approaches to tackling obesity and unemployment. We are pleased with the impact our work has had benefiting many disadvantaged people.

C3 has continued to work in preventing chronic illness by working with health professionals, and especially with nurses across the world.

Working with professionals

The Burdett Trust for Nursing has continued its generous funding of our work with nurses while Viatris and Colgate Palmolive have supported projects, led by nurses, during 2022. These funders have been partners in our work to prevent ill health. C3's nursing team, led by Michaela Nuttall, has been joined by Lola Kehinde and Molly Agarwal.

ACHIEVEMENTS AND PERFORMANCE (continued)

Nurses for Healthier Communities

This three-year project aims to connect nurses with each other and their communities to help community members better understand their health risks and promote health and wellbeing. C3 has taken a creative and flexible approach and managed to engage nurses via multiple and quite different methods. At the outset, C3 would not have imagined that cooking classes, borne out of a local food bank initiative in response to the COVID-19 pandemic, would attract nurses into a project about their wellbeing – within their community. Despite the challenges, the key theme to emerge from the project activities to date is the passion shared by black and ethnic minority nurses to improve the lives of their community – reaffirming the real need for this project.

Winning Hearts and Minds

In November 2021, Burdett Trust for Nursing announced a new funding strategy focusing on NCDs. The first programme focused on cardiovascular disease and in August, C3 was awarded a grant to support nurses to promote smoking cessation in mental health in-patient settings to reduce the burden of cardiovascular disease. Smoking among people with a mental health condition is a lot higher than in the general population. 40.5% instead of 14.9% putting them at much greater risk of developing heart disease. C3's project aims to make it easier for nurses help their patients, and themselves, stop smoking, by raising knowledge and awareness levels of nurses around smoking and cardiovascular disease.

Queen's Nursing Institute, Scotland

C3 and the Queens Nursing Institute of Scotland partnered to bring expert community nurses and the community engagement team at C3 to work with residents of several disadvantaged communities in Scotland to help improve the health of their environments and to help the Queen's Nurses better understand the challenges faced in the poorest areas of Scotland.

We believe this is the first project of its kind bridging the gap between nurses and their patients' health using prevention focused strategies to improve environments outside of 'clinic walls' that are centred around the realities of healthy and active living in distressed communities. The findings of this work have implications for the importance of training nurses in social determinants of health, the role of the built environment and health, and for nurses in leadership positions provides a way in which they can strengthen their footprint in community settings to have the most impact.

Working with business

C3 works as a neutral partner to aid businesses who want to improve health and wellbeing. We assist in developing multi-sector partnerships, managing dynamic events, evaluating health activities, and undertaking research to inform strategic priorities and corporate social responsibility.

ACHIEVEMENTS AND PERFORMANCE (continued)

Pfizer and Viatris

Prevention in Action

C3 has engaged with local communities and healthcare professionals in three countries: England, France and Ireland. C3's community engagement strategy CHESSE® has underpinned our project activity in all three countries. By providing a new lens for communities to scrutinise their local environments, community members have acquired new insights with respect to the environmental factors that influence their behaviour, which has informed their ideas for change. A toolkit has been produced, informed by the insights of healthcare professionals, to provide ongoing support to them, to support and promote healthy behaviours with their patients.

Share the Pressure

This project featured the use of a motivating cardiovascular risk concept 'Heart Age', shown to be effective in motivating risk factor reduction. C3 trained 1,148 health professionals across 37 countries. Follow up showed increase in self-rated knowledge and strong likelihood of using information learned. Heart Age users found the personalized report and test results to be very motivating.

Nursing You in Spain

NURSING YOU a mobile enabled website tool, developed in the UK covers all elements of health and wellbeing for nurses (including obesity & mental health) and approaches wellbeing from the nurses' point of view, i.e., it doesn't talk about the negatives of being overweight or poor mental health as the start point, but rather talks about how nurses can be supported to re-energise and feel their best and provide links to the right support that they personally need. Following consultation with key Spanish nurse leaders, the tool has been translated into Spanish and tested with Spanish nurses – so that it meets the needs and concerns of nurses in Spain.

Colgate Palmolive

Global nurse leaders

During the second phase of this project, C3 conducted two global steering group meetings in Autumn 2022 of nurse leaders representing five of WHO's regions. The first meeting included a presentation by Dr Habib Benzian from New York University (NYU) School of Dentistry and the second meeting took the form of a roundtable discussion involving short presentations by attendees on the current state of oral health and nursing in their respective countries and future policy recommendations and suggestions.

ACHIEVEMENTS AND PERFORMANCE (continued)

Oral Health in Africa

C3 was approached by Colgate's Africa staff to develop training programmes for practising nurses in three African countries. C3 formed a partnership with the Commonwealth Nurses and Midwives Federation and the World Continuing Education Alliance to conduct a project on oral health for nurses and midwives. This project includes a short survey and the development of a CPD module on oral health for nurses and midwives. The initial target countries are Kenya, South Africa and Tanzania.

Working with Communities

C3 uses an innovative mobile tool (CHESS®) to equip local residents to collect evidence about their communities' strengths and the barriers they face every day when making choices about diet, activity and healthy living.

ASPIRE

ASPIRE (Adding to Social capital and individual Potential In disadvantaged Regions) is a partnership of 16 organisations working across seven areas in southern England and northern France to give obese/overweight and/or unemployed people the tools they need to make healthier lifestyle choices and improve their employability. Significant community activity was led by community based staff. At the same time, C3 worked closely with French partner, Vivons en Forme, to produce useful resources:

- The ASPIRE practical guide supports organisations and employers address obesity and weight based stigma in the workplace. Providing case studies, facts and figures to provide insights into the impact of stigmatisation and how inclusivity benefits employers.
- The ASPIRE toolkit collection of leaflets, workshops, and more that supports communities and individuals make long-term behavioural changes. From a healthy cookbook, tips for buying better food for less, and practical ways to get moving everyday, C3 have adapted multiple resources on food, physical activity, sleep and wellbeing.

Ashford, Kent

Ashford Community Safety Partnership commissioned C3 to run the CHESS® project focusing on engaging with young people aged 16-25. They were interested to hear directly from young people how to make Ashford a place where young people can live healthily and feel safe. The intention is that the insights, ideas and actions resulting from CHESS in Ashford will contribute to reductions in violence and anti-social behaviour.

An Action Plan was created by young people in Ashford, Kent through taking part in two community engagement projects in 2021 and 2022. Our CHESS® work in Ashford took place in autumn 2021 in the Bockhanger ward area, and autumn 2022 in the Beaver ward area.

ACHIEVEMENTS AND PERFORMANCE (continued)

The Action Plan brought together all the actionable ideas generated by participants, as well as their work to prioritise and refine ideas. The report was well received by Ashford staff and money was allocated to implement many of the ideas.

King's Lynn, Norfolk

The CHESS community walks and insight sessions in King's Lynn have revealed that there are limited opportunities to connect with other parents, and a lack of activities for young children and babies. Action planning revealed popular ideas around group exercise and activity classes for parents and children, and group activities to develop healthy eating behaviours in young children. The insight provided by the CHESS® process in both communities is the beginning of a process of encouraging the parents of pre-school age children to consider how to bring about change in their communities, and ultimately make it easier for them and their families to live healthier lives.

Events, Publications, and Communications

C3's Events, forced online in 2020 have continued in the same way in 2022. The advantages have been clear, engaging a larger and broader audience and making it easier to engage speakers. The disadvantage is that networking is harder, but still not impossible.

We had five further webinars in partnership with Society of Occupational Medicine.

C3 continued to run excellent International Seminars, with eight held during the year.

C3 staff gave significant presentations:

- Healthy City Design 2022 International Congress
- The@WorkPartnership Impact of non-communicable diseases on society and work
- DWELL: Innovative Psychoeducational Programme for People with Type 2 Diabetes

C3 appointed Paige Cowan-Hall as communications manager, initially focusing on ASPIRE.

C3's website is important in spreading messages about health promotion. The website (www.c3health.org) is a repository for information about C3 as an organisation and updates about C3's activities. It includes regular blogs about current and interesting events. This provides information that can be used by professionals and others, including video recordings of the webinars.

C3 produces regular electronic newsletters and is on Twitter (@c3health), and regularly posts relevant and interesting information about NCDs; C3's Twitter following has grown substantially over the last few years.

ACHIEVEMENTS AND PERFORMANCE (continued)

Risk management

The trustees have assessed the major risks to which the charity is exposed, in particular those relating to the specific operational areas of the charity, and its finances. The trustees believe that by monitoring reserve levels, by ensuring controls exist over key financial systems, and by examining the operational and business risks faced by the charitable company, they have established effective systems to mitigate those risks. Major risks are formally considered by the trustees during Board meetings and preventative action is undertaken when required.

PLANS FOR THE FUTURE

Our plans for 2023 include:

- Completing the nursing projects
- Working with International Council of Nurses to expand the work on oral health
- Completing the ASPIRE project
- Pilot Train the Trainer model for CHESS®
- Respond to the Burdett Trust focus on NCD grants

FINANCIAL REVIEW

Financial report for the period

For the year ended 31 December 2022, C3 had total income of £679,655 (2021: £677,384) and total expenditure of £651,536 (2021: £589,940), resulting in a net surplus for the year of £28,119 (2021: surplus of £87,444). The carried forward fund balance at 31 December 2022 amounted to a surplus balance of £79,425.

Reserves policy

It is the charity's policy to hold reserves to ensure it can meet its operational and project financial liabilities for a period of at least three months, without obtaining additional funding. This policy enables the trustees, when necessary, to fund some projects where the specific project funding has not yet been received from the funder due to timing delays or other unforeseen issues. It is recognised that such funding is not the norm; however, if financial commitments have been made it is essential C3 can cover them if necessary.

The trustees ensure reserves are maintained at an adequate level by reviewing the charity management accounts and cashflow forecasts on a quarterly basis. Any shortfalls in reserves are recognised and dealt with as necessary at these trustee meetings.

GOING CONCERN

Going concern the financial statements have been prepared on a going concern basis. The trustees have closely monitored the charity's financial position since the year end and are satisfied that it will be able to meet its obligations over the next 12 months as they fall due. Moreover, the trustees are satisfied that there are no identified uncertainties relating to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. Hence, the financial statements do not include the adjustments that would result if the charity was unable to continue as a going concern.

By order of the trustees:



Chair of Trustees

4th July 2023

Date:

Ms Sally Gilding

Independent examiner's report to the trustees of C3 Collaborating for Health

I report to the charity trustees on my examination of the financial statements of C3 Collaborating for Health for the year ended 31 December 2022, which are set out on pages 14 to 23.

Responsibilities and basis of report

As the trustees of the charitable company (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the financial statements of the charitable company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's financial statements as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of 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 matters have come to my attention in connection with my examination giving me cause to believe:

- ◆ accounting records were not kept in respect of the charitable company as required by section 386 of the 2006 Act; or
- ◆ the financial statements do not accord with those records; or
- ◆ the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the financial statements give a 'true and fair view' which is not a matter considered as part of an independent examination; or
- ◆ the financial statements have not been prepared in accordance with the methods and principles of the for "Accounting and Reporting by Charities: the 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 2015)."

Independent examiner's report 31 December 2022

Independent examiner's statement (continued)

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.

Buzzacott LLP

Katharine Patel ACA
Buzzacott LLP
Chartered Accountants
130 Wood Street
London
EC2V 6DL

7 September 2023

Statement of financial activities Year to 31 December 2022

	Notes	Unrestricted funds £	Restricted funds £	2022 Total funds £	2021 Total funds £
Income and expenditure					
Income from:					
Charitable activities	1	184,784	494,859	679,643	677,368
Investment income		12	—	12	16
Total income		184,796	494,859	679,655	677,384
Expenditure on:					
Charitable activities	2	156,677	494,859	651,536	589,940
Total expenditure		156,677	494,859	651,536	589,940
Net income for the year / net movement in funds					
		28,119	—	28,119	87,444
Fund balances brought forward at 1 January 2022					
		51,306	—	51,306	(36,138)
Fund balances carried forward at 31 December 2022					
		79,425	—	79,425	51,306

All of the charity's activities derived from continuing operations during the above two financial periods.

Statement of financial activities Year to 31 December 2021

	Notes	Unrestricted funds £	Restricted funds £	2021 Total funds £
Income and expenditure				
Income from:				
Charitable activities	1	289,574	387,794	677,368
Investment income		16	—	16
Total income		289,590	387,794	677,384
Expenditure on:				
Charitable activities	2	202,146	387,794	589,940
Total expenditure		202,146	387,794	589,940
Net income (expenditure) for the year / net movement in funds				
		87,444	—	87,444
Fund balances brought forward at 1 January 2021				
		(36,138)	—	(36,138)
Fund balances carried forward at 31 December 2021				
		51,306	—	51,306

All of the charity's activities derived from continuing operations during the above two financial periods

Balance sheet 31 December 2022

	Notes	2022 £	2021 £
Current assets			
Debtors	6	342,627	198,325
Cash at bank and in hand		16,971	116,668
		359,598	314,993
Creditors: amounts falling due within one year	7	(255,980)	(230,168)
Net current assets		103,618	84,825
Creditors: amounts falling due after one year	8	(24,193)	(33,519)
Total net assets		79,425	51,306
Represented by:			
Funds and reserves			
<i>Income funds</i>			
Restricted funds	9	—	—
Unrestricted funds		79,425	51,306
		79,425	51,306

For the year ended 31 December 2022 the charitable company was entitled to exemption from audit under section 477 of the Companies Act ("the Act") relating to small companies.

The members have not required the company to obtain an audit of its financial statements for the financial year in question in accordance with section 476 of the Act.

The trustees acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

Approved by the trustees of C3 Collaborating for Health, Company Registration Number 06941278 (England and Wales) and signed on their behalf by:

Chair of Trustees

Approved on:

 7th July 2023
Ms Sally Gilding

Basis of accounting

These financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102"), "Accounting and Reporting by Charities" the Statement of Recommended Practice for charities applying FRS 102, the Companies Act 2006 and UK Generally Accepted Accounting Practice. The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared on the historical cost convention. The principal accounting policies adopted are set out below.

Going concern

The financial statements have been prepared on a going concern basis. The trustees have closely monitored the charity's financial position since the year end and are satisfied that it will be able to meet its obligations over the next 12 months as they fall due. Moreover, the trustees are satisfied that there are no identified uncertainties relating to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. Hence, the financial statements do not include the adjustments that would result if the charity was unable to continue as a going concern.

Critical accounting estimates and areas of judgement

Preparation of the financial statements may require the trustees and management to make significant judgements and estimates. Other than the going concern judgements made above, there are no further areas of significant judgement or estimate.

Cash flow statement

The financial statements do not include a cash flow statement because the charity, as a small reporting entity, is exempt from the requirement to prepare such a statement under FRS 102.

Income

Income is recognised in the period in which the charity is entitled to receipt and the amount can be measured with reasonable certainty. Income is deferred only when the charity has to fulfil conditions before becoming entitled to it or where the donor or funder has specified that the income is to be expended in a future accounting period.

Income represents donations, grants, fees for services rendered and interest receivable. Grants subject to specific conditions are credited to relevant restricted funds.

Principal accounting policies 31 December 2022

Expenditure

Expenditure is included in the statement of financial activities when incurred and includes attributable VAT which cannot be recovered.

Expenditure comprises the following:

- a. Charitable expenditure comprises both direct and indirect overhead expenditure on the charity's primary charitable purposes.
- b. Governance costs comprise the costs associated with governance of the charity incurred in connection with the administration of the charity and compliance with institutional and statutory requirements. Included within this category are costs associated with the strategic as opposed to the day-to-day management of the charity's assets.

Fund accounting

Unrestricted funds represent those monies which may be used towards meeting the charitable objectives of the charitable company at the discretion of the trustees.

The restricted funds are monies raised for, and their use restricted to, a specific purpose, or grants subject to donor-imposed conditions.

Notes to the financial statements 31 December 2022

1 Income from charitable activities

2022	Unrestricted funds £	Restricted funds £	Total 2022 £
Working with Businesses	135,851	—	135,851
The Burdett Trust for Nursing (note 9) – Nurses for Healthier Communities	—	124,375	124,375
The Burdett Trust for Nursing (note 9) – Winning Hearts and Minds	—	49,330	49,330
The Burdett Trust for Nursing (note 9) – QNIS	—	39,862	39,862
Interreg (note 9) - ASPIRE	—	264,759	264,759
Core donations and other income	1,989	—	1,989
Community engagement	46,944	16,533	63,477
	184,784	494,859	679,643

2021	Unrestricted funds £	Restricted funds £	Total 2021 £
Working with Businesses	238,603	—	238,603
The Burdett Trust for Nursing (note 9) – Covid	—	46,633	46,633
The Burdett Trust for Nursing (note 9) – Nursing Minds	—	9,407	9,407
The Burdett Trust for Nursing (note 9) – Healthier Nurses	—	24,875	24,875
The Burdett Trust for Nursing (note 9) – QNIS	—	28,438	28,438
Interreg (note 9) - ASPIRE	—	278,441	278,441
Core donations and other income	4,079	—	4,079
Community engagement	46,892	—	46,892
	289,574	387,794	677,368

2 Expenditure on charitable activities

2022	Unrestricted funds £	Restricted funds £	Total 2022 £
Direct project costs			
· The Burdett Trust for Nursing (note 9) – Nurses for Healthier Communities	—	53,035	53,035
· The Burdett Trust for Nursing (note 9) – Winning Hearts and Minds	—	10,440	10,440
· The Burdett Trust for Nursing (note 9) – QNIS	—	11,700	11,700
· Interreg (note 9) - ASPIRE	—	106,966	106,966
Other costs of core charitable activities, including support costs			
· Rent and rates	6,393	12,863	19,256
· Staff costs (note 4)	92,743	186,602	279,345
· Exchange gains	(7)	(14)	(21)
· Other project and overhead costs	56,279	110,714	166,993
· Governance and administration costs (note 3)	1,269	2,553	3,822
	156,677	494,859	651,536

Notes to the financial statements 31 December 2022

2 Expenditure on charitable activities (continued)

2021	Unrestricted funds £	Restricted funds £	Total 2021 £
<i>Direct project costs</i>			
. The Burdett Trust for Nursing (note 9) – Nursing Minds	—	10,180	10,180
. The Burdett Trust for Nursing (note 9) – Covid	—	23,400	23,400
. The Burdett Trust for Nursing (note 9) – Healthier Nurses	—	4,480	4,480
. The Burdett Trust for Nursing (note 9) – QNIS	—	20,011	20,011
. Interreg (note 9) - ASPIRE	—	135,843	135,843
<i>Other costs of core charitable activities, including support costs</i>			
. Rent and rates	3,296	3,145	6,441
. Staff costs (note 4)	115,302	110,016	225,318
. Exchange losses	(1)	(1)	(2)
. Other project and overhead costs	81,830	79,079	160,909
. Governance and administration costs (note 3)	1,719	1,641	3,360
	<u>202,146</u>	<u>387,794</u>	<u>589,940</u>

3 Governance costs

2022	Unrestricted funds £	Restricted funds £	Total 2022 £
Independent examination and accountancy related fees	1,149	2,313	3,462
Other costs	120	240	360
	<u>1,269</u>	<u>2,553</u>	<u>3,822</u>

2021	Unrestricted funds £	Restricted funds £	Total 2021 £
Independent examination and accountancy related fees	1,536	1,464	3,000
Other costs	183	177	360
	<u>1,719</u>	<u>1,641</u>	<u>3,360</u>

Notes to the financial statements 31 December 2022

4 Staff costs

	Unrestricted funds £	Restricted funds £	2022 £	2021 £
Staff costs during the period were as follows:				
Wages and salaries	84,161	169,336	253,497	205,636
Pension costs	969	1,949	2,918	2,113
Social security costs	7,613	15,317	22,930	17,569
	92,743	186,602	279,345	225,318

The average number of staff employed during the year was 7 (2021: 6). The average monthly number of full-time equivalent employees during the year was 3 (2021: 3).

One employee earned between £60,001 and £70,000 (including benefits) during the year ended 31 December 2022 (2021: one employee).

No trustee received any remuneration in respect of their services as a trustee during the year nor were any expenses reimbursed (2021: none).

5 Taxation

C3 Collaborating for Health is a registered charity and therefore is not liable to income tax or corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities.

6 Debtors

	2022 £	2021 £
Grants receivable	320,555	176,224
Accounts receivable	21,262	17,992
Other debtors and prepayments	810	4,109
	342,627	198,325

7 Creditors: amounts falling due within one year

	2022 £	2021 £
Trade creditors	57,528	5,947
Other creditors and accruals	65,605	6,272
Deferred income	97,539	200,079
Taxation and social security	24,660	7,222
Loan – Coronavirus Business Interruption Scheme Loan	10,648	10,648
	255,980	230,168

Notes to the financial statements 31 December 2022

8 Creditors: amounts falling due after more than one year

	2022 £	2021 £
Loan – Coronavirus Business Interruption Scheme Loan	24,193	33,519
	24,193	33,519

9 Restricted funds

	At 1 January 2022 £	Income £	Expenditure £	At 31 December 2022 £
The Burdett Trust for Nursing	—	213,567	(213,567)	—
Interreg	—	281,292	(281,292)	—
	—	494,859	(494,859)	—

	At 1 January 2021 £	Income £	Expenditure £	At 31 December 2021 £
The Burdett Trust for Nursing	—	109,352	(109,352)	—
Interreg	—	278,442	(278,442)	—
	—	387,794	(387,794)	—

The specific purposes for which the funds are to be applied are set out below:

The Burdett Trust for Nursing

The Burdett Trust for Nursing has funded three projects during the year ended 31 December 2022:

- ◆ *Nurses for Healthier Communities*
This project aims to connect nurses with each other and their communities, thus helping community members better understand their health risks.
- ◆ *Queens' Nursing Institute, Scotland (QNIS)*
A partnership between C3 and QNIS was formed to bring expert community nurses to work with disadvantaged communities in Scotland to help to improve health.
- ◆ *Winning Hearts & Minds*
An initiative which supports nurses to promote smoking cessation focusing on mental health in-patients.

Notes to the financial statements 31 December 2022

9 Restricted funds (continued)

ASPIRE

Interreg V A France (Channel) England have funded a 5-year project that commenced in the final quarter of 2019 whereby C3 is collaborating with 13 other organisations to holistically tackle obesity and unemployment in Southern England and Northern France. The project aim is to offer tools to assist individuals to be able to make healthier lifestyle choices and improve their employability.

10 Related parties

There are no related party transactions to report for the years ended 31 December 2022 and 31 December 2021.

11 Operating lease commitments

At 31 December 2022, the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2022 £	2021 £
Within one year	—	15,876
Between one year and five years	—	26,460
	—	42,336

12 Analysis of net assets between funds

	Unrestricted funds £	Restricted funds £	Total £
Fund balances at 31 December 2022 are represented by:			
Net current assets	103,618	—	103,618
Long term liabilities	(24,193)	—	(24,193)
	79,425	—	79,425

	Unrestricted funds £	Restricted funds £	Total £
Fund balances at 31 December 2021 are represented by:			
Net current assets	84,825	—	84,825
Long term liabilities	(33,519)	—	(33,519)
	51,306	—	51,306

C3 COLLABORATING FOR HEALTH

England & Wales - Charity number 1135930

Accounts

C3 Collaborating for Health

Annual Report and Financial Statements

31 December 2021

Company Limited by Guarantee
Registration Number
06941278 (England and Wales)

Charity Registration Number
1135930

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Reference and administrative information

Trustees	Ms Zoe Bedford Ms Sally Gilding Mr John Grumitt Professor Susan Jobling (Resigned 8 December 2021) Professor Tracey Koehlmoos Dr Harpreet Sood Mrs Caroline Stanger
Chief Executive and Company Secretary	Ms Christine Hancock
Registered office	1 St. Andrew's Place Regent's Park London NW1 4LE
Website	www.c3health.org
Twitter	Twitter: @c3health
Company registration number	06941278 (England and Wales)
Charity registration number	1135930
Bankers	HSBC Bank plc Oxford Circus Commercial Centre 196 Oxford Street London W1D 1NT

Trustees' report 31 December 2021

The trustees present their report together with the financial statements of C3 Collaborating for Health for the year to 31 December 2021.

This report serves as the report of the directors for the purposes of company legislation.

The financial statements have been prepared in accordance with the accounting policies set out on pages 16 and 17 of the attached financial statements and comply with the charitable company's memorandum and articles of association, applicable laws and the requirements of the Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

GOVERNANCE, STRUCTURE AND MANAGEMENT

Constitution

C3 Collaborating for Health ('C3') is a company limited by guarantee not having share capital (Company Registration No. 06941278). The company registered as a charity on 13 May 2010 (Charity Registration No. 1135930). The charitable company's memorandum and articles of association are its primary governing documents.

Members' liability

The liability of members in the event of winding up is limited to £10 per member.

Trustees

The following trustees were in office at 31 December 2021 and served throughout the year, except where shown:

Trustee	
Ms Zoe Bedford	
Ms Sally Gilding	
Mr John Grumitt	
Professor Susan Jobling	Resigned 8 December 2021
Professor Tracey Koehlmoos	
Dr Harpreet Sood	
Mrs Caroline Stanger	

The trustees of the charity are also directors for the purposes of company legislation.

Membership of the board is kept continually under review. Any new trustees are appointed to contribute particular knowledge, experience, expertise or perspective to that which is already available to the board.

The trustees may attend any courses which they feel are relevant to the development of their role and to keep up to date on any changes in legislation.

GOVERNANCE, STRUCTURE AND MANAGEMENT (continued)

Statement of trustees' responsibilities

The trustees (who are also directors of C3 Collaborating for Health for the purposes of company law) are responsible for preparing the trustees' report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the income and expenditure of the charitable company for that period.

In preparing these financial statements, the trustees are required to:

- ♦ select suitable accounting policies and then apply them consistently;
- ♦ observe the methods and principles in Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102);
- ♦ make judgements and estimates that are reasonable and prudent;
- ♦ state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- ♦ prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Organisation

The trustees meet to discuss and review the organisation and structure of the charitable company. The day-to-day organisation of the charity is the responsibility of the Chief Executive and this is supported by three meetings per annum, with at least one trustee in attendance. In addition, information about the activities and research undertaken by the charity is disseminated in newsletters and on the charity's website.

GOVERNANCE, STRUCTURE AND MANAGEMENT (continued)

Key management personnel

The trustees consider that the board of trustees and Chief Executive comprise the key management personnel in charge of directing and controlling, running and operating the charity on a day-to-day basis. The trustees give their time freely and no trustee received remuneration in the year. The pay of the Chief Executive is reviewed annually by the trustees.

Risk management

The trustees have assessed the major risks to which the charity is exposed, in particular those relating to the specific operational areas of the charity, and its finances. The trustees believe that by monitoring reserves levels, by ensuring controls exist over key financial systems, and by examining the operational and business risks faced by the charitable company, they have established effective systems to mitigate those risks. Major risks are formally considered by the trustees during Board meetings and preventative action is undertaken when required.

Additional assessments of risks in relation to Covid-19 were initially undertaken during the financial year ended 31 December 2020. The impact of Covid-19 on the charity and its staff and partners continues to be regularly reviewed by the Board.

OBJECTIVES AND ACTIVITIES

Principal aims and objectives

C3's vision is for a world in which the four major chronic non-communicable diseases (NCDs) - cardiovascular disease, diabetes, many cancers and chronic lung disease - are prevented or delayed through healthier living.

C3's mission is to foster partnerships and build collaboration between different people and organisations that, between them, can overcome the many barriers to stopping smoking, eating well (including tackling the harmful use of alcohol), and being physically active.

To this end:

- ◆ C3 works with **health professionals** – particularly nurses – to enhance knowledge and use evidence to change attitudes and promote health and wellbeing for themselves, their patients and their communities.
- ◆ C3 works with people in **local communities** to promote health and wellbeing.
- ◆ C3 works with **businesses** to help develop their core activities and products in ways that encourage healthier behaviour.
- ◆ C3 helps to develop fresh approaches to promoting **health in the workplace**.

OBJECTIVES AND ACTIVITIES (continued)

Events are a central means by which C3 builds partnerships. These meetings bring together policymakers, businesses, government, teachers, health experts, young professionals, academics and others to **share ideas, assess the evidence, develop policies** and **catalyse action** to improve public health. C3 believes that only by working together can we make it easier for people to be healthy.

C3's web presence is also important in spreading messages about health. C3's website (www.c3health.org) is a repository for information about C3 as an organisation and updates about C3's activities. It includes regular 'news alerts' – short summaries (two to three a week) of major news stories from around the world about NCD prevention. This provides information that can be used by professionals and others.

C3 is on **Twitter** (@c3health), and regularly posts relevant and interesting information about NCDs; C3's Twitter following has grown substantially over the last few years.

ACHIEVEMENTS AND PERFORMANCE

A further year of Coronavirus

2021 saw the pandemic continue to dominate the global health agenda and the work of C3. The welcome arrival of the vaccine was a relief to everyone, but the big vaccination drive was an added workload for staff in the health and care sectors.

A year and a half after our forced exodus from our office in south London, we moved into the campus of the Royal College of Physicians in London's Regents Park and were able to meet again as a team.

C3 has taken our work in prevention further, developing a new area of work in oral health.

Working with professionals

C3 helps health professionals, particularly nurses, enhance their own knowledge of healthy lifestyles, supporting them in becoming advocates for healthier living for their colleagues, patients, families and communities. Nurses were one of the groups most affected by the pandemic, making C3's work with them all the more important. While other projects engaged nurses in the work of C3, during 2021, The Burdett Trust for Nursing generously supported the following four projects, led by nurses:

- **Nurses for Healthier Communities**

C3 has been awarded a three-year grant to connect nurses from three London boroughs with a dedicated peer support network who will go on to work with their local communities to help them better understand their own health risks.

ACHIEVEMENTS AND PERFORMANCE (continued)

- **Nursing Minds**

Mental health related sickness absence is the biggest cause of UK nurses being absent from work. The overwhelming observation to emerge from C3's work is the persistent failure of the health community to act on previous analysis and recommendations that have endeavoured to address the problem of supporting the nursing workforce and facilitating their wellbeing. The Nursing Minds project developed a free and accessible online toolkit designed with and for nurses

- **Queen's Nursing Institute, Scotland**

C3 and QNIS are partnering to bring expert community nurses to work with residents of some of Scotland's most disadvantaged communities to help improve the health of their environments and to help the Queen's Nurses better understand the challenges faced in the poorest areas of Scotland. Five Queen's Nurses have been trained in the C3 approach and have started to work with five challenged communities.

- **Supporting Nurses' Resilience**

This initiative documented the experience of black and minority ethnic nurses and healthcare assistants (HCAs) in northwest London, who lived and worked through the Covid-19 global pandemic. The initiative analysed survey and focus group data to create a set of workplace recommendations to help address the challenges discovered and collated a set of resources (a digital library) to help promote resilience by connecting nurses and carers with appropriate mental and physical health resources.

Working with business

C3 is unusual amongst health organisations for working as a neutral partner to aid businesses who truly want to improve health and wellbeing. We assist in developing multi-sector partnerships, managing dynamic events, evaluating health activities, and undertaking research to inform strategic priorities and corporate social responsibility.

Colgate Palmolive

In May 2021 the World Health Organisation passed a resolution to address key risk factors of oral diseases shared with other non-communicable diseases and to enhance the capacities of oral health professionals. Commissioned by Colgate-Palmolive to raise awareness, knowledge, and competency among nurses in the context of oral health, C3 has convened three meetings of a global steering group of nurse leaders and delivered a symposium at the congress of the International Council of Nurses.

IBM

C3 sought the advice of an IT expert from Oxford to review the IBM technology roadmap document produced to support the CHERS tool. The advice of the expert was to consider less expensive options which are now under development in 2022.

ACHIEVEMENTS AND PERFORMANCE (continued)

Pfizer

C3 was successful in a Pfizer Global Medical Grant competitive programme. The project will engage three neighbourhoods and local healthcare professionals in three countries, England, Ireland and France, using the CHESSTM strategy in order to develop community-led and data-driven implementation plans for improving healthy eating and active living. Then, C3 will create a summary of lessons learned from the field about barriers and facilitators to healthy eating, active living, and healthy behaviours around COVID-19.

PwC

C3 provided technical assistance to PwC in the form of NCD evidence-based practices and process evaluation expertise specific to low- and middle-income settings for the Better Health Programme, part of the UK Foreign, Commonwealth & Development Office's Prosperity Fund. The programme aims to reduce the burden of obesity and NCDs for the urban poor in Kuala Lumpur through interventions led by community health volunteers.

Upjohn, Share the Pressure

Share the Pressure was a project delivered through a partnership between C3, Younger Lives and Smart Health Solutions. The goal was to develop and pilot a scalable model for training health care professionals (HCPs), engaging patients on the personal benefits of risk factor control for healthy ageing and improving the shared decision-making process between pharmacists and patients. 1,148 HCPs were trained across 37 countries in 17 sessions. Post-webinar survey results indicated HCPs' increase in self-rated knowledge and strong likelihood of using information learned. Heart Age users found the personalised report and Heart Age test results to be very motivating. The pandemic context meant more challenges engaging with patients but expanded reach with HCPs. Share the Pressure was part of Project chAnGE – a Europe-wide programme that was established under the European Innovation Partnership Action on Healthy and Active Ageing, in collaboration with Upjohn, a Pfizer division.

Viatis

C3 worked with Viatis, a Pfizer company, to take Nursing You a mobile-enabled website developed in the UK by a collaboration between C3 and Younger Lives, to support nurses in Spain. Viatis wants to offer added value services to health care professionals and nurses have been identified as a key target, specifically managing issues around obesity and mental health.

Working with Communities

C3 uses an innovative mobile tool (CHESSTM) to equip local neighbourhoods to collect evidence about their communities' strengths and the barriers they face every day when making choices about diet, activity and healthy living.

ACHIEVEMENTS AND PERFORMANCE (continued)

ASPIRE

16 organisations from across southern England and northern France have come together to tackle the issues of obesity and unemployment holistically via ASPIRE (Adding to Social capital and individual Potential In disadvantaged Regions). ASPIRE will give obese/overweight and/or unemployed people the tools they need to make healthier lifestyle choices and improve their employability. The project is being implemented at seven sites.

COVID 19 placed particular difficulties on this large project with restrictions making it impossible to travel to France for much of the year. However, C3 was able to deliver CHES walks in the two final sites, to enable participants to improve their relationship with food and provide them with the skills and support they need to gain access to the employment market. Local project managers have been recruited and initiatives supported to implement the plans developed.

Ashford, Kent

Ashford Community Safety Partnership commissioned C3 to run the CHES project focusing on engaging with young people aged 16-25. This initiative was part of the partnership's work on violence reduction and reducing anti-social behaviour. They were interested to hear directly from young people about the factors that make it easier or harder for them to live healthily in their local areas, including what contributes to young people feeling safe. The intention is that the insights, ideas and actions resulting from CHES in Ashford will contribute to reductions in violence and anti-social behaviour.

Lowestoft, Suffolk

C3 engaged with two communities in Lowestoft as part of the County Council's discovery phase of Shaping Places for Healthier Lives. Gaining an understanding of the communities in Lowestoft through using the CHES strategy generated specific and community-owned ideas for change in order to facilitate healthy lifestyles, and specifically included ideas around improving physical activity and educational opportunities, and community connectivity.

Events, Publications, and Communications

C3's Events have been a means whereby C3 makes and renews partnerships, sharing the ideas of experts from around the world. In 2021, C3 ran two seminar series.

C3's International seminars attracted 357 people who attended seven seminars with speakers coming from nine countries

In partnership with Society of Occupational Medicine, 612 people attended seven webinars on making the workplace a healthier place.

C3 has had four articles published in Open Access Government, an online health publication that provides an in-depth perspective on key public policy areas from all around the world, including health and social care, Covid-19, research and innovation, technology, government, environment, and energy.

ACHIEVEMENTS AND PERFORMANCE (continued)

Events, Publications, and Communications (continued)

C3's website is important in spreading messages about health promotion. The website (www.c3health.org) is a repository for information about C3 as an organisation and updates about C3's activities. It includes regular blogs about current and interesting events. This provides information that can be used by professionals and others, including video recordings of the webinars.

C3 produces regular electronic newsletters and is on Twitter (@c3health), and regularly posts relevant and interesting information about NCDs; C3's Twitter following has grown substantially over the last few years.

Interns

We are pleased to host interns from diverse academic backgrounds, although, due to Covid, they had to work remotely since early in 2020. Many of our interns come through C3's collaboration with the University of Notre Dame (USA)'s London study-abroad programme.

Risk management

The trustees have assessed the major risks to which the charity is exposed, in particular those relating to the specific operational areas of the charity, and its finances. The trustees believe that by monitoring reserves levels, by ensuring controls exist over key financial systems, and by examining the operational and business risks faced by the charitable company, they have established effective systems to mitigate those risks. Major risks are formally considered by the trustees during Board meetings and preventative action is undertaken when required.

Plans for the future

Our plans for 2022 include:

- ◆ Completing the projects impacted by Covid-19;
- ◆ Working with International Council of Nurses to expand the work on oral health;
- ◆ Working with ViF (Vivons en Forme) to adapt their work for an English audience;
- ◆ Refreshing the C3 website with a new provider;
- ◆ Piloting the Train the Trainer model for CHES;
- ◆ Responding to the Burdett Trust focus on NCD grants;
- ◆ Establish a fundraising programme; and
- ◆ Increasing C3's social media presence.

FINANCIAL REVIEW

Financial report for the period

For the year ended 31 December 2021, C3 had total income of £677,384 (2020: £459,132) and total expenditure of £589,940 (2020: £472,658), resulting in a net surplus for the year of £87,444 (2020: loss of £13,526). The carried forward fund balance at 31 December 2021 amounted to a surplus balance of £51,306.

FINANCIAL REVIEW (continued)

Reserves policy

It is the charity's policy to hold reserves to ensure it can meet its operational and project financial liabilities for a period of at least three months, without obtaining additional funding. This policy enables the trustees, when necessary, to fund some projects where the specific project funding has not yet been received from the funder due to timing delays or other unforeseen issues. It is recognised that such funding is not the norm; however, if financial commitments have been made it is essential C3 can cover them if necessary.

The trustees ensure reserves are maintained at an adequate level by reviewing the charity management accounts and cashflow forecasts on a quarterly basis. Any shortfalls in reserves are recognised and dealt with as necessary at these trustee meetings.

GOING CONCERN

Going concern the financial statements have been prepared on a going concern basis. The trustees have closely monitored the charity's financial position since the year end and are satisfied that it will be able to meet its obligations over the next 12 months as they fall due. Moreover, the trustees are satisfied that there are no identified uncertainties relating to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. Hence, the financial statements do not include the adjustments that would result if the charity was unable to continue as a going concern.

By order of the trustees:

 4/7/2022

Chair of Trustees

Date:

Sally Gilding

Independent examiner's report 31 December 2021

Independent examiner's report to the trustees of C3 Collaborating for Health

I report to the charity trustees on my examination of the financial statements of C3 Collaborating for Health for the year ended 31 December 2021, which are set out on pages 13 to 22.

Responsibilities and basis of report

As the trustees of the charitable company (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the financial statements of the charitable company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's financial statements as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of 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 matters have come to my attention in connection with my examination giving me cause to believe:

- ♦ accounting records were not kept in respect of the charitable company as required by section 386 of the 2006 Act; or
- ♦ the financial statements do not accord with those records; or
- ♦ the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the financial statements give a 'true and fair view' which is not a matter considered as part of an independent examination; or
- ♦ the financial statements have not been prepared in accordance with the methods and principles of the for "Accounting and Reporting by Charities: the 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 2015)."

Independent examiner's report 31 December 2021

Independent examiner's statement (continued)

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.



Katharine Patel ACA
Buzzacott LLP
Chartered Accountants
130 Wood Street
London
EC2V 6DL

25 July 2022

Statement of financial activities Year to 31 December 2021

	Notes	Unrestricted funds £	Restricted funds £	2021 Total funds £	2020 Total funds £
Income and expenditure					
Income from:					
Charitable activities	1	289,574	387,794	677,368	459,119
Investment income		16	—	16	13
Total income		289,590	387,794	677,384	459,132
Expenditure on:					
Charitable activities	2	202,146	387,794	589,940	472,658
Total expenditure		202,146	387,794	589,940	472,658
Net income (expenditure) for the year / net movement in funds					
		87,444	—	87,444	(13,526)
Fund balances brought forward at 1 January 2021					
		(36,138)	—	(36,138)	(22,612)
Fund balances carried forward at 31 December 2021					
		51,306	—	51,306	(36,138)

All of the charity's activities derived from continuing operations during the above two financial periods.

Statement of financial activities Year to 31 December 2020

	Notes	Unrestricted funds £	Restricted funds £	2020 Total funds £
Income and expenditure				
Income from:				
Charitable activities	1	119,633	339,486	459,119
Investment income		13	—	13
Total income		119,646	339,486	459,132
Expenditure on:				
Charitable activities	2	133,172	339,486	472,658
Total expenditure		133,172	339,486	472,658
Net expenditure for the year / net movement in funds				
		(13,526)	—	(13,526)
Fund balances brought forward at 1 January 2020				
		(22,612)	—	(22,612)
Fund balances carried forward at 31 December 2020				
		(36,138)	—	(36,138)

All of the charity's activities derived from continuing operations during the above two financial periods

Balance sheet 31 December 2021

	Notes	2021 £	2020 £
Current assets			
Debtors	6	198,325	230,020
Cash at bank and in hand		116,668	109,494
		<u>314,993</u>	<u>339,514</u>
Creditors: amounts falling due within one year	7	<u>(230,168)</u>	<u>(325,652)</u>
Net current assets		<u>84,825</u>	<u>13,862</u>
Creditors: amounts falling due after one year	8	(33,519)	(50,000)
Total net assets (liabilities)		<u>51,306</u>	<u>(36,138)</u>
Represented by:			
Funds and reserves			
<i>Income funds</i>			
Restricted funds	9	—	—
Unrestricted funds		<u>51,306</u>	<u>(36,138)</u>
		<u>51,306</u>	<u>(36,138)</u>

For the year ended 31 December 2021 the charitable company was entitled to exemption from audit under section 477 of the Companies Act ("the Act") relating to small companies.

The members have not required the company to obtain an audit of its financial statements for the financial year in question in accordance with section 476 of the Act.

The trustees acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

Approved by the trustees of C3 Collaborating for Health, Company Registration Number 06941278 (England and Wales) and signed on their behalf by:

Chair of Trustees



Approved on:

4/7/2022

Sally Gilding

Principal accounting policies 31 December 2021

Basis of accounting

These financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102"), "Accounting and Reporting by Charities" the Statement of Recommended Practice for charities applying FRS 102, the Companies Act 2006 and UK Generally Accepted Accounting Practice. The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared on the historical cost convention. The principal accounting policies adopted are set out below.

Going concern

The financial statements have been prepared on a going concern basis. The trustees have closely monitored the charity's financial position since the year end and are satisfied that it will be able to meet its obligations over the next 12 months as they fall due. Moreover, the trustees are satisfied that there are no identified uncertainties relating to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. Hence, the financial statements do not include the adjustments that would result if the charity was unable to continue as a going concern.

Critical accounting estimates and areas of judgement

Preparation of the financial statements may require the trustees and management to make significant judgements and estimates. Other than the going concern judgements made above, there are no further areas of significant judgement or estimate.

Cash flow statement

The financial statements do not include a cash flow statement because the charity, as a small reporting entity, is exempt from the requirement to prepare such a statement under FRS 102.

Income

Income is recognised in the period in which the charity is entitled to receipt and the amount can be measured with reasonable certainty. Income is deferred only when the charity has to fulfil conditions before becoming entitled to it or where the donor or funder has specified that the income is to be expended in a future accounting period.

Income represents donations, grants, fees for services rendered and interest receivable. Grants subject to specific conditions are credited to relevant restricted funds.

Expenditure

Expenditure is included in the statement of financial activities when incurred and includes attributable VAT which cannot be recovered.

Expenditure comprises the following:

- a. Charitable expenditure comprises both direct and indirect overhead expenditure on the charity's primary charitable purposes.
- b. Governance costs comprise the costs associated with governance of the charity incurred in connection with the administration of the charity and compliance with institutional and statutory requirements. Included within this category are costs associated with the strategic as opposed to the day-to-day management of the charity's assets.

Fund accounting

Unrestricted funds represent those monies which may be used towards meeting the charitable objectives of the charitable company at the discretion of the trustees.

The restricted funds are monies raised for, and their use restricted to, a specific purpose, or grants subject to donor-imposed conditions.

1 Income from charitable activities

2021	Unrestricted funds £	Restricted funds £	Total 2021 £
Working with Businesses	238,603	—	238,603
The Burdett Trust for Nursing (note 9) – Covid	—	46,633	46,633
The Burdett Trust for Nursing (note 9) – Nursing Minds	—	9,407	9,407
The Burdett Trust for Nursing (note 9) – Healthier Nurses	—	24,875	24,875
The Burdett Trust for Nursing (note 9) – QNIS	—	28,438	28,438
Interreg (note 9) - ASPIRE	—	278,441	278,441
Core donations and other income	4,079	—	4,079
Community engagement	46,892	—	46,892
	289,574	387,794	677,368
2020	Unrestricted funds £	Restricted funds £	Total 2020 £
Working with Businesses	111,753	—	111,753
Health Professionals	3,278	—	3,278
The Burdett Trust for Nursing (note 9) - Healthy Nursing Collaborative	—	41,667	41,667
The Burdett Trust for Nursing (note 9) - Nursing You	—	84,658	84,658
Interreg (note 9) - ASPIRE	—	213,161	213,161
Core donations and other income	4,602	—	4,602
	119,633	339,486	459,119

2 Expenditure on charitable activities

2021	Unrestricted funds £	Restricted funds £	Total 2021 £
Direct project costs			
. The Burdett Trust for Nursing (note 9) – Nursing Minds	—	10,180	10,180
. The Burdett Trust for Nursing (note 9) – Covid	—	23,400	23,400
. The Burdett Trust for Nursing (note 9) – Healthier Nurses	—	4,480	4,480
. The Burdett Trust for Nursing (note 9) – QNIS	—	20,011	20,011
. Interreg (note 9) - ASPIRE	—	135,843	135,843
Other costs of core charitable activities, including support costs			
. Rent and rates	3,296	3,145	6,441
. Staff costs (note 4)	115,302	110,016	225,318
. Exchange losses	(1)	(1)	(2)
. Other project and overhead costs	81,830	79,079	160,909
. Governance and administration costs (note 3)	1,719	1,641	3,360
	202,146	387,794	589,940

Notes to the financial statements 31 December 2021

2 Expenditure on charitable activities

2020	Unrestricted funds £	Restricted funds £	Total 2020 £
<i>Direct project costs</i>			
. The Burdett Trust for Nursing (note 9) – Healthy Nursing Collaborative	—	16,533	16,533
. The Burdett Trust for Nursing (note 9) – Nursing You	—	33,290	33,290
. Interreg (note 9) - ASPIRE	—	110,234	110,234
<i>Other costs of core charitable activities, including support costs</i>			
. Rent and rates	1,766	5,010	6,776
. Staff costs (note 4)	61,962	81,411	143,373
. Exchange losses	3	8	11
. Other project and overhead costs	68,284	89,717	158,001
. Governance and administration costs (note 3)	1,157	3,283	4,440
	<u>133,172</u>	<u>339,486</u>	<u>472,658</u>

3 Governance costs

2021	Unrestricted funds £	Restricted funds £	Total 2021 £
Independent examination and accountancy related fees	1,536	1,464	3,000
Other costs	183	177	360
	<u>1,719</u>	<u>1,641</u>	<u>3,360</u>
2020	Unrestricted funds £	Restricted funds £	Total 2020 £
Independent examination and accountancy related fees	1,063	3,017	4,080
Other costs	94	266	360
	<u>1,157</u>	<u>3,283</u>	<u>4,440</u>

4 Staff costs

	Unrestricted funds £	Restricted funds £	2021 £	2020 £
Staff costs during the period were as follows:				
Wages and salaries	105,230	100,406	205,636	132,786
Pension costs	1,081	1,032	2,113	877
Social security costs	8,991	8,578	17,569	9,711
	<u>115,302</u>	<u>110,016</u>	<u>225,318</u>	<u>143,374</u>

The average number of staff employed during the year was 6 (2020 – 4). The average monthly number of full-time equivalent employees during the year was 3 (2020 – 3).

One employee earned between £60,001 and £70,000 (including benefits) during the year ended 31 December 2021 (2020 – one employee).

No trustee received any remuneration in respect of their services as a trustee during the year nor were any expenses reimbursed (2020 - none).

5 Taxation

C3 Collaborating for Health is a registered charity and therefore is not liable to income tax or corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities.

6 Debtors

	2021 £	2020 £
Grants receivable	176,224	200,767
Accounts receivable	17,992	2,500
Other debtors and prepayments	4,109	26,753
	<u>198,325</u>	<u>230,020</u>

7 Creditors: amounts falling due within one year

	2021 £	2020 £
Trade creditors	5,947	4,620
Other creditors and accruals	6,272	11,770
Deferred income	200,079	299,747
Taxation and social security	7,222	9,515
Loan – Coronavirus Business Interruption Scheme Loan	10,648	—
	<u>230,168</u>	<u>325,652</u>

Notes to the financial statements 31 December 2021

8 Creditors: amounts falling due after more than one year

	2021 £	2020 £
Loan – Coronavirus Business Interruption Scheme Loan	33,519	50,000
	33,519	50,000

9 Restricted funds

	At 1 January 2021 £	Income £	Expenditure £	At 31 December 2021 £
The Burdett Trust for Nursing	—	109,352	(109,352)	—
Interreg	—	278,442	(278,442)	—
	—	387,794	(387,794)	—

	At 1 January 2020 £	Income £	Expenditure £	At 31 December 2020 £
<i>The Burdett Trust for Nursing</i>	—	126,325	(126,325)	—
<i>Interreg</i>	—	213,161	(213,161)	—
	—	339,486	(339,486)	—

The specific purposes for which the funds are to be applied are set out below:

The Burdett Trust for Nursing

The Burdett Trust for Nursing has funded four projects during the year ended 31 December 2020:

- ◆ *Nursing Minds*
This project aimed to address the failure of the health community to act on recommendations relating to the problem of supporting the nursing workforce with regards to their mental wellbeing.
- ◆ *Queens' Nursing Institute, Scotland (QNIS)*
A partnership between C3 and QNIS was formed to bring expert community nurses to work with disadvantaged communities in Scotland to help to improve health.
- ◆ *Supporting Nurses' Resilience*
An initiative which documented the experience of black and minority ethnic nurses and healthcare assistances, based in Northwest London, who lived and worked through the Covid-19 global pandemic.
- ◆ *Nurses for Healthier Communities*
Building on the project supporting Nurses' Resilience, C3 with the support of a peer network, aim to connect nurses from three London boroughs who will then work within their local communities. The project aims to assist those community members better understand their health risks and be more able to protect themselves from the complications of Covid-19.

9 Restricted funds (continued)

ASPIRE

Interreg V A France (Channel) England have funded a 5-year project that commenced in the final quarter of 2019 whereby C3 is collaborating with 13 other organisations to holistically tackle obesity and unemployment in Southern England and Northern France. The project aim is to offer tools to assist individuals to be able to make healthier lifestyle choices and improve their employability.

10 Related parties

There are no related party transactions to report for the years ended 31 December 2021 and 31 December 2020.

11 Operating lease commitments

At 31 December 2021, the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2021 £	2020 £
Within one year	15,876	—
Between one year and five years	26,460	—
	42,336	—

12 Analysis of net assets between funds

	Unrestricted funds £	Restricted funds £	Total £
Fund balances at 31 December 2021 are represented by:			
Net current assets	84,825	—	84,825
Long term liabilities	(33,519)	—	(33,519)
	51,306	—	51,306

	Unrestricted funds £	Restricted funds £	Total £
Fund balances at 31 December 2020 are represented by:			
Net current assets	13,862	—	13,862
Long term liabilities	(50,000)	—	(50,000)
	(36,138)	—	(36,138)

Accounts

C3 Collaborating for Health

Annual Report and Financial Statements

31 December 2020

Company Limited by Guarantee
Registration Number
06941278 (England and Wales)

Charity Registration Number
1135930

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Reference and administrative information

Trustees	Ms Zoe Bedford Ms Sally Gilding Mr John Grumitt Professor Susan Jobling (Appointed 17 January 2020) Professor Tracey Koehlmoos Dr Harpreet Sood Mrs Caroline Stanger
Chief Executive and Company Secretary	Ms Christine Hancock
Registered office	1 St. Andrew's Place Regent's Park London NW1 4LE
Telephone	020 3096 7706
Website	www.c3health.org
Twitter	Twitter: @c3health
Company registration number	06941278 (England and Wales)
Charity registration number	1135930
Bankers	HSBC Bank plc Oxford Circus Commercial Centre 196 Oxford Street London W1D 1NT

Trustees' report 31 December 2020

The trustees present their report together with the financial statements of C3 Collaborating for Health for the year to 31 December 2020.

This report serves as the report of the directors for the purposes of company legislation.

The financial statements have been prepared in accordance with the accounting policies set out on pages 15 and 16 of the attached financial statements and comply with the charitable company's memorandum and articles of association, applicable laws and the requirements of the Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

GOVERNANCE, STRUCTURE AND MANAGEMENT

Constitution

C3 Collaborating for Health ('C3') is a company limited by guarantee not having share capital (Company Registration No. 06941278). The company registered as a charity on 13 May 2010 (Charity Registration No. 1135930). The charitable company's memorandum and articles of association are its primary governing documents.

Members' liability

The liability of members in the event of winding up is limited to £10 per member.

Trustees

The following trustees were in office at 31 December 2020 and served throughout the year, except where shown:

Trustee	
Ms Zoe Bedford	
Ms Sally Gilding	
Mr John Grumitt	
Professor Susan Jobling	Appointed 17 January 2020
Professor Tracey Koehlmoos	
Dr Harpreet Sood	
Mrs Caroline Stanger	

The trustees of the charity are also directors for the purposes of company legislation.

Membership of the board is kept continually under review. Any new trustees are appointed to contribute particular knowledge, experience, expertise or perspective to that which is already available to the board.

The trustees may attend any courses which they feel are relevant to the development of their role and to keep up-to-date on any changes in legislation.

GOVERNANCE, STRUCTURE AND MANAGEMENT (continued)

Statement of trustees' responsibilities

The trustees (who are also directors of C3 Collaborating for Health for the purposes of company law) are responsible for preparing the trustees' report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the income and expenditure of the charitable company for that period.

In preparing these financial statements, the trustees are required to:

- ◆ select suitable accounting policies and then apply them consistently;
- ◆ observe the methods and principles in Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102);
- ◆ make judgements and estimates that are reasonable and prudent;
- ◆ state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- ◆ prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Organisation

The trustees meet to discuss and review the organisation and structure of the charitable company. The day-to-day organisation of the charity is the responsibility of the Chief Executive and this is supported by three meetings per annum, with at least one trustee in attendance. In addition, information about the activities and research undertaken by the charity is disseminated in newsletters and on the charity's website.

GOVERNANCE, STRUCTURE AND MANAGEMENT (continued)

Key management personnel

The trustees consider that the board of trustees and Chief Executive comprise the key management personnel in charge of directing and controlling, running and operating the charity on a day to day basis. The trustees give their time freely and no trustee received remuneration in the year. The pay of the Chief Executive is reviewed annually by the trustees.

Risk management

The trustees have assessed the major risks to which the charity is exposed, in particular those relating to the specific operational areas of the charity, and its finances. The trustees believe that by monitoring reserves levels, by ensuring controls exist over key financial systems, and by examining the operational and business risks faced by the charitable company, they have established effective systems to mitigate those risks. Major risks are formally considered by the trustees during Board meetings and preventative action is undertaken when required.

Additional assessments of risks in relation to Covid-19 have been undertaken. Fortunately the charity's staff structure and physical infrastructure has meant the organisation has been able to move to using virtual platforms for projects and events, very quickly. As a precautionary measure C3 took advantage of the government's Business Interruption Loan scheme to assist with cashflow in the early months. However, cashflow has remained under control and the forecast outlook remains positive. The impact of Covid-19 on the charity and its staff and partners will be continually formally reviewed by the Board.

OBJECTIVES AND ACTIVITIES

Principal aims and objectives

C3's vision is for a world in which the four major chronic non-communicable diseases (NCDs) - cardiovascular disease, diabetes, many cancers and chronic lung disease - are prevented or delayed through healthier living.

C3's mission is to foster partnerships and build collaboration between different people and organisations that, between them, can overcome the many barriers to stopping smoking, eating well (including tackling the harmful use of alcohol), and being physically active.

To this end:

- ◆ C3 works with **health professionals** – particularly nurses – to enhance knowledge and use evidence to change attitudes and promote health and wellbeing for themselves, their patients and their communities.
- ◆ C3 works with people in **local communities** to promote health and wellbeing.
- ◆ C3 works with **businesses** to help develop their core activities and products in ways that encourage healthier behaviour.
- ◆ C3 helps to develop fresh approaches to promoting **health in the workplace**.

OBJECTIVES AND ACTIVITIES (continued)

Events are a central means by which C3 builds partnerships. These meetings bring together policy-makers, businesses, government, teachers, health experts, young professionals, academics and others to **share ideas, assess the evidence, develop policies** and **catalyse action** to improve public health. C3 believes that only by working together can we make it easier for people to be healthy.

C3's web presence is also important in spreading messages about health. C3's website (www.c3health.org) is a repository for information about C3 as an organisation and updates about C3's activities. It includes regular 'news alerts' – short summaries (two to three a week) of major news stories from around the world about NCD prevention. This provides information that can be used by professionals and others.

C3 is on **Twitter** (@c3health), and regularly posts relevant and interesting information about NCDs; C3's Twitter following has grown substantially over the last few years.

ACHIEVEMENTS AND PERFORMANCE

A year of Coronavirus

C3 attended the third Global NCD Alliance Forum in Sharjah in February and the Commonwealth Nurses and Midwives Conference celebrating the 200th anniversary of Florence Nightingale's birth in March just before many countries curtailed travel and meetings. C3's work was severely affected but even more so were the lives of the people helped by our projects and programmes.

Working with professionals

C3 helps health professionals, particularly nurses, enhance their own knowledge and adopt healthy lifestyles, and support them in becoming advocates for their colleagues, patients, families and communities. Nurses were among the group most affected by the pandemic.

Share the Pressure

Share the Pressure is a pilot project delivered through a partnership between C3, Younger Lives and Smart Health Solutions. The goal is to create a training programme that will allow for increased collaboration on managing high blood pressure between nurses, pharmacists and patients. Share the Pressure is part of Project chAnGE – a Europe-wide programme that was established under the European Innovation Partnership Action on Healthy and Active Ageing, in collaboration with Upjohn, a Pfizer division.

Nursing Minds

C3 showed increasing evidence that the mental health of UK nurses is at risk and that more needs to be done to support them. Developed before the outbreak of the Covid-19 pandemic, and generously supported by the Burdett Trust for Nursing, built upon the evidence produced in a Society of Occupational Medicine and RCN Foundation report. After the outbreak of Covid-19 in March 2020, the importance of this work became all the more clear as nurses, indeed all healthcare workers, took on the extraordinary strain of dealing with over-stretched resources and very high death rates.

C3 developed a mental health resources toolkit designed by nurses, for nurses, and with a particular focus on nurses identifying as black, Asian and minority ethnic.

ACHIEVEMENTS AND PERFORMANCE (continued)

Working with business

C3 is unusual amongst health organisations for working as a neutral partner to aid businesses who truly want to improve health and wellbeing. We assist in developing multi-sector partnerships, managing dynamic events, evaluating health activities, and undertaking research to inform strategic priorities and corporate social responsibility.

MAXIMUS UK

The NURSING YOU Programme demonstrated extremely positive weight management outcomes for nurses that completed the programme. The average weight loss of nurses completing the NURSING YOU programme was 5%. The addition of a health coaching programme was effective in supporting nurses through a behaviour change process.

Promoting health in the workplace

C3 has joined with Society of Occupational Medicine to host webinars where experts address topical subjects and the latest research on health in the workplace. These were generously supported by Sanofi, Maximus UK and Towergate. Primarily aimed at a UK audience, these webinars also attracted a large number of participants from many countries.

Working with Communities

We use an innovative mobile tool (CHESS™) to equip local neighbourhoods to collect evidence about their communities' strengths and the barriers they face every day when making choices about diet, activity and healthy living.

ASPIRE

16 organisations from across Southern England and Northern France have come together to tackle the issues of obesity and unemployment holistically via ASPIRE (Adding to Social capital and individual Potential In disadvantaged Regions). ASPIRE will give obese/overweight and/or unemployed people the tools they need to make healthier lifestyle choices and improve their employability.

The project is being implemented at seven sites and, despite COVID, C3 has delivered CHESS walks in two English and three French sites, to enable participants to improve their relationship with food and provide them with the skills and support they need to gain access to the employment market.

Events, Publications, and Communications

C3's events have been a means whereby C3 makes and renews partnerships, sharing the ideas of experts from around the world.

ACHIEVEMENTS AND PERFORMANCE (continued)

Events, Publications, and Communications (continued)

C3 has long invited experts to our London offices to present their work to a diverse group of UK professionals. As with many things, the coronavirus pandemic caused initial disruption, followed by a change in how C3 ran these events in 2020. When the first international lockdown began in March, C3 moved quickly from in-person seminars to online webinars. Not only did this allow these informative and popular events to be run safely and respectfully, but it also meant that the variety of speakers we were able to host increased significantly, as did the number and location of participants. In 2020, supported by Burdett Trust for Nursing and Cancer ResearchUK, speakers joined from the United States, Australia and New Zealand, speaking on a broad variety of approaches and best practices when it comes to dealing with chronic disease prevention.

C3's website is important in spreading messages about health promotion. C3's website (www.c3health.org) is a repository for information about C3 as an organisation and updates about C3's activities. It includes regular blogs about current and interesting events. This provides information that can be used by professionals and others, including video recordings of the webinars.

C3 produces regular electronic newsletters and is on **Twitter** (@c3health), and regularly posts relevant and interesting information about NCDs; C3's Twitter following has grown substantially over the last few years.

C3 has had a number of **articles published** in Health Europa, an online health publication committed to highlighting the latest trends and developments in health and healthcare from across Europe and beyond:

- ◆ <https://www.healtheuropa.eu/the-relationship-between-chronic-disease-and-covid-19/101845/>
- ◆ <https://www.healtheuropa.eu/how-is-covid-19-impacting-the-mental-health-of-nurses/102404/>
- ◆ <https://www.healtheuropa.eu/leveraging-community-engagement-to-prevent-chronic-disease/103449/>

Interns

We are pleased to host four or five interns every semester from diverse academic backgrounds, although they have had to work remotely since early in 2020. Many of our interns come through C3's collaboration with the University of Notre Dame (USA)'s London study-abroad programme.

Plans for the future

Our plans for 2021 include:

- ◆ Moving the C3 office to the Royal College of Physicians.
- ◆ Reviewing C3's International Breakfast Seminar and Workplace Health seminar series.
- ◆ Taking forward IBM's suggestions on how to refine our community-engagement tool, CHESS.
- ◆ Developing CHESS in at least 6 new areas.
- ◆ Developing CHESS in partnership with healthcare professionals.
- ◆ Find at least one new funding partner.
- ◆ Find at least one new area of work.
- ◆ Increase C3's presence on Twitter and with more frequent blogs appearing on the website.

FINANCIAL REVIEW

Financial report for the period

For the year ended 31 December 2020, C3 had total income of £459,132 (2019: £344,068) and total expenditure of £472,658 (2019: £356,626), resulting in a net loss for the year of £13,526 (2019: loss of £12,558). The carried forward fund balance at 31 December 2020 amounted to a negative balance of £36,138.

Reserves policy

It is the charity's policy to hold reserves to ensure it can meet its operational and project financial liabilities for a period of at least three months, without obtaining additional funding. This policy enables the trustees, when necessary, to fund some projects where the specific project funding has not yet been received from the funder due to timing delays or other unforeseen issues. It is recognised that such funding is not the norm; however, if financial commitments have been made it is essential C3 can cover them if necessary.

The trustees ensure reserves are maintained at an adequate level by reviewing the charity management accounts and cashflow forecasts on a quarterly basis. Any shortfalls in reserves are recognised and dealt with as necessary at these trustee meetings.

The onset of Covid-19 in March 2020 forced the charity to rapidly adapt the way projects and events are delivered. Fortunately, the organisations staff structure and physical infrastructure has meant C3 has been able to move to virtual platforms very quickly. Due to their nature however, some planned projects were pushed back a few months, particularly those projects that involved CHESS walks, which we were not able to conduct during the Covid 'lockdown' period. Funds have already been received for the projects affected by Covid-19 and this work is guaranteed.

Reserves policy (continued)

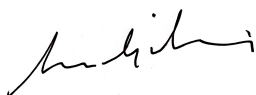
C3 has also taken a Coronavirus Business Interruption Scheme Loan during the year in order to manage cash flow. The current reserves policy is formally reviewed and monitored by the trustees at the biannual trustee meetings to ensure the policy still achieves the required levels of financial cover.

As at 31 December 2020, unrestricted funds amounted to a negative balance of £36,138. The investment in the C3 team has steadily assisted in the generation of new funds and projections indicate that the trustees will be able to manage the cash flow of the charity over the coming year.

Going concern

Going concern the financial statements have been prepared on a going concern basis. The trustees have closely monitored the charity's financial position since the year end and are satisfied that it will be able to meet its obligations over the next 12 months as they fall due. Moreover, the trustees are satisfied that there are no identified uncertainties relating to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. Hence, the financial statements do not include the adjustments that would result if the charity was unable to continue as a going concern.

By order of the trustees:



Sally Gilding

Chair of Trustees

Date: 28 September 2021

Independent examiner's report 31 December 2020

Independent examiner's report to the trustees of C3 Collaborating for Health

I report to the charity trustees on my examination of the financial statements of C3 Collaborating for Health for the year ended 31 December 2020, which are set out on pages 12 to 21.

Responsibilities and basis of report

As the trustees of the charitable company (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the financial statements of the charitable company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's financial statements as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of 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 matters have come to my attention in connection with my examination giving me cause to believe:

- ◆ accounting records were not kept in respect of the charitable company as required by section 386 of the 2006 Act; or
- ◆ the financial statements do not accord with those records; or
- ◆ the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the financial statements give a 'true and fair view' which is not a matter considered as part of an independent examination; or
- ◆ the financial statements have not been prepared in accordance with the methods and principles of the for "Accounting and Reporting by Charities: the 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)."

Independent examiner's report 31 December 2020

Independent examiner's statement (continued)

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.

Katharine Patel ACA
Buzzacott LLP
Chartered Accountants
130 Wood Street
London
EC2V 6DL

28 September 2021

Statement of financial activities Year to 31 December 2020

	Notes	Unrestricted funds £	Restricted funds £	2020 Total funds £	2019 Total funds £
Income and expenditure					
Income from:					
Charitable activities	1	119,633	339,486	459,119	344,067
Investment income		13	—	13	1
Total income		119,646	339,486	459,132	344,068
Expenditure on:					
Charitable activities	2	133,172	339,486	472,658	356,626
Total expenditure		133,172	339,486	472,658	356,626
Net expenditure for the year / net movement in funds					
		(13,526)	—	(13,526)	(12,558)
Fund balances brought forward at 1 January 2020					
		(22,612)	—	(22,612)	(10,054)
Fund balances carried forward at 31 December 2020					
		(36,138)	—	(36,138)	(22,612)

All of the charity's activities derived from continuing operations during the above two financial periods.

Statement of financial activities Year to 31 December 2019

	Notes	Unrestricted funds £	Restricted funds £	2019 Total funds £	2018 Total funds £
Income and expenditure					
Income from:					
Charitable activities	1	179,971	164,096	344,067	323,992
Investment income		<u>1</u>	<u>—</u>	<u>1</u>	<u>1</u>
Total income		<u>179,972</u>	<u>164,096</u>	<u>344,068</u>	<u>323,993</u>
Expenditure on:					
Charitable activities	2	<u>192,530</u>	<u>164,096</u>	<u>356,626</u>	<u>347,421</u>
Total expenditure		<u>192,530</u>	<u>164,096</u>	<u>356,626</u>	<u>347,421</u>
Net expenditure for the year / net movement in funds					
		(12,558)	—	(12,558)	(23,428)
Fund balances brought forward at 1 January 2019					
		(10,054)	—	(10,054)	13,374
Fund balances carried forward at 31 December 2019					
		<u>(22,612)</u>	<u>—</u>	<u>(22,612)</u>	<u>(10,054)</u>

All of the charity's activities derived from continuing operations during the above two financial periods

Balance sheet 31 December 2020

	Notes	2020 £	2019 £
Current assets			
Debtors	6	230,020	58,336
Cash at bank and in hand		109,494	3,766
		339,514	62,102
Creditors: amounts falling due within one year	7	(325,652)	(84,714)
Net current (liabilities) assets		13,862	(22,612)
Creditors: amounts falling due after one year	8	(50,000)	—
Total net (liabilities) assets		(36,138)	(22,612)
Represented by:			
Funds and reserves			
<i>Income funds</i>			
Restricted funds	9	—	—
Unrestricted funds		(36,138)	(22,612)
		(36,138)	(22,612)

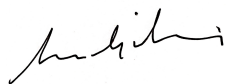
For the year ended 31 December 2020 the charitable company was entitled to exemption from audit under section 477 of the Companies Act ("the Act") relating to small companies.

The members have not required the company to obtain an audit of its financial statements for the financial year in question in accordance with section 476 of the Act.

The trustees acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

Approved by the trustees of C3 Collaborating for Health, Company Registration Number 06941278 (England and Wales) and signed on their behalf by:



Chair of Trustees Sally Gilding

Approved on: 28 September 2021

Principal accounting policies 31 December 2020

Basis of accounting

These financial statements have been prepared in accordance with FRS 102 “The Financial Reporting Standard applicable in the UK and Republic of Ireland” (“FRS 102”), “Accounting and Reporting by Charities” the Statement of Recommended Practice for charities applying FRS 102, the Companies Act 2006 and UK Generally Accepted Accounting Practice. The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared on the historical cost convention. The principal accounting policies adopted are set out below.

Going concern

The financial statements have been prepared on a going concern basis. The trustees have closely monitored the charity's financial position since the year end and are satisfied that it will be able to meet its obligations over the next 12 months as they fall due. Moreover, the trustees are satisfied that there are no identified uncertainties relating to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. Hence, the financial statements do not include the adjustments that would result if the charity was unable to continue as a going concern.

Critical accounting estimates and areas of judgement

Preparation of the financial statements may require the trustees and management to make significant judgements and estimates. Other than the going concern judgements made above, there are no further areas of significant judgement or estimate.

Cash flow statement

The financial statements do not include a cash flow statement because the charity, as a small reporting entity, is exempt from the requirement to prepare such a statement under FRS 102.

Income

Income is recognised in the period in which the charity is entitled to receipt and the amount can be measured with reasonable certainty. Income is deferred only when the charity has to fulfil conditions before becoming entitled to it or where the donor or funder has specified that the income is to be expended in a future accounting period.

Income represents donations, grants, fees for services rendered and interest receivable. Grants subject to specific conditions are credited to relevant restricted funds.

Principal accounting policies 31 December 2020

Expenditure

Expenditure is included in the statement of financial activities when incurred and includes attributable VAT which cannot be recovered.

Expenditure comprises the following:

- a. Charitable expenditure comprises both direct and indirect overhead expenditure on the charity's primary charitable purposes.
- b. Governance costs comprise the costs associated with governance of the charity incurred in connection with the administration of the charity and compliance with institutional and statutory requirements. Included within this category are costs associated with the strategic as opposed to the day to day management of the charity's assets.

Fund accounting

Unrestricted funds represent those monies which may be used towards meeting the charitable objectives of the charitable company at the discretion of the trustees.

The restricted funds are monies raised for, and their use restricted to, a specific purpose, or grants subject to donor imposed conditions.

Notes to the financial statements 31 December 2020

1 Income from charitable activities

2020	Unrestricted funds £	Restricted funds £	Total 2020 £
Working with Businesses	111,753	—	111,753
Health Professionals	3,278	—	3,278
The Burdett Trust for Nursing (note 9) - Healthy Nursing Collaborative	—	41,667	41,667
The Burdett Trust for Nursing (note 9) - Nursing You ASPIRE	—	84,658	84,658
	—	213,161	213,161
Core donations and other income	4,602	—	4,602
	119,633	339,486	459,119
2019	<i>Unrestricted funds £</i>	<i>Restricted funds £</i>	<i>Total 2019 £</i>
Working with Businesses	97,935	—	97,935
Health Professionals	55,811	—	55,811
The Burdett Trust for Nursing (note 9) - Healthy Nursing Collaborative	—	100,000	100,000
The Burdett Trust for Nursing (note 9) - Nursing You ASPIRE	—	14,096	14,096
	—	50,000	50,000
Core donations and other income	8,671	—	8,671
Community Engagement	17,554	—	17,554
	179,971	164,096	344,067

2 Expenditure on charitable activities

2020	Unrestricted funds £	Restricted funds £	Total 2020 £
Direct project costs			
. The Burdett Trust for Nursing (note 9) – Healthy Nursing Collaborative	—	16,533	16,533
. The Burdett Trust for Nursing (note 9) – Nursing You ASPIRE	—	33,290	33,290
	—	110,234	110,234
Other costs of core charitable activities, including support costs			
. Rent and rates	1,766	5,010	6,776
. Staff costs (note 4)	61,962	81,411	143,373
. Exchange losses	3	8	11
. Other project and overhead costs	68,284	89,717	158,001
. Governance and administration costs (note 3)	1,157	3,283	4,440
	133,172	339,486	472,658

Notes to the financial statements 31 December 2020

2 Expenditure on charitable activities

2019	<i>Unrestricted funds £</i>	<i>Restricted funds £</i>	Total 2019 £
<i>Direct project costs</i>			
. The Burdett Trust for Nursing (note 9) – Healthy Nursing Collaborative	—	27,851	27,851
. The Burdett Trust for Nursing (note 9) – Nursing You	—	15,380	15,380
. ASPIRE	—	338	338
<i>Other costs of core charitable activities, including support costs</i>			
. Rent and rates	9,269	4,628	13,897
. Staff costs (note 4)	65,823	44,722	110,545
. Exchange losses	8	7	15
. Other project and overhead costs	115,932	69,804	185,736
. Governance and administration costs (note 3)	1,498	1,366	2,864
	192,530	164,096	356,626

3 Governance costs

2020	<i>Unrestricted funds £</i>	<i>Restricted funds £</i>	Total 2020 £
Independent examination and accountancy related fees	1,063	3,017	4,080
Other costs	94	266	360
	1,157	3,283	4,440

2019	<i>Unrestricted funds £</i>	<i>Restricted funds £</i>	Total 2019 £
<i>Independent examination and accountancy related fees</i>			
	1,498	1,366	2,864
	1,498	1,366	2,864

Notes to the financial statements 31 December 2020

4 Staff costs

	Unrestricted funds £	Restricted funds £	2020 £	2019 £
Staff costs during the period were as follows:				
Wages and salaries	34,603	98,183	132,786	101,549
Pension costs	229	648	877	1,037
Social security costs	2,531	7,180	9,711	7,959
	37,363	106,011	143,374	110,545

The average number of staff employed during the year was 4 (2019 – 3). The average monthly number of full-time equivalent employees during the year was 3 (2019 - 3).

One employee earned between £60,001 and £70,000 (including benefits) during the year ended 31 December 2020 (2019 – one employee).

No trustee received any remuneration in respect of their services as a trustee during the year nor were any expenses reimbursed (2019 - none).

5 Taxation

C3 Collaborating for Health is a registered charity and therefore is not liable to income tax or corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities.

6 Debtors

	2020 £	2019 £
Grants receivable	200,767	50,000
Accounts receivable	2,500	—
Other debtors and prepayments	26,753	8,336
	230,020	58,336

7 Creditors: amounts falling due within one year

	2020 £	2019 £
Trade creditors	4,620	26,012
Other creditors and accruals	11,770	13,836
Deferred income	299,747	41,667
Taxation and social security	9,515	3,199
	325,652	84,714

Notes to the financial statements 31 December 2020

8 Creditors: amounts falling due after more than one year

	2020 £	2019 £
Loan – Coronavirus Business Interruption Scheme Loan	50,000	—
	50,000	—

9 Restricted funds

	At 1 January 2020 £	Income £	Expenditure £	At 31 December 2020 £
The Burdett Trust for Nursing	—	126,325	(126,325)	—
ASPIRE	—	213,161	(213,161)	—
	—	339,486	(339,486)	—

	At 1 January 2019 £	Income £	Expenditure £	At 31 December 2019 £
The Burdett Trust for Nursing	—	114,096	(114,096)	—
ASPIRE	—	50,000	(50,000)	—
	—	164,096	(164,096)	—

The specific purposes for which the funds are to be applied are set out below:

The Burdett Trust for Nursing

The Burdett Trust for Nursing has funded two projects during the year ended 31 December 2020:

- ♦ *Healthy Nursing Collaborative*
C3 continued the Healthy Nursing Collaborative (HNC), a global initiative established in 2017 linking those interested in supporting nurses' health and prevention in practice. It includes a network of over 100 professionals from 27 countries. The network has a goal of spreading awareness amongst nurses and their employers about the need to prioritise nurses' own health.
- ♦ *Nursing You*
Work has been undertaken to develop a customised app for nurses to support their weight-loss activities.

ASPIRE

Interreg have funded a 5-year project that commenced in the final quarter of 2019 whereby C3 is collaborating with 13 other organisations to holistically tackle obesity and unemployment in Southern England and Northern France. The project aim is to offer tools to assist individuals to be able to make healthier lifestyle choices and improve their employability.

Notes to the financial statements 31 December 2020

10 Related parties

There are no related party transactions to report for the years ended 31 December 2020 and 31 December 2019.

11 Operating lease commitments

At 31 December 2020, the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2020 £	2019 £
Within one year	—	6,990

12 Analysis of net assets between funds

	Unrestricted funds £	Restricted funds £	Total £
Fund balances at 31 December 2020 are represented by:			
Net current assets	13,862	—	13,862
Long term liabilities	(50,000)	—	(50,000)
	(36,138)	—	(36,138)

	Unrestricted funds £	Restricted funds £	Total £
Fund balances at 31 December 2019 are represented by:			
Net current liabilities	(22,612)	—	(22,612)
	(22,612)	—	(22,612)