

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 C3 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		51,306	(36,138)
		<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
<hr/>			
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)