

THE CENTRE FOR SUSTAINABLE HEALTHCARE

England & Wales · Charity number 1143189

Details

Other names CSH, The Centre for Sustainable Healthcare LTD

Status Registered

Legal form Charitable company

Company number [07450026](#)

Registered 2011-08-01

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

Contact

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Website www.sustainablehealthcare.org.uk

Activities

Objects: 1. THE CHARITY'S OBJECTS ('OBJECTS') ARE SPECIFICALLY RESTRICTED TO THE FOLLOWING:(1) THE PROMOTION OF HEALTH FOR THE BENEFIT OF THE PUBLIC IN ANY PART OF THE WORLD.(2) THE ADVANCEMENT OF EDUCATION FOR THE BENEFIT OF THE PUBLIC IN ANY PART OF THE WORLD BY SUPPORTING THE APPLICATION AND IMPLEMENTATION OF RESEARCH FINDINGS TO IMPROVE HEALTH AND HEALTHCARE.(3) THE CONSERVATION, PROTECTION AND ENHANCEMENT OF THE PHYSICAL AND NATURAL ENVIRONMENT BY THE PRUDENT USE OF NATURAL RESOURCES FOR THE PUBLIC BENEFIT.

Activities: Green Space & Health Programme:Engaging people to create and use green space for rest, relaxation and exercise. Clinical Programme:Improving sustainability of clinical services, includes Sustainable Surgery and Sustainable Anaesthesia Fellowships, Sustainable Ophthalmology Scholars, Sustainable Healthcare Education Network and Occupational Therapy Network, Green Ward Competition.

Classification

- **How:** Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives, Environment/conservation/heritage, Economic/community Development/employment
- **Who:** Children/young People, Elderly/old People, People With Disabilities, Other Defined Groups, The General Public/mankind

Geography

- Australia
- Canada
- Ireland
- Italy
- Poland
- Scotland
- Singapore
- Spain
- United States
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£1,279,455	£1,495,234	£213,532	32
2023-12-31	£1,584,347	£1,361,327	£429,311	24
2022-11-30	£1,218,248	£1,106,118	£206,291	26
2021-11-30	£780,963	£703,969	£94,162	20
2020-11-30	£399,197	£400,998	-	-

Trustees

Name	Role	Appointed
Clare Scully		2024-09-13
Daphne Scott-Sawyer		2026-03-02
Denise Hewlett		2026-03-02
Dr Michael John Francis Tomson		2022-06-14
Duncan Mackay		2020-01-06
Elaine Mead		2025-12-10
Iris Blom		2024-09-13
Jennifer Martin		2025-12-10
Joanna Romanowicz		2024-09-13
Rebecca Veazey-Rao		2025-12-10
Stefano Pochetti		2026-03-02

THE CENTRE FOR SUSTAINABLE HEALTHCARE

England & Wales - Charity number 1143189

Accounts

**THE CENTRE FOR SUSTAINABLE
HEALTHCARE LIMITED**

(A company limited by guarantee)

**TRUSTEES' REPORT AND
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024**

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
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THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31 DECEMBER 2024**

Trustees	Gill Manning, Chair Rachel Stancliffe (resigned 10 December 2024) Michael Smeeth (resigned 10 December 2024) Jessica Rhys-Griffith (resigned 10 September 2024) Duncan Mackay Clare Scully (appointed 13 September 2024) Joanna Romanowicz (appointed 13 September 2024) Dr Mike Tomson Hazel Walsh, Secretary (appointed 17 December 2024) Iris Blom (appointed 13 September 2024)
Company registered number	07450026
Charity registered number	1143189
Registered office	8 King Edward Street Oxford Oxfordshire OX1 4HL
Principal operating office	No physical office Mailbox address: Suite 310, 266 Banbury Road Summertown Oxford OX2 7DL
Company secretary	Ingeborg Steinbach (resigned 1 March 2024) Helen Sullivan (appointed 1 March 2024, resigned 17 December 2024) Hazel Walsh (appointed 17 December 2024)
Chief executive officer	R Stancliffe
Independent auditors	Wellers Statutory Auditors 8 King Edward Street Oxford OX1 4HL
Website	https://sustainablehealthcare.org.uk

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 DECEMBER 2024

The Trustees present their annual report together with the audited financial statements of the company for the year 1 January 2024 to 31 December 2024. The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102).

Since the company qualifies as small under section 382 of the Companies Act 2006, the Strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Objectives and activities

a. Policies and objectives

The Trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Charity's aims and objectives, and in planning future activities and setting future policies, therefore have complied with the duty in section 17 of the Charities Act 2011. In line with Charity Commission guidance our objectives are determined by our defined charitable objectives

1. Transforming healthcare for a sustainable future.
2. Ensuring that health is safeguarded in a time of resource restraint.
3. Educating healthcare professionals and others about links between health and the environment.

b. Strategies for achieving objectives

CSH Strategies for achieving Objectives are:

1. Engaging healthcare professionals, patients and the wider community in sustainability and the links between health and environment.
2. Engaging other industries and organisations in the healthcare sector.
3. Assessing current knowledge, barriers and opportunities for sustainable healthcare.
4. Improving research into more sustainable options.
5. Helping the NHS and other healthcare organisations to reduce its carbon footprint.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2024

Objectives and activities (continued)

c. Activities undertaken to achieve objectives

The activities undertaken to achieve these objectives are:

1. Developing and running programmes and tools that can help to engage healthcare professionals and others.
2. Sharing ideas and knowledge with other organisations to engage them with sustainable healthcare.
3. Running networks for communities in healthcare to share ideas and questions about sustainability.
4. Working to include sustainability in medical education via curriculum development and other areas.
5. Developing courses in various elements of sustainable healthcare and teaching them.
6. Carrying out reviews of current research and other information on barriers and opportunities for sustainable healthcare.
7. Identifying and/or carrying out research into more sustainable options for healthcare.
8. Measuring the carbon footprint of services, medical products and clinical pathways.
9. Developing standardised methodology for carbon footprinting and measuring the triple bottom line in healthcare.
10. Promote planting trees as a mechanism to engage health staff, patients and visitors with sustainability.
11. Working with NHS and other healthcare organisations to make the links between health and the environment through the NHS Forest and other green space projects.
12. Improving access to green space associated with healthcare, with the aim of improving health.

d. Volunteers

CSH continues to benefit from volunteers who have worked on central projects and tasks. During 2024 we continued our planned expansion of the volunteers' programme, by increasing numbers, grouping them into batches, offering a standardised induction, and asking for a minimum six month commitment (4-8 hours per week), or full time for at least one month. We had 37 volunteers and students on elective placements contributing a total of 2.45 FTE to our staff team across the year. In addition, 120 Liverpool green space volunteers contributed 818 hours and 99 hours of work experience were provided to five neurodiverse young adults through Project SEARCH.

In July, we launched our NHS Forest Volunteer Matching Service to support healthcare sites find and connect volunteers to help develop their green space projects. Volunteers can sign up for notifications and then contact sites directly to make arrangements.

Achievements and performance

a. Review of activities

CSH has had an extremely busy year in 2024 with both ongoing and new projects.

- 51 presentations at external events and conferences
- 27,261 trees planted at 113 NHS sites, more than ever before in one year
- 32 news stories and blogs published and 14 peer-reviewed articles
- The Networks Platform has grown by 25%, with now over 7922 members worldwide in 36 networks
- 306,000 website sessions; 371,000 twitter impressions & 13,000 followers; 5,564 followers on LinkedIn
- 37 individuals (including 13 medical students) contributed 4,780 hours, equivalent to 2.45 full time staff.

Our Sustainability School training programme has continued to be very popular and is beginning to bring in a steady revenue stream. We have added 2 new courses during 2024, bringing the total to 14, and 866 healthcare professionals participated in the small group training days. We also worked further with Health Education England to design another short course that is available free to everyone in the NHS.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2024

Achievements and performance (continued)

CSH continued expanding its Clinical Transformation work with major international collaborations and impactful UK-based projects. The Green Team Competitions were delivered across multiple NHS trusts and internationally, including the first competition in Alberta, Canada. Notable outcomes included £365,991 and 108,212 kgCO₂e saved at Hampshire Hospitals NHS Trust, and \$221,627 CAD (~£124,639) and 30,981 kgCO₂e saved at South Health Campus in Canada.

The 4-year EU Horizon-funded *KitNewCare* project started, focusing on sustainable kidney care across four pilot sites in different countries. It selected 28 sustainable optimisations (13 to be implemented in 2025), trained 141 staff, and launched an 8-hour online course in five languages. The Medicines Waste in Care Homes project received £40,000 in funding and established four hubs to assess medicine pathways.

Through the SusQI programme, CSH trained 193 healthcare professionals and supported NHS England with a project surveying over 300 nurses and midwives. This work informed strategies to enhance education and sustainability practices. Contributions were also made to healthcare sustainability tools, such as the Green Impact Tool and the e-LfH modules.

The NHS Forest team planted 27,261 trees at 113 NHS sites in 2024, more than ever in a year before – thanks to a project funded by Defra and the Forestry Commission. Alongside this, funding from the Trees Call to Action Fund continued to allow the team to develop the NHS Forest resources and training offers for healthcare staff, alongside GIS mapping work.

In October 2024 we held our first ever hybrid NHS Forest Conference, with the theme of trees and woodlands as a healthcare asset, attracting 690 online attendees and 66 delegates in person, including healthcare staff, outdoor space charities, researchers and artists.

Staffing changes

In 2024, CSH continued growth with some staff turnover, and now has 32 staff. In the Green Space Programme Sarah Jordan, Programme Director, went on maternity leave and Liz Rees was hired to cover for her for the year. In the Clinical Programme Syed Hussain, Rachael Ward and Ben Whittaker left due to lack of funding for their roles and Siobhan Parslow-Williams left for another job. We were lucky to recruit 3 excellent people into the Kit New Care European project: Harriet Atwell, Ayca Yasar and Lucy Brown; and a nephrologist from Spain, Marta Arias joined us on secondment for one year. For the core team, Helen Sullivan, our first COO, left in December and we have appointed Hazel Walsh internally to take on this role.

Green Space Programme in 2023/24

Green Space for Health – improving the management and use of NHS land, green space and access to green space

A healthy local natural environment is a key part of sustainable healthcare. It contributes to the prevention of illness by increasing physical and mental wellbeing and offers therapeutic benefits for recovery. Our annual NHS Forest conference this year focused on integrating trees and woodlands into the NHS, demonstrating how they are a critical and under-utilised healthcare asset that should not be taken for granted. Throughout 2024, we have been working to improve biodiversity on the NHS estate, as well as connecting staff, patients and the wider community with green spaces to improve health and wellbeing, recovery and treatment.

Sarah Jordan, our Green Space for Health Director, went on maternity leave in May and we were very pleased to appoint Liz Rees to cover her work until 2025. We were unable to secure ongoing funding for Billy Styles, our nature recovery ranger at Mount Vernon, but continued to fund Nick White at Liverpool. We have put in an

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2024

Achievements and performance (continued)

application to the Community Lottery Fund for a large project to extend the number of sites that have a ranger. This would start in 2025.

Improving biodiversity on the NHS estate

This year we have continued to take a more strategic approach to tree planting, conducting mapping exercises with the support of a volunteer highly skilled in ArcGIS across three ICS regions – Dorset, Cheshire and Merseyside and Greater Manchester – to identify opportunities to connect trees and woodlands across the NHS estate. We also provided ecological advice to a further 9 NHS sites in addition to the 6 who received this in 2023, supporting them to plan how to make best use of their land for biodiversity.

During the 2023/24 planting season we planted 27,261 trees at 113 NHS sites, including hedgerows and woodlands. We have now planted over 133,000 trees across 400+ NHS sites since the NHS Forest came to life in 2009. We are grateful for the support of our corporate and individual donors, the Trees Call to Action Fund and Nature for Climate fund for enabling this work to take place at such scale this season.

This Defra funded project is not just about getting trees in the ground, but also providing NHS sites with advice, support and guidance on planting their trees and maintaining them in the years to come. We are also coordinating strategic partnerships to facilitate tree planting, provide support and engage the local community. This project aims to demonstrate the power of trees in creating healthier environments, making healthcare sites places where people can go to be healthy in community. The Defra funding will run alongside our Trees Call to Action funding until March 2025.

We are pleased to share news of an exciting new partnership with the Forestry Commission (FC), through which we have been successful in securing funding from Sport England to develop two new Green Health Routes on FC sites in the North-East of England. Recruitment for the new Green Health Routes Project Lead role took place in 2024, with the successful candidate due to join the team in early 2025.

Tree equity

In 2023, we partnered with the Woodland Trust and American Forests to bring a transformative Tree Equity Score tool to the UK. The tool, originally developed in the US, determines the tree canopy cover needed in urban areas for everyone to experience equitable access to the health, economic and climate benefits provided by trees. The tool enables decision makers, including those at healthcare sites, to prioritise tree planting efforts where they are needed most. In 2024 we have continued to promote the Tree Equity Score to help tackle health inequalities and encourage NHS staff to utilise this as an invaluable tool in arguing the case for tree planting on sites and in areas that are currently lacking and most in need of trees.

NHS Forest Conference

In October 2024, we held our annual NHS Forest conference, this year with a focus on trees and woodlands as a healthcare asset. It was our first ever hybrid conference taking place online and in-person at Glenfield Hospital in Leicester, chaired by Professor Baroness Kathy Willis.

The conference attracted 66 in-person sign-ups and a record 690 online sign-ups, and recordings of the speakers are available on our website. In-person attendees were offered the opportunity to take a lunchtime tour of Glenfield's walled Victorian 'Secret Garden', while online attendees were able to take part in a speed networking session. The conference announced our NHS Forest Awards Winners for 2024, for healthcare sites going above and beyond in promoting biodiversity and connecting people with nature.

"I attended the brilliant NHS Forest conference today and I can almost taste the opportunities for

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2024

Achievements and performance (continued)

changing the landscape of health and healthcare in the UK if only we all worked together to embed nature and movement in everything we do.”

– NHS Forest Conference Participant, 2024

“Thanks for a hugely inspiring and informative event – and thanks particularly to the online attendees for a lively and engaging chat forum too. Great to make new connections and I look forward to more in the future.”

- NHS Forest Conference Participant, 2024

As part of the conference, we heard inspiring stories of how green spaces can be used effectively for the benefit of staff, patients and the wider community, including from Dr Mark Hayden, Consultant in Cardiac Intensive Care at Great Ormond St Hospital.

Supporting Volunteering

This year we have engaged and supported 10 volunteers in the central Green Space team, contributing 228 hours in total. They have added value to the team by contributing their expertise and insights, enhancing our capacity to deliver our current projects as well as developing future opportunities. Their support has covered a variety of areas including:

- Assisting with our mapping work to identify habitat creation opportunities across three ICS regions.
- Developing our nature-based interventions training offer for healthcare professionals.
- Supporting a variety of administrative tasks and developing new comms and marketing content.
- Supporting our horizon scanning work to develop a legacy project for 2025.
- Reviewing NHS Trust Green Plans for biodiversity commitments and targets.

In addition, 120 Liverpool volunteers contributed 818 hours; and 99 hours of work experience were provided to five neurodiverse young adults through Project SEARCH.

New – Volunteer Matching Service for NHS sites

In July, we launched our NHS Forest Volunteer Matching Service to support healthcare sites find and connect volunteers to help develop their green space projects. Volunteers can sign up for notifications and then contact sites directly to make arrangements.

Focus on: Project Search, Liverpool University Hospitals NHS Foundation Trust

Liverpool nature recovery ranger, Nicholas White has worked closely with Greenbank and Liverpool colleges and HFT employability coaches who deliver supported internships at Liverpool University Hospitals NHS Foundation Trust for young people with learning disabilities, neurodiversity, and other complex needs through DFN Project Search.

In 2024, Nicholas received the outstanding mentorship award for his dedicated work with one of our interns SA who has autism and a keen interest in gardening. Initially, finding the right mentor for SA was challenging, as he required a mentor who could understand his specific needs, such as adhering to a precise schedule and having clear plans in advance.

SA made remarkable progress, not only did he graduate successfully, but he also received the award for the most progressed intern. SA developed numerous employability skills and is on the brink of securing employment. Nick's support did not end with the placement; he continues to engage SA in volunteering activities, further nurturing his development. His efforts have not only benefited SA but have also enriched the entire DFN Project SEARCH community.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2024

Achievements and performance (continued)

"Mentors like Nick are crucial to the success of our programme and to creating an inclusive world where everyone can thrive." - Bhumika Plan, Employability Coach, HFT, DFN Project Search.

For our 2024 Tree Week campaign, we ran a week full of webinars, events and blogs. We also worked with our long-term supporters RSK to produce an in-depth document in which their landscape architects took time to dispel the myths which often arise around tree planting on the NHS Estate. In Liverpool our Nature Recovery Ranger led a series of tree planting sessions which involved hospital staff and members of the wider community.

We ran our fully booked Green Space for Health training again in February and again in November 2024 after updating the course to include more information about trees and woodlands. The training enables NHS staff to learn more about using green spaces for health and wellbeing, while facilitating them to develop projects for their own context.

We are very grateful to all our funders. Several sponsors, including RSK, have made contributions to the NHS Forest, including financial tree sponsorship and pro bono support. DSM have funded our Liverpool Nature Recovery Ranger post in 2024.

Looking forward

We are anticipating planting a further 21,000 trees in the 2024/25 planting season, largely funded by the DEFRA Nature for Climate fund delivered through the Forestry Commission. We will also be offering 2,000 fully funded orchard fruit trees for the first time; we are excited to use orchards on healthcare sites as a starting point to talk about food security. Thanks to funding from the Trees Call to Action Fund we are also providing sites receiving these fruit trees with training from The Orchard Project in orchard design and maintenance. Both of these funding pots are running until March 2025.

In 2024, the green space team will continue to provide free trees to NHS sites across England. In the tree planting season 2024-25 we will include fruit trees and standards in our tree offer, along with the tree bundles we have been offering this year. We will continue to provide support with planning, planting and maintenance, providing resources and linking up partners to ensure our trees have the best chance of survival and maturation to benefit generations to come. We will also be launching our new ranger programme, with the aim of building capacity within NHS sites to recover people with nature, and to recover nature for people.

In order to build our unreserved funding, as well as increase resilience for this team, we are developing a consultancy offer for NHS Trusts around their green space and including biodiversity net gain, a new government requirement. We started to design and develop this offer during 2024, ready to start building income by 2025.

Clinical Programme: Highlights in 2024

The Clinical Transformation team has continued its work to equip people with the knowledge and tools needed to drive sustainable healthcare transformation. Our Green Team Competitions and SusQI Academy have supported organisations in engaging clinical staff and embedding sustainability within their Quality Improvement approach. Meanwhile, new projects in maternity care, nursing homes, and living kidney donation have demonstrated how pathway analysis can be effectively combined with clinical engagement.

2024 was a significant year for international expansion. We navigated time zones to run our first international Green Team Competition in Alberta, Canada, while in Europe, we launched the four-year, EU-funded KitNewCare project on sustainable kidney care.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2024

Achievements and performance (continued)

Sustainable Specialties

The KitNewCare (KNC) project, co-funded by Horizon Europe's health programme and UKRI, seeks to develop a model for sustainable healthcare, with kidney care as its focus. It addresses the triple challenge of improving knowledge among healthcare professionals and organisations, increasing the availability of sustainable solutions, and advancing their implementation and spread. As part of our new Sustainable Specialties strategy, KitNewCare will generate a tested model for specialty transformation.

"The KitNewCare project is a pivotal step towards aligning kidney care with the UN Sustainable Development Goals and the EU Green Deal. Our vision is to revolutionise healthcare by introducing sustainable technologies that minimise environmental impact while maintaining excellent patient care. With the expertise of our European partners, KitNewCare will serve as a beacon for a more sustainable healthcare future." - Brett Duane, Principal Investigator, Trinity College Dublin

The project will conduct an EU-wide mapping of the sustainability landscape in kidney care and carry out a four impact factor Life Cycle Assessment (LCA), assessing health outcomes, environmental and social impacts, and costs across four kidney care pathways: peritoneal dialysis, haemodialysis, transplant, and conservative therapy. This will take place at the project's four pilot sites in Modena, Madrid, Warsaw, and Utrecht. The insights will inform the development of sustainable workflow and organisational optimisations, as well as the refinement and piloting of technological innovations at these sites.

Based on the outcomes, best practice guidelines and recommendations, along with an actionable dashboard, will be developed. The project's insights, solutions, tools, and policy recommendations will inform decision makers and healthcare providers not just in relation to kidney care, but also across other clinical specialties. It will contribute to achieving the goals of the European Green Deal.

CSH leads KitNewCare's work packages focusing on the development and implementation of optimisations (Work Package 3), the development of the benchmarking dashboard and best practice guidelines (Work Package 5), and education (Work Package 6).

- Launch event, March 2024: The project was officially launched during a two-day event in March 2024 in Malmö. The face-to-face event created a strong foundation for collaboration between the consortium partners.
- Work Package 3 developed a prioritisation matrix, serving as a robust database of both actual and proposed sustainable optimisations, with a focus on feasibility and impact. The team worked intensively with the clinical teams at the four pilot sites to select fitting optimisations for testing within the project. A total of 28 optimisations have been chosen, with the first 13 scheduled for implementation in 2025.
- Work Package 5 held its first workshop with the clinical sites to explore and agree on the four impact indicators and metrics that will be measured and monitored by the benchmarking tool.
- Work Package 6 successfully trained 141 staff members in sustainable healthcare and sustainable kidney care during site visits and online sessions. Additionally, an eight-hour sustainable kidney care online course was developed, available in five languages.

Sustainable Clinical Practice

The CSH Green Team Competition is an award winning leadership and engagement programme to transform healthcare by cutting carbon, improving patient care & staff experience, and saving money.

In 2024, CSH collaborated with multiple organisations to deliver Green Team Competitions, including our first

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2024

Achievements and performance (continued)

Integrated Care System (ICS)-wide competition and our first international competition. These initiatives have empowered healthcare teams to embed sustainable practices into their work, driving meaningful change across a wide range of settings.

- Royal United Hospitals Bath NHS Foundation Trust
- Hampshire Hospitals NHS Foundation Trust
- Northampton General Hospital NHS Trust
- Coventry and Warwickshire ICS – A partnership involving: Coventry and Warwickshire Partnership NHS Trust, George Eliot Hospital NHS Trust, South Warwickshire NHS Foundation Trust and University Hospitals Coventry and Warwickshire NHS Trust
- South Health Campus, Alberta Health Services, Calgary, Canada

Competition submissions, Recognitions, Awards and Publications

Several Green Team competitions received national recognition:

- The Pharmacy Team from Hampshire's 2023 Competition was featured in the Pharmaceutical Journal for their innovative medicine reuse scheme.
- Two Green Teams were nominated for the 2024 HSJ Towards Net Zero Award: Catering at Hampshire and Hand Therapy from Northampton, which was highly commended.
- North-East London was also nominated for its sustainability work, which included a Green Team Competition, participation in CSH courses and the SusQI Academy.
- The Northampton Hand Therapy team was awarded the abstract prize at the 2024 SHARE Conference.

In addition to these competitions, we partnered with the Royal College of Obstetricians and Gynaecologists (RCOG) and the Royal College of Midwives (RCM) to deliver the first-ever National Green Maternity Challenge. This initiative, initially funded by SBRI, received an overwhelming number of applications, prompting RCOG to provide additional funding, expanding the programme to support nine project teams dedicated to creating more sustainable and equitable maternity care.

Events, Conferences, and Talks

We were privileged to contribute to several key talks, workshops, and webinars, engaging diverse audiences across different healthcare disciplines. Highlights included:

- Queen's Nursing Institute Sustainable Healthcare Series, with 50–80 attendees per session
- Joint BASHH & FSRH Virtual Webinar, engaging 300 attendees
- Warwick Medical Students for a training session
- QNI Innovation face-to-face workshop for 25 Innovation Nurses working on funded Quality Improvement projects
- KCL IPE Workshop
- BASL Webinar

Our presence at conferences and forums further embedded sustainability into healthcare education and practice, with contributions to:

- AMEE
- 2024 SHARE Conference, where Green Teams made up one-third of total presenters and Rachel McLean, our SusQI Programme Lead for Competitions and Specialties, presented the Green Team Evaluation.
- The Northampton Hand Therapy Team, Hampshire Theatres Team, and North-East London Limb Reconstruction Team showcased their sustainability projects during Greener AHP Week, alongside a SusQI presentation by Rachel McLean.
- IHI/BMJ International Forum on Quality & Safety in Healthcare, with three Green Team Competition submissions

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2024

Achievements and performance (continued)

Sustainability in Quality Improvement (SusQI)

In 2024, the SusQI programme has continued to deliver on our strategic aim of integrating environmental and social sustainability into Quality Improvement education, training, and practice across all health professions. This has been achieved through our core services—including the Green Teams Competition, SusQI Academy, Beacon Site programmes, and education courses—as well as through consultancy work.

Expanding SusQI Academy and Beacon site programmes

Throughout 2024, we have continued to collaborate with a diverse range of member organisations from across the UK and internationally, supporting them in embedding sustainability principles into their education, Quality Improvement (QI) programmes, and practice.

In partnership with CSH, three healthcare delivery organisations hosted a well-attended online Q visit, providing valuable insights and practical approaches to sustainable healthcare. Member organisations shared their experiences, while attendee feedback highlighted the impact and relevance of the session in driving forward sustainability efforts within healthcare settings.

The Nursing and Midwifery Insights Survey

In 2024, members of the SusQI team successfully led a bid and secured a tendered project for NHS England, focusing on quality improvement by exploring the insights and behaviours of nurses and midwives.

The project involved surveying over 300 individuals and conducting in-depth interviews with a selection of nurses and midwives across various healthcare settings and specialties. The findings have contributed to wider discussions within NHS England and are now driving initiatives to upskill and educate nurses and midwives on a larger scale.

Annual SusQI Showcase

In June 2024, we held our annual SusQI Showcase, our biggest event yet in terms of both attendance and impact. The event highlighted outstanding examples of SusQI in practice, featuring contributions from a diverse range of members and partners. This year, there was a particular emphasis on Patient and Public Involvement and Engagement (PPIE) inclusion, ensuring that sustainability efforts are shaped by those they most impact.

“The session was inspiring from start to finish and showed how small interventions can make an impact on patient care, work volume, carbon footprint and financial savings. All members of the healthcare team can question a process and make impactful changes.”

Consultancy work

The SusQI team, in collaboration with supervised CSH volunteers, worked alongside ISQua and the Geneva Sustainability Centre to design and develop content for a new Sustainability in Healthcare Fellowship programme. The six-module programme was successfully completed at the end of 2024 and is now live.

SusQI Education

In 2024, we continued to expand the reach of our Sustainability in Quality Improvement (SusQI) training, equipping over 193 healthcare professionals through workshops, bespoke courses, and tailored sessions.

Our training was delivered in collaboration with organisations such as the Nuffield Trust, Florence Nightingale Foundation, and Royal College of Nurses, as well as through a variety of high-impact events.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2024

Achievements and performance (continued)

Tools and materials

Beyond training, our team played a role in shaping sustainable healthcare tools and frameworks, contributing to:

- The Green Impact Tool review
- The development of e-Learning for Healthcare (eLFH) modules in Endoscopy and Operating Theatres
- The SQUIRE Environmental Sustainability extension
- The creation of an ISQUA Fellowship online module

Networks

Our sustainable networks hub serves as a forum for the exchange of ideas, questions, tools and resources on sustainability in clinical specialties.

The CSH Networks Platform grew by 25% in 2024 to 7,922 members globally, with 1,221 resources and ~30,000 library views. The platform supports 36 specialty networks, enabling collaboration among healthcare professionals, patients, educators, and researchers.

Events included Greener AHP Week (31 events) and a high-engagement session on disposable instruments (174 participants). A new Greener Palliative Care Award launched with 10 pilot organisations. The Kidney SusNet is set for expansion in 2025 under the KitNewCare project.

"CSH networks enabled me to link up with colleagues from different disciplines and NHS Trusts working on a sustainability project that had already been implemented in my Trust. By sharing information on my Trust's project, I was able to help them move forward with theirs and convince their Trust's infection control team that the project was possible". Emily Parker, Sustainability Fellow in Paediatric Medicine.

The CSH networks are currently funded through CSH's core funding, and we are exploring new income generation opportunities to ensure this important service can be sustained through project funding or new sources of core funding.

Education and Training

This year, we launched a new platform for our online learning modules, bringing a range of benefits to both user experience and learning outcomes, including:

- A clearer and more intuitive booking process.
- Instant access to learning materials at the time of booking.
- A personalised homepage displaying all booked courses.
- Courses structured into bite-sized modules to support self-directed learning.
- Progress tracking, enabling users to easily resume where they left off.
- Knowledge-check quizzes at the end of each module to reinforce learning.
- Separate completion certificates for both the online modules and the workshop.

The new platform also offers significant 'back-end' improvements, such as streamlined content review and updates, as well as enhanced data analysis. These enhancements will lead to greater accuracy and higher quality in our online learning materials.

Highlights include:

Short Courses. CSH Short Courses provide a valuable introduction to the principles of sustainable healthcare and the opportunity for all participants to develop and implement a project to reduce the carbon footprint in their

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2024

Achievements and performance (continued)

own area of work. A total of 866 healthcare professionals completed CSH Short Courses in 2024, and many return for ongoing mentoring and guidance for their local projects in our Sustainable Healthcare Cafés. Feedback has been overwhelmingly positive with over 96% saying they would recommend Foundation courses to colleagues.

Net Zero Leadership training. Launched in 2022 as 'board level training', our Net Zero Leadership training programme continued to expand in 2024 with 15 bespoke programmes delivered to leadership groups, including ICBs and Trust boards, across England and Wales. These courses provide an invaluable opportunity for healthcare leaders to review and develop their sustainability and green plans in a way which ensures organisational buyin, culture change and systemwide impact. Participants receive ongoing support from CSH to deliver outcomes which balance clinical quality, financial efficiency, and environmental and social benefits.

"The workshop, facilitators were absolutely fantastic start to finish!" *Workshop Attendee, 2024*

"The message is clear and concise. I hope we can move forward really positively as an organisation" Dr Emma Radcliffe

"Hayley's presentation was absolutely superb and possibly the best talk through of the co-benefits to health and the system that I've heard (and I've heard a few!)" Dr Emma Radcliffe

National e-learning modules. CSH provides free introductory e-learning modules to UK residents via Health Education England's eLearning for Health (eLfH) platform. In 2024, we launched a fourth module on Greenspace and Health. These modules are certified by eLfH and provide a useful entry point to understanding the principles of sustainable healthcare and the opportunities for positive change available to

Consultation and Collaboration. Due to the quality and growing reach of our educational programme, the CSH Education team is increasingly invited to advise, participate and collaborate on projects to support sustainable healthcare. In 2024, we worked intensively with the Centre for Healthcare Innovation in Singapore to train them to deliver our courses.

The education team engaged in a range of activities in collaboration with key partners, expanding the reach and impact of sustainable healthcare education:

- **Webinars for Healthcare Schools** – Delivered a two-part webinar series, Principles of Sustainable Healthcare and Greening the Curriculum, along with supporting resources, to students and staff in medicine, dentistry, pharmacy, nursing, and allied health professions at Trinity College Dublin. These are available to view [here](#).
- **Project Partnership** – Currently partnering on the HRB Climate Change and Sustainability Education for Healthcare Professionals project, hosted by University College Cork, to support climate-resilient and sustainable healthcare systems. [Learn more](#).
- **Pharmacy Education Publication** – Published an educational article, Principles of Sustainable Healthcare in Pharmacy Practice, in the Pharmaceutical Journal. [Read it here](#).
- **Sustainable Pharmacy Practice Presentations** – Delivered presentations on sustainable pharmacy practice to key audiences, including: NHSE Pharmacy Team (North East and Yorkshire) in December, Cardiff Chief Pharmacists Conference in May, and Clinical Pharmacy Congress North in November
- **Specialist Webinars** – Delivered a webinar series for the British Society of Gastroenterology.
- **Global Workforce Guidance** – Developed a comprehensive sustainable healthcare guidance document, including a supporting PowerPoint and questionnaire, for the global workforce of the Aga Khan Foundation.
- **Keynote Presentation** – Delivered a keynote address at the Westminster Policy Forum, titled Next Steps for Net Zero and Sustainability in the NHS.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2024

Achievements and performance (continued)

Practical training in sustainable healthcare. The CSH Education programme is supported by a number of committed volunteers. Some have volunteered alongside a regular job, others intensively during the university holiday months, and some in their retirement. In 2024, 37 individuals volunteered 4,721 hours of work to CSH, equivalent to 2.5 fulltime employees.

Sustainability analysts

In 2024, CSH's sustainability analysts supported both CSH-led and external consultancy projects. Within the organisation, the team contributed to six Green Team Competitions, including the Maternity Specialty Challenge, and delivered ten Carbon Footprinting for Healthcare workshops.

Additionally, the team conducted carbon footprint analyses for key CSH-led initiatives, including the SBRI Maternity Project, the Nursing Insights Project, and Phase 1 of the Living Kidney Donor Project.

Highlights include:

Carbon footprint analysis support of three SBRI projects:

1. **Intensive Care Sustainability Recipe Book** – Led the environmental impact analysis and carbon footprinting of various ICU procedures to support the creation of the Intensive Care Sustainability Recipe Book. This project is a collaborative effort with the Faculty of Intensive Care Medicine, University of Brighton, Intensive Care Society, and the UK Critical Care Nursing Alliance.
2. **Rewire Rehab Evaluation** – Assessed the environmental and cost impact of Rewire Rehab, a community stroke rehabilitation app designed to deliver personalised neurorehabilitation and maximise stroke recovery.
3. **Maternity Care Pathways** – Conducted carbon footprint analyses for seven selected maternity care pathways. This work forms part of a broader project aimed at developing low-carbon, equitable maternity care, led by CSH in collaboration with the Royal College of Obstetricians and Gynaecologists (RCOG), Royal College of Midwives (RCM), and the Sustainable Healthcare Coalition (SHC).

Digital transformation: CSH supported two companies in evaluating the environmental impact of using their digital health technologies to streamline care pathways. CSH continued its collaboration with Ufonia, an AI company, to evaluate the potential environmental impact of using automated conversations for pre and post cataract surgery assessment compared to traditional nurse led and patient initiated reviews. The pilot phase ended in December, with the final model and report being submitted before the end of 2023. CSH also collaborated with Hammond Care to estimate the carbon impact of their Hammond Care Virtual Dementia Behaviour Support Clinic (DBSC), a digital App offering carer support for dementia patients experiencing Behaviour and Psychological Symptoms of Dementia (BPSD).

Supporting NHS organisations: CSH supported Gloucestershire ICB, Gloucestershire Primary Care (GP) services and Gloucestershire Health and Care NHS Foundation Trust to estimate a baseline carbon footprint to help monitor the impact of carbon reduction initiatives and progress towards net zero.

Carbon footprinting CSH: As a supplier to the NHS, CSH is committed to reducing its own emissions. Based on our internal analysis we have developed and published a carbon reduction plan in line with NHS's net zero targets and continue to monitor and measure our carbon footprint annually.

CSH Carbon footprinting course: CSH delivered 10 carbon footprinting workshops including a new carbon footprinting course tailored for participants based in the United States.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2024

Achievements and performance (continued)

"The course has been almost life changing for me. It was the final piece in the jigsaw that allowed me to demonstrate real gains in so many areas." Carbon footprinting course participant 2023

b. Fundraising activities/income generation

In 2024, CSH secured £1.28 million in income: 49% from grants, 50% from services, and 1% from donations and sponsorships. Expenditure was split 75% on programmes/projects and 25% on core operations. Focus was placed on building unrestricted reserves and improving financial resilience.

Our resources are dedicated to maximising impact and driving sustainable change in healthcare. Over 75% of our expenditure supports staff directly delivering education, training, mentoring, and consultancy services. This reflects our commitment to catalysing transformation by partnering with influential organisations and empowering individual 'green champions' to create change within their workplaces.

The 3 main sources of grant income for this period were: The Green Recovery Challenge Fund, Trees Call to Action Fund and the EU Horizon/UKRI. Additional funding was secured from Natural England, The Health Foundation and Greener NHS amongst others.

Sponsorship has been provided by various supportive companies including RSK and Microtech.

Service income has been made up of selling our training courses and SusQI services plus consultancy.

Raising sufficient funds to support all our activities remains a challenge, but we have invested strongly over the past 2 years in building strong processes alongside investing in team growth and continue to build a diverse income portfolio for each programme.

Financial review

a. Going concern

In the last two years steps have been introduced to improve financial management in the charity, initially through creation of a COO role and reinforced by the creation of a finance and risk subgroup of the board which meets four times a year (a month before each board meeting). The remit of this group includes ensuring that the charity is a going concern and that the finances continue to improve. A report from this subgroup is reviewed at each board. We have also updated our financial management package and processes and the board receives much clearer information on our finances both restricted and unrestricted. These are now presented separately. Since this separation we have noted an improvement in the unrestricted finance figures.

Whilst reserve figures have not reached target amounts in 2024, the long-term restricted funding contracts alongside improved financial controls and commensurate improvements in unrestricted performance in the start of 2025 give confidence that the charity will remain a going concern up until at least October 2026.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2024

b. Reserves policy

Our goal in 2024 was to build 3 months of unrestricted costs as reserves. This was not reached in 2024 but the financial processes and decisions needed to get there were put in place along with realistic plans of how to build reserves. This work is bearing fruit in 2025 as we increased unrestricted funds by £120,000 in the first six months. Our 2025-26 goal is to hold a minimum of £133,000 (average one-month total CSH costs) and a target £150,000 (three months of unrestricted costs) in unrestricted reserves.

c. Deficit

This financial period (Jan 2024 – Dec 2024) the charity had an income of £1,279,455 and expenditure of £1,495,234 resulting in an operating deficit for the year amounting to £215,779.

At the close of December 2024, the charity had projected a surplus of £12,000. However, on completion of our Woodland Creation project in March 2025, there was a capital underspend of £227,845 for which a credit note was issued post year end. Our funders Defra confirmed this amount of capital funding received up front should not have been released at the start of the project, and therefore the capital underspend credit note has been accrued back into 2024 to show a true and fair view of the restricted fund balance as at 31 December 2024. As this return of income is related to a restricted fund, the accrual of this amount into 2024 does not affect our unrestricted funds position but does mean that the 2024 accounts as a whole show a loss.

The total equity held at the end of the reporting period were £213,532. Of these funds, £174,453 are held for restricted projects and £39,079 are held for general purposes.

d. Principal funding

The bulk of CSH's funding has been in the form of restricted grants or contract funding which includes a contribution to the Charity's overheads. CSH continues to increase its revenue sources from unrestricted funding through the expansion of its online CSH Sustainability School, delivering commissioned training and e learning modules, expanding the Green Ward Competition programme and offering consultancy in carbon modelling.

CSH will continue to scrutinise new grant funding proposals to ensure that there is a proportionate contribution to the Charity's overheads.

We recognise the need to reduce the team's reliance on restricted funding and increase unrestricted income. To address this, the development team worked to develop a corporate funding programme that enables companies aligned with our values and mission to support CSH's work. This programme has been adapted during the year and is ready to be taken up by the fundraising team. Alongside this, we have worked to grow consultancy income across all of our programmes.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2024

Structure, governance and management

a. Constitution

The company is constituted under a Memorandum of Association dated 24/11/2010 and is a registered charity number 1143189. The company changed its Memorandum and Articles to better reflect its work after consultation with NCVO and is currently constituted under a Memorandum of Association and Articles dated 15/07/2011. A further update was made in December 2024.

The principal object of the company is to provide:

1. The promotion of health for the benefit of the public in any part of the world.
2. The advancement of education for the benefit of the public in any part of the world by supporting the application and implementation of research findings to improve health and healthcare.
3. The conservation, protection and enhancement of the physical and natural environment by the prudent use of natural resources for the public benefit.

b. Methods of appointment or election of Trustees

The management of the company is the responsibility of the Trustees who are elected and co opted under the terms of the Articles of Association.

c. Organisational structure and decision-making policies

The Trustees meet once every quarter, twice online and twice in person, led by the Chair. The CEO of CSH provides a draft agenda and financial update 2 weeks before the meetings, with opportunity for each Trustee to contribute suggested items for the agenda. Meetings are also attended by at least one other employee of CSH – usually the financial lead. Decisions are taken at the meeting unless it is deemed important to get input from anyone not present, in which case a clear set of options is circulated to all, and responses are collated via email.

We conducted a governance review with the Board in 2023 and worked on the identified areas in 2024. In 2024, we set up a new sub-committee for finance and risk management which meets quarterly before each Board meeting to review financial and other risks. This committee reports to the Board and also proposes any necessary changes to procedures or policies for this area.

d. Policies adopted for the induction and training of Trustees

A Skills Audit has been used, which enables the Trustees to identify their own strengths and weaknesses and helps to identify training needs for existing individuals and gaps, which might be filled by new Trustees. Trustees are also invited to attend staff away days, relevant training days and other events such as courses and conferences.

e. Related party relationships

As set out in the application to the Charities Commission and accepted by them, Rachel Stancliffe is both a Trustee and the Director of CSH, receiving a regular salary as such. As governed by the Articles, she will absent herself for any meeting or any part of the meeting in which a conflict of interest may arise.

Rachel Stancliffe resigned her position as a trustee in December 2024.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2024

Structure, governance and management (continued)

f. Risk management

The Trustees have assessed the major risks to which the company is exposed, in particular those related to the operations and finances of the company and are satisfied that systems and procedures are in place to mitigate our exposure to the major risks. All major projects have a separate risk assessment and risk register. In addition, an overview system of assessing risks has been put in place with a traffic light marking (red, amber, and green) to highlight projects at risk during any stage of their progress. The risk assessment for projects is reviewed quarterly by the management and the trustees, and the overall risk profile of the company is reviewed annually.

Plans for future periods

Future developments

Working in the national arena continues to benefit the organisation, as well as growing CSH's impact in this increasingly prominent field. We start the process of becoming more deliberately international now, where appropriate, to maximise our impact.

For our green space programme, the activities planned for 2024 have continued to focus on larger scale more strategic projects. In 2025 we will continue to prioritise:

- In depth NHS Forest site development via expansion of the Nature Recovery Rangers Programme including green prescribing.
- Work on the concept of green space as a healthcare asset.
- Exploring the potential for green space to address health inequalities.
- Expanding the Tree Equity Score to new countries.
- Designing and developing a Green Space consultancy offer.

For our clinical work, we will build on the emerging opportunities to:

- Expand our work in Europe to develop sustainable specialties.
- Continue to promote The Green Ward Competition and Green Specialty Challenges.
- Develop the SusQI Academy and Beacon Site Programme.
- Work closely with partner organisations to achieve strategic change in key parts of the health system develop Green Plans.
- Continue to develop our training courses offering more courses and extending the reach of existing ones.
- Build international relationships with key partners that can extend the reach of all our work.

Our communications officers continue to help us to develop strong messaging and to design powerful campaigns which will increase our reach and impact. We have reviewed the need for more comms capacity and will replace our generalist comms lead with 2 part-time comms specialists from clinical and greenspace early next year.

In addition to specific programme funding, core funding for CSH is being sought from several grant making foundations. We have reviewed the need to bring in more fundraising capacity as we currently only have 0.6 FTE working directly on fundraising. We will increase this team with an additional full-time staff member in 2025.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2024

Funds held as custodian

We do not hold any funds as custodian.

Members' liability

The Members of the company guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up.

Engagement with employees and employment of the disabled

Employees have been consulted on issues of concern to them by means of regular staff meetings and a staff survey and have been kept informed on specific matters directly by management. The company carries out exit interviews for all staff leaving the organisation and has adopted a procedure of upward feedback for senior management and the Trustees.

The company has implemented a number of detailed policies in relation to all aspects of personnel matters including:

- Equal opportunities policy
- Volunteers' policy
- Health & safety policy

In accordance with the company's equal opportunities policy, the company has long established fair employment practices in the recruitment, selection, retention and training of disabled staff.

In addition, in 2024 the whole team worked actively on EDI, including the development of an EDI action plan which will inform all aspects of our work including recruitment, retention, comms, events and everyday working practices.

Full details of these policies are available from the company's offices.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2024

Statement of Trustees' responsibilities

The Trustees (who are also the directors of the company for the purposes of company law) are responsible for preparing the Trustees' report and the 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. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of its incoming resources and application of resources, including its income and expenditure, 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 of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the 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 company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditors

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charity's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

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

Auditors

The auditors, Wellers, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

Approved by order of the members of the board of Trustees and signed on their behalf by:

DocuSigned by:

238CDCA63A004B1

Gill Manning
(Acting Chair of Trustees)
Date: 24-09-25

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CENTRE FOR SUSTAINABLE
HEALTHCARE LIMITED**

Opinion

We have audited the financial statements of The Centre for Sustainable Healthcare Limited (the 'charitable company') for the year ended 31 December 2024 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2024 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CENTRE FOR SUSTAINABLE
HEALTHCARE LIMITED (CONTINUED)**

Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report.

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a Strategic report.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CENTRE FOR SUSTAINABLE
HEALTHCARE LIMITED (CONTINUED)**

Responsibilities of trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- discussions were held with, and enquiries made of, management and those charged with governance with a view to identifying those laws and regulations that could be expected to have a material impact on the financial statements;
- enquiries with the same of where there is susceptibility to fraud in the financial statements;
- during the engagement team briefing, the outcomes of these discussions and enquiries were shared with the team, as well as consideration as to where and how fraud may occur in the entity.
- we focussed on the following laws and regulations that were considered to have a direct effect on the financial statements as identified as being significant to the entity, which include: UK financial reporting standards, Company Law, Charity Law, Tax and Pensions legislation, employment law, and specific funding agreements.

Audit procedures undertaken in response to the potential risks relating to irregularities (which include fraud and non-compliance with laws and regulations) comprised of:

- inquiries of management and those charged with governance as to whether the entity complies with such laws and regulations;
- enquiries with the same concerning any actual or potential litigation or claims;
- review of board minutes;
- review of funding agreements;
- testing the appropriateness of entries in the nominal ledger, including journal entries;
- reviewing transactions around the end of the reporting period;
- the performance of analytical procedures to identify unexpected movements in account balances which may be indicative of fraud or management bias.

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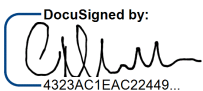
**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CENTRE FOR SUSTAINABLE
HEALTHCARE LIMITED (CONTINUED)**

No instances of material non-compliance were identified. However, the likelihood of detecting irregularities, including fraud, is limited by the inherent difficulty in detecting irregularities, the effectiveness of the entity's controls, and the nature, timing and extent of the audit procedures performed. Irregularities that result from fraud might be inherently more difficult to detect than irregularities that result from error. As explained above, there is an unavoidable risk that material misstatements may not be detected, even though the audit has been planned and performed in accordance with ISAs (UK)

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

DocuSigned by:

4323AC1EAC22449...

Christina Nawrocki FCCA (Senior statutory auditor)

for and on behalf of

Wellers

Statutory Auditors
8 King Edward Street
Oxford
OX1 4HL

Date: 25-09-25

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 DECEMBER 2024**

		Restricted funds	Unrestricted funds	Total funds	<i>Total funds 13 months ended 31 December 2023</i>
	Note	31 December 2024 £	31 December 2024 £	31 December 2024 £	£
Income from:					
Donations and legacies	4	586,635	55,620	642,255	915,293
Charitable activities	5	273	636,927	637,200	669,054
Total income		<u>586,908</u>	<u>692,547</u>	<u>1,279,455</u>	<u>1,584,347</u>
Expenditure on:					
Charitable activities	6	808,654	686,580	1,495,234	1,361,327
Total expenditure		<u>808,654</u>	<u>686,580</u>	<u>1,495,234</u>	<u>1,361,327</u>
Net (expenditure)/income		<u>(221,746)</u>	<u>5,967</u>	<u>(215,779)</u>	<u>223,020</u>
Transfers between funds	14	21,890	(21,890)	-	-
Net movement in funds		<u>(199,856)</u>	<u>(15,923)</u>	<u>(215,779)</u>	<u>223,020</u>
Reconciliation of funds:					
Total funds brought forward		374,309	55,002	429,311	206,291
Net movement in funds		(199,856)	(15,923)	(215,779)	223,020
Total funds carried forward		<u>174,453</u>	<u>39,079</u>	<u>213,532</u>	<u>429,311</u>

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 28 to 49 form part of these financial statements.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)
REGISTERED NUMBER: 07450026

BALANCE SHEET
AS AT 31 DECEMBER 2024

	Note	2024 £	2023 £
Fixed assets			
Tangible assets	11	4,105	9,606
		<u>4,105</u>	<u>9,606</u>
Current assets			
Debtors	12	220,399	78,645
Cash at bank and in hand		306,727	422,428
		<u>527,126</u>	<u>501,073</u>
Current liabilities			
Creditors: amounts falling due within one year	13	(317,699)	(81,368)
		<u>209,427</u>	<u>419,705</u>
Net current assets			
		<u>213,532</u>	<u>429,311</u>
Total assets less current liabilities			
		<u>213,532</u>	<u>429,311</u>
Total net assets		<u>213,532</u>	<u>429,311</u>
Charity funds			
Restricted funds	14	174,453	374,309
Unrestricted funds	14	39,079	55,002
		<u>213,532</u>	<u>429,311</u>
Total funds		<u>213,532</u>	<u>429,311</u>

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)
REGISTERED NUMBER: 07450026

BALANCE SHEET (CONTINUED)
AS AT 31 DECEMBER 2024

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

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

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

DocuSigned by:
Gill Manning
.....238CDCA63A004B1.....
Gill Manning
(Acting Chair of Trustees)
Date: 24-09-25

The notes on pages 28 to 49 form part of these financial statements.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2024

	31 December 2024 £	13 months ended 31 December 2023 £
Cash flows from operating activities		
Net cash used in operating activities	(115,701)	130,958
Cash flows from investing activities		
Purchase of tangible fixed assets	-	(6,340)
Net cash provided by/(used in) investing activities	-	(6,340)
Cash flows from financing activities		
Net cash provided by financing activities	-	-
Change in cash and cash equivalents in the year	(115,701)	124,618
Cash and cash equivalents at the beginning of the year	422,428	297,810
Cash and cash equivalents at the end of the year	306,727	422,428

The notes on pages 28 to 49 form part of these financial statements

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

1. General information

The Centre For Sustainable Healthcare Limited is a private company limited by guarantee, incorporated in England and Wales, registration number 07450026. The address of the company's registered office is Suite 310, 266 Banbury Road, Summertown, Oxford, OX2 7DL.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Centre for Sustainable Healthcare Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Going concern

The charity's operational activities, together with the factors likely to affect its future development, performance and position are set out in the Trustees report on pages 2 to 19.

2.3 Income

All income is recognised once the company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the company's objectives, as well as any associated support costs.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024**

2. Accounting policies (continued)

2.4 Expenditure (continued)

All expenditure is inclusive of irrecoverable VAT.

2.5 Tangible fixed assets and depreciation

Tangible fixed assets costing £200 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

Computer equipment	- 33% Straight Line
--------------------	---------------------

2.6 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.7 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2.8 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

2.9 Financial instruments

The company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

2. Accounting policies (continued)

2.10 Operating leases

Rentals paid under operating leases are charged to the Statement of financial activities on a straight line basis over the lease term.

2.11 Pensions

The company contributes into a defined contribution pension scheme and the pension charge represents the amounts payable by the company to the fund in respect of the year.

2.12 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the company and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

3. Critical accounting estimates and areas of judgment

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year relate to accruals, deferred income, and accrued income.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

4. Income from donations and legacies

	Restricted funds	Unrestricted funds	Total funds
	31 December 2024	31 December 2024	31 December 2024
	£	£	£
Donations	-	15,636	15,636
Grants	586,635	39,984	626,619
Total 2024	586,635	55,620	642,255

	Restricted funds	Unrestricted funds	Total funds
	13 months ended 31 December 2023	13 months ended 31 December 2023	13 months ended 31 December 2023
	£	£	£
Donations	-	9,393	9,393
Grants	756,361	149,539	905,900
Total 2023	756,361	158,932	915,293

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

5. Income from charitable activities

	Restricted funds	Unrestricted funds	Total funds
	31 December 2024 £	31 December 2024 £	31 December 2024 £
Income from charitable activities - Clinical	-	549,731	549,731
Income from charitable activities - NHS Forest	273	87,196	87,469
Total 2024	273	636,927	637,200
		<i>Unrestricted funds 13 months ended 31 December 2023 £</i>	<i>Total funds 13 months ended 31 December 2023 £</i>
Income from charitable activities - Clinical		519,639	519,639
Income from charitable activities - NHS Forest		149,415	149,415
<i>Total 2023</i>		<i>669,054</i>	<i>669,054</i>

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

6. Analysis of expenditure on charitable activities

Summary by fund type

	Restricted funds	Unrestricted funds	Total
	31 December 2024	31 December 2024	31 December 2024
	£	£	£
Clinical	427,796	596,730	1,024,526
NHS Forest	380,858	89,850	470,708
Total 2024	808,654	686,580	1,495,234
	Restricted funds	Unrestricted funds	Total
	13 months ended 31 December 2023	13 months ended 31 December 2023	13 months ended 31 December 2023
	£	£	£
Clinical	-	755,197	755,197
NHS Forest	369,033	237,097	606,130
Total 2023	369,033	992,294	1,361,327

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

6. Analysis of expenditure on charitable activities (continued)

Summary by expenditure type

	Staff costs	Other costs	Total
	31 December 2024 £	31 December 2024 £	31 December 2024 £
Clinical	813,498	211,028	1,024,526
NHS Forest	320,703	150,005	470,708
Total 2024	1,134,201	361,033	1,495,234

	Staff costs 13 months ended 31 December 2023 £	Depreciation 13 months ended 31 December 2023 £	Other costs 13 months ended 31 December 2023 £	Total 13 months ended 31 December 2023 £
Clinical	652,583	3,494	99,120	755,197
NHS Forest	436,380	2,287	167,463	606,130
Total 2023	1,088,963	5,781	266,583	1,361,327

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

7. Analysis of expenditure by activities

	Activities undertaken directly	Support costs	Total funds
	31 December 2024 £	31 December 2024 £	31 December 2024 £
Clinical	957,003	67,523	1,024,526
NHS Forest	437,789	32,919	470,708
Total 2024	1,394,792	100,442	1,495,234

	Activities undertaken directly	Support costs	Total funds
	13 months ended 31 December 2023 £	13 months ended 31 December 2023 £	13 months ended 31 December 2023 £
Clinical	706,600	48,596	755,196
NHS Forest	540,590	65,541	606,131
<i>Total 2023</i>	<i>1,247,190</i>	<i>114,137</i>	<i>1,361,327</i>

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

7. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Clinical	NHS Forest	Total funds
	31 December 2024 £	31 December 2024 £	31 December 2024 £
Staff costs	813,498	320,705	1,134,203
Project costs	49,822	99,136	148,958
Project partner costs	40	800	840
Project publications, leaflets and maps	210	16	226
Professional and consultancy	-	825	825
Website and computer costs	2,220	-	2,220
Travel and subsistence	15,486	7,553	23,039
Conference costs	876	5,246	6,122
Sub-contractors costs	74,851	3,508	78,359
Total 2024	957,003	437,789	1,394,792

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024**

7. Analysis of expenditure by activities (continued)

Analysis of direct costs (continued)

	<i>Clinical 13 months ended 31 December 2023 £</i>	<i>NHS Forest 13 months ended 31 December 2023 £</i>	<i>Total funds 13 months ended 31 December 2023 £</i>
Staff costs	652,583	436,380	1,088,963
Depreciation	-	226	226
Project costs	28,083	94,778	122,861
Project publications, leaflets and maps	43	44	87
Professional and consultancy	15,400	-	15,400
Website and computer costs	-	3,313	3,313
Travel and subsistence	-	857	857
Printing, postage and stationery	40	32	72
Miscellaneous	1,383	1,295	2,678
Bank charges	-	47	47
Conference costs	7,219	2,450	9,669
Sub-contractor costs	1,850	1,167	3,017
<i>Total 2023</i>	<u>706,601</u>	<u>540,589</u>	<u>1,247,190</u>

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

7. Analysis of expenditure by activities (continued)

Analysis of support costs

	Clinical	NHS Forest	Total funds
	31 December 2024 £	31 December 2024 £	31 December 2024 £
Website and network costs	23,886	8,355	32,241
Travel and subsistence	5,264	2,615	7,879
Printing, postage and stationery	501	160	661
Office expenses	7,237	3,036	10,273
Bookkeeping	7,876	7,169	15,045
Entertainment	1	-	1
Telephone	69	54	123
Miscellaneous	4,541	1,228	5,769
Bank charges	295	91	386
Rent	1,163	469	1,632
Insurance	2,421	1,317	3,738
Payments to charitable parties	499	56	555
Training	104	8	112
Foreign exchange difference	25	-	25
Depreciation	2,751	2,751	5,502
Governance costs	10,890	5,610	16,500
Total 2024	67,523	32,919	100,442

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024**

7. Analysis of expenditure by activities (continued)

Analysis of support costs (continued)

	<i>Clinical 13 months ended 31 December 2023 £</i>	<i>NHS Forest 13 months ended 31 December 2023 £</i>	<i>Total funds 13 months ended 31 December 2023 £</i>
Depreciation	3,494	2,061	5,555
Website and network costs	8,221	32,831	41,052
Travel and subsistence	10,099	8,130	18,229
Printing, postage and stationery	485	588	1,073
Office expenses	-	1,222	1,222
Telephone	221	213	434
Miscellaneous	2,057	3,791	5,848
Bank charges	464	306	770
Insurance	732	733	1,465
Payments to charitable parties	1,486	175	1,661
Training	6,050	203	6,253
Governance costs	15,287	15,288	30,575
Total 2023	48,596	65,541	114,137

8. Auditors' remuneration

	<i>31 December 2024 £</i>	<i>13 months ended 31 December 2023 £</i>
Fees payable to the company's auditor for the audit of the company's annual accounts	9,000	7,000
Fees payable to the company's auditor in respect of: All non-audit services not included above	22,410	23,575

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

9. Staff costs

	31 December 2024 £	13 months ended 31 December 2023 £
Wages and salaries	985,655	956,972
Social security costs	93,313	81,790
Contribution to defined contribution pension schemes	55,233	50,201
	<u>1,134,201</u>	<u>1,088,963</u>

The average number of persons employed by the company during the year was as follows:

	31 December 2024 No.	13 months ended 31 December 2023 No.
Trustee	1	1
Administration	31	25
	<u>32</u>	<u>26</u>

No employee received remuneration amounting to more than £60,000 in either year.

The total remuneration and benefits (including employers pension contributions) received by the key management personel was £105,707 (2023 - £117,325).

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

10. Trustees' remuneration and expenses

During the year, R Stancliffe, a Trustee has been paid remuneration and has received other benefits from their employment with the company for performing her role as Chief Executive Officer. This has been approved by the Charity Commission. The value of Trustees' remuneration and other benefits was as follows:

		31 December 2024 £	13 months ended 31 December 2023 £
Rachel Stancliffe	Remuneration and pension contributions	60,049	62,661

During the year ended 31 December 2024, expenses were reimbursed or paid directly to 2 Trustees (2023 - to 1 Trustee) broken down as follows:

		31 December 2024 £	13 months ended 31 December 2023 £
Travel, Subsistence, and Meeting Costs		974	533

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

11. Tangible fixed assets

	Office equipment £
Cost or valuation	
At 1 January 2024	21,670
At 31 December 2024	21,670
Depreciation	
At 1 January 2024	12,064
Charge for the year	5,501
At 31 December 2024	17,565
Net book value	
At 31 December 2024	4,105
At 31 December 2023	9,606

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024**

12. Debtors

	2024 £	2023 £
Due within one year		
Trade debtors	127,089	36,779
Other debtors	90,819	38,280
Prepayments and accrued income	2,491	3,586
	<u>220,399</u>	<u>78,645</u>

13. Creditors: Amounts falling due within one year

	2024 £	2023 £
Trade creditors	21,814	1,051
Other taxation and social security	47,799	33,303
Other creditors	841	9,463
Accruals and deferred income	247,245	37,551
	<u>317,699</u>	<u>81,368</u>

	2024 £	2023 £
Deferred income at 1 January 2024	23,571	153,615
Amounts released from previous periods	(23,571)	(130,044)
	<u>-</u>	<u>23,571</u>

No income was deferred as at 31 December 2024 as there was no money that was received in advance for projects delivered over a timeframe which partly related to the following accounting period.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024**

14. Statement of funds

Statement of funds - current year

	Balance at 1 January 2024 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 December 2024 £
Unrestricted funds					
Designated funds					
Microtech Sponsorship	-	20,000	(5,000)	-	15,000
General funds					
General Funds	55,002	672,547	(681,580)	(21,890)	24,079
Total Unrestricted funds	55,002	692,547	(686,580)	(21,890)	39,079
Restricted funds					
EU Horizon	-	291,075	(293,980)	-	(2,905)
HF Living Donor	-	45,176	(19,133)	-	26,043
Q Project	-	35,871	(17,218)	-	18,653
Sport England	-	3,000	(2,225)	-	775
UK Kidney project	-	53,075	(11,374)	-	41,701
SBRI	-	99,910	(86,087)	-	13,823
Woodland Creation	376,403	(99,531)	(195,717)	-	81,155
Tree Call To Action	(2,094)	158,332	(182,920)	21,890	(4,792)
	374,309	586,908	(808,654)	21,890	174,453
Total of funds	429,311	1,279,455	(1,495,234)	-	213,532

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

14. Statement of funds (continued)

The SBRI restricted fund relates to funding from SBRI for a project investigating environmental sustainability and equity in maternity care. This 12-month project was in partnership with the Royal College of Obstetricians and Gynaecologists, the Royal College of Midwives and the Sustainable Healthcare Coalition with funding going on staff costs, a fellowship and patient and public involvement.

The Woodland Creation restricted fund relates to funding from Department for Environment Food & Rural Affairs (DEFRA) to plant 150,000 trees on the NHS Estate. The activities funded by this grant include costs for staff to deliver the project, along with the costs of planting and protecting the new trees across the NHS Estate.

The Trees Call To Action restricted fund relates to funding from National Lottery Heritage Fund (NLHF) on behalf of DEFRA. The funding is to be spent on activities including; training in tree planting and green space improvement for NHS staff and volunteers to support tree planting on NHS sites, placements for medical healthcare students to support the project, hosting of the NHS Forest Conferences in 2022-2024, establishing the NHS Forest Advisory Group, and associated staff roles to enable delivery of the project activities.

The EU Horizon new fund is part of a 4-year European-wide project to transform kidney care. This multi-partner project involves pilot sites in 4 European countries. Costs include staff time and travel, as well as translation services and cost of delivering education courses to upskill the renal workforce. Funding is distributed through UKRI.

The HF Living Donor new fund is a Health Foundation funded project which is investigating how the Living Kidney Donor pathway can be made more sustainable through working with pilot sites and NHS Blood and Transplant.

The Q Project new fund is funded by the Health Foundation and is investigating the cost of medicines waste in care homes in the UK. The grant is being spent on staff to deliver the project and costs for partner organisations who are acting as test sites.

The Sport England new fund is delivering green health routes to encourage and facilitate access to existing Forestry England green spaces through signage, guided walks and community engagement. This project is funded by Sport England and Forestry England. Costs include staff time and project materials.

The UK Kidney project new fund is funded by the Greener NHS and sees a partnership approach to embedding sustainability in UK kidney care.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024**

14. Statement of funds (continued)

Statement of funds - prior year

	<i>Balance at 1 December 2022 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Balance at 31 December 2023 £</i>
Unrestricted funds				
General Funds	219,309	827,986	(992,293)	55,002
	<u>219,309</u>	<u>827,986</u>	<u>(992,293)</u>	<u>55,002</u>
Restricted funds				
SBRI	(8,861)	92,984	(84,123)	-
Woodland Creation	-	471,700	(95,298)	376,402
Tree Call To Action	(4,157)	191,677	(189,613)	(2,093)
	<u>(13,018)</u>	<u>756,361</u>	<u>(369,034)</u>	<u>374,309</u>
	<u>(13,018)</u>	<u>756,361</u>	<u>(369,034)</u>	<u>374,309</u>
Total of funds	<u>206,291</u>	<u>1,584,347</u>	<u>(1,361,327)</u>	<u>429,311</u>

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024**

15. Summary of funds

Summary of funds - current year

	Balance at 1 January 2024 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 December 2024 £
Designated funds	-	20,000	(5,000)	-	15,000
General funds	55,002	672,547	(681,580)	(21,890)	24,079
Restricted funds	374,309	586,908	(808,654)	21,890	174,453
	<u>429,311</u>	<u>1,279,455</u>	<u>(1,495,234)</u>	<u>-</u>	<u>213,532</u>

Summary of funds - prior year

	Balance at 1 December 2022 £	Income £	Expenditure £	Balance at 31 December 2023 £
General funds	219,309	827,986	(992,293)	55,002
Restricted funds	(13,018)	756,361	(369,034)	374,309
	<u>206,291</u>	<u>1,584,347</u>	<u>(1,361,327)</u>	<u>429,311</u>

16. Analysis of net assets between funds

Analysis of net assets between funds - current period

	Restricted funds 2024 £	Unrestricted funds 2024 £	Total funds 2024 £
Tangible fixed assets	-	4,105	4,105
Current assets	174,453	352,673	527,126
Creditors due within one year	-	(317,699)	(317,699)
Total	<u>174,453</u>	<u>39,079</u>	<u>213,532</u>

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024**

16. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior period

	<i>Restricted funds 2023 £</i>	<i>Unrestricted funds 2023 £</i>	<i>Total funds 2023 £</i>
Tangible fixed assets	-	9,606	9,606
Current assets	374,310	126,763	501,073
Creditors due within one year	-	(81,368)	(81,368)
Total	<u>374,310</u>	<u>55,001</u>	<u>429,311</u>

17. Reconciliation of net movement in funds to net cash flow from operating activities

	2024 £	<i>13 months ended 2023 £</i>
Net income/expenditure for the period (as per Statement of Financial Activities)	<u>(215,779)</u>	<u>223,020</u>
Adjustments for:		
Depreciation charges	5,501	5,780
Decrease/(increase) in debtors	(141,754)	37,874
Increase/(decrease) in creditors	236,331	(135,716)
Net cash provided by/(used in) operating activities	<u>(115,701)</u>	<u>130,958</u>

18. Analysis of cash and cash equivalents

	2024 £	<i>2023 £</i>
Cash in hand	<u>306,727</u>	<u>422,428</u>
Total cash and cash equivalents	<u>306,727</u>	<u>422,428</u>

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

19. Analysis of changes in net debt

	At 1 December 2023 £	Cash flows £	At 31 December 2024 £
Cash at bank and in hand	422,428	(115,701)	306,727
	<u>422,428</u>	<u>(115,701)</u>	<u>306,727</u>

20. Pension commitments

The company contributes into a defined contributions pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £55,233 (2023 - £50,201).

21. Members' liability

Each member of the charitable company undertakes to contribute to the assets of the company in the event of it being wound up while he/she is a member, or within one year after he/she ceases to be a member, such amount as may be required, not exceeding £1 for the debts and liabilities contracted before he/she ceases to be a member.

22. Related party transactions

During the year, payments were made to JRG Coaching Limited, a company connected to trustee Jessica Rhys-Griffith, amounting to £nil in respect of consultancy services (2023 - £12,786).

THE CENTRE FOR SUSTAINABLE HEALTHCARE

England & Wales - Charity number 1143189

Accounts

**THE CENTRE FOR SUSTAINABLE
HEALTHCARE LIMITED**

(A company limited by guarantee)

**TRUSTEES' REPORT AND
FINANCIAL STATEMENTS**

PERIOD ENDED 31 DECEMBER 2023

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
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THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS
FOR THE PERIOD ENDED 31 DECEMBER 2023**

Trustees	Gill Manning, Chair Rachel Stancliffe Michael Smeeth Jessica Rhys-Griffith (resigned 17 May 2023, reappointed 12 September 2023) Duncan Mackay John Lelliott OBE (resigned 13 June 2023) Dr Mike Tomson
Company registered number	07450026
Charity registered number	1143189
Registered office	8 King Edward Street Oxford Oxfordshire OX1 4HL
Principal operating office	No physical office Mailbox address: Suite 310, 266 Banbury Road Summertown Oxford OX2 7DL
Company secretary	Ingeborg Steinbach
Chief executive officer	R Stancliffe
Independent auditors	Wellers Statutory Auditors 8 King Edward Street Oxford OX1 4HL
Website	https://sustainablehealthcare.org.uk

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
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TRUSTEES' REPORT
FOR THE PERIOD ENDED 31 DECEMBER 2023

The Trustees present their annual report together with the audited financial statements of the company for the period 1 December 2022 to 31 December 2023. The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102).

Since the company qualifies as small under section 382 of the Companies Act 2006, the Strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Objectives and activities

a. Policies and objectives

The Trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Charity's aims and objectives, and in planning future activities and setting future policies, therefore have complied with the duty in section 17 of the Charities Act 2011. In line with Charity Commission guidance our objectives are determined by our defined charitable objectives

1. Transforming healthcare for a sustainable future.
2. Ensuring that health is safeguarded in a time of resource restraint.
3. Educating healthcare professionals and others about links between health and the environment.

b. Strategies for achieving objectives

CSH Strategies for achieving Objectives are:

1. Engaging healthcare professionals, patients and the wider community in sustainability and the links between health and environment.
2. Engaging other industries and organisations in the healthcare sector.
3. Assessing current knowledge, barriers and opportunities for sustainable healthcare.
4. Improving research into more sustainable options.
5. Helping the NHS and other healthcare organisations to reduce its carbon footprint.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
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TRUSTEES' REPORT (CONTINUED)
FOR THE PERIOD ENDED 31 DECEMBER 2023

Objectives and activities (continued)

c. Activities undertaken to achieve objectives

The activities undertaken to achieve these objectives are:

1. Developing and running programmes and tools that can help to engage healthcare professionals and others.
2. Sharing ideas and knowledge with other organisations to engage them with sustainable healthcare.
3. Running networks to enable natural communities in healthcare to share ideas and questions.
4. Working to include sustainability in medical education via curriculum development and other areas.
5. Developing courses in various elements of sustainable healthcare and teaching them.
6. Carrying out reviews of current research and other information on barriers and opportunities for sustainable healthcare.
7. Identifying and/or carrying out research into more sustainable options for healthcare.
8. Measuring the carbon footprint of services, medical products and clinical pathways.
9. Developing standardised methodology for carbon footprinting and measuring the triple bottom line in healthcare.
10. Promote planting trees as a mechanism to engage staff, patients and visitors with sustainability.
11. Working with NHS and other healthcare organisation's to make the links between health and the environment through the NHS Forest and other green space projects.
12. Improving access to green space through green health routes with the aim of improving health.

d. Volunteers

CSH continues to benefit from volunteers who have worked on central projects and tasks. During 2023 we continued our planned expansion of the volunteers' programme, by increasing numbers, grouping them into batches, offering a standardised induction, and asking for a minimum six-month commitment (4-8 hours per week), or full time for one month. We had 96 volunteers and students on elective placements with a total of 2.4 FTE across the year.

Achievements and performance

a. Review of activities

CSH has had an extremely busy year in 2023 with both ongoing and new projects.

- 69 presentations at external events and conferences
- 9,659 trees planted at 43 NHS sites
- 56 news stories and blogs published
- The Networks Platform has almost doubled in 2023, to over 6200 members worldwide
- CSH website: 86,000 users 103,671 sessions
- 96 individuals volunteered 4,714 hours of work to CSH, equivalent to 2.4 full-time employees

Our Sustainability School training programme has continued to be very popular and is beginning to bring in a steady revenue stream. We have added 2 new courses during 2023, bringing the total to 14, and over 1000 healthcare professionals participated in the small-group training days. We also worked further with Health Education England to design another short course that is available free to everyone in the NHS.

We have partnered with new specialty areas for our clinical programme and expanded our work into Europe with a major role in a new 4 year Horizon funded project which builds on our work in Kidney care. The Sustainable Quality Improvement team has helped deliver an exciting range of projects in diverse clinical settings and in 2023 we launched the SusQI Academy.

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TRUSTEES' REPORT (CONTINUED)
FOR THE PERIOD ENDED 31 DECEMBER 2023

Achievements and performance (continued)

The 100,000th NHS Forest tree was planted in December 2022. There has been a huge amount of work in the Green Space team, with delivery of the existing Trees Call to Action Fund and being successful in a project funded by Defra and the Forestry Commission for planting up to 150,000 trees over the planting seasons of 2023-2025.

In October 2023 we held a third online NHS Forest Conference, with the theme of 'Trees and woodland as a healthcare asset', attracting 600 delegates, including healthcare staff, outdoor space charities, researchers and artists.

Staffing changes

In 2023, CSH continued growth in all programmes, and now has a total of 29 staff. In the Green Space Programme we had 3 members of staff leave and employed 6 new staff members including Sarah Jordan as Programme Director. In the Clinical Programme we employed Sayed Hussain as an admin for the clinical team, Rachael Ward as the new Networks Manager and a new Fellow in Quality Improvement, Ayoma Ratnappuli. For the core team we hired a full-time communications manager, Michael Huxley, and appointed Helen Sullivan as our first COO, scheduled to start in January 2024.

Green Space Programme in 2022/23

Green Space for Health – improving the management and use of NHS land, green space and access to green space

A healthy local natural environment is a key part of sustainable healthcare. It contributes to the prevention of illness by increasing physical and mental wellbeing and offers therapeutic benefits for recovery. Our annual NHS Forest conference focused on the benefits of trees and woodlands, demonstrating how they are a valuable healthcare asset that should not be taken for granted. NHS sites need to have a biodiversity plan in place by January 2024, and our work in 2023 has been supporting sites to achieve this goal.

Throughout 2023, we have been working to improve biodiversity on the NHS estate, as well as connecting staff, patients and the wider community with green spaces to improve health and wellbeing, recovery and treatment.

We welcomed several new team members to the green spaces team in 2023: Hattie White and Neil Ingram who are working on the NHS Forest Defra funded project; Una Devlin and Daniel Loveard as our Green Spaces comms lead and project lead; and Sarah Jordan as our new Green Space for Health Director. We are delighted to have secured funding to extend our two ranger posts at Mount Vernon and Liverpool, with Billy Styles and Nick White as our Nature Recovery Rangers on these sites.

Improving biodiversity on the NHS estate

In the 2022-2023 season, we planted 9,659 trees at 43 NHS sites, planting hedgerows and memorial trees, as well as restoring and creating woodlands. During this season, in December 2022, the NHS Forest planted its 100,000th tree! We are grateful for the support of our corporate and individual donors, and the Trees Call to Action Fund for enabling this work to happen.

Over the next two years we will be more than doubling this milestone, as we have secured funding from Defra to plant up to a further 150,000 trees on NHS land, working with the Forestry Commission. We are delighted to have welcomed two new team members to deliver this exciting project – Harriet White and Neil Ingram.

This Defra funded project is not just about getting trees in the ground, but also providing NHS sites with advice, support and guidance on planting their trees and maintaining them in the years to come. We are also

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TRUSTEES' REPORT (CONTINUED)
FOR THE PERIOD ENDED 31 DECEMBER 2023

Achievements and performance (continued)

coordinating strategic partnerships to facilitate tree planting, provide support and engage the local community. This project aims to demonstrate the power of trees in creating healthier environments, making healthcare sites places where people can go to be healthy in community. The Defra funding will run alongside our Trees Call to Action funding until March 2025.

In 2023, we have taken a more strategic approach to tree planting, conducting mapping exercises to identify opportunities to connect trees and woodlands across the NHS estate. We provided ecological advice to 6 NHS sites, supporting them to plan how to make best use of their land for biodiversity. We have also been working to increase the evidence base for the value of trees and woodlands to healthcare institutions in partnership with Forest Research. The report estimated the financial value of trees and woodlands to four NHS sites in England, showing remarkable results.

Tree equity

In 2023, we partnered with the Woodland Trust and American Forests to bring a transformative Tree Equity Score tool to the UK. The tool, originally developed in the US, determines the tree canopy cover needed in urban areas for everyone to experience equitable access to the health, economic and climate benefits provided by trees. The tool will enable decision makers, including those at healthcare sites, to prioritise tree planting efforts where they are needed most.

Using the green estate for health

In October 2023, we held our annual NHS Forest conference, with a focus on trees and woodlands as a healthcare asset. The conference attracted over 600 sign ups, and recordings of the speakers are available on our website. The conference announced our NHS Forest Awards Winners for 2023, for Healthcare sites going above and beyond in promoting biodiversity and connecting people with nature.

As part of the conference, we heard inspiring stories of how green spaces can be used effectively for the benefit of staff, patients, and the wider community, including from one of our Green Recovery Rangers, Nick White, based in Liverpool.

Case study: Liverpool Nature Recovery Ranger

In September, Liverpool University Hospitals NHS Foundation Trust (LUHFT) held its inaugural Sustainability Awards. Nick White, Centre for Sustainable Healthcare Nature Recovery Ranger, together with the Friends of Bluebell Woods, won the Partnership Award. Nicola Daly, Head of Sustainability at LUHFT said: "These awards celebrate the great work being done by staff and volunteers across our hospitals. Bluebell Woods is part of the NHS Forest and is a fantastic asset for Aintree Hospital and the local community. It's been great to acknowledge all the work Friends of Bluebell Woods have done over several years to help improve the environment. Under the leadership and guidance of the ranger over the past two years they have been able to improve public access and undertake woodland management works which are increasing the biodiversity of the area."

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TRUSTEES' REPORT (CONTINUED)
FOR THE PERIOD ENDED 31 DECEMBER 2023

Achievements and performance (continued)

This year, we were also successful in securing further funding for our ranger post at Mount Vernon Cancer Centre in North London.

Case Study: Mount Vernon Nature Recovery Ranger

In January, we welcomed a new Nature Recovery Ranger, Billy Styles, at Mount Vernon Cancer Centre. In April, more than 40 people joined Billy to learn about seed sowing and to put together their own egg box seed trays. Participants learned about sifting compost, how and why to mix in topsoil, the importance of water, how to sow seeds effectively and how to ensure the seeds germinated. The plants sown included amaranth, edible chrysanthemum, borage and salsify. They were chosen as they lend themselves to regenerative low impact growing and were attractive, insect friendly and drought tolerant. The drop-in sessions provided personalised, hands-on learning, delivered in an informal environment. As the sessions were at lunchtime, they were accessible to a wide range of people. Many participants shared their enjoyment of the activity and the positive impact the connection with nature had on them.

In 2023, we also carried out an evaluation of our Nature Recovery Ranger programme. We are using this evaluation to re-design and develop the programme to make sure we have the greatest impact on biodiversity on the NHS estate as possible. The Nature Recovery Rangers are well placed to connect staff and patients to green spaces, and through our programme we want to see them flourish across the country.

We ran our fully booked Green Space for Health training in November 2023 and have plans to update the training to include more information about trees and woodlands ahead of our next training session in February 2024. The training enables NHS staff to learn more about using green spaces for health and wellbeing, while facilitating them to develop projects for their own context.

Several sponsors, including RSK, have also made contributions to the NHS Forest, including tree sponsorship and pro bono support.

Looking forward

In 2024, the green space team will continue to provide free trees to NHS sites across England. In the tree planting season 2024-25 we will include fruit trees and standards in our tree offer, along with the tree bundles we have been offering this year. We will continue to provide support with planning, planting and maintenance, providing resources and linking up partners to ensure our trees have the best chance of survival and maturation to benefit generations to come. We will also be launching our new ranger programme, with the aim of building capacity within NHS sites to recover people with nature, and to recover nature for people.

In order to build our unreserved funding, as well as increase resilience for this team, we are developing a consultancy offer for NHS Trusts around their green space and including biodiversity net gain, a new government requirement. We aim to design and develop this offer during 2024, ready to start building income by 2025.

Clinical Programme: Highlights in 2022/23

The clinical team added an administrator, Sayed Hussain, to help improve the service to our clients and team efficiency. Rachael Ward joined us as the new Network Manager and Ayoma Ratnappuli replaced Alice Clack as Clinical Fellow. In addition, we continued to provide mentoring and supervision to Fellows and Scholars

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TRUSTEES' REPORT (CONTINUED)
FOR THE PERIOD ENDED 31 DECEMBER 2023

Achievements and performance (continued)

throughout 2023.

Sustainable Specialties

2023 saw our large 2022-23 cohort of fellows and scholars complete their projects. Scholarships and fellowships support sustainable transformation in SusQI education, surgery, dentistry, oncology, anaesthesia, endoscopy, kidney care, paediatrics and ophthalmology. These programmes influenced desflurane decommissioning, foundation school curricula and dentistry training, launched a new Women's Health sustainability network, saw new textbook chapters on sustainability in surgery and general medicine, and contributed to the literature on the carbon footprint of pharmaceuticals.

Welsh scholars at Cwn Taf Morgannwg (CTM) Health Board undertook wide-ranging projects from food waste and repurposing recycling to inhalers. Five kidney scholars supported by the UK Kidney Association worked on projects that reduced waste and saved carbon and money in haemodialysis and peritoneal dialysis, while improving patient and staff experience.

In November, the landmark Green Surgery Report was launched by the UK Health Alliance on Climate Change, CSH and Brighton and Sussex Medical School. The report was endorsed by organisations from across the specialty and provides evidence-based recommendations for sustainable practice in surgical care.

2024 will see the start of the exciting European KitNewCare project in kidney care. CSH is one of the lead partners in a European consortium which will be working with pilot clinical centres to develop sustainable innovations in kidney care and drive their adoption across Europe. As part of our new Sustainable Specialties three year strategy, KitNewCare will generate a tested model for specialty transformation.

Networks

Our sustainable networks hub serves as a forum for the exchange of ideas, questions, tools and resources on sustainability in clinical specialties.

During the first quarter of 2023 we recruited Rachael Ward, the new Networks Manager, and worked hard to complete the build and launch of the new improved networks platform that will maximise sector engagement and drive sustainable change.

Since the new Networks Platform launched in April 2023, we have seen some fantastic growth in our community. The Networks Platform has almost doubled in 2023, with a community of +6200 members worldwide!

We have 1976 topics, 834 resources, including case studies, and 161 events across the platform. 73k of our user instances have come from the UK in 2023, with 2.8k from the US, and 2.2k from Australia. We have had 89k platform views since April and our resource library page has had +10k views.

We plan to step things up next year, with more events, transferable case studies, new partnerships, and engaging content, there is so much to share, celebrate, strengthen, and learn from.

"CSH networks enabled me to link up with colleagues from different disciplines and NHS Trusts working on a sustainability project that had already been implemented in my Trust. By sharing information on my Trust's project, I was able to help them move forward with theirs and convince their Trust's infection control team that the project was possible". Emily Parker, Sustainability Fellow in Paediatric Medicine.

The CSH networks are currently funded through CSH's core funding, and we are exploring new income generation opportunities to ensure this important service can be sustained through project funding or new

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TRUSTEES' REPORT (CONTINUED)
FOR THE PERIOD ENDED 31 DECEMBER 2023

Achievements and performance (continued)

sources of core funding.

Sustainable Clinical Practice

The CSH Green Team Competition is an award-winning leadership and engagement programme to transform healthcare by cutting carbon, improving patient care & staff experience, and saving money. CSH have collaborated with 5 NHS Trusts and an Integrated Care Board (ICB) in England in 2023 to deliver 6 Green Team Competitions. 35 participating teams from a range of specialties and professional groups have developed case studies to share and spread their impacts and learning. 17 of these case studies are available now via our publicly available Resource Library.

Teams identified, developed, and measured the outcomes of 'SusQI' projects that were implemented in real healthcare settings in England and Wales, demonstrating how sustainability is part and parcel of quality improvement across the NHS. Teams were supported to consider the impact of their projects across the triple bottom line of sustainable value including carbon footprinting their projects.

Publications:

- Angela Hayes's point of view on using the Green Team Competition to effect change and help greening the NHS. Her most recent paper for Nursing Times examines the advantages of hosting a Green Team Competition with CSH to drive long-term changes in workplace practices.
- Blog post on Q network. Solving NHS demand challenges with a sustainability lens: SusQI examples from the Green Team Competition. Rachel McLean, the lead for the Green Team Competition, reflects on two sustainability in quality improvement (SusQI) projects from recent Green Team Competitions showing huge potential for improving patient care while saving staff time, saving money and reducing environmental impact.

Events / Competitions / Conferences / Talks:

- BMJ Net Zero Clinical Care Conference 2023 presentation (with SusQI team)
- BMJ Net Zero Clinical Care Conference 2023 – Lynn Riddell from 2022 Northampton competition presented project on reducing low value appointments. Poster presentations from other teams were also shared.
- Sarah Williams and Laura-Marie Baldwin led Gloucester Hospitals FT were nominated for CAHPO (chief allied health profession officer) awards and presented their poster at the ESPEN (European Society for Parenteral and Enteral Nutrition).
- Alex Langstaff and Holly Slyne, two Green Team project leads, are finalists in the Royal College of Nursing Awards 2023, in the Greener Nursing Category. (winners revealed 11th Nov)
- Rachel Mclean - London Sustainability network lunch and learn session on Green teams + SusQI

Growth / Expansion:

- We are excited to host new competitions in 2024, including our very first international competition early in 2024 in collaboration with Alberta Health Services, Canada

Sustainability in Quality Improvement (SusQI)

Small Business Research Institute (SBRI) project funding

For the first 6 months of 2023 our SusQI team received funding and support from the Small Business Research Institute (SBRI) to improve how we market our services and how to increase the patient voice in SusQI. We worked with Glasshouse Health marketing team, and the Health Innovation teams of Oxford and Kent, Surrey and Sussex. This project helped us create a marketing plan and a Public and Patient Involvement and

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TRUSTEES' REPORT (CONTINUED)
FOR THE PERIOD ENDED 31 DECEMBER 2023

Achievements and performance (continued)

Engagement (PPIE) strategy. Our new public representatives recruited through this process, Georgina and Andrea, will be integral to how we implement this strategy. We will be working with Oxfordshire Local Enterprise (OxLEP) and our own communication team to enact our marketing strategy. It was a steep learning curve for the team, and the support from SBRI and our partners was fantastic, and was topped with the SusQI programme being shortlisted as one of five finalists for the 2023 Innovate Award, Net Zero Innovation category. This was in recognition of SusQI's potential to significantly and positively impact the NHS's ambition to reach Net Zero by 2040.

Expanding SusQI Academy and Beacon site programmes

Through 2023 our SusQI Academy and Beacon site programmes, originally funded by Health Education England, The Health Foundation, and King's College London and now self-funding, have seen a growing number and range of member organisations from across the UK, and our first international members in Australia and Canada. Midlands Partnership University NHS Foundation Trust were one of our first healthcare delivery organisations to join the Academy programme and have worked with the SusQI team throughout 2023 to become an established Beacon site. They have now integrated sustainability throughout their QI training programmes and organisational QI approach and have said about the programme.

"We've been extremely well supported by the SusQI team at the Centre for Sustainable Healthcare, the approach has been very flexible and how we got there was up to us...having the Academy network to have conversations with other organisations on the same journey proved extremely useful." Helen Payne, Head of Continuous Improvement, MPFT

Annual SusQI Showcase

The fantastic SusQI Showcase held in May 2023 showcased great examples of SusQI in practice from a range of our members and partners.

"This was a brilliant event showcasing what is possible using case studies...it's beneficial to everyone working in health, not just NHS teams. Because any new project or initiative simply cannot be incorporated into healthcare systems without the green lens. Thank you for putting this event together!"

SusQI Education

200+ individuals have been trained in 2023 through our Sustainability in Quality Improvement workshops and bespoke courses and sessions including those with the Nuffield Trust, Florence Nightingale Foundation and Royal College of Nurses. The SusQI team had the privilege to be a part of the inaugural Net Zero Clinical Care Conference 2023, hosted by the BMJ and UKHACC, and the Our People Our Planet 2023 event offering the opportunity to engage large and varied audiences in SusQI.

Publication and Materials

In July 2023 two CSH elective volunteers, Jonathan De Oliveira and Will Nash, together with Alice Clack CSH's 2022/2023 SusQI Education Fellow, and Georgia Galloway, a collaborator with experience in the impact of SusQI teaching published a letter to the editor of Clinical Teacher.

Sustainability in quality improvement: QI fit for the future was in response to a Clinical Teacher article that highlighted a unique method of teaching QI, arguing that all new approaches should help reduce the carbon footprint of the NHS to meet its Net Zero commitments.

In November ahead of COP28 The World Health Organisation's hosted network Alliance for Transformative Action on Climate and Health (ATAACH) launched a new library of case studies. The new library showcases real

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TRUSTEES' REPORT (CONTINUED)
FOR THE PERIOD ENDED 31 DECEMBER 2023

Achievements and performance (continued)

examples of “first wins” achieved by health systems in building climate resilience and/or low carbon sustainability with the aim to support countries in implementing the Operational Framework for Building Climate Resilient and Low Carbon Health Systems. The SusQI team provided a Technical case study for the library, presenting the SusQI framework as a proven approach that combines better quality of care with environmental, social and financial benefits.

Education and Training

In 2023, CSH continued to develop and expand its range of educational initiatives, in support of its strategic objective to provide healthcare staff with the awareness, skills, confidence and motivation to integrate sustainability into clinical culture and healthcare provision.

Highlights include:

- **Expanding the provision of Short Courses.** CSH created two new specialty courses: Sustainable Child Health and Sustainable Procurement. The latter is aimed at non-clinical procurement specialists working in healthcare and provides the opportunity for participants to discuss challenges, opportunities, and plan tangible steps to measure and mitigate the environmental impact across the whole procurement chain. CSH Short Courses provide a valuable introduction to the principles of sustainable healthcare and the opportunity for all participants to develop and implement a project to reduce the carbon footprint in their own area of work. A total of 2,580 healthcare professionals have completed CSH Short Courses since June 2020, and many return for ongoing mentoring and guidance for their local projects in our Sustainable Healthcare Cafés. There were 1,023 attendees on our courses in 2023, an increase of over 36% from 2022; participants booked onto our courses from 21 different countries. Feedback has been overwhelmingly positive with **over 95% saying they would recommend Foundation courses to colleagues.**

- **Expansion of Net Zero Leadership training.** Launched in 2022 as ‘board-level training’, our Net Zero Leadership training programme expanded rapidly in 2023 with 15 bespoke programmes delivered to leadership groups, including ICBs and Trust boards, across England and Wales. These courses provide an invaluable opportunity for healthcare leaders to review and develop their sustainability and green plans in a way which ensures organisational buy-in, culture change and system-wide impact. Participants receive ongoing support from CSH to deliver outcomes which balance clinical quality, financial efficiency, and environmental and social benefits.

“Reminder of key facts; strategies for tackling the problem and getting people around me engaged. Good to have local information.” - Carl Edmonds, Deputy Director Programmes

“Helping me consolidate the ideas which have been whizzing around in my head!” - Amy Greengrass, Consultant Anaesthetist, Clinical Lead for Sustainability

“Real life examples & the opportunity to reflect and discuss some important questions” - Anon.

“The message is clear and concise. I hope we can move forward really positively as an organisation” - Dr Emma Radcliffe

“Hayley’s presentation was absolutely superb and possibly the best talk through of the co-benefits to health and the system that I’ve heard (and I’ve heard a few!)” - Dr Emma Radcliffe

- **Free e-learning modules.** CSH provides free introductory e-learning modules to UK residents via Health Education England’s e-Learning for Healthcare (eLfH) platform. In 2023, we launched a third module on Sustainability in Dentistry. These modules are certified by eLfH and provide a useful entry-point to understanding the principles of sustainable healthcare and the opportunities for positive change available to

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TRUSTEES' REPORT (CONTINUED)
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Achievements and performance (continued)

healthcare professionals.

- **Consultation and Collaboration.** Due to the quality and growing reach of our educational programme, the CSH Education team is increasingly invited to advise, participate and collaborate on projects to support sustainable healthcare. In 2023, we were asked to speak at the Clinical Pharmacy Congress, which led to an invitation to advise on the development of the Northern Ireland Medicines Strategy. The team has provided expert advice to the Royal College of Psychiatrists in their Net Zero Mental Health Care guidance and education report. 2023 also saw CSH Education deliver regular training for the members of the Royal College of Nursing and the Royal College of General Practitioners. We have presented to the South East Clinical Senate on Sustainable Quality Improvement; provided carbon literacy courses to healthcare staff in New South Wales, Australia; run a train-the-trainer programme to allow medical educators in Wales to deliver an introduction to sustainable healthcare; and delivered training on Sustainability in Respiratory Care to physiotherapists in Ireland.

- **Practical training in sustainable healthcare.** The CSH Education programme is supported by a number of committed volunteers. Some have volunteered alongside a regular job, others intensively during the university holiday months, and some in their retirement. In 2023, 96 individuals volunteered 4,714 hours of work to CSH, equivalent to 2.4 full-time employees.

Sustainability analysts

In 2023, CSH's sustainability analysts provided carbon modelling support for CSH projects. The team supported 15 scholars through the Sustainable Scholars programme, 6 Green Team Competitions, 10 carbon footprinting courses and CSH's SBRI Phase 1 as well as external consultancy projects.

Highlights include:

Digital transformation: CSH supported two companies in evaluating the environmental impact of using their digital health technologies to streamline care pathways. CSH continued its collaboration with Ufonia, an AI company, to evaluate the potential environmental impact of using automated conversations for pre and post cataract surgery assessment compared to traditional nurse-led and patient-initiated reviews. The pilot phase ended in December, with the final model and report being submitted before the end of 2023. CSH also collaborated with HammondCare to estimate the carbon impact of their HammondCare Virtual Dementia Behaviour Support Clinic (DBSC), a digital App offering carer support for dementia patients experiencing Behaviour and Psychological Symptoms of Dementia (BPSD).

Sustainable Veterinary car: CSH continued to collaborate with the Royal College of Veterinary Surgeons (RCVS) to support veterinary practices in implementing the environmental sustainability module of RCVS's accreditation scheme which CSH co-developed last year. A webinar on the new environmental sustainability module was developed, including supporting information and content on how practices can achieve the new accreditation standards. CSH also delivered a 3-hour workshop in March for the marketing team at Dechra, a veterinary pharmaceuticals company. The workshop focussed around how Dechra can support veterinary practices to meet their sustainability goals.

Supporting NHS organisations: CSH supported Gloucestershire ICB, Gloucestershire Primary Care (GP) services and Gloucestershire Health and Care NHS Foundation Trust to estimate a baseline carbon footprint to help monitor the impact of carbon reduction initiatives and progress towards net zero.

Carbon footprinting CSH: CSH conducted its first ever internal carbon footprint analysis. As a supplier to the NHS, CSH is committed to reducing its own emissions. Based on our analysis we will develop and publish a carbon reduction plan in line with NHS's net zero targets and continue to monitor and measure our carbon footprint annually.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE PERIOD ENDED 31 DECEMBER 2023

Achievements and performance (continued)

CSH Carbon footprinting course: CSH delivered 10 carbon footprinting workshops and developed a new carbon footprinting course tailored for participants based in the United States. The US course was trialled alongside three of the regular carbon footprinting workshops

"The course has been almost life changing for me. It was the final piece in the jigsaw that allowed me to demonstrate real gains in so many areas." - Carbon footprinting course participant 2023

b. Fundraising activities/income generation

CSH has managed to secure new funding and to diversify income streams to take advantage of emerging opportunities which led to an income of £1,584,347 in this financial period.

The six main sources of income for this period were: The Green Recovery Challenge Fund, Tree Call to Action Fund, South East London Integrated Care System, Health Education England, The Health Foundation and Cwm Taf Morgannwg University Health Board.

Additional smaller funds of money were secured from: delegate fees for training workshops/ conferences, King's College Hospital NHS Foundation Trust, Royal College of Veterinary Surgeons, Cardiff and the Vale Health Board, Acute Trusts, Association of Anaesthetists, Thea Pharmaceuticals, Ufonia and Tree Sponsorship for the NHS Forest.

Raising sufficient funds to support all our activities remains a challenge, and at the end of 2023, we were unsuccessful in securing a large-scale fund. Nevertheless, the lessons learned from this experience will benefit us in pursuing future opportunities. The trustees have agreed to continue investing in several staff positions that would have been covered by this funding, in order to retain their specialist expertise while we explore and secure alternative funding sources.

Financial review

a. Going concern

After making appropriate enquiries, the trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements.

b. Reserves policy

We are working towards achieving a sustainable reserve, in accordance with best practice, to cover three months of operational costs. This includes, where possible, building in a contingency to cover for costs or timings that may alter. In addition, we are aiming to build in elements of budget requests to cover our core costs where possible and refocusing our activities to raise core funding. In December 2023 our monthly operating costs were £105K.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE PERIOD ENDED 31 DECEMBER 2023

c. Surplus

This financial period (Nov 2022 – Dec 2023) the charity had an income of £1,584,347 and expenditure of £1,361,215 resulting in an operating surplus for the year amounting to £223,132 which is a combination of restricted funds and unrestricted funds which will help to build our reserves.

The total funds held at the end of the reporting period were £429,423. Of these funds, £374,310 are held for restricted projects and £55,113 held for general purposes.

d. Principal funding

The bulk of CSH's funding is in the form of restricted grants or contract funding which includes a contribution to the Charity's overheads. CSH has grown and continues to increase its revenue sources from unrestricted funding through the expansion of its online CSH Sustainability School, delivering commissioned training and developing commissioned e-learning modules, expanding the Green Ward Competition programme and offering consultancy in carbon modelling.

CSH will continue to scrutinise new grant funding proposals to ensure that there is a proportionate contribution to the Charity's overheads.

We recognise the need to reduce the team's reliance on restricted funding and increase unrestricted income. To address this, the development team is planning to launch two key initiatives in 2024: a corporate funding programme that will enable companies aligned with our values and mission to support CSH's work, and a Trust programme designed to establish a membership model for NHS Trusts, who form our primary audience. Alongside these new initiatives, we are also working to grow consultancy income across all of our programmes.

Structure, governance and management

a. Constitution

The company is constituted under a Memorandum of Association dated 24/11/2010 and is a registered charity number 1143189. The company changed its Memorandum and Articles to better reflect its work after consultation with NCVO and is currently constituted under a Memorandum of Association and Articles dated 15/07/2011.

The principal object of the company is to provide:

1. The promotion of health for the benefit of the public in any part of the world.
2. The advancement of education for the benefit of the public in any part of the world by supporting the application and implementation of research findings to improve health and healthcare.
3. The conservation, protection and enhancement of the physical and natural environment by the prudent use of natural resources for the public benefit.

b. Methods of appointment or election of Trustees

The management of the company is the responsibility of the Trustees who are elected and co opted under the terms of the Articles of Association.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE PERIOD ENDED 31 DECEMBER 2023

Structure, governance and management (continued)

c. Organisational structure and decision-making policies

The Trustees meet once every quarter, twice online and twice in person, led by the Chair. The Director of CSH provides a draft agenda and financial update 2 weeks before the meetings, with opportunity for each Trustee to contribute suggested items for the agenda. Meetings are also attended by at least one other employee of CSH – usually the financial lead. Decisions are taken at the meeting unless it is deemed important to get input from anyone not present, in which case a clear set of options is circulated to all and responses are collated via email.

d. Policies adopted for the induction and training of Trustees

A Skills Audit has been used, which enables the Trustees to identify their own strengths and weaknesses and helps to identify training needs for existing individuals and gaps, which might be filled by new Trustees. Trustees are also invited to attend staff away days, relevant training days and other events such as courses and conferences.

We have conducted a governance review with the Board in 2023 and identified areas which we will work on in 2024.

e. Related party relationships

As set out in the application to the Charities Commission and accepted by them, Rachel Stancliffe is both a Trustee and the Director of CSH, receiving a regular salary as such. As governed by the Articles, she will absent herself for any meeting or any part of the meeting in which a conflict of interest may arise.

f. Risk management

The Trustees have assessed the major risks to which the company is exposed, in particular those related to the operations and finances of the company and are satisfied that systems and procedures are in place to mitigate our exposure to the major risks. All major projects have a separate risk assessment and risk register. In addition, an overview system of assessing risks is being put in place with a traffic light marking (red, amber, and green) to highlight projects at risk during any stage of their progress. The risk assessment for projects is reviewed quarterly by the management and the trustees, and the overall risk profile of the company is reviewed annually.

Plans for future periods

Future developments

Working in the national arena continues to benefit the organisation, as well as growing CSH's impact in this increasingly prominent field. We start the process of becoming more deliberately international now, where appropriate, to maximise our impact.

For our green space programme, the activities planned for 2024 have continued to focus on larger scale more strategic projects. We will continue to prioritise:

- In depth NHS Forest site development via expansion of the Nature Recovery Rangers Programme including green prescribing in the new social movement of social prescribing.
- Ensure that, as well as increasing numbers, we plant the right trees in the right places.
- Work on the concept of green space as a healthcare asset.
- Exploring the potential for green space to address health inequalities.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE PERIOD ENDED 31 DECEMBER 2023

Plans for future periods (continued)

- Look at taking the Tree Equity Score to new countries.
- Designing and developing a Green Space consultancy offer.

For our clinical work, we will build on the emerging opportunities to:

- Enhance new and existing partnerships to develop sustainable specialties.
- Continue to promote The Green Ward Competition and Green Specialty Challenges.
- Develop the SusQI Academy and Beacon Site Programme.
- Look at opportunities that come with the Greener NHS expansion, including supporting NHS Trusts to develop Green Plans.
- Continue to develop our training courses - offering more courses and extending the reach of existing ones.
- Build international relationships with key partners that can extend the reach of our work.
- Apply for funding for a Green Walking Programme which takes forward previous work.

Our communications officers will continue to help us to develop strong messaging and to design powerful campaigns which will increase our reach and impact. We will review the need for more comms capacity during the next year.

Our first Chief Operating Officer starts in January 2024 to take on management and HR tasks from the Director/Chief Executive, to allow her to focus on strategic work including external partnerships.

In addition to specific programme funding, core funding for CSH is being sought from several grant making foundations. We will also review the need to bring in more fundraising capacity as we currently only have 0.6 FTE working directly on fundraising.

Funds held as custodian

We do not hold any funds as custodian.

Members' liability

The Members of the company guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up.

Engagement with employees and employment of the disabled

Employees have been consulted on issues of concern to them by means of regular consultative committee and staff meetings and have been kept informed on specific matters directly by management. The company carries out exit interviews for all staff leaving the organisation and has adopted a procedure of upward feedback for senior management and the Trustees.

The company has implemented a number of detailed policies in relation to all aspects of personnel matters including:

- Equal opportunities policy
- Volunteers' policy
- Health & safety policy

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE PERIOD ENDED 31 DECEMBER 2023

Engagement with employees and employment of the disabled (continued)

In accordance with the company's equal opportunities policy, the company has long-established fair employment practices in the recruitment, selection, retention and training of disabled staff.

Full details of these policies are available from the company's offices.

Statement of Trustees' responsibilities

The Trustees (who are also the directors of the company for the purposes of company law) are responsible for preparing the Trustees' report and the 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 period. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of its incoming resources and application of resources, including its income and expenditure, 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 of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the 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 company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditors

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charity's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

Auditors

The auditors, Wellers, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

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

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE PERIOD ENDED 31 DECEMBER 2023

Approved by order of the members of the board of Trustees and signed on their behalf by:

DocuSigned by:
Gill Manning
238CDCA63A004B1...
G Manning
(Acting Chair of Trustees)
Date: 23-09-24

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CENTRE FOR SUSTAINABLE
HEALTHCARE LIMITED**

Opinion

We have audited the financial statements of The Centre for Sustainable Healthcare Limited (the 'charitable company') for the period ended 31 December 2023 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2023 and of its incoming resources and application of resources, including its income and expenditure for the period then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Material uncertainty related to going concern

We draw attention to note 2.2 in the financial statements and the financial review section of the Trustee's Report, which indicates that unrestricted funds at the balance sheet date are not sufficient to cover the following month's operating costs. As stated in the financial review section of the Trustee's Report, these events or conditions, indicate that a material uncertainty exists that may cast significant doubt on the charitable company's ability to continue as a going concern. Our opinion is not modified in respect of this matter.

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CENTRE FOR SUSTAINABLE
HEALTHCARE LIMITED (CONTINUED)**

Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' report for the financial period for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report.

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a Strategic report.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CENTRE FOR SUSTAINABLE
HEALTHCARE LIMITED (CONTINUED)**

Responsibilities of trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CENTRE FOR SUSTAINABLE
HEALTHCARE LIMITED (CONTINUED)**

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Discussions were held with, and enquiries made of, management and those charged with governance with a view to identifying those laws and regulations that could be expected to have a material impact on the financial statements. During the engagement team briefing, the outcomes of these discussions and enquiries were shared with the team, as well as consideration as to where and how fraud may occur in the entity. The following laws and regulations were identified as being of significance to the entity:

Those laws and regulations considered to have a direct effect on the financial statements include UK financial reporting standards, Company Law, Charity Law, Tax and Pensions legislation, employment law, and specific funding agreements.

Audit procedures undertaken in response to the potential risks relating to irregularities (which include fraud and non-compliance with laws and regulations) comprised of: inquiries of management and those charged with governance as to whether the entity complies with such laws and regulations; enquiries with the same concerning any actual or potential litigation or claims; inspection of relevant legal correspondence; review of board minutes; testing the appropriateness of entries in the nominal ledger, including journal entries; reviewing transactions around the end of the reporting period; and the performance of analytical procedures to identify unexpected movements in account balances which may be indicative of fraud.

No instances of material non-compliance were identified. However, the likelihood of detecting irregularities, including fraud, is limited by the inherent difficulty in detecting irregularities, the effectiveness of the entity's controls, and the nature, timing and extent of the audit procedures performed. Irregularities that result from fraud might be inherently more difficult to detect than irregularities that result from error. As explained above, there is an unavoidable risk that material misstatements may not be detected, even though the audit has been planned and performed in accordance with ISAs (UK)

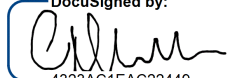
A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' report.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CENTRE FOR SUSTAINABLE
HEALTHCARE LIMITED (CONTINUED)**

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

DocuSigned by:

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Christina Nawrocki FCCA (Senior statutory auditor)

for and on behalf of

Wellers

Statutory Auditors
8 King Edward Street
Oxford
OX1 4HL

Date: 23-09-24

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE PERIOD ENDED 31 DECEMBER 2023**

	Note	Restricted funds 2023 £	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Income from:					
Donations and legacies	4	756,361	158,932	915,293	411,513
Charitable activities	5	-	669,054	669,054	806,735
Total income		756,361	827,986	1,584,347	1,218,248
Expenditure on:					
Charitable activities	6	369,033	992,294	1,361,327	1,106,118
Total expenditure		369,033	992,294	1,361,327	1,106,118
Net movement in funds		387,328	(164,308)	223,020	112,130
Reconciliation of funds:					
Total funds brought forward		(13,018)	219,309	206,291	94,161
Net movement in funds		387,328	(164,308)	223,020	112,130
Total funds carried forward		374,310	55,001	429,311	206,291

The Statement of financial activities includes all gains and losses recognised in the period.

The notes on pages 27 to 44 form part of these financial statements.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)
REGISTERED NUMBER: 07450026

BALANCE SHEET
AS AT 31 DECEMBER 2023

	Note	31 December 2023 £	30 November 2022 £
Fixed assets			
Tangible assets	11	9,606	9,046
		<u>9,606</u>	<u>9,046</u>
Current assets			
Debtors	12	78,645	116,519
Cash at bank and in hand		422,428	297,810
		<u>501,073</u>	<u>414,329</u>
Creditors: amounts falling due within one year	13	(81,368)	(217,084)
Net current assets		419,705	197,245
Total assets less current liabilities		<u>429,311</u>	<u>206,291</u>
Total net assets		<u><u>429,311</u></u>	<u><u>206,291</u></u>
Charity funds			
Restricted funds	14	374,310	(13,018)
Unrestricted funds	14	55,001	219,309
Total funds		<u><u>429,311</u></u>	<u><u>206,291</u></u>

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)
REGISTERED NUMBER: 07450026

BALANCE SHEET (CONTINUED)
AS AT 31 DECEMBER 2023

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

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

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

DocuSigned by:
Gill Manning
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G Manning
(Acting Chair of Trustees)
Date: 23-09-24

The notes on pages 27 to 44 form part of these financial statements.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

STATEMENT OF CASH FLOWS
FOR THE PERIOD ENDED 31 DECEMBER 2023

	2023 £	<i>2022</i> £
Cash flows from operating activities		
Net cash used in operating activities	130,958	<i>275,528</i>
Cash flows from investing activities		
Purchase of tangible fixed assets	(6,340)	<i>(7,498)</i>
Net cash used in investing activities	(6,340)	<i>(7,498)</i>
Cash flows from financing activities		
Net cash provided by financing activities	-	<i>-</i>
Change in cash and cash equivalents in the period	124,618	<i>268,030</i>
Cash and cash equivalents at the beginning of the period	297,810	<i>29,780</i>
Cash and cash equivalents at the end of the period	422,428	<i>297,810</i>

The notes on pages 27 to 44 form part of these financial statements

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 DECEMBER 2023

1. General information

The Centre For Sustainable Healthcare Limited is a private company limited by guarantee, incorporated in England and Wales, registration number 07450026. The address of the company's principal place of business is Cranbrook House, 287 - 291 Banbury Road, Oxford, Oxfordshire, OX2 7JA.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Centre for Sustainable Healthcare Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The financial statements are for a period of 13 months, from 1 December 2022 to 31 December 2023. The reason for this extended period is to align the financial year with the calendar year and to align with reporting our impact in a designated year. The comparative amounts presented in the financial statements (and related notes) are therefore not entirely comparable.

2.2 Going concern

The charity's operational activities, together with the factors likely to affect its future development, performance and position are set out in the Trustees report on pages 2 to 17.

2.3 Income

All income is recognised once the company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 DECEMBER 2023

2. Accounting policies (continued)

2.4 Expenditure (continued)

Expenditure on charitable activities is incurred on directly undertaking the activities which further the company's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.5 Tangible fixed assets and depreciation

Tangible fixed assets costing £200 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

Computer equipment	- 33% Straight Line
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2.6 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.7 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2.8 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 DECEMBER 2023

2. Accounting policies (continued)

2.9 Financial instruments

The company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.10 Operating leases

Rentals paid under operating leases are charged to the Statement of financial activities on a straight line basis over the lease term.

2.11 Pensions

The company contributes into a defined contribution pension scheme and the pension charge represents the amounts payable by the company to the fund in respect of the period.

2.12 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the company and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

3. Critical accounting estimates and areas of judgment

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year relate to accruals, deferred income, and accrued income.

Critical areas of judgment:

Key judgements that have the most significant effect on the amounts recognised in the financial statements relate to the basis on which support costs including salaries are split across charitable activities.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 DECEMBER 2023**

4. Income from donations and legacies

	Restricted funds 2023 £	Unrestricted funds 2023 £	Total funds 2023 £
Donations	-	9,393	9,393
Grants	756,361	149,539	905,900
Total 2023	756,361	158,932	915,293
	<i>Restricted funds 2022 £</i>	<i>Unrestricted funds 2022 £</i>	<i>Total funds 2022 £</i>
Donations	-	11,244	11,244
Grants	311,706	88,563	400,269
<i>Total 2022</i>	<i>311,706</i>	<i>99,807</i>	<i>411,513</i>

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 DECEMBER 2023**

5. Income from charitable activities

	Unrestricted funds 2023 £	Total funds 2023 £
Income from charitable activities - Clinical	519,639	519,639
Income from charitable activities - NHS Forest	149,415	149,415
Total 2023	669,054	669,054

	<i>Restricted funds 2022 £</i>	<i>Unrestricted funds 2022 £</i>	<i>Total funds 2022 £</i>
Income from charitable activities - Clinical	20,000	649,469	669,469
Income from charitable activities - NHS Forest	-	137,266	137,266
<i>Total 2022</i>	<i>20,000</i>	<i>786,735</i>	<i>806,735</i>

6. Analysis of expenditure on charitable activities

Summary by fund type

	Restricted funds 2023 £	Unrestricted funds 2023 £	Total 2023 £
Clinical	-	755,197	755,197
NHS Forest	369,033	237,097	606,130
Total 2023	369,033	992,294	1,361,327

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 DECEMBER 2023**

6. Analysis of expenditure on charitable activities (continued)

Summary by fund type (continued)

	<i>Restricted funds 2022 £</i>	<i>Unrestricted funds 2022 £</i>	<i>Total 2022 £</i>
Clinical	-	608,082	608,082
NHS Forest	353,961	144,075	498,036
<i>Total 2022</i>	<u>353,961</u>	<u>752,157</u>	<u>1,106,118</u>

Summary by expenditure type

	Staff costs 2023 £	Depreciation 2023 £	Other costs 2023 £	Total 2023 £
Clinical	652,583	3,494	99,120	755,197
NHS Forest	436,380	2,287	167,463	606,130
Total 2023	<u>1,088,963</u>	<u>5,781</u>	<u>266,583</u>	<u>1,361,327</u>

	<i>Staff costs 2022 £</i>	<i>Depreciation 2022 £</i>	<i>Other costs 2022 £</i>	<i>Total 2022 £</i>
Clinical	459,818	2,058	146,207	608,082
NHS Forest	347,427	1,058	149,550	498,037
<i>Total 2022</i>	<u>807,245</u>	<u>3,116</u>	<u>295,757</u>	<u>1,106,118</u>

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 DECEMBER 2023**

7. Analysis of expenditure by activities

	Activities undertaken directly 2023 £	Support costs 2023 £	Total funds 2023 £
Clinical	706,601	48,596	755,197
NHS Forest	540,589	65,541	606,130
Total 2023	<u>1,247,190</u>	<u>114,137</u>	<u>1,361,327</u>

	<i>Activities undertaken directly 2022 £</i>	<i>Support costs 2022 £</i>	<i>Total funds 2022 £</i>
Clinical	554,950	53,131	608,081
NHS Forest	430,432	67,606	498,038
<i>Total 2022</i>	<u>985,382</u>	<u>120,737</u>	<u>1,106,118</u>

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 DECEMBER 2023**

7. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Clinical 2023 £	NHS Forest 2023 £	Total funds 2023 £
Staff costs	652,583	436,380	1,088,963
Depreciation	-	226	226
Project costs	28,083	94,778	122,861
Project publications, leaflets and maps	43	44	87
Professional and consultancy	15,400	-	15,400
Website and computer costs	-	3,313	3,313
Travel and subsistence	-	857	857
Printing, postage and stationery	40	32	72
Miscellaneous	1,383	1,295	2,678
Bank charges	-	47	47
Conference costs	7,219	2,450	9,669
Sub-contractors costs	1,850	1,167	3,017
Total 2023	706,601	540,589	1,247,190

	<i>Clinical 2022 £</i>	<i>NHS Forest 2022 £</i>	<i>Total funds 2022 £</i>
Staff costs	459,819	347,426	807,245
Project costs	91,696	82,135	173,831
Miscellaneous	870	870	1,740
Conference costs	2,566	-	2,566
<i>Total 2022</i>	<i>554,951</i>	<i>430,431</i>	<i>985,382</i>

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 DECEMBER 2023**

7. Analysis of expenditure by activities (continued)

Analysis of support costs

	Clinical 2023 £	NHS Forest 2023 £	Total funds 2023 £
Depreciation	3,494	2,061	5,555
Website and network costs	8,221	32,831	41,052
Travel and subsistence	10,099	8,130	18,229
Printing, postage and stationery	485	588	1,073
Office expenses	-	1,222	1,222
Telephone	221	213	434
Miscellaneous	2,057	3,791	5,848
Bank charges	464	306	770
Insurance	732	733	1,465
Payments to charitable parties	1,486	175	1,661
Training	6,050	203	6,253
Governance costs	15,287	15,288	30,575
Total 2023	48,596	65,541	114,137

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 DECEMBER 2023**

7. Analysis of expenditure by activities (continued)

Analysis of support costs (continued)

	<i>Clinical 2022 £</i>	<i>NHS Forest 2022 £</i>	<i>Total funds 2022 £</i>
Depreciation	2,058	1,058	3,116
Professional and consultancy	20	20	40
Website and network costs	25,080	44,851	69,931
Travel and subsistence	2,806	5,857	8,663
Printing, postage and stationery	17	20	37
Office expenses	-	36	36
Entertainment	1,211	1,329	2,540
Telephone	381	382	763
Miscellaneous	1,535	4,552	6,087
Repairs and maintenance	346	346	692
Bank charges	533	388	921
Rent	7,635	1,515	9,150
Insurance	1,274	(57)	1,217
Payments to charitable parties	1,418	129	1,547
Training	2,796	1,160	3,956
Governance costs	6,021	6,020	12,041
<i>Total 2022</i>	<u>53,131</u>	<u>67,606</u>	<u>120,737</u>

8. Auditors' remuneration

	2023 £	2022 £
Fees payable to the company's auditor for the audit of the company's annual accounts	7,000	5,300
Fees payable to the company's auditor in respect of: All non-audit services not included above	<u>23,575</u>	<u>8,156</u>

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 DECEMBER 2023**

9. Staff costs

	2023 £	2022 £
Wages and salaries	956,972	702,959
Social security costs	81,790	67,582
Contribution to defined contribution pension schemes	50,201	36,703
	<u>1,088,963</u>	<u>807,244</u>

The average number of persons employed by the company during the period was as follows:

	2023 No.	2022 No.
Trustee	1	1
Administration	28	25
	<u>29</u>	<u>26</u>

No employee received remuneration amounting to more than £60,000 in either year.

The total remuneration and benefits received by the key management personnel was £117,325 (2022 - £94,568).

10. Trustees' remuneration and expenses

During the period, R Stancliffe, a Trustee has been paid remuneration and has received other benefits from their employment with the company for performing her role as Chief Executive Officer. This has been approved by the Charity Commission. The value of Trustees' remuneration and other benefits was as follows:

	2023 £	2022 £
Rachel Stancliffe	62,661	52,245
Remuneration and pension contributions		

During the period ended 31 December 2023, expenses were reimbursed or paid directly to 1 Trustee (2022 - to 1 Trustee) broken down as follows:

	2023 £	2022 £
Travel, subsistence and meeting costs	<u>533</u>	<u>2,423</u>

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 DECEMBER 2023

11. Tangible fixed assets

	Office equipment £
Cost or valuation	
At 1 December 2022	15,330
Additions	6,340
At 31 December 2023	21,670
Depreciation	
At 1 December 2022	6,284
Charge for the period	5,780
At 31 December 2023	12,064
Net book value	
At 31 December 2023	9,606
At 30 November 2022	9,046

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 DECEMBER 2023**

12. Debtors

	31 December 2023 £	<i>30 November 2022 £</i>
Due within one year		
Trade debtors	36,779	115,632
Other debtors	38,280	-
Prepayments and accrued income	3,586	887
	78,645	116,519

13. Creditors: Amounts falling due within one year

	31 December 2023 £	<i>30 November 2022 £</i>
Trade creditors	1,051	14,633
Other taxation and social security	33,303	42,647
Other creditors	9,463	889
Accruals and deferred income	37,551	158,915
	81,368	217,084

	31 December 2023 £	<i>30 November 2022 £</i>
Deferred income at 1 December 2022	153,615	68,536
Resources deferred during the period	60,881	234,232
Amounts released from previous periods	(190,925)	(149,153)
	23,571	153,615

Income is deferred as money was received in advance for projects delivered over a timeframe which partly related to the following accounting period.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 DECEMBER 2023**

14. Statement of funds

Statement of funds - current period

	Balance at 1 December 2022 £	Income £	Expenditure £	Balance at 31 December 2023 £
Unrestricted funds				
General Funds	219,309	827,986	(992,294)	55,001
Restricted funds				
SBRI	(8,861)	92,984	(84,123)	-
Woodland Creation	-	471,700	(95,297)	376,403
Tree Call To Action	(4,157)	191,677	(189,613)	(2,093)
	(13,018)	756,361	(369,033)	374,310
Total of funds	206,291	1,584,347	(1,361,327)	429,311

The SBRI restricted fund relates to funding from SBRI for the SusQI commercialisation project: Net Zero Is In Your Hands to cover the costs for staff and systems development of the project.

The Woodland Creation restricted fund relates to funding from Department for Environment Food & Rural Affairs (DEFRA) to plant 150,000 trees on the NHS Estate. The activities funded by this grant include costs for staff to deliver the project, along with the costs of planting and protecting the new trees across the NHS Estate.

The Tree Call To Action restricted fund relates to funding from National Heritage Memorial Fund (NHMF) on behalf of DEFRA. The funding is to be spent on activities including; further tree planting on NHS sites, training in tree planting for NHS staff and volunteers, placements for medical healthcare students to support the project, hosting of the NHS Forest Conferences in 2022-2024, establishing the NHS Forest Advisory Group, and associated staff roles to enable delivery of the projects activities.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 DECEMBER 2023**

14. Statement of funds (continued)

Statement of funds - prior period

	<i>Balance at 1 December 2021 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Balance at 30 November 2022 £</i>
Unrestricted funds				
General Funds	84,924	886,542	(752,157)	219,309
	<u>84,924</u>	<u>886,542</u>	<u>(752,157)</u>	<u>219,309</u>
Restricted funds				
HF South Warwickshire	9,237	2,991	(12,228)	-
SBRI	-	-	(8,861)	(8,861)
Tree Call To Action	-	48,559	(52,716)	(4,157)
Green Recovery Challenge	-	280,156	(280,156)	-
	<u>9,237</u>	<u>331,706</u>	<u>(353,961)</u>	<u>(13,018)</u>
	<u>9,237</u>	<u>331,706</u>	<u>(353,961)</u>	<u>(13,018)</u>
Total of funds	<u>94,161</u>	<u>1,218,248</u>	<u>(1,106,118)</u>	<u>206,291</u>

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 DECEMBER 2023**

15. Summary of funds

Summary of funds - current period

	Balance at 1 December 2022 £	Income £	Expenditure £	Balance at 31 December 2023 £
General funds	219,309	827,986	(992,294)	55,001
Restricted funds	(13,018)	756,361	(369,033)	374,310
	<u>206,291</u>	<u>1,584,347</u>	<u>(1,361,327)</u>	<u>429,311</u>

Summary of funds - prior period

	Balance at 1 December 2021 £	Income £	Expenditure £	Balance at 30 November 2022 £
General funds	84,924	886,542	(752,157)	219,309
Restricted funds	9,237	331,706	(353,961)	(13,018)
	<u>94,161</u>	<u>1,218,248</u>	<u>(1,106,118)</u>	<u>206,291</u>

16. Analysis of net assets between funds

Analysis of net assets between funds - current period

	Restricted funds 31 December 2023 £	Unrestricted funds 31 December 2023 £	Total funds 31 December 2023 £
Tangible fixed assets	-	9,606	9,606
Current assets	374,310	126,763	501,073
Creditors due within one year	-	(81,368)	(81,368)
Total	<u>374,310</u>	<u>55,001</u>	<u>429,311</u>

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 DECEMBER 2023**

16. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior period

	<i>Restricted funds 30 November 2022 £</i>	<i>Unrestricted funds 30 November 2022 £</i>	<i>Total funds 30 November 2022 £</i>
Tangible fixed assets	-	9,046	9,046
Current assets	-	414,329	414,329
Creditors due within one year	(13,018)	(204,066)	(217,084)
Total	(13,018)	219,309	206,291

17. Reconciliation of net movement in funds to net cash flow from operating activities

	31 December 2023 £	30 November 2022 £
Net income for the period (as per Statement of Financial Activities)	223,020	112,130
Adjustments for:		
Depreciation charges	5,780	3,116
Decrease in debtors	37,874	62,917
Increase/(decrease) in creditors	(135,716)	97,365
Net cash provided by operating activities	130,958	275,528

18. Analysis of cash and cash equivalents

	31 December 2023 £	30 November 2022 £
Cash in hand	422,428	297,810
Total cash and cash equivalents	422,428	297,810

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD ENDED 31 DECEMBER 2023**

19. Analysis of changes in net debt

	At 1 December 2022 £	Cash flows £	At 31 December 2023 £
Cash at bank and in hand	297,810	124,618	422,428
	<u>297,810</u>	<u>124,618</u>	<u>422,428</u>

20. Pension commitments

The company contributes into a defined contributions pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £50,200 (2022 - £36,703).

21. Members' liability

Each member of the charitable company undertakes to contribute to the assets of the company in the event of it being wound up while he/she is a member, or within one year after he/she ceases to be a member, such amount as may be required, not exceeding £1 for the debts and liabilities contracted before he/she ceases to be a member.

22. Related party transactions

During the year, payments were made to JRG Coaching Limited, a company connected to trustee Jessie Rhys-Griffith, amounting to £12,786 in respect of consultancy services (2022 - nil).

Accounts

**THE CENTRE FOR SUSTAINABLE
HEALTHCARE LIMITED**

(A company limited by guarantee)

**TRUSTEES' REPORT AND
FINANCIAL STATEMENTS**

YEAR ENDED 30 NOVEMBER 2022

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

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THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 30 NOVEMBER 2022**

Trustees	R Stancliffe M Smeeth G Manning, Acting Chair J Rhys-Griffith D Mackay Dr R Hixson J Lelliott OBE (appointed 1 January 2021) Dr M Tomson (appointed 14 June 2022)
Company registered number	07450026
Charity registered number	1143189
Registered office	8 King Edward Street Oxford Oxfordshire OX1 4HL
Principal operating office	Cranbrook House 287 - 291 Banbury Road Oxford Oxfordshire OX2 7JA
Chief executive officer	R Stancliffe
Independent auditors	Wellers for and on behalf of Statutory Auditors 8 King Edward Street Oxford OX1 4HL

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
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TRUSTEES' REPORT
FOR THE YEAR ENDED 30 NOVEMBER 2022

The Trustees present their annual report together with the audited financial statements of the The Centre for Sustainable Healthcare Limited for the year 1 December 2021 to 30 November 2022. The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the company qualifies as small under section 382 of the Companies Act 2006, the Strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Objectives and activities

a. Policies and objectives

The Trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Charity's aims and objectives, and in planning future activities and setting future policies, therefore have complied with the duty in section 17 of the Charities Act 2011. In line with Charity Commission guidance our objectives are determined by our defined charitable objectives

1. Transforming healthcare for a sustainable future.
2. Ensuring that health is safeguarded in a time of resource restraint.
3. Educating healthcare professionals and others about links between health and the environment.

b. Strategies for achieving objectives

CSH Strategies for achieving Objectives are:

1. engaging healthcare professionals, patients and the wider community in sustainability and the links between health and environment
2. engaging other industries and organisations in the healthcare sector
3. assessing current knowledge, barriers and opportunities for sustainable healthcare
4. improving research into more sustainable options
5. helping the NHS to reduce its carbon footprint.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 30 NOVEMBER 2022

Objectives and activities (continued)

c. Activities undertaken to achieve objectives

1. developing and running programmes and tools that can help to engage healthcare professionals and others.
2. sharing ideas and knowledge with other organisations to engage them with sustainable healthcare.
3. running networks to enable natural communities in healthcare to share ideas and questions.
4. working to include sustainability in medical education via curriculum development and other areas.
5. developing courses in various elements of sustainable healthcare and teaching them.
6. carrying out reviews of current research and other information on barriers and opportunities for sustainable healthcare.
7. identifying and/or carrying out research into more sustainable options for healthcare.
8. measuring the carbon footprint of services, medical products and clinical pathways.
9. developing standardised methodology for carbon footprinting and measuring the triple bottom line in healthcare.
10. promote planting trees as a mechanism to engage staff, patients and visitors with sustainability.
11. working with NHS sites to make the links between health and the environment through the NHS Forest projects.
12. improving access to green space through green health routes with the aim of improving health.

d. Volunteers

CSH continues to benefit from volunteers who have worked on central projects and tasks. During 2022 we carried out our planned expansion of the volunteers programme, by increasing numbers, grouping them into batches, offering a standardised induction, and asking for a minimum six month commitment (4-8 hours per week), or full time for one month. We had 43 volunteers and students on elective placements.

Achievements and performance

a. Review of activities

CSH has had an extremely busy year with both ongoing and new projects.

- 39 external events presented at
- 3 internal events (nhs forest conference , 2x Connecting Q webinars)
- 15,721 trees planted in 2021-22 season
- 331 NHS Forest member sites
- 779 course attendees
- 35 news stories published
- 19 resources published (NHS Forest)
- CSH website: 86,000 users 126,000 sessions
- 43 volunteers and students contributing 573 days, or the equivalent of 2 FTE staff

Our Sustainability School training programme has continued to be very popular and is beginning to bring in a steady revenue stream. We have added 3 new courses during 2022, bringing the total to 12, and over 1000 healthcare professionals participated in the small-group training days this year. We also worked further with Health Education England to design 2 more short courses that are available free to everyone in the NHS.

We have supported the first round of Green Plans for Integrated Care Systems, partnered with new specialty areas and expanded our work in Wales. The Sustainable Quality Improvement team has 4 new staff members to help deliver an exciting range of projects in diverse clinical settings.

In the 2021-2022 season we planted 15,721 trees at 83 sites. The 100,000th NHS Forest tree was planted in

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 30 NOVEMBER 2022

Achievements and performance (continued)

December 2022. Completing the project funded at half a million pounds from the Green Recovery Challenge Fund has been a huge amount of work in the Green Space team, with funding secured for a subsequent programme from the Trees Call to Action Fund, which is £150,000 per year over 3 years. We now have 5 Nature Recovery Rangers embedded at hospital sites, working with staff and patients and community to deliver change on the ground. They have made a huge difference to the sites where they have been based and the programme is being requested at other NHS sites.

In October we held a second online NHS Forest Conference, with the theme of 'an equitable recovery for people and nature', attracting 350 delegates, including healthcare staff, outdoor space charities, researchers and artists.

Staffing changes

In 2022, CSH continued growth in all programmes with 11 new staff:

1. In the Green Space Programme we employed 6 new staff members including Felicity Harris as Programme Director, Emma Edwards as Ranger Manager and 4 new rangers.
2. In the Clinical Programme we employed a Clinical Programme Manager, Hazel Walsh, a new Fellow in Quality Improvement, Alice Clack and a Sustainable Practice Lead, Catherine Richards.
3. For the core team we hired a full-time Admin lead Aneesa Aljahmi, and Sara LeMaitre has joined as a Comms assistant in addition to our full time comms lead.

Green Space Programme in 2021/22

Improving the management and use of NHS land/green space and community access to green space.

Key achievements in 2022 include a major piece of work on strategy:

HEALTHCARE HAPPENS HERE: THE NHS GREEN ESTATE AS A RESILIENT HEALTHCARE ASSET

All too often, our thinking about healthcare and the delivery of health services focuses on spaces within hospital and medical practice buildings, with no consideration of the potential of the outside space also managed by healthcare organisations. We want to change this perspective, demonstrating that "healthcare happens here" – that green spaces on healthcare sites can be a resilient healthcare asset, with benefits to human health and the natural environment. That is why we are working to support the NHS to realise the potential of its green estate as a resilient healthcare asset.

IMPROVING BIODIVERSITY ON NHS GREEN ESTATE

Connecting and improving trees and woodlands

In the 2021-2022 season we planted 15,721 trees at 83 sites. The 100,000th NHS Forest tree was planted in December 2022. We are increasingly seeing NHS Green Plans cite the NHS Forest and tree planting, woodland creation and connectivity as deliverables.

Our NHS Forest 'Trees Call to Action' project started in July 2022. This project is funded by the Trees Call to Action Fund. The fund was developed by Defra in partnership with the Forestry Commission and is being delivered by the Heritage Fund. Over the next two years we will be focusing on tree planting and woodland improvement and management as we work with NHS partners in specific areas to maximise the benefits trees and woodlands on NHS estate provide for nature, staff, patients and the wider community.

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TRUSTEES' REPORT (CONTINUED)
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Achievements and performance (continued)

Other biodiversity improvements

Recognising the importance of accessible, biodiverse-rich space close to hospital buildings we have been developing a number of spaces, transforming them from grey to green; improving biodiversity in existing gardens and grounds and providing opportunities for people to connect with those spaces.

Fazakerley Woods, Liverpool

Fazakerley Woods is adjacent to Aintree University Hospital in Liverpool; at over 13 hectares, it forms a significant area of woodland within an urban setting, surrounded by housing, business estates and a prison. The location of the woodland makes it vulnerable to anti-social behaviour including fly tipping and vandalism, but it also provides huge potential for the area to be used as a community and healthcare asset, providing easily accessible green space for hospital staff, patients, and residents.

Our Nature Recovery Ranger, Nick White, has been working on site with a group of volunteers, the Friends of Bluebell Woods, to carry out remedial works, improve habitat management and increase accessibility. Although still early in the process, Nick is working on longer term plans to renovate the woodlands and develop a sustainable management plan. In addition to making environmental improvements, the aim is to increase usability of the space for a range of groups, for example green social prescribers, respite groups for carers, healthcare staff and the general public.

Increasing NHS staff resilience, health and wellbeing

Our Green Recovery Challenge Fund programme came to an end in June. The resulting Green Space for Health Evaluation report provides a review of the NatureWell outdoor wellbeing sessions carried out in 2021, with 51 staff from five NHS trusts. They reported improved wellbeing, satisfaction and happiness levels, both immediately after the sessions and one month later, and a reduction in anxiety.

“Taking time out to breathe and focus on the trees, even for two minutes has really helped to ease my stress and anxiety.” – NatureWell participant

The report also evaluates the Nature Recovery Ranger pilot project which delivered activities to support NHS staff wellbeing through nature-based interventions. The majority of participants stated that taking part in the activities had increased their understanding of the natural environment, benefitted their wellbeing, and inspired them to protect the environment.

Staff wellbeing through Green Gym, Newcastle

The Newcastle Hospitals Green Gym, in partnership with the Northumberland Rivers Trust, has run monthly events since May 2018, engaging hospital staff, family and friends in various conservation activities. The aim is to improve wellbeing through nature connection, as well as make a positive contribution to the local environment. As a result of the pandemic there was a decline in attendance and the programme needed reinvigoration.

Our Nature Recovery Ranger, Sally Johnson, has recently taken up post, working across the Royal Victoria Infirmary and Freeman Hospital in Newcastle; part of her remit is to improve and expand the Green Gym programme. Sally has increased communication and widened interest; building a programme of events near the hospital, which she is running twice a week throughout winter to keep people motivated to get outdoors and connect with nature through the coldest months.

Staff Meadows Health and Wellbeing Route, Cardiff

At the University Hospital of Wales, we worked to create a walking route between the hospital site and the

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TRUSTEES' REPORT (CONTINUED)
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Achievements and performance (continued)

biodiverse wildflower meadows at Heath Park. Through the installation of interpretation panels and online resources, the project encourages staff, patients, visitors and the wider community to make use of this space for health and wellbeing. Additional initiatives, such as a staff walking group, are being developed to further support the wellbeing of staff working at the site.

Developing the NHS green estate for healthcare

We know that our knowledge and understanding of the health benefits of green space are increasing all the time. We continue to support people to develop their knowledge and understanding through our education, network and evidence base.

Community Green Hub, Homerton

At Homerton Hospital in Hackney, our Nature Recovery Ranger, Naomi Paine, is working on transforming the hospital into a community green hub, utilising green spaces for health and wellbeing activities and embedding the concept of nature recovery into treatment and preventative care.

For example, Naomi has identified the Diabetes Unit as a key point for community integration; they organise regular walking groups with outpatients and provide education on healthy eating and outdoor activities. With staff and patient input, she is creating an allotment garden and green wellbeing space on publicly accessible land outside their unit, to deliver these goals along with a programme of nature-connection activities. This supports patients, staff, and community groups in using nature-connection to improve their mental and physical health, as well as providing opportunities for preventative care and capitalising on the hospital's position within the community to make it a welcoming, restorative, educational facility.

Green Space Staff changes

In June 2022 we were sad to say goodbye to Carey Newson who was the Green Space Director, leading an expanded team. She not only delivered the Green Recovery Challenge Fund project during the year but also to secure funding for follow-on projects. We have recruited Felicity Harris as an excellent new Director and we are already benefitting from her experience and strategic insight from decades working in the natural environment sector and a background in secondary school teaching. In addition to a new full time Ranger Manager we have appointed new rangers: Naomi Paine, William Styles, Sally Johnson and Nick White.

Clinical Programme: Highlights in 2021/22

The team continued to grow with a new appointment of a Clinical Programme Manager, Hazel Walsh, a new Fellow in Quality Improvement, Alice Clack, a Network Manager, Susannah McWilliam, and a Sustainable Practice Lead, Catherine Richards. In addition, we continue to provide mentoring and supervision to Fellows and Scholars.

Sustainable Specialties

CSH Specialties work has focused on development of our fellow and scholarship programmes during the period December 2021-November 2022. There has been a significant increase in the number of scholar and fellowship programmes at CSH, from four in December 2021 and rising to a peak of 32 in October 2022. The programme is supported by Clinical Specialties Lead, Catherine Floyd.

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TRUSTEES' REPORT (CONTINUED)
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Achievements and performance (continued)

Fellowships

All of the four fellowships which started in September 2021 (Anaesthetics, Endoscopy, Education and a Welsh Clinical Leadership Fellow) have continued during 2022. Three of these fellows remained employed in their health board/trust and worked half time alongside their clinical duties. The Education Fellow (initially Victoria Stanford, who was replaced by Alice Clack in August 2022) worked full time, or 0.9WTE respectively, for CSH.

Examples of outputs made possible by the fellows, included:

- publication of the Position Statement on Reducing the environmental footprint of gastrointestinal endoscopy:
European Society of Gastrointestinal Endoscopy (ESGE) and European Society of Gastroenterology and Endoscopy Nurses and Associates (ESGENA)
- setting up of Green Health Wales
- Publication The Anaesthetic Gas Scavenging System (AGSS) Project tool
- Open access teaching SusQI video.

Five other new Fellows started in August 2022, all remaining with their current employers and seconded to CSH. Specialties covered include Paediatrics, Oncology, Anaesthetics/ICU, Dental Clinical Leadership and Value-based Health Care. Each fellowship lasts 12 months, apart from the value-based healthcare fellow, which was a 7 month programme.

Scholarships

Two new individual scholarship programmes started in March 2022, with scholars from backgrounds in child health and ophthalmology. Individual scholar programmes last 12 months. They also remain with their current employer, but in contrast to the fellows, scholars have only up to one day per week to devote to sustainable healthcare work.

21 scholars joined one of our three group scholar programmes, whilst still remaining with their existing employer. Two of these covered geographical areas (Cardiff and Vale and Cwm Taf Morgannwg University Health Boards) and one covered a specialty, Kidney Care, alongside the national kidney care professional and patient organisation, UK Kidney Care Association.

This year's scholarship programmes have included sustainable quality improvement projects in ENT surgery (reducing the need for general anaesthetic for patients undergoing nasal surgery) and reduction in the inappropriate use of inhalers for patients in primary care.

Networks

Our sustainable networks hub (link is external), which serves as a forum for the exchange of ideas on sustainability in clinical specialties, gained a total of 1,014 new members during the year. In addition to this, we launched three new networks, Imaging Susnet, Clinical Labs Susnet, and Orthoptic Susnet bringing the total number of networks to 28.

Throughout the year, we have also been hard at work designing and building a revamped and improved networks platform that will maximise sector engagement and drive sustainable change. Susannah, our Network Hub Coordinator, led this initiative, in addition to expanding and managing the current networks platform and nurturing their communities of practice. Susannah left us in October to take up a more local employment in Wales, and we started recruiting her successor (who started in early 2023).

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TRUSTEES' REPORT (CONTINUED)
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Achievements and performance (continued)

Sustainable Clinical Practice

The CSH Green Team Competition is an award-winning leadership and engagement programme to transform healthcare by cutting carbon, improving patient care & staff experience and saving money. CSH ran 7 competitions in 2022 with 35 teams from a range of specialties and departments. Teams identified, developed, and measured the outcomes of 'SusQI' projects that were implemented in real healthcare settings in England and Wales, demonstrating how sustainability is part and parcel of quality improvement across the NHS.

Teams were supported to consider the impact of their projects across the triple bottom line of sustainable value including carbon footprinting their projects. Together, the teams achieved potential annual savings of £783,564 and 7,196,266 kgCO₂e, equivalent to driving over 20.7 million miles in an average car. Teams have also improved patient care as well as patient and staff experience through their work.

Joanne Woolley, Audit and Improvement Manager at The Christie NHS Foundation Trust said:

"It has been exciting having the Green Team Competition running in our trust. We weren't sure in advance what the project outcomes would be as the timescale is challenging for busy staff. The CSH team supported the teams incredibly well and really challenged them to think broadly about the improvements they might investigate. The Awards Ceremony was an uplifting event particularly as the impact was so impressive across all the projects for patients and for staff. It is clear that our teams are really motivated to continue the work they have started. We look forward to taking the learning forward."

Sustainability in QI Education

In 2022, the SusQI Education project, generously funded by Health Education England, The Health Foundation, and King's College London, successfully recruited 14 beacon sites across the UK, representing a diverse range of specialties and education levels. These sites included undergraduate and postgraduate education in medicine, nursing, midwifery, and allied health professions training.

Key achievements for the SusQI Education Project in 2022 include:

1. Building on the lessons learnt in 2021, each site identified key educators to become SusQI Leads. This was designed to ensure SusQI education continued at the beacon sites even after the project ended. The key educators received training in delivering SusQI education by attending the newly launched CSH Teaching SusQI course. The CSH SusQI team mentored the beacon site SusQI leads to enable them to embed sustainability and the SusQI framework into current QI teaching materials and assessment. Training and Mentorship of SusQI Leads: Each beacon site identified key educators to become SusQI Leads, ensuring the sustainability and growth of SusQI education. These educators received training through the CSH Teaching SusQI course and ongoing mentorship from the CSH SusQI team.

2. Comprehensive Open-Access Educator Pack: A new educator pack was launched on the SusQI website, providing essential resources for SusQI education delivery, including lesson plans, preparatory materials, workshop slide decks, group activities, facilitator guides, and assessment criteria guidance.

A new open access educator pack was launched and made available for download on the SusQI website. This is a comprehensive educator pack including lesson plans, preparatory material, a 3hr workshop slide deck with speaker notes, group activities with accompanying facilitator guides and assessment criteria guidance.

3. Positive Student Feedback and Publication: Multi-centre and multi-professional student feedback data was analysed and the results were published in Medical Teacher, May 2022. The findings were overwhelmingly positive and demonstrated that SusQI education had a transformational impact on students. Students developed a 'sustainable' lens, and SusQI education was proved to increase motivation to do Quality Improvement in itself and provided. Findings also showed that SusQI education inspired hope and it gave students' concrete ways to

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Achievements and performance (continued)

make a difference’.

4. The findings were disseminated at various conferences including Royal College of Nursing Education Conference, SHARE conference and AMEE conference. Conference Presentations: The SusQI Education project findings were disseminated at prominent conferences, including the Royal College of Nursing Education Conference, SHARE Conference, and AMEE Conference.

5. Evaluation data was collected from the key educators who had been trained as SusQI Leads. Surveys and semi-structured interviews were conducted. The data from the educator's perspective are currently being analysed with the aim to publish the results in 2023. Evaluation Data and Future Publication: Evaluation data was collected from trained SusQI Leads through surveys and semi-structured interviews. Data analysis is currently underway, with the aim of publishing the results in 2023.

6. In August 2022, the SusQI Education Project moved into an intensive ‘spread’ phase; at the same time, grant funding of the project came to an end. The team developed a strategy for encouraging spread through an expansion of the Beacon Site Programme, open to both academic institutions and healthcare delivery organisations offering ‘Aspiring’ and ‘Established’ Beacon Site Recognition. Sites can receive recognition for embedding sustainability into education and practice upon submission of evidence to CSH (together with a small administration fee). In addition, CSH launched enhanced support packages to SusQI Leads through the new SusQI Academy, which provides training, mentoring, strategic input and networking. This is planned to increase impact of the programme and also to provide a steady income stream to support this strand of work.

Education

In 2022, CSH continued to develop and expand its range of educational initiatives, training health professionals and organisations in sustainable healthcare and planetary health.

Key achievements for the Education Programme in 2022 include:

1. Online Short Courses: CSH added three new specialty courses, Sustainable Kidney Care, Sustainable Respiratory Care, and Sustainable Anaesthetics, bringing our suite of courses to 12. This year our foundation courses were attended by 375 people and our technical courses (SusQI, Teaching SusQI and Carbon Footprinting) by 404 people. A total of 1630 clinicians, managers and researchers have now completed our courses since we first launched in June 2020 and return for ongoing mentoring in Sustainable Healthcare cafés. In 2022 participants booked onto courses from 20 different countries. Feedback continues to be universally positive:

“Comprehensive, stimulating and thought-provoking “ - Dr Ahmad Tarakji, Consultant Nephrologist

“The pre-reading was brilliant. It was also great to meet like-minded people and make connections.” - Tessa Dadge, Neurophysiotherapist, Wales

2. Board-Level Workshops: In response to requests from Trusts and ICSs, CSH launched a bespoke workshop on net zero leadership for executives. Involving a brief pre-reading of materials and two-hour workshop tailored to the local context and Green Plan, it identifies strategies to inspire staff, accelerate and measure change and highlights what is unique about leadership for sustainability. A follow-up mentoring session is included. This year the team conducted 9 workshops for various Trusts and Health Boards, providing tailored workshops and follow-up mentoring and are beginning to work regionally with ICBs. The Board Level Training sessions have already been attended by 134 health system executives from the UK and Australia. Next year, it will be rolled out across three regions in England.

3. Free online modules: CSH and Health Education England Northeast Faculty of Sustainable Healthcare

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TRUSTEES' REPORT (CONTINUED)
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Achievements and performance (continued)

partnered for a third year to create a free e-learning module for clinicians on Health Education England's e-Learning for Healthcare platform. 'Building a Net Zero NHS' (2020) has been attended by nearly 50,000 people, and was made mandatory training by one NHS Trust. 'Sustainability in Quality Improvement' was launched in 2021, and we have been commissioned to develop 'Sustainable Dentistry' for 2023.

4. Placements in Sustainable Health: We continue to receive applications from clinicians and students who want to learn more about sustainable healthcare by volunteering or interning with us. This year, 43 volunteers and students worked with us on a variety of projects, establishing their expertise in sustainable healthcare and contributing 573 days, or the equivalent of 2 FTE staff to our work.

5. Consultation and Collaboration: CSH worked with educational bodies to embed sustainability in undergraduate and postgraduate training across various healthcare professions. We are working with various educational bodies to embed sustainability into medicine, nursing and the allied health professions undergraduate and postgraduate training. This year includes an MSc module 'Sustainable Healthcare' for Trinity College Dublin, the Royal College of GPs Practice Advisor training, the Royal College of Nursing 'Leading Sustainability in Health and Social Care', and Florence Nightingale Foundation's Green Healthcare Leadership Programme for the independent healthcare sector.

Carbon Modelling

In 2022, the carbon modelling team provided crucial support for various CSH projects, including the Green Ward Competition, Sustainable Scholar and Fellowship Programme, and the Carbon Footprinting Course. The team also contributed to the development of Green Plans for three Integrated Care Systems (ICSs), assisting organisations in reaching their net-zero goals.

Key Carbon Modelling achievements in 2022 include:

1. Supporting NHS Organisations: CSH partnered with South East London (SEL) ICS, Greener Practice and SeeSustainability to develop the SEL ICS Green Plan. This involved estimating the carbon footprint of SEL's Integrated Care Board (ICB) and all of the ICS's General Practices and also developing a standalone Green Plan for Primary Care. CSH also supported Gloucestershire Health and Care NHS Foundation Trust in estimating its baseline carbon footprint. This will help the organisation in monitoring the impact of its carbon reduction initiatives and its progress towards net zero.
2. Sustainability as part of Accreditation: CSH collaborated with the Royal College of Veterinary Surgeons (RCVS) to develop an environmental sustainability module for its Practice Standards Scheme. The module, with its 1 core standard requirement, 8 GP level requirements and 31 award requirements, will support veterinary practices to monitor and reduce their environmental impact. The new module was launched in August 2022. The assessment of the environmental sustainability Award will start in January, while Core and GP level assessment will start in June 2023.
2. Discharge to Assess: CSH, in partnership with South Warwickshire healthcare providers, is concluding its evaluation of the impact of Covid-19 changes to the Discharge to Assess process on work patterns, travel, resource use, and clinical and social outcomes. In collaboration with a Master's student from Keele University, a focus group discussion was conducted to assess the social impact on staff. This report is scheduled for publication in 2023.
3. Digital Transformation: CSH collaborated with Ufonia, an AI company specialising in automating routine telephone conversations, to evaluate the potential financial, environmental, and social impact of using automated conversations for head and neck cancer triage compared to traditional outpatient appointments. The project has moved into the pilot phase, testing the technology in a clinical setting.

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TRUSTEES' REPORT (CONTINUED)
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Achievements and performance (continued)

b. Fundraising activities/income generation

CSH has managed to secure new funding and to diversify our income streams to take advantage of emerging opportunities, achieving a booked income of £1,252,860.

The six main sources of income for this period were: The Green Recovery Challenge Fund, Tree Call to Action Fund, South East London Integrated Care System, Health Education England, The Health Foundation and Cwm Taf Morgannwg University Health Board.

Additional smaller pots of money were secured from: delegate fees for training workshops/ conferences, King's College Hospital NHS Foundation Trust, Royal College of Veterinary Surgeons, Cardiff and the Vale Health Board, Acute Trusts, Association of Anaesthetists, Thea Pharmaceuticals, Ufonia and Tree Sponsorship for the NHS Forest.

Financial review

a. Going concern

After making appropriate enquiries, the trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Accounting Policies.

b. Reserves policy

We are working towards achieving a sustainable reserve, in accordance with best practice, to cover three months of operational costs. This includes, where possible, building in a contingency to cover for costs or timings that may alter. In addition, we are aiming to build in elements of budget requests to cover our core costs where possible and refocusing our activities to raise core funding. In November 2022 our monthly operating costs were £92,000, so we have built up a reserve of 1.5 months during this year.

c. Surplus

This financial year (Dec 2021 – Nov 2022) the charity had an income of £1,218,248 and expenditure of £1,106,118 resulting in an operating surplus for the year amounting to £112,130 which has gone to build our reserve.

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d. Principal funding

The bulk of CSH's funding is in the form of restricted grants or contract funding which includes a contribution to the Charity's overheads.

CSH has increased and continues to increase its revenue sources from unrestricted funding through the expansion of its online CSH Sustainability School, delivering commissioned training and developing commissioned e learning modules, expanding the Green Ward Competition programme and offering consultancy in carbon modelling.

CSH will continue to scrutinise new grant funding proposals to ensure that there is a proportionate contribution to the Charity's overheads.

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TRUSTEES' REPORT (CONTINUED)
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Structure, governance and management

a. Constitution

The company is constituted under a Memorandum of Association dated 24/11/2010 and is a registered charity number 1143189. The company changed its Memorandum and Articles to better reflect its work after consultation with NCVO and is currently constituted under a Memorandum of Association and Articles dated 15/07/2011.

The principal object of the company is to provide:

1. The promotion of health for the benefit of the public in any part of the world.
2. The advancement of education for the benefit of the public in any part of the world by supporting the application and implementation of research findings to improve health and healthcare.
3. The conservation, protection and enhancement of the physical and natural environment by the prudent use of natural resources for the public benefit.

b. Methods of appointment or election of Trustees

The management of the company is the responsibility of the Trustees who are elected and co opted under the terms of the Articles of Association.

c. Organisational structure and decision-making policies

The Trustees meet once every quarter, either face to face or by phone conference (as permitted) lead by the chair. The Director of CSH provides a draft agenda and financial update 2 weeks before the meetings, with opportunity for each Trustee to contribute suggested items for the agenda. Meetings are also attended by at least one other employee of CSH – usually the financial lead. Decisions are taken at the meeting unless it is deemed important to get input from anyone not present, in which case a clear set of options is circulated to all and responses are collated via email.

d. Policies adopted for the induction and training of Trustees

A Skills Audit has been used, which enables the Trustees to identify their own strengths and weaknesses and helps to identify training needs for existing individuals and gaps, which might be filled by new Trustees. Trustees are also invited to attend staff away days, relevant training days and other events such as courses and conferences.

Two of our Trustees (Mike Tomson and Gill Manning) have attended specific external Trustees training and have fed back to the whole group.

e. Related party relationships

As set out in the application to the Charities Commission and accepted by them, Rachel Standcliffe is both a Trustee and the Director of CSH, receiving a regular salary as such. As governed by the Articles, she will absent herself for any meeting or any part of the meeting in which a conflict of interest may arise.

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TRUSTEES' REPORT (CONTINUED)
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Structure, governance and management (continued)

f. Risk management

The Trustees have assessed the major risks to which the company is exposed, in particular those related to the operations and finances of the company, and are satisfied that systems and procedures are in place to mitigate our exposure to the major risks. All major projects have a separate risk assessment and risk register. In addition, an overview system of assessing risks is being put in place with a traffic light marking (red, amber and green) to highlight projects at risk during any stage of their progress. The risk assessment for projects is reviewed quarterly by the management and the trustees, and the overall risk profile of the company is reviewed annually.

Plans for future periods

Future developments

Working in the national arena continues to benefit the organisation as a whole, as well as growing CSH's impact in this increasingly prominent field.

For our green space programme, the activities planned for 2023 have continued to focus on larger scale more strategic projects. We will continue to prioritise:

- In depth NHS Forest site development via expansion of the Nature Recovery Rangers Programme
- including green prescribing in the new social movement of social prescribing
- ensure that, as well as increasing numbers, we plant the right trees in the right places
- work on the concept of green space as a healthcare asset
- exploring the potential for green space to address health inequalities

For our clinical work, we will build on the emerging opportunities to:

- Enhance new and existing partnerships to secure Sustainability Fellowships and Scholarships
- Continue to promote The Green Ward Competition and Green Specialty Challenges
- Develop the SusQI Academy and Beacon Site Programme
- Look at opportunities that come with the Greener NHS expansion, including supporting NHS Trusts to develop Green Plans
- continue to develop our training courses - offering more courses and extending the reach of existing ones
- Build international relationships with key partners that can extend the reach of our work
- Apply for funding for a Green Walking Programme which takes forward previous work.

Our communications officers will continue to help us to develop strong messaging and to design powerful campaigns which will increase our reach and impact. We will review the need for more comms capacity during the next year.

We are also planning to hire a Chief Operating Officer during 2023 to take on some of the management and HR tasks from the Director, to allow her to focus on strategic work including external partnerships. In addition to specific programme funding, core funding for CSH is being sought from several grant making foundations.

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TRUSTEES' REPORT (CONTINUED)
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Funds held as custodian

We do not hold any funds as custodian.

Members' liability

The Members of the company guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up.

Engagement with employees and employment of the disabled

Employees have been consulted on issues of concern to them by means of regular consultative committee and staff meetings and have been kept informed on specific matters directly by management. The company carries out exit interviews for all staff leaving the organisation and has adopted a procedure of upward feedback for senior management and the Trustees.

The company has implemented a number of detailed policies in relation to all aspects of personnel matters including:

- Equal opportunities policy
- Volunteers' policy
- Health & safety policy

In accordance with the company's equal opportunities policy, the company has long-established fair employment practices in the recruitment, selection, retention and training of disabled staff.

Full details of these policies are available from the company's offices.

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TRUSTEES' REPORT (CONTINUED)
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Engagement with employees and employment of the disabled (continued)

Statement of Trustees' responsibilities

The Trustees (who are also the directors of the company for the purposes of company law) are responsible for preparing the Trustees' report and the 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. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of its incoming resources and application of resources, including its income and expenditure, 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 of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the 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 company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditors

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charity's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

Auditors

The auditors, Wellers, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

Approved by order of the members of the board of Trustees and signed on their behalf by:

DocuSigned by:



G Manning
(Acting Chair of Trustees)
Date: 27-07-23

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CENTRE FOR SUSTAINABLE
HEALTHCARE LIMITED**

Opinion

We have audited the financial statements of The Centre for Sustainable Healthcare Limited (the 'charitable company') for the year ended 30 November 2022 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 30 November 2022 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CENTRE FOR SUSTAINABLE
HEALTHCARE LIMITED (CONTINUED)**

Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report.

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a Strategic report.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CENTRE FOR SUSTAINABLE
HEALTHCARE LIMITED (CONTINUED)**

Responsibilities of trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CENTRE FOR SUSTAINABLE
HEALTHCARE LIMITED (CONTINUED)**

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Discussions were held with, and enquiries made of, management and those charged with governance with a view to identifying those laws and regulations that could be expected to have a material impact on the financial statements. During the engagement team briefing, the outcomes of these discussions and enquiries were shared with the team, as well as consideration as to where and how fraud may occur in the entity. The following laws and regulations were identified as being of significance to the entity:

Those laws and regulations considered to have a direct effect on the financial statements include UK financial reporting standards, Company Law, Tax and Pensions legislation, health and safety and employment law.

Audit procedures undertaken in response to the potential risks relating to irregularities (which include fraud and non-compliance with laws and regulations) comprised of: inquiries of management and those charged with governance as to whether the entity complies with such laws and regulations; enquiries with the same concerning any actual or potential litigation or claims; inspection of relevant legal correspondence; review of board minutes; testing the appropriateness of entries in the nominal ledger, including journal entries; reviewing transactions around the end of the reporting period; and the performance of analytical procedures to identify unexpected movements in account balances which may be indicative of fraud.

No instances of material non-compliance were identified. However, the likelihood of detecting irregularities, including fraud, is limited by the inherent difficulty in detecting irregularities, the effectiveness of the entity's controls, and the nature, timing and extent of the audit procedures performed. Irregularities that result from fraud might be inherently more difficult to detect than irregularities that result from error. As explained above, there is an unavoidable risk that material misstatements may not be detected, even though the audit has been planned and performed in accordance with ISAs (UK).

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' report.

Other matters

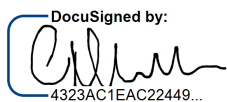
The prior year figures have not been subject to audit. An independent examination was undertaken on the prior year figures and some work was undertaken on opening balances to give additional audit comfort.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CENTRE FOR SUSTAINABLE
HEALTHCARE LIMITED (CONTINUED)**

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

DocuSigned by:

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Christina Nawrocki (Senior statutory auditor)

for and on behalf of

Wellers

Accountants

Statutory Auditors

8 King Edward Street

Oxford

OX1 4HL

Date: 08-08-23

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 30 NOVEMBER 2022**

	Note	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £	<i>Total funds 2021 £</i>
Income from:					
Donations and legacies	3	311,706	99,807	411,513	366,753
Charitable activities	4	20,000	786,735	806,735	414,210
Total income		331,706	886,542	1,218,248	780,963
Expenditure on:					
Charitable activities	5	353,961	752,157	1,106,118	703,969
Total expenditure		353,961	752,157	1,106,118	703,969
Net movement in funds		(22,255)	134,385	112,130	76,994
Reconciliation of funds:					
Total funds brought forward		9,237	84,924	94,161	17,167
Net movement in funds		(22,255)	134,385	112,130	76,994
Total funds carried forward		(13,018)	219,309	206,291	94,161

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 26 to 43 form part of these financial statements.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)
REGISTERED NUMBER: 07450026

BALANCE SHEET
AS AT 30 NOVEMBER 2022

	Note	2022 £	2021 £
Fixed assets			
Tangible assets	10	9,046	4,664
		<u>9,046</u>	<u>4,664</u>
Current assets			
Debtors	11	116,519	179,435
Cash at bank and in hand		297,810	29,781
		<u>414,329</u>	<u>209,216</u>
Creditors: amounts falling due within one year	12	(217,084)	(119,719)
Net current assets		197,245	89,497
Total assets less current liabilities		<u>206,291</u>	<u>94,161</u>
Total net assets		<u><u>206,291</u></u>	<u><u>94,161</u></u>
Charity funds			
Restricted funds	13	(13,018)	9,237
Unrestricted funds	13	219,309	84,924
Total funds		<u><u>206,291</u></u>	<u><u>94,161</u></u>

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)
REGISTERED NUMBER: 07450026

BALANCE SHEET (CONTINUED)
AS AT 30 NOVEMBER 2022

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

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

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

DocuSigned by:

G Manning

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G Manning

(Acting Chair of Trustees)

Date: 27-07-23

The notes on pages 26 to 43 form part of these financial statements.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 NOVEMBER 2022

	2022 £	2021 £
Cash flows from operating activities		
Net cash used in operating activities	275,528	12,157
Cash flows from investing activities		
Purchase of tangible fixed assets	(7,498)	(4,867)
Net cash used in investing activities	(7,498)	(4,867)
Cash flows from financing activities		
Net cash provided by financing activities	-	-
Change in cash and cash equivalents in the year	268,030	7,290
Cash and cash equivalents at the beginning of the year	29,780	22,490
Cash and cash equivalents at the end of the year	297,810	29,780

The notes on pages 26 to 43 form part of these financial statements

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 NOVEMBER 2022

1. General information

The Centre For Sustainable Healthcare Limited is a private company limited by guarantee, incorporated in England and Wales, registration number 07450026. The address of the company's principal place of business is Cranbrook House, 287 - 291 Banbury Road, Oxford, Oxfordshire, OX2 7JA.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Centre for Sustainable Healthcare Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Going concern

The charity's operational activities, together with the factors likely to affect its future development, performance and position are set out in the Trustees report on pages 2 to 10.

2.3 Income

All income is recognised once the company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 NOVEMBER 2022**

2. Accounting policies (continued)

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the company's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.5 Government grants

Government grants relating to tangible fixed assets are treated as deferred income and released to the Statement of financial activities over the expected useful lives of the assets concerned. Other grants are credited to the Statement of financial activities as the related expenditure is incurred.

2.6 Tangible fixed assets and depreciation

Tangible fixed assets costing £200 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

Computer equipment	- 33% Straight Line
--------------------	---------------------

2.7 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.8 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 NOVEMBER 2022

2. Accounting policies (continued)

2.9 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

2.10 Financial instruments

The company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.11 Operating leases

Rentals paid under operating leases are charged to the Statement of financial activities on a straight line basis over the lease term.

2.12 Pensions

The company contributes into a defined contribution pension scheme and the pension charge represents the amounts payable by the company to the fund in respect of the year.

2.13 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the company and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 NOVEMBER 2022**

3. Income from donations and legacies

	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £
Donations	-	11,244	11,244
Grants	311,706	88,563	400,269
Total 2022	311,706	99,807	411,513

	<i>Restricted funds 2021 £</i>	<i>Unrestricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Donations	1,000	9,331	10,331
Grants	354,501	-	354,501
Government grants	-	1,921	1,921
<i>Total 2021</i>	<i>355,501</i>	<i>11,252</i>	<i>366,753</i>

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 NOVEMBER 2022**

4. Income from charitable activities

	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £
Income from charitable activities - Clinical	20,000	649,469	669,469
Income from charitable activities - NHS Forest	-	137,266	137,266
Total 2022	20,000	786,735	806,735
		<i>Unrestricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Income from charitable activities - Clinical		350,262	350,262
Income from charitable activities - NHS Forest		63,948	63,948
<i>Total 2021</i>		<i>414,210</i>	<i>414,210</i>

5. Analysis of expenditure on charitable activities

Summary by fund type

	Restricted funds 2022 £	Unrestricted funds 2022 £	Total 2022 £
Clinical	-	608,082	608,082
NHS Forest	353,961	144,075	498,036
Total 2022	353,961	752,157	1,106,118

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 NOVEMBER 2022**

5. Analysis of expenditure on charitable activities (continued)

Summary by fund type (continued)

	<i>Restricted funds 2021 £</i>	<i>Unrestricted funds 2021 £</i>	<i>Total 2021 £</i>
Clinical	50,000	263,989	313,989
NHS Forest	333,994	55,986	389,980
<i>Total 2021</i>	<u>383,994</u>	<u>319,975</u>	<u>703,969</u>

Summary by expenditure type

	Staff costs 2022 £	Depreciation 2022 £	Other costs 2022 £	Total 2022 £
Clinical	459,818	2,058	146,206	608,082
NHS Forest	347,427	1,058	149,551	498,037
Total 2022	<u>807,245</u>	<u>3,116</u>	<u>295,757</u>	<u>1,106,118</u>

	<i>Staff costs 2021 £</i>	<i>Depreciation 2021 £</i>	<i>Other costs 2021 £</i>	<i>Total 2021 £</i>
Clinical	253,448	790	59,751	313,989
NHS Forest	289,598	204	100,178	389,980
<i>Total 2021</i>	<u>543,046</u>	<u>994</u>	<u>159,929</u>	<u>703,969</u>

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 NOVEMBER 2022**

6. Analysis of expenditure by activities

	Activities undertaken directly 2022 £	Support costs 2022 £	Total funds 2022 £
Clinical	554,951	53,131	608,082
NHS Forest	430,431	67,606	498,037
Total 2022	985,382	120,737	1,106,118

	<i>Activities undertaken directly 2021 £</i>	<i>Support costs 2021 £</i>	<i>Total funds 2021 £</i>
Clinical	289,007	24,981	313,988
NHS Forest	352,891	37,091	389,982
<i>Total 2021</i>	<i>641,898</i>	<i>62,072</i>	<i>703,969</i>

Analysis of direct costs

	Clinical 2022 £	NHS Forest 2022 £	Total funds 2022 £
Staff costs	459,819	347,426	807,245
Project costs	91,696	82,135	173,831
Miscellaneous	870	870	1,740
Conference costs	2,566	-	2,566
Total 2022	554,951	430,431	985,382

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 NOVEMBER 2022**

6. Analysis of expenditure by activities (continued)

Analysis of direct costs (continued)

	<i>Clinical 2021 £</i>	<i>NHS Forest 2021 £</i>	<i>Total funds 2021 £</i>
Staff costs	253,447	289,598	543,045
Project costs	34,788	58,256	93,044
Project publications, leaflets and maps	34	2,134	2,168
Miscellaneous	690	690	1,380
Conference costs	49	2,212	2,261
Total 2021	289,008	352,890	641,898

Analysis of support costs

	Clinical 2022 £	NHS Forest 2022 £	Total funds 2022 £
Depreciation	2,058	1,058	3,116
Professional and consultancy	20	20	40
Website and network costs	25,080	44,851	69,931
Travel and subsistence	2,806	5,857	8,663
Printing, postage and stationery	17	20	37
Office expenses	-	36	36
Entertainment	1,211	1,329	2,540
Telephone	381	382	763
Miscellaneous	1,535	4,552	6,087
Repairs and maintenance	346	346	692
Bank charges	533	388	921
Rent	7,635	1,515	9,150
Insurance	1,274	(57)	1,217
Payments to charitable parties	1,418	129	1,547
Training	2,796	1,160	3,956
Governance costs	6,021	6,020	12,041
Total 2022	53,131	67,606	120,737

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 NOVEMBER 2022**

6. Analysis of expenditure by activities (continued)

Analysis of support costs (continued)

	<i>Clinical 2021 £</i>	<i>NHS Forest 2021 £</i>	<i>Total funds 2021 £</i>
Depreciation	790	204	994
Professional and consultancy	20	20	40
Website and network costs	5,115	9,117	14,232
Travel and subsistence	1,498	3,750	5,248
Printing, postage and stationery	66	257	323
Office expenses	156	142	298
Entertainment	5	-	5
Telephone	319	319	638
Miscellaneous	561	1,872	2,433
Bank charges	216	354	570
Rent	6,512	12,239	18,751
Insurance	518	518	1,036
Payments to charitable parties	1,728	155	1,883
Training	2,899	3,565	6,464
Governance costs	4,578	4,578	9,156
<i>Total 2021</i>	<u>24,981</u>	<u>37,090</u>	<u>62,071</u>

7. Auditors' remuneration

	2022 £	2021 £
Fees payable to the company's auditor for the audit of the company's annual accounts	5,300	-
Fees payable to the company's auditor in respect of:		
Independent examination of the company's annual accounts	-	5,230
All non-audit services not included above	<u>8,156</u>	<u>3,936</u>

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 NOVEMBER 2022**

8. Staff costs

	2022 £	<i>2021</i> £
Wages and salaries	702,959	479,427
Social security costs	67,582	38,369
Contribution to defined contribution pension schemes	36,703	25,250
	807,244	543,046

The average number of persons employed by the company during the year was as follows:

	2022 No.	<i>2021</i> No.
Trustee	1	1
Administration	25	9
	26	10

No employee received remuneration amounting to more than £60,000 in either year.

The total remuneration and benefits received by the key management personnel totalled £94,568 (2021 - £81,400)

9. Trustees' remuneration and expenses

During the year, R Stancliffe, a Trustee has been paid remuneration and has received other benefits from their employment with the company for performing her role as Chief Executive Officer. This has been approved by the Charity Commission. The value of Trustees' remuneration and other benefits was as follows:

	2022 £	<i>2021</i> £
R Stancliffe Remuneration	52,245	50,915

During the year ended 30 November 2022, expenses were reimbursed or paid directly to 1 Trustee (2021 - to 1 Trustee) broken down as follows:

	2022 £	<i>2021</i> £
Travel, subsistence and meeting costs	2,423	-

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 NOVEMBER 2022**

10. Tangible fixed assets

	Office equipment £
Cost or valuation	
At 1 December 2021	7,832
Additions	7,498
At 30 November 2022	15,330
Depreciation	
At 1 December 2021	3,168
Charge for the year	3,116
At 30 November 2022	6,284
Net book value	
At 30 November 2022	9,046
<i>At 30 November 2021</i>	4,664

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 NOVEMBER 2022**

11. Debtors

	2022 £	2021 £
Due within one year		
Trade debtors	115,632	103,443
Other debtors	-	75,219
Prepayments and accrued income	887	773
	116,519	179,435

12. Creditors: Amounts falling due within one year

	2022 £	2021 £
Trade creditors	14,633	12,131
Other taxation and social security	42,647	24,582
Other creditors	889	7,825
Accruals and deferred income	158,915	75,181
	217,084	119,719

	2022 £	2021 £
Deferred income at 1 December 2021	68,536	-
Resources deferred during the year	234,232	68,536
Amounts released from previous periods	(149,153)	-
	153,615	68,536

Income is deferred as money was received in advance to cover costs which related to the following accounting period.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 NOVEMBER 2022**

13. Statement of funds

Statement of funds - current year

	Balance at 1 December 2021 £	Income £	Expenditure £	Transfers in/out £	Balance at 30 November 2022 £
Unrestricted funds					
General Funds	84,924	886,542	(752,157)	-	219,309
Restricted funds					
Connecting Q Locally	-	-	-	-	-
HF South Warwicksire	9,237	2,991	(12,228)	-	-
SBRI	-	-	(8,861)	-	(8,861)
SusQi Education	-	-	-	-	-
Heathrow Community Fund	-	-	-	-	-
Postcode Local Trust	-	-	-	-	-
Tree Call To Action	-	48,559	(52,716)	-	(4,157)
Green Recovery Challenge	-	280,156	(280,156)	-	-
	9,237	331,706	(353,961)	-	(13,018)
Total of funds	94,161	1,218,248	(1,106,118)	-	206,291

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 NOVEMBER 2022**

13. Statement of funds (continued)

Statement of funds - prior year

	<i>Balance at 1 December 2020 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Balance at 30 November 2021 £</i>
Unrestricted funds					
General Funds	(13,121)	425,463	(319,975)	(7,443)	84,924
Restricted funds					
Connecting Q Locally	8,800	-	(11,832)	3,032	-
HF South Warwicksire	-	26,927	(17,690)	-	9,237
SBRI	-	-	-	-	-
SusQi Education	-	50,000	(50,000)	-	-
Heathrow Community Fund	4,958	7,433	(12,391)	-	-
Postcode Local Trust	12,625	1,000	(13,625)	-	-
Tree Call To Action	3,904	4,732	(13,047)	4,411	-
Green Recovery Challenge	-	265,409	(265,409)	-	-
	30,287	355,501	(383,994)	7,443	9,237
Total of funds	17,166	780,964	(703,969)	-	94,161

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 NOVEMBER 2022**

14. Summary of funds

Summary of funds - current year

	Balance at 1 December 2021 £	Income £	Expenditure £	Balance at 30 November 2022 £
General funds	84,924	886,542	(752,157)	219,309
Restricted funds	9,237	331,706	(353,961)	(13,018)
	<u>94,161</u>	<u>1,218,248</u>	<u>(1,106,118)</u>	<u>206,291</u>

Summary of funds - prior year

	Balance at 1 December 2020 £	Income £	Expenditure £	Transfers in/out £	Balance at 30 November 2021 £
General funds	(13,121)	425,463	(319,975)	(7,443)	84,924
Restricted funds	30,287	355,501	(383,994)	7,443	9,237
	<u>17,166</u>	<u>780,964</u>	<u>(703,969)</u>	<u>-</u>	<u>94,161</u>

15. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £
Tangible fixed assets	-	9,046	9,046
Current assets	-	414,329	414,329
Creditors due within one year	(13,018)	(204,066)	(217,084)
Total	<u>(13,018)</u>	<u>219,309</u>	<u>206,291</u>

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 NOVEMBER 2022**

15. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	<i>Restricted funds 2021 £</i>	<i>Unrestricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Tangible fixed assets	-	4,664	4,664
Current assets	9,237	199,979	209,216
Creditors due within one year	-	(119,719)	(119,719)
Total	<u>9,237</u>	<u>84,924</u>	<u>94,161</u>

16. Reconciliation of net movement in funds to net cash flow from operating activities

	2022 £	2021 £
Net income for the year (as per Statement of Financial Activities)	112,130	76,994
Adjustments for:		
Depreciation charges	3,116	994
Decrease/(increase) in debtors	62,917	(125,399)
Increase in creditors	97,365	59,568
Net cash provided by operating activities	<u>275,528</u>	<u>12,157</u>

17. Analysis of cash and cash equivalents

	2022 £	2021 £
Cash in hand	297,810	29,780
Total cash and cash equivalents	<u>297,810</u>	<u>29,780</u>

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 NOVEMBER 2022

18. Analysis of changes in net debt

	At 1 December 2021 £	Cash flows £	At 30 November 2022 £
Cash at bank and in hand	29,781	268,029	297,810
	<u>29,781</u>	<u>268,029</u>	<u>297,810</u>

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 NOVEMBER 2022

19. Pension commitments

The company contributes into a defined contributions pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £36,703 (2021 - £22,919).

20. Operating lease commitments

At 30 November 2022 the company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2022 £	2021 £
Not later than 1 year	-	30,000

21. Members' liability

Each member of the charitable company undertakes to contribute to the assets of the company in the event of it being wound up while he/she is a member, or within one year after he/she ceases to be a member, such amount as may be required, not exceeding £1 for the debts and liabilities contracted before he/she ceases to be a member.

THE CENTRE FOR SUSTAINABLE HEALTHCARE

England & Wales - Charity number 1143189

Accounts

**THE CENTRE FOR SUSTAINABLE
HEALTHCARE LIMITED**

(A company limited by guarantee)

UNAUDITED

**TRUSTEES' REPORT AND
FINANCIAL STATEMENTS**

YEAR ENDED 30 NOVEMBER 2021

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

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THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 30 NOVEMBER 2021**

Trustees D Doughty (deceased 11 October 2021)
 R Stancliffe
 M Smeeth
 G Manning, Acting Chair
 J Rhys-Griffith
 D Mackay (appointed 6 January 2020)
 Dr R Hixson (appointed 6 January 2020)

**Company registered
number** 07450026

**Charity registered
number** 1143189

Registered office 8 King Edward Street
 Oxford
 Oxfordshire
 OX1 4HL

**Principal operating
office** Cranbrook House
 287 - 291 Banbury Road
 Oxford
 Oxfordshire
 OX2 7JA

Chief executive officer R Stancliffe

Accountants Wellers
 Independent Examiners
 8 King Edward Street
 Oxford
 OX1 4HL

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

TRUSTEES' REPORT
FOR THE YEAR ENDED 30 NOVEMBER 2021

The Trustees present their annual report together with the financial statements of the The Centre for Sustainable Healthcare Limited for the year 1 December 2020 to 30 November 2021. The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the company qualifies as small under section 382 of the Companies Act 2006, the Strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Objectives and activities

a. Policies and objectives

The Trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Charity's aims and objectives, and in planning future activities and setting future policies, therefore have complied with the duty in section 17 of the Charities Act 2011. In line with Charity Commission guidance our objectives are determined by our defined charitable objectives

1. Transforming healthcare for a sustainable future.
2. Ensuring that health is safeguarded in a time of resource restraint.
3. Educating healthcare professionals and others about links between health and the environment.

b. Strategies for achieving objectives

CSH Strategies for achieving Objectives are:

1. engaging healthcare professionals, patients and the wider community in sustainability and the links between health and environment
2. engaging other industries and organisations in the healthcare sector
3. assessing current knowledge, barriers and opportunities for sustainable healthcare
4. improving research into more sustainable options
5. helping the NHS to reduce its carbon footprint.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 30 NOVEMBER 2021

Objectives and activities (continued)

c. Activities undertaken to achieve objectives

1. developing and running programmes and tools that can help to engage healthcare professionals and others.
2. sharing ideas and knowledge with other organisations to engage them with sustainable healthcare.
3. running networks to enable natural communities in healthcare to share ideas and questions.
4. working to include sustainability in medical education via curriculum development and other areas.
5. developing courses in various elements of sustainable healthcare and teaching them.
6. carrying out reviews of current research and other information on barriers and opportunities for sustainable healthcare.
7. identifying and/or carrying out research into more sustainable options for healthcare.
8. measuring the carbon footprint of services, medical products and clinical pathways.
9. developing standardised methodology for carbon footprinting and measuring the triple bottom line in healthcare.
10. promote planting trees as a mechanism to engage staff, patients and visitors with sustainability.
11. working with NHS sites to make the links between health and the environment through the NHS Forest projects.
12. improving access to green space through green health routes with the aim of improving health.

d. Volunteers

CSH continues to benefit from volunteers who have worked on central projects and tasks. During 2021 we carried out our planned expansion of the volunteers programme, by increasing numbers, grouping them into batches, offering a standardised induction, and asking for a minimum six month commitment (4 8 hours per week), or full time for one month. We had 21 volunteers and 12 students on elective placements.

Achievements and performance

a. Review of activities

Despite some continued disruption to activities due to Covid 19, CSH has had an extremely busy year with both ongoing and new projects.

Our Sustainability School training programme has continued to be very popular and is beginning to bring in a steady revenue stream. We have added 3 new courses during 2021 and over 1000 healthcare professionals participated in the training days this year. We also worked with Health Education England to design short courses that are available free to everyone in the NHS.

The Green Surgery Challenge took place this year, our first Specialty Competition. It had excellent participation and feedback and produced some highly impactful case studies.

In the 2020/21 tree planting season we sent out more than 4,000 free saplings to NHS sites across the UK and by the close of 2021, healthcare sites had ordered a further 12,500 NHS Forest trees to plant in the 2021/22 season.

With nearly half a million pounds from the Green Recovery Challenge Fund, there has been a lot of recruitment and then a huge amount of work in the Green Space team. Our Nature Recovery Rangers worked to engage people – patients, healthcare staff and community members – in nature-related activities, while also improving biodiversity. They have made a huge difference to the sites where they have been based and the programme is being requested at other NHS sites.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 30 NOVEMBER 2021

Achievements and performance (continued)

In October we held our first online NHS Forest Conference, with the theme of 'an equitable recovery for people and nature', attracting 350 delegates, including healthcare staff, outdoor space charities, researchers and artists.

Staffing changes

In 2021, CSH continued growth in all programmes with 13 new staff:

1. In the Green Space Programme we employed 7 new staff members and some site assistants.
2. In the Clinical Programme we employed a Specialties Lead, a new Fellow in Quality Improvement and a Green Ward manager. For courses, a Courses manager and full-time admin person, and a full-time carbon modelling assistant.

Green Space Programme in 2020/21

In 2021 the Green Space for Health programme received a major grant from the Government's Green Recovery Challenge Fund. This has allowed us to ramp up NHS Forest tree planting and to take the programme in new and exciting directions.

This year saw the start of a completely new NHS Forest initiative with the appointment of three Nature Recovery Rangers, employed by us but embedded at NHS sites in Bristol, Liverpool and London. The rangers work to engage people – patients, healthcare staff and community members – in nature-related activities, while also improving biodiversity. All three have been an energetic and inspiring presence at their sites, and strong advocates for nature. An early win was the promotion of Plantlife's national No Mow May campaign, which led to the creation of extensive wildflower meadow areas at all of their sites, and was rewarded at Liverpool's Broadgreen Hospital with the unexpected appearance of bee orchids, marsh orchids and pyramidal orchids (a first record for Liverpool). Ranger activities have included wildlife-friendly gardening, food growing, nature walks, wildlife home construction and ecological surveys. At each site the rangers have also overseen substantial green space projects. At Southmead Hospital in Bristol, the ranger worked with volunteers and nursing staff to develop a therapeutic space for neuropsychologic patients, while our Liverpool ranger worked with children excluded from school and their staff, to revive a courtyard wildlife garden at Broadgreen Hospital. At Mount Vernon Cancer Centre in London, our ranger has overseen completion of a green space enhancement programme initiated by CSH, that includes an accessible 'woodland walkway', and a newly refurbished garden for the chemotherapy suite with a specially designed wooden shelter where patients can spend time outdoors during treatment. Our London ranger also initiated a very successful site-wide gardening competition, involving more than 100 staff in nurturing and bringing to life green patches close to their work areas.

Because of Covid restrictions it was at first difficult to bring volunteers on to the sites, but over time the rangers have involved a wide variety of local community groups. We have also been able to extend our programme to include two interns working under their supervision, with more placements planned for 2022. We have been excited by the success of the ranger project in engaging staff and delivering biodiversity improvements on the ground, as well as moving green space and nature higher up the agenda at hospital sites. Each of our partner NHS trusts is keen to retain their rangers beyond the life of the current project, and Southmead Hospital has already secured charitable funding to do so.

In the 2020/21 tree planting season we sent out more than 4,000 free saplings to NHS sites across the UK. We continued to publicise this offer throughout the year, and by the close of 2021, healthcare sites had ordered a further 12,500 NHS Forest trees to plant in the 2021/22 season. We have been impressed by the diversity of our sites' planting plans, which reflect the full range of tree planting benefits, from flood prevention to the creation of wildlife corridors and support for exercise and relaxation. Among many highlights were the planting of 1,000 trees across four mental health and learning disability hospitals in the North of England by Cumbria,

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 30 NOVEMBER 2021

Achievements and performance (continued)

Northumberland, Tyne and Wear NHS Foundation Trust, to connect different planting areas, create greener walking routes and support the wellbeing of service users and staff. In Oxford we worked with partners at Earthwatch Europe to plant a 'Tiny Forest' – a small, dense, fast-growing woodland – at Littlemore Hospital. We were also delighted to support staff at Great Ormond Street Hospital for Children in London with the donation of a Japanese maple to celebrate their London to Glasgow cycle relay for the COP26 Climate Summit.

Our 2020 research, Space to Breathe, supported by the Health Foundation, explored health staff's experience of green space at their sites, and its influence on wellbeing, and we were keen to build further on its insights. Our grant from the Green Recovery Challenge Fund enabled us to commission the social enterprise Natural Academy to deliver a short programme of wellbeing in nature sessions at five healthcare sites. Fifty-two health staff took part in these sessions and a further 10 staff – two at each site – received training to provide sessions themselves, ensuring the project's long-term legacy. The sessions and training have both been enthusiastically received by health staff and we are currently evaluating both this and the Nature Recovery Ranger project, in collaboration with our academic partner at the University of Suffolk.

In October we held our first online NHS Forest Conference, with the theme of 'an equitable recovery for people and nature', attracting 350 delegates, including healthcare staff, outdoor space charities, researchers and artists. In her keynote address, Judy Ling Wong, Honorary President of the Black Environment Network, told us: "I propose that we can be stimulated and supported in our search for a 21st century context for wellbeing through looking at different cultural visions of nature, and be inspired to creatively retrieve what is missing in our lives in the green spaces that the NHS Forest provides to staff and to the public." The conference showcased innovative green space work at a wide variety of health sites, from a food growing project in South London to a rooftop farm in Boston, and culminated with our NHS Forest Awards to celebrate impressive work at five of our sites. In the course of the year our team visited 12 health sites across the country, facilitating information gathering and consultation, for the development and launch of our new, redesigned NHS Forest website in early 2022. This will help us support many more health sites in developing their green space.

Our Communities Programme was very active in 2021. With support from the Postcode Local Trust, we took our Health Routes project to Botley, Oxford, where work with residents, a social prescribing link worker, and Vale of White Horse District Council supported use of green space on the doorstep. This included the co-design of a walking map; wildlife walks led by local specialists; and work with volunteers to establish a walking group for residents, which now meets on a weekly basis to explore local green spaces.

Our Health Routes project also piloted a new approach in Wales where we worked with partners at Plantlife to set up a 'Meadows Health and Wellbeing Route' as part of the Magnificent Meadows Cymru project, funded by the Welsh Government. In collaboration with the hospital, Ysbyty Gwynedd, in Bangor, and the North Wales Wildlife Trust, we established a signed route connecting this health site to beautiful local meadows at nearby Eithnog Nature Reserve.

Throughout 2021 we continued to work with Cherwell District Council to support the FAST programme. This innovative initiative works to encourage children, parents and others to enjoy sports as a family and become more physically active. It includes access to free indoor and outdoor Youth Activator sessions and affordable access to local leisure centres and clubs. CSH evaluation activities are focused on the collection of qualitative data to help understand the experiences of participating families. As of December 2021, over 6,900 individuals (1,900 families) had signed up for the FAST card, and of the families currently engaging with the programme, 22% live in the 30% most deprived wards in the district. Prior to starting the programme, only 15% of participating families reported being active together five or more times a month, compared to 52% of participating families responding at the time of our follow up survey.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 30 NOVEMBER 2021

Achievements and performance (continued)

Green Space Staff changes

At the start of 2021 we were sad to say goodbye to Sarah Dandy, founder of the NHS Forest, who has now returned to teaching. Carey Newson became the Green Space Director, leading an expanded team. Andriele Madison, already a member of our team, became our Communities Lead, with oversight of our Health Routes project, our work on Magnificent Meadows Cymru and the FAST programme. Early in the year we welcomed our Communications and Engagement Officer, Vicki Brown, who leads on developing the NHS Forest website and conference; our Outreach Officer, Miriam Dobson, who co-ordinates the NHS Forest network, including tree planting; and our Partnerships Project Manager, Athene Reiss, who manages the rangers and oversaw delivery of the wellbeing in nature sessions. In April we were joined by our Nature Recovery Rangers, Karen MacKelvie, Fiona Megarrell and Phoebe Webster, and in the autumn the first of our interns, Asia Pryjda and Daisy Tickner started work. Throughout the year we were grateful for the support of our volunteer walk leaders, Rachel Griffiths, Inga Williams and Janet Hemingway.

The Government's Green Recovery Challenge Fund was developed by Defra and its Arm's-Length Bodies. It is being delivered by The National Lottery Heritage Fund in partnership with Natural England, the Environment Agency and Forestry Commission.

The CSH Sustainability School continued to offer Green Space and Health training via the online learning platform. This is a learning package aimed at health professionals, which focuses on the benefits of nature for health and the implications for healthcare, with a strong emphasis on practical action.

Clinical Programme: Highlights in 2020/21

The team continued to grow with appointment of a second in house QI Education Fellow, who took over from the first Fellow in August 2021, a Courses Manager, Hayley Pinto, courses admin assistant, Natalie Oman, a Specialties Lead, Catherine Floyd, and a Green Ward Manager, Rachel McLean. In addition, we continue to provide mentoring and supervision to Fellows and Scholars, including a second Welsh Clinical Leadership Fellowship post and fellows in Anaesthesia, Surgery and scholars in Ophthalmology.

Sustainable Specialties

We had a busy year in our sustainable specialties programmes, with the launch of the Green Surgery Challenge, a specialty adaptation of our Green Ward Programme. Five fantastic surgical teams from across the UK received mentoring from CSH, culminating in a high-profile online judging event. Projects spanned introduction of reusable equipment to redesign of patient pathways to reduce unnecessary tests and admissions. The Challenge was delivered in partnership with NIHR and the Royal Colleges of Surgeons of England and Edinburgh, and built on work started by Chantelle Rizan, through her three-year Sustainable Surgery Fellowship, which she completed this July. Chantelle's research has led to multiple publications and has laid the foundations for sustainable surgery going forward.

Also in July, Dr Chris Allen became the second Fellow to complete the one-year Fellowship in Environmentally Sustainable Anaesthesia, a partnership between CSH, Newcastle-upon-Tyne Hospitals and the Association of Anaesthetists. Chris has carried forward initiatives to reduce the environmental harms from inhaled anaesthetic agents (potent greenhouse gases), including setting up the Nitrous Oxide project to identify and address gas wastage in collaboration with pharmacist Alifia Chakera in Scotland and our Welsh Clinical Leadership Fellow, Amarantha [https://sustainablehealthcare.org.uk/what-we-do/sustainable-specialties/anaesthetics/nitrous-oxide-project]. Chris has handed the fellowship baton to Dr Jason Ghandi, who continues the work.

Our second Welsh scholar in sustainable Ophthalmology funded by Thea Pharmaceuticals completed her scholarship at the end of July, conducting a carbon footprint analysis of single use versus disposable

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 30 NOVEMBER 2021

Achievements and performance (continued)

tonometers. She also started a survey on the attitudes of cataract surgeons and scrub nurses to theatre waste. CSH also welcomed another sustainable Ophthalmology scholar at Barts Hospital who looked at the environmental impact of conducting the first assessment of patients' cataracts as a telephone consultation instead of a face to face outpatient visit.

2021 saw the launch of a brand new Sustainable Specialty, Green Endoscopy, with the appointment in September of Fellow, Dr Robin Baddeley, as well as the revival of early work in kidney care, with the launch of a national UKKA Sustainable Kidney Care committee.

There is a general growth in interest and activity within specialties and we are delighted to welcome new staff member, Catherine Floyd, who has joined us as Clinical Specialties Lead.

Sustainable Clinical Practice

Following our work over the past couple of years to demonstrate how clinical sustainability and quality improvement can be brought together, it has been exciting to see 'SusQI' start to be embedded in Trusts – including in Newcastle and Dorset. There has also been interest in the approach from the Institute for Healthcare Improvement (a leading QI organisation based in the US) who invited Frances and Olivia to contribute to an expert meeting on Climate Action in Care Delivery, and then to present at the IHI Forum in December.

Another area of exciting developments has been in Wales. CSH has partnered with the Cardiff and Vale Health Board (C&V) to support annual Welsh Clinical Leadership Fellows in Sustainable Healthcare. Working with the first Fellow, Amarantha Fennell-Wells, in 2020-21, CSH supported the creation of the Green Health Wales network and hosted their dynamic and engaging launch event in June. Taking over from Amarantha in September, Dr Stacey Harris has continued with an enormous amount of energy, connecting local and national action on everything from medical education and inhaler prescribing to governance and reporting. The launch of CSH & C&V's 'SFERIC' group sustainability scholars programme at the end of the year will provide further support for decarbonisation and SusQI in Wales.

Sustainability in QI Education

The SusQI Education Project, funded by Health Education England, The Health Foundation and Kings College London, continues to go from strength to strength as it enters its third year.

In the first two years, the project ran pilots in undergraduate and postgraduate education in medicine, nursing and dentistry to demonstrate that sustainable healthcare principles can be included in QI teaching. Detailed evaluation has found that the inclusion of sustainability enhances students' motivation for QI and develops confidence and skills for improving sustainability in practice. The project is now transitioning to a spread phase, providing high-quality open access resources (see susqi.org), supported by online courses for QI practitioners and educators, with more hands-on support available through our "beacon site" programme.

Education

Our Sustainability School training programme has continued to grow. We have also worked with Health Education England to provide short, free training to all NHS staff.

Online Short Courses

This year we added three new courses, Sustainable Primary Care, Sustainable Mental Healthcare and Public Health Leadership for Sustainability. Over 1000 clinicians, managers and researchers have passed through our courses since we first launched in June 2020, and the feedback has been excellent.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 30 NOVEMBER 2021

Achievements and performance (continued)

"A knowledgeable faculty provide real-life examples of how sustainability projects can improve the NHS for patients and the environment"

For 2022 we have launched discounted rates for lower-band staff and for groups. We have also added a Sustainability Café, open to all foundation-level course participants.

Foundation-level courses

- Introduction to Sustainable Healthcare (multidisciplinary)
- Green Space and Health (multidisciplinary)
- Sustainable Primary Care
- Sustainable Mental Healthcare
- Sustainable Dentistry
- Public Health Leadership for Sustainability

Technical courses

- Carbon Footprinting for Healthcare
- Sustainable Quality Improvement
- Teaching Sustainable Quality Improvement

Free online modules

CSH partnered with Health Education England's e-Learning for Healthcare to create free e-learning modules for all staff groups. Each module takes approximately 30 minutes to complete and includes downloadable certificates.

1. *'Building a Net Zero NHS'* raises awareness about the demands and opportunities of a sustainable healthcare system, using short, animated films, interactive activities that reinforce key information and case studies of successful projects.
2. *'Sustainability in Quality Improvement'* will empower staff to integrate financial, social, and environmental measures into their QI projects. Due February 2022
3. *'Sustainable Dentistry'* applies sustainability principles to the dental setting. Due May 2022.
4. *'All our Health: Climate Crisis'* offers an overview of the health effects of global warming and what actions health staff can take. Due April 2022.

Board Level Training

New interactive 90-minute workshops for executive-level staff in which we outline the expectations of the NHS Net Zero Plan, highlight what is unique about leadership for sustainability and explore how to inspire people to lead and measure change.

Carbon Modelling

Detailed carbon footprint analyses of the direct and indirect greenhouse gas emissions of organisations, products and services/

Digital Transformation

CSH's carbon modelling team in collaboration with PD Transformation and funded through Q by the Health Foundation and NHS England and NHS Improvement developed a step-by-step guide and carbon calculator to estimate the Greenhouse Gas (GHG) emission savings of (avoided) patient travel due to switching from in-person outpatient or GP appointments to remote consultations. The guide has been developed for health

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 30 NOVEMBER 2021

Achievements and performance (continued)

professionals, quality improvement leads and estates, sustainability and practice managers at hospitals and GP practices. It can be used for a specific clinical pathway, a clinical department, or the whole organisation.

The carbon modelling team also provided a comparative carbon footprint analysis of a digital healthcare solution during its feasibility phase.

South Warwickshire

Discharge to Assess (D2A) is an innovative approach which sees health and social care professionals work together to help people return home or to care homes sooner from hospital. In South Warwickshire, the Covid-19 response has galvanised collaborative working across the system to support Discharge to Assess, re-admission avoidance and new models of out of hospital care. CSH has been working closely with NHS partners to measure the impact of the Covid-19 changes to Discharge to Assess on work patterns, travel and resource use, alongside clinical and social outcomes.

Carbon footprint of NHS sight tests

CSH has been commissioned by NHS England and NHS Improvement to analyse the annual carbon footprint of NHS sight test services provided by five Optometry practices in the North West of England. As far as we know, this has been the first carbon footprint analysis of NHS optometrist services.

Sustainability in Veterinary Practice

Commissioned by the Royal College of Veterinary Surgeons (RCVS), CSH is working closely with the College's Practice Standards Group on embedding sustainability into the RCVS's Practice Standards scheme (PSS). The PSS's sustainability module will help veterinary practices to monitor and reduce their environmental impact.

b. Fundraising activities/income generation

CSH has managed to secure new funding and to diversify our income streams to take advantage of emerging opportunities, achieving a booked income of £780,963.

The six main sources of income for this period were: The Green Recovery Challenge Fund, Health Education England, The Health Foundation, King's College London, Cherwell District Council, and Wales Cymru.

Additional smaller pots of money were secured from: Cardiff and the Vale Health Board, Acute Trusts, NHS Improvement, Association of Anaesthetists, Thea Pharmaceuticals, Ufonia, Perseptive, Tree Sponsorship for the NHS Forest and via delegate fees for training Workshops/ conferences.

Financial review

a. Going concern

After making appropriate enquiries, the trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Accounting Policies.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 30 NOVEMBER 2021

b. Reserves policy

We are working towards achieving a sustainable reserve, in accordance with best practice, to cover three months of operational costs. This includes, where possible, building in a contingency to cover for costs or timings that may alter. In line with many organisations, this has been particularly relevant during 2020 given the inevitably unpredictable Covid and post Covid working scenarios, and the knock on effect of this for charities working closely with the NHS. In addition, we are aiming to build in elements of budget requests to cover our core costs where possible and refocusing our activities to raise core funding.

In November 2021 our monthly operating costs were £70,000, so we have built up a reserve of 1 month during this year.

c. Surplus

This financial year (Dec 2020 – Nov 2021) the charity had an income of £780,963 and expenditure of £703,969 resulting in an operating profit for the year amounting to £76,994.

d. Principal funding

The bulk of CSH's funding is in the form of restricted grants or contract funding which includes a contribution to the Charity's overheads.

CSH has increased and continues to increase its revenue sources from unrestricted funding through the expansion of its online CSH Sustainability School, delivering commissioned training and developing commissioned e learning modules, expanding the Green Ward Competition programme and offering consultancy in carbon modelling.

CSH will continue to scrutinise new grant funding proposals to ensure that there is a proportionate contribution to the Charity's overheads.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 30 NOVEMBER 2021

Structure, governance and management

a. Constitution

The company is registered as a charitable company limited by guarantee and was set up by a Memorandum of Association on 24/11/2010.

The company is constituted under a Memorandum of Association dated 24/11/2010 and is a registered charity number 1143189. The company changed its Memorandum and Articles to better reflect its work after consultation with NCVO and is currently constituted under a Memorandum of Association and Articles dated 15/07/2011.

The principal object of the company is to provide:

1. The promotion of health for the benefit of the public in any part of the world.
2. The advancement of education for the benefit of the public in any part of the world by supporting the application and implementation of research findings to improve health and healthcare.
3. The conservation, protection and enhancement of the physical and natural environment by the prudent use of natural resources for the public benefit.

b. Methods of appointment or election of Trustees

The management of the company is the responsibility of the Trustees who are elected and co opted under the terms of the Articles of Association.

c. Organisational structure and decision-making policies

The Trustees meet once every quarter, either face to face or by phone conference (as permitted). The Director of CSH provides a draft agenda and financial update 2 weeks before the meetings, with opportunity for each Trustee to contribute suggested items for the agenda. Meetings are also attended by at least one other employee of CSH – usually the financial lead. Decisions are taken at the meeting unless it is deemed important to get input from anyone not present, in which case a clear set of options is circulated to all and responses are collated via email.

d. Policies adopted for the induction and training of Trustees

A Skills Audit has been used, which enables the Trustees to identify their own strengths and weaknesses and helps to identify training needs for existing individuals and gaps, which might be filled by new Trustees.

e. Related party relationships

As set out in the application to the Charities Commission and accepted by them, Rachel Stancliffe is both a Trustee and the Director of CSH, receiving a regular salary as such. As governed by the Articles, she will absent herself for any meeting or any part of the meeting in which a conflict of interest may arise.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 30 NOVEMBER 2021

Structure, governance and management (continued)

f. Risk management

The Trustees have assessed the major risks to which the company is exposed, in particular those related to the operations and finances of the company, and are satisfied that systems and procedures are in place to mitigate our exposure to the major risks.

A system of assessing risks to the programmes has been put in place with a traffic light marking (red, amber and green) to highlight projects at risk during any stage of their progress. The risk assessment for projects is reviewed quarterly and the overall risk profile of the company is reviewed annually.

Plans for future periods

Future developments

For our green space programme, the activities planned for 2022 have continued to focus on larger projects. We have applied for a large Trees Call to Action Fund grant which would enable continued growth of our Green Space programme. Working in the national arena continues to benefit the organisation as a whole, as well as growing CSH's impact in this increasingly prominent field. We shall continue to prioritise:

- Re-design and launch of our NHS Forest website
- Developing a more extensive programme of green health routes
- Continued engagement of sites through activities such as the annual NHS Sustainability Day and tree planting opportunities
- In depth NHS Forest site development via expansion of the Nature Recovery Rangers Programme
- taking part in including green prescribing in the new social movement of social prescribing, tackling the potential for green space to address health inequalities.

For our clinical work, we shall build on the emerging opportunities to:

- Influence 'future doctors' via our Sustainable Health Education network's activities
- Enhance new and existing partnerships to secure Sustainability Fellowships and Scholarships
- Continue to promote The Green Ward Competition programme and extend this into QI programme work
- Look at opportunities that come with the Greener NHS expansion, including supporting NHS Trusts to develop Green Plans
- Build international relationships with key partners that can extend the reach of our work

Our communications officer will help us to develop strong messaging and to design some powerful campaigns which will increase our reach and impact.

Core funding for CSH is being sought from several grant making foundations.

Funds held as custodian

We do not hold any funds as custodian.

Members' liability

The Members of the company guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 30 NOVEMBER 2021

Engagement with employees and employment of the disabled

Employees have been consulted on issues of concern to them by means of regular consultative committee and staff meetings and have been kept informed on specific matters directly by management. The company carries out exit interviews for all staff leaving the organisation and has adopted a procedure of upward feedback for senior management and the Trustees.

The company has implemented a number of detailed policies in relation to all aspects of personnel matters including:

- Equal opportunities policy
- Volunteers' policy
- Health & safety policy

In accordance with the company's equal opportunities policy, the company has long-established fair employment practices in the recruitment, selection, retention and training of disabled staff.

Full details of these policies are available from the company's offices.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 30 NOVEMBER 2021

Engagement with employees and employment of the disabled (continued)

Statement of Trustees' responsibilities

The Trustees (who are also the directors of the company for the purposes of company law) are responsible for preparing the Trustees' report and the 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. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of its incoming resources and application of resources, including its income and expenditure, 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 of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the 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 company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the members of the board of Trustees and signed on their behalf by:

DocuSigned by:

Gill Manning

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G Manning
(Acting Chair of Trustees)
Date: 08-08-22

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

INDEPENDENT EXAMINER'S REPORT
FOR THE YEAR ENDED 30 NOVEMBER 2021

Independent examiner's report to the Trustees of The Centre for Sustainable Healthcare Limited ('the company')

I report to the charity Trustees on my examination of the accounts of the company for the year ended 30 November 2021.

Responsibilities and basis of report

As the Trustees of the company (and its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the 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 the company's accounts 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 company'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 Association of Certified Chartered Accountants, 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 the examination giving me cause to believe:

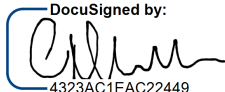
1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

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.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

INDEPENDENT EXAMINER'S REPORT (CONTINUED)
FOR THE YEAR ENDED 30 NOVEMBER 2021

This report is made solely to the company's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the company's Trustees those matters I am required to state to them in an Independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the company and the company's Trustees as a body, for my work or for this report.

Signed: 
Christina Nawrocki

Dated: 12-08-22
FCCA

Wellers
Independent Examiners
8 King Edward Street
Oxford
OX1 4HL

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 30 NOVEMBER 2021**

	Note	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Income from:					
Donations and legacies	3	355,501	11,252	366,753	203,333
Charitable activities	4	-	414,210	414,210	195,864
Total income		355,501	425,462	780,963	399,197
Expenditure on:					
Charitable activities	5	383,994	319,975	703,969	400,998
Total expenditure		383,994	319,975	703,969	400,998
Net (expenditure)/income		(28,493)	105,487	76,994	(1,801)
Transfers between funds	13	7,443	(7,443)	-	-
Net movement in funds		(21,050)	98,044	76,994	(1,801)
Reconciliation of funds:					
Total funds brought forward		30,287	(13,120)	17,167	18,968
Net movement in funds		(21,050)	98,044	76,994	(1,801)
Total funds carried forward		9,237	84,924	94,161	17,167

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 21 to 38 form part of these financial statements.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)
REGISTERED NUMBER: 07450026

BALANCE SHEET
AS AT 30 NOVEMBER 2021

	Note	2021 £	2020 £
Fixed assets			
Tangible assets	10	4,664	791
		<u>4,664</u>	<u>791</u>
Current assets			
Debtors	11	179,436	54,038
Cash at bank and in hand		29,780	22,490
		<u>209,216</u>	<u>76,528</u>
Creditors: amounts falling due within one year	12	(119,718)	(60,152)
Net current assets		89,498	16,376
Total assets less current liabilities		<u>94,162</u>	<u>17,167</u>
Net assets excluding pension asset		<u>94,162</u>	<u>17,167</u>
Total net assets		<u><u>94,162</u></u>	<u><u>17,167</u></u>
Charity funds			
Restricted funds	13	9,237	30,287
Unrestricted funds	13	84,925	(13,120)
Total funds		<u><u>94,162</u></u>	<u><u>17,167</u></u>

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)
REGISTERED NUMBER: 07450026

BALANCE SHEET (CONTINUED)
AS AT 30 NOVEMBER 2021

The company was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the company to obtain an audit for the year in question in accordance with section 476 of Companies Act 2006.

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

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

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

DocuSigned by:

Gill Manning

.....238QDCAG3A00AR1.....

G Manning

(Acting Chair of Trustees)

Date: 08-08-22

The notes on pages 21 to 38 form part of these financial statements.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 NOVEMBER 2021

	2021 £	2020 £
Cash flows from operating activities		
Net cash used in operating activities	12,157	(9,102)
Cash flows from investing activities		
Purchase of tangible fixed assets	(4,867)	(1,199)
Net cash used in investing activities	(4,867)	(1,199)
Cash flows from financing activities		
Net cash provided by financing activities	-	-
Change in cash and cash equivalents in the year	7,290	(10,301)
Cash and cash equivalents at the beginning of the year	22,490	32,791
Cash and cash equivalents at the end of the year	29,780	22,490

The notes on pages 21 to 38 form part of these financial statements

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 NOVEMBER 2021

1. General information

The Centre For Sustainable Healthcare Limited is a private company limited by guarantee, incorporated in England and Wales, registration number 07450026. The address of the company's principal place of business is Cranbrook House, 287 - 291 Banbury Road, Oxford, Oxfordshire, OX2 7JA.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Centre for Sustainable Healthcare Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Going concern

The charity's operational activities, together with the factors likely to affect its future development, performance and position are set out in the Trustees report on pages 2 to 10.

During the year, the charity made a small loss. Unfortunately, the level of unrestricted income was not sufficient to cover the unrestricted expenditure and as a result, restricted money had been used temporarily to cover ongoing unrestricted expenditure. The Trustees have since sought to secure additional funding in particular unrestricted grants and donations to ensure the unrestricted fund is not overdrawn.

2.3 Income

All income is recognised once the company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 NOVEMBER 2021**

2. Accounting policies (continued)

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the company's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.5 Government grants

Government grants relating to tangible fixed assets are treated as deferred income and released to the Statement of financial activities over the expected useful lives of the assets concerned. Other grants are credited to the Statement of financial activities as the related expenditure is incurred.

2.6 Tangible fixed assets and depreciation

Tangible fixed assets costing £200 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

Computer equipment	- 33% Straight Line
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2.7 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.8 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 NOVEMBER 2021

2. Accounting policies (continued)

2.9 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

2.10 Financial instruments

The company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.11 Operating leases

Rentals paid under operating leases are charged to the Statement of financial activities on a straight line basis over the lease term.

2.12 Pensions

The company contributes into a defined contribution pension scheme and the pension charge represents the amounts payable by the company to the fund in respect of the year.

2.13 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the company and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 NOVEMBER 2021**

3. Income from donations and legacies

	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £
Donations	1,000	9,331	10,331
Grants	354,501	-	354,501
Government grants	-	1,921	1,921
Total 2021	355,501	11,252	366,753
	<i>Restricted funds 2020 £</i>	<i>Unrestricted funds 2020 £</i>	<i>Total funds 2020 £</i>
Donations	-	41,835	41,835
Grants	139,025	7,900	146,925
Government grants	-	14,573	14,573
<i>Total 2020</i>	<i>139,025</i>	<i>64,308</i>	<i>203,333</i>

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 NOVEMBER 2021**

4. Income from charitable activities

	Unrestricted funds 2021 £	Total funds 2021 £
Income from charitable activities - Clinical	350,262	350,262
Income from charitable activities - NHS Forest	63,948	63,948
Total 2021	<u>414,210</u>	<u>414,210</u>
	<i>Unrestricted funds 2020 £</i>	<i>Total funds 2020 £</i>
Income from charitable activities - Clinical	119,707	119,707
Income from charitable activities - NHS Forest	76,157	76,157
<i>Total 2020</i>	<u>195,864</u>	<u>195,864</u>

5. Analysis of expenditure on charitable activities

Summary by fund type

	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £
Clinical	50,000	263,989	313,989
NHS Forest	333,994	55,986	389,980
Total 2021	<u>383,994</u>	<u>319,975</u>	<u>703,969</u>

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 NOVEMBER 2021**

5. Analysis of expenditure on charitable activities (continued)

Summary by fund type (continued)

	<i>Restricted funds 2020 £</i>	<i>Unrestricted funds 2020 £</i>	<i>Total funds 2020 £</i>
Clinical	95,799	152,647	248,446
NHS Forest	61,624	90,928	152,552
<i>Total 2020</i>	<u>157,423</u>	<u>243,575</u>	<u>400,998</u>

Summary by expenditure type

	Staff costs 2021 £	Depreciation 2021 £	Other costs 2021 £	Total funds 2021 £
Clinical	253,448	790	59,751	313,989
NHS Forest	289,598	204	100,178	389,980
Total 2021	<u>543,046</u>	<u>994</u>	<u>159,929</u>	<u>703,969</u>

	<i>Staff costs 2020 £</i>	<i>Other costs 2020 £</i>	<i>Total funds 2020 £</i>
Clinical	187,243	61,203	248,446
NHS Forest	128,922	23,630	152,552
<i>Total 2020</i>	<u>316,165</u>	<u>84,833</u>	<u>400,998</u>

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 NOVEMBER 2021**

6. Analysis of expenditure by activities

	Activities undertaken directly 2021 £	Support costs 2021 £	Total funds 2021 £
Clinical	289,008	24,981	313,989
NHS Forest	352,890	37,091	389,981
Total 2021	641,898	62,072	703,969

	<i>Activities undertaken directly 2020 £</i>	<i>Support costs 2020 £</i>	<i>Total funds 2020 £</i>
Clinical	219,741	28,704	248,445
NHS Forest	133,744	18,809	152,553
<i>Total 2020</i>	<i>353,485</i>	<i>47,513</i>	<i>400,998</i>

Analysis of direct costs

	Clinical 2021 £	NHS Forest 2021 £	Total funds 2021 £
Staff costs	253,447	289,598	543,045
Project costs	34,788	58,256	93,044
Project publications, leaflets and maps	34	2,134	2,168
Miscellaneous	690	690	1,380
Conference costs	49	2,212	2,261
Total 2021	289,008	352,890	641,898

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 NOVEMBER 2021**

6. Analysis of expenditure by activities (continued)

Analysis of direct costs (continued)

	<i>Clinical 2020 £</i>	<i>NHS Forest 2020 £</i>	<i>Total funds 2020 £</i>
Staff costs	187,243	128,921	316,164
Project costs	5,031	968	5,999
Project partner costs	23,320	75	23,395
Project publications, leaflets and maps	83	2,399	2,482
Professional and consultancy	2,800	1,000	3,800
Conference costs	1,265	381	1,646
<i>Total 2020</i>	<u>219,742</u>	<u>133,744</u>	<u>353,486</u>

Analysis of support costs

	<i>Clinical 2021 £</i>	<i>NHS Forest 2021 £</i>	<i>Total funds 2021 £</i>
Depreciation	790	204	994
Professional and consultancy	20	20	40
Website and computer costs	5,115	9,117	14,232
Travel and subsistence	1,498	3,750	5,248
Printing, postage and stationery	66	257	323
Office expenses	156	142	298
Entertainment	5	-	5
Telephone	319	319	638
Miscellaneous	561	1,872	2,433
Bank charges	216	354	570
Rent	6,512	12,239	18,751
Insurance	518	518	1,036
Payments to charitable parties	1,728	155	1,883
Training	2,899	3,565	6,464
Governance costs	4,578	4,578	9,156
Total 2021	<u>24,981</u>	<u>37,090</u>	<u>62,071</u>

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 NOVEMBER 2021**

6. Analysis of expenditure by activities (continued)

Analysis of support costs (continued)

	<i>Clinical 2020 £</i>	<i>NHS Forest 2020 £</i>	<i>Total funds 2020 £</i>
Professional and consultancy	20	20	40
Website and computer costs	9,508	5,941	15,449
Travel and subsistence	467	627	1,094
Printing, postage and stationery	134	8	142
Office expenses	29	78	107
Bookkeeping	150	178	328
Entertainment	130	-	130
Telephone	643	647	1,290
Miscellaneous	274	277	551
Bank charges	322	32	354
Rent	10,476	6,024	16,500
Insurance	325	-	325
Payments to charitable parties	1,437	252	1,689
Training	120	55	175
Depreciation	226	226	452
Governance costs	4,443	4,443	8,886
<i>Total 2020</i>	<u>28,704</u>	<u>18,808</u>	<u>47,512</u>

7. Independent examiner's remuneration

	2021 £	2020 £
Fees payable to the company's independent examiner for the independent examination of the company's annual accounts	<u>4,800</u>	<u>4,800</u>

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 NOVEMBER 2021**

8. Staff costs

	2021 £	2020 £
Wages and salaries	479,427	280,749
Social security costs	38,369	20,213
Contribution to defined contribution pension schemes	25,250	15,203
	<u>543,046</u>	<u>316,165</u>

The average number of persons employed by the company during the year was as follows:

	2021 No.	2020 No.
Trustee	1	1
Administration	19	9
	<u>20</u>	<u>10</u>

No employee received remuneration amounting to more than £60,000 in either year.

The total remuneration and benefits received by the key management personnel totalled £81,400 (2020 - £69,025)

9. Trustees' remuneration and expenses

During the year, one or more Trustees has been paid remuneration or has received other benefits from an employment with the company. The value of Trustees' remuneration and other benefits was as follows:

	2021 £	2020 £
R Stancliffe	48,033	44,000

During the year ended 30 November 2021, expenses were reimbursed or paid directly to 1 Trustee (2020 - to 1 Trustee) broken down as follows:

	2021 £	2020 £
Travel, subsistence and meeting costs	<u>1,217</u>	<u>-</u>

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 NOVEMBER 2021**

10. Tangible fixed assets

	Office equipment £
Cost or valuation	
At 1 December 2020	2,965
Additions	4,867
At 30 November 2021	7,832
Depreciation	
At 1 December 2020	2,174
Charge for the year	994
At 30 November 2021	3,168
Net book value	
At 30 November 2021	4,664
<i>At 30 November 2020</i>	791

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 NOVEMBER 2021**

11. Debtors

	2021 £	2020 £
Due within one year		
Trade debtors	103,444	35,231
Other debtors	75,219	18,158
Prepayments and accrued income	773	649
	<u>179,436</u>	<u>54,038</u>

12. Creditors: Amounts falling due within one year

	2021 £	2020 £
Trade creditors	12,131	9,195
Other taxation and social security	24,582	40,374
Other creditors	76,360	3,938
Accruals and deferred income	6,645	6,645
	<u>119,718</u>	<u>60,152</u>

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 NOVEMBER 2021**

13. Statement of funds

Statement of funds - current year

	Balance at 1 December 2020 £	Income £	Expenditure £	Transfers in/out £	Balance at 30 November 2021 £
Unrestricted funds					
General Funds	(13,120)	425,463	(319,975)	(7,443)	84,925
Restricted funds					
Connecting Q Locally	8,800	-	(11,832)	3,032	-
HF South Warwicksire	-	26,927	(17,690)	-	9,237
SusQi Education	-	50,000	(50,000)	-	-
Heathrow Community Fund	4,958	7,433	(12,391)	-	-
Postcode Local Trust	12,625	1,000	(13,625)	-	-
HF Remote consultations	3,904	4,732	(13,047)	4,411	-
Green Recovery Challenge	-	265,409	(265,409)	-	-
	30,287	355,501	(383,994)	7,443	9,237
Total of funds	17,167	780,964	(703,969)	-	94,162

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 NOVEMBER 2021**

13. Statement of funds (continued)

Statement of funds - prior year

	<i>Balance at 1 December 2019 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Balance at 30 November 2020 £</i>
Unrestricted funds					
General Funds	(31,381)	260,172	(243,575)	1,664	(13,120)
Restricted funds					
Global Health	1,664	-	-	(1,664)	-
Connecting Q Locally	-	18,000	(9,200)	-	8,800
Postcode Local Trust Grant	-	19,500	(6,875)	-	12,625
HF Remote Consultations	-	10,000	(6,096)	-	3,904
Postcode Local Trust Grant	1,747	1,625	(5,311)	1,939	-
SusQi Education	(195)	66,701	(66,506)	-	-
Health Foundation	10,553	14,545	(25,098)	-	-
Seeing Is Believing	2,712	-	(2,712)	-	-
Postcode Local Trust Grant	1,939	-	-	(1,939)	-
Heathrow Community Fund	23,594	8,654	(27,290)	-	4,958
Green Walking Project	7,535	-	(7,535)	-	-
Big Lottery - Wood Farm	800	-	(800)	-	-
	50,349	139,025	(157,423)	(1,664)	30,287
Total of funds	18,968	399,197	(400,998)	-	17,167

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 NOVEMBER 2021**

14. Summary of funds

Summary of funds - current year

	Balance at 1 December 2020 £	Income £	Expenditure £	Transfers in/out £	Balance at 30 November 2021 £
General funds	(13,120)	425,463	(319,975)	(7,443)	84,925
Restricted funds	30,287	355,501	(383,994)	7,443	9,237
	<u>17,167</u>	<u>780,964</u>	<u>(703,969)</u>	<u>-</u>	<u>94,162</u>

Summary of funds - prior year

	Balance at 1 December 2019 £	Income £	Expenditure £	Transfers in/out £	Balance at 30 November 2020 £
General funds	(31,381)	260,172	(243,575)	1,664	(13,120)
Restricted funds	50,349	139,025	(157,423)	(1,664)	30,287
	<u>18,968</u>	<u>399,197</u>	<u>(400,998)</u>	<u>-</u>	<u>17,167</u>

15. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £
Tangible fixed assets	-	4,664	4,664
Current assets	9,237	199,980	209,217
Creditors due within one year	-	(119,718)	(119,718)
Total	<u>9,237</u>	<u>84,926</u>	<u>94,163</u>

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 NOVEMBER 2021**

15. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	<i>Restricted funds 2020 £</i>	<i>Unrestricted funds 2020 £</i>	<i>Total funds 2020 £</i>
Tangible fixed assets	-	791	791
Current assets	30,287	46,241	76,528
Creditors due within one year	-	(60,152)	(60,152)
Total	<u>30,287</u>	<u>(13,120)</u>	<u>17,167</u>

16. Reconciliation of net movement in funds to net cash flow from operating activities

	2021 £	2020 £
Net income/expenditure for the year (as per Statement of Financial Activities)	76,994	(1,801)
Adjustments for:		
Depreciation charges	994	452
Increase in debtors	(125,399)	(34,929)
Increase in creditors	59,568	27,176
Net cash provided by/(used in) operating activities	<u>12,157</u>	<u>(9,102)</u>

17. Analysis of cash and cash equivalents

	2021 £	2020 £
Cash in hand	29,780	22,490
Total cash and cash equivalents	<u>29,780</u>	<u>22,490</u>

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 NOVEMBER 2021**

18. Analysis of changes in net debt

	At 1 December 2020 £	Cash flows £	At 30 November 2021 £
Cash at bank and in hand	22,490	7,291	29,781
	<u>22,490</u>	<u>7,291</u>	<u>29,781</u>

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 NOVEMBER 2021

19. Pension commitments

The company contributes into a defined contributions pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £25,250 (2020 - £15,203).

20. Operating lease commitments

At 30 November 2021 the company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2021 £	2020 £
Not later than 1 year	-	30,000

21. Members' liability

Each member of the charitable company undertakes to contribute to the assets of the company in the event of it being wound up while he/she is a member, or within one year after he/she ceases to be a member, such amount as may be required, not exceeding £1 for the debts and liabilities contracted before he/she ceases to be a member.

THE CENTRE FOR SUSTAINABLE HEALTHCARE

England & Wales - Charity number 1143189

Accounts

**THE CENTRE FOR SUSTAINABLE
HEALTHCARE LIMITED**

(A company limited by guarantee)

UNAUDITED

**TRUSTEES' REPORT AND
FINANCIAL STATEMENTS**

YEAR ENDED 30 NOVEMBER 2020

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

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THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 30 NOVEMBER 2020**

Trustees	D Doughty, Chair R Stancliffe M Smeeth G Manning J Rhys-Griffith F Daly (resigned 27 December 2019) Dr C Jessel (resigned 15 December 2019) D Mackay (appointed 6 January 2020) Dr R Hixson (appointed 6 January 2020)
Company registered number	07450026
Charity registered number	1143189
Registered office	8 King Edward Street Oxford Oxfordshire OX1 4HL
Principal operating office	Cranbrook House 287 - 291 Banbury Road Oxford Oxfordshire OX2 7JA
Chief executive officer	R Stancliffe
Accountants	Wellers Independent Examiners 8 King Edward Street Oxford OX1 4HL

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

TRUSTEES' REPORT
FOR THE YEAR ENDED 30 NOVEMBER 2020

The Trustees present their annual report together with the financial statements for the 1 December 2019 to 30 November 2020. The Trustees confirm that the Annual Report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP), 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) as amended by Update Bulletin 1 (effective 1 January 2015).

Since the company qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

Objectives and activities

a. Policies and objectives

The Trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Charity's aims and objectives, and in planning future activities and setting future policies, therefore have complied with the duty in section 17 of the Charities Act 2011. In line with Charity Commission guidance our objectives are determined by our defined charitable objectives

1. Transforming healthcare for a sustainable future.
2. Ensuring that health is safeguarded in a time of resource restraint.
3. Educating healthcare professionals and others about links between health and the environment.

b. Strategies for achieving objectives

CSH Strategies for achieving Objectives are:

1. engaging healthcare professionals, patients and the wider community in sustainability and the links between health and environment
2. engaging other industries and organisations in the healthcare sector
3. assessing current knowledge, barriers and opportunities for sustainable healthcare.
4. improving research into more sustainable options.
5. helping the NHS to reduce its carbon footprint.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 30 NOVEMBER 2020

Objectives and activities (continued)

c. Activities undertaken to achieve objectives

1. developing and running programmes and tools that can help to engage healthcare professionals and others.
2. sharing ideas and knowledge with other organisations to engage them with sustainable healthcare.
3. running networks to enable natural communities in healthcare to share ideas and questions.
4. working to include sustainability in medical education via curriculum development and other areas.
5. developing courses in various elements of sustainable healthcare and teaching them.
6. carrying out reviews of current research and other information on barriers and opportunities for sustainable healthcare.
7. identifying and/or carrying out research into more sustainable options for healthcare.
8. measuring the carbon footprint of services, medical products and clinical pathways.
9. developing standardised methodology for carbon footprinting and measuring the triple bottom line in healthcare.
10. promote planting trees as a mechanism to engage staff, patients and visitors with sustainability.
11. working with NHS sites to make the links between health and the environment through the NHS Forest projects.
12. improving access to green space through green health routes with the aim of improving health.

d. Volunteers

CSH continues to benefit from volunteers who have worked on central projects and tasks. During 2020 our 12 Committee members for the Sustainable Healthcare Education Programme suspended work due to the pandemic. We were joined by two GPs, (Tamsin Ellis and Mike Tomson), one medical academic (Anna Moore), and a physiotherapist (Peter May, who has since been hired by Greener NHS). In 2021 we plan an expansion of the volunteers programme, by increasing numbers, grouping them into batches, offering a standardised induction, and asking for a minimum six month commitment (4-8 hours per week), or full time for one month.

Achievements and performance

a. Review of activities

Despite some disruption to activities due to Covid-19, CSH has had an extremely busy year with both ongoing and new projects.

- Our Sustainability School training programme has proven to be a very popular way for people to share experience and to build networks and ideas in this field. The courses ran in person at the start of 2020 and then, when Covid-19 stopped physical meetings, we explored options for online platforms. After analysing several options and talking to some potential course platforms, we decided to design our own Sustainable Healthcare Learning Platform. This meant a lot of work to put the course material online, but has allowed us to continue to teach the courses and to expand their reach during the year. Altogether, 268 healthcare professionals participated in the training days this year. The feedback from the attendees has been very positive.

- In addition to the courses for individuals, we have provided bespoke training for groups such as a Public Health group in Yorkshire, The Health Foundation and Sahlgrenska Medical University, Sweden.

- In order to maximise our impact during this year we made use of many different media channels.

Staffing changes

In 2020, CSH continued growth in three ways:

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 30 NOVEMBER 2020

Achievements and performance (continued)

1. by employing a new Fellow in anaesthesia to continue the work in that specialty, and a Fellow and staff member in Quality Improvement as part of a 2-year programme funded by Health Education England and the Health Foundation;
2. by expanding the capacity within our existing programmes. We employed a part-time person to manage the courses and other admin, and increased days for other staff to enable growth of programmes;
3. by growing the strands of work that are more within our control: Green Wards, Green Surgery Challenge and the training courses.

Green Space Programme in 2019/20

Health Routes

Programme which works in partnership with health professionals and others to support communities in accessing green space for health by creating neighbourhood maps of green space and walking routes, establishing regular health walks, running educational activities in schools, and community-based activities to celebrate local green space and nature connection. Recently funded by Postcode Lottery and Awards for All.

East Oxford: Planned and carried out school nature-based workshop for the East Oxford Health Routes project. Handed over East Oxford health walk to regular volunteer walk leader. Produced and distributed additional materials to celebrate green space. Completed work on this project and reported to funders.

- Botley: Successfully applied for Botley health routes project. Liaised with local stakeholders, conducted consultations and started to test routes for creation of new map.
- Wood Farm: Redeveloped Wood Farm map following earlier issues.
- Worked with Oxford Preservation Trust to have Green Health Routes maps available online with supporting information as part of Oxford Open Doors Goes Outside in September 2020.
- Invited to quote for health route for Bourton on the Water.

Impact of pandemic: health walks prevented through much of the year, with limited re-start of East Oxford work before second lockdown. Difficulties in access to schools in Botley project has restricted activities to providing resources. Currently planning activities in hope of being able to run them later in 2021.

FAST

A contract to carry out qualitative evaluation and reporting, including the interpretation of quantitative data, collected for the FAST programme. Led by Cherwell District Council, and funded by Sport England, FAST offers school-based activity sessions and a raft of attractively priced offers to encourage families in the district's more disadvantaged areas to become more active.

- Developed the FAST evaluation plan
- Developed, organised and collected FAST preferences survey (online survey of families in the programme)
- Developed, made arrangements with schools and carried out kid's evaluation activity (FAST)
- Liaised with Substance on changes to the FAST portal
- Planned, conducted and transcribed interviews with FAST participants
- Gathered qualitative and quantitative information and wrote the FAST May 2020 report
- Developed, organised and collected FAST lockdown survey
- Will be producing second 2020 report before end of the year.

Impact of pandemic: core programme of school family sessions has been suspended. We were unable to run focus groups and children's evaluation sessions as planned. Have had to replace this with electronic surveys both to gain a view of family preferences and to explore experience of lockdown. Pandemic has also made it difficult to deal with problems in collection of follow-up data required by Substance for Sport England monitoring.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 30 NOVEMBER 2020

Achievements and performance (continued)

Sustainability School Green Space and Health Day

A learning package aimed at health professionals, currently offered online, which focuses on the benefits of nature for health and the implications for healthcare, with a strong emphasis on practical action.

- Held first face to face green space training day (Feb 2020)
- Developed study package on learning platform for online version of green space training day (Summer 2020)
- Developed and ran two online green space training days (July and September 2020) and one follow-up work in progress day, and set continuing programme in place for 2021.

Impact of pandemic: face to face training not possible but online courses have made it possible to reach a wider audience and develop our approach.

Bee Healthy

A project in collaboration with the Trust for Oxfordshire's Environment which provides advice and funding to enable GP surgeries to plant pollinator friendly borders. Our role has been primarily in surgery recruitment, project evaluation and dissemination. Funded by the Postcode Lottery.

- Developed advertising materials to be displayed at 3 participating surgeries
- Planned, conducted and transcribed evaluative interviews with surgery staff
- Liaised with Bee Healthy project facilitators to gather information for the project guide
- Developed, organised and collected a survey with patients at participating surgeries
- Contributed to funding report by lead partner
- Contributed to funding application for expanded project (unsuccessful).
- Produced and disseminated Bee Healthy Project Guide. Project now completed.

Impact of pandemic: Our evaluation was limited by difficulties in surveying patients as patients no longer come into the surgery as much and as there are infection control issues around carrying out surveys at surgeries. Evaluation therefore depended on staff and patients' responses from participation groups.

NHS Forest and site network

A network of NHS sites (around 200) with an interest in making the most of their green space. The network includes the NHS Forest tree sponsorship scheme which secures funding for trees and distributes these free of charge to NHS sites.

- Produced four newsletters – will be 5 by the end of the year – including associated blogs and news pieces.
- Produced and disseminated NHS Forest Conference Report
- Attracted sponsorship for 2815 trees sponsored this year with 1630 going out to plant this tree planting season and 295 planted January- March 2020. Ran campaign with Ecosia and 2.6 challenge to attract tree sponsorship. Out of the sponsored trees 1000 were from Ecosia, 500 from a private sponsor and 700 from TGOGC.
- Undertook work to develop tree planting plan for Nuffield site using sponsorship from Green Templeton College; liaised with Earthwatch with a view to developing this scheme as a 'tiny forest'.
- Responded to a wide range of inquiries.

Impact of pandemic: We have not held our annual conference this year. We could have run this on line, though we decided to put our efforts instead into the launch for the workplace wellbeing research (see below). We also had to cancel a planned tree planting event at Nuffield Orthopaedic Hospital because of difficulties in bringing

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 30 NOVEMBER 2020

Achievements and performance (continued)

volunteers on to site.

Workplace wellbeing and green space

A research project funded by the Health Foundation to explore staff experience of spending time in green space at work at three different NHS sites and put forward good practice recommendations.

- Completed Space to Breathe research report on wellbeing.
- Produced easy-read 12-page summary report on project.
- Developed and ran launch event for Space to Breathe research (October 2020) including video and keynote from NHS Health and Wellbeing champion, attracting over 160 delegates.
- Disseminated materials through sustainability school, IHM conference, SusQI event, Whipps Cross meeting and workplace wellbeing event (this last now postponed to Spring).
- Ran two hot topics sessions internally on workspace wellbeing and green space.
- Reported on project to funder. Project is now completed.

Impact of pandemic: we initially delayed publication of the research because this didn't seem an appropriate focus at the start of the pandemic, but eventually launched materials in October. We initially planned seminar style events at individual hospitals but instead ran a large online event bringing hospitals together.

Magnificent Meadows

A project funded by the Welsh Government to encourage creation of meadow areas and engagement with meadow areas across Wales. The project is led by Plantlife and our role is to facilitate engagement activities, with a focus on health sites and health walks, and to disseminate learning from these to health sector in Wales.

- Attended steering group meetings gave presentation on health routes concept.
- Made progress in developing a meadows health route map, (route designed but awaiting final map). Spent time researching into local groups and engaging people in the people project - OTs, NHS staff including clinical, art therapist all engaged in the project - with an inaugural walk planned for May 2020 but postponed due to Covid. Produced and disseminated a green space questionnaire to over 50 NHS sites in Wales.
- Publicised National Meadows Day.

Impact of pandemic: all activity on the project was suspended for several months because of concerns about encouraging people to go out. Project now resumed and our work re-scheduled.

Mount Vernon green space enhancement project

A project to enhance several green spaces at Mount Vernon Cancer Centre, funded by Heathrow Community Trust.

- Oversaw and completed hard works (path and ramp) for redesign of sunken garden for chemo-therapy suite.
- Some voluntary work undertaken to prepare garden for planting and schedule of plants drawn up.
- Furniture now on order for garden and hospital working towards Spring launch.
- 'Fern Garden' sign, with acknowledgement of funders, designed and ordered.
- Volunteer restoration work on benches for Woodland Walkway.
- Contributed to development of successful funding bid for upgraded Woodland Walkway scheme, to be put in place in 2021, including fully accessible self-binding gravel pathway.
- Carried out research for interpretive sign for planned Woodland Walkway trail.
- Arranged for Plantlife meadows adviser to visit the site.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 30 NOVEMBER 2020

Achievements and performance (continued)

- Updated steering group and liaised with hospital architect and other staff over project operational details e.g. planning permission.
- Reported to funders on project progress, including delays resulting from lockdown and problems in bringing volunteers on to site.

Impact of pandemic: prevention of volunteers coming on to site and redeployment of community engagement officer led to delay in development and opening of the new Fern Garden. Lack of availability of the volunteers also prevented progress on the woodland walkway. However, project has benefited from increase in funding for hospital charities which allowed us to upgrade the scheme and attract new grant for this.

Policy work and consultancy

Ongoing contributions to policy debates.

- Contributed to Greener NHS consultation.
- Contributed to round-table discussion on England Tree Strategy and consultation on social prescribing, both convened by DEFRA.
- Took part in regular National Outdoors for All Working Group, including attending a task and finish group on equality and green space.
- Conducted evaluation for North Wales Wildlife Trust.

Development

Developing applications for new funding

- Developed several funding applications, including to Awards for All, Cadent, the Kings Fund, the Health Foundation, Green Recovery Fund x 2, Postcode Lottery, Refinitiv, JSLF Emergency, Severn Trent and Heathrow Community Trust. Successful with Postcode Lottery (commenced July 2020) and Green Recovery (Confirmed December 2020).

Impact of pandemic: funding became very focused on immediate response to covid-19. However, subsequent green recovery funding offers new opportunities, as potentially does NHS Charities Together funding.

Clinical Programme: Highlights in 2019/20

The team continued to grow with appointment of Stefi Barna as Education Director and Siobhan Parslow-Williams as QI Education Lead, as well as appointment of a second in-house QI Education Fellow, who took over from the first Fellow in August 2020. In addition, we continue to provide mentoring and supervision to Fellows and Scholars, including a new Welsh Clinical Leadership Fellowship post and fellows in Anaesthesia, Surgery and scholars in Ophthalmology.

The Covid-19 pandemic impacted our clinical programmes, which work directly with front-line staff in healthcare provision and health professions education, many of whom had to suspend work on sustainability. However, the team used the disruption to invest in developing online resources and migrate our Sustainability School online.

Sustainability in QI Education

This project was initially funded for two years (2019-21) by the Health Foundation, Health Education England and King's College London. The aims are to:

1. pilot the inclusion of sustainable healthcare principles within undergraduate and postgraduate QI education for health professionals.
2. evaluate the impact of this inclusion on learning, including engagement with QI.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 30 NOVEMBER 2020

Achievements and performance (continued)

3. accelerate the national adoption of successful approaches by UK universities, Foundation Schools and other providers of QI education.

Despite disruptions CSH adapted the programme in 2020. We successfully migrated the SusQI teaching programme online and recruited further pilots for the 20-21 academic year, without which the second year of pilots would not have been possible. Achievements include:

- Creation of <https://susqi.org> website housing open-access resources for QI practitioners and educators.
- Teaching at four pilot sites in 2019/20 and nine sites in 2020/21 (in undergraduate medical schools, Foundation Doctors' training, undergraduate and postgraduate nursing and undergraduate midwifery), with further eight sites pending for 2021/22.
- Established a research partnership with the Medical Education Research Unit, Imperial College London who helped to develop the evaluation framework. The ethics application has been approved for multi-site evaluation.
- Delivered a first online masterclass and presented to international education conferences.

Green Ward Competitions in University Hospitals Dorset NHS Foundation Trust and Frimley Health NHS Foundation Trusts, begun in the previous year, were completed with judging events held in Autumn 2020. The new online format which allowed greater participation from the teams and much greater digital reach – we trialed a parallel live Twitter event which reached hundreds of people. Sussex Green Ward Competition postponed to 2021 and there is interest from other Trusts for commissioning a competition after the pandemic.

Connecting Q

Grant received from the Health Foundation to support the development of the Sustainable Healthcare special interest group within their Q Community for QI leaders. Remote consultations virtual event run on 25th November with three further virtual events planned in 2021.

The Sustainable Specialties programme continues to be praised as an excellent model for developing networks for change in different areas of medicine and for pioneering transformative models of care. Networks for sustainable healthcare now exist in dentistry, eye health, nursing, education, kidney care (nephrology), mental health, respiratory medicine, occupational therapy, primary care, operating theatres, commissioning, endoscopy and emergency medicine.

Anaesthetics

Dr Cathy Lawson completed the first national Sustainable Anaesthesia fellowship, a partnership between CSH, the Association of Anaesthetists of Great Britain and Ireland and Newcastle University Hospitals NHS Foundation Trust. Cathy delivered a huge number of presentations to anaesthetic audiences across the UK contributing to a growing level of awareness among anaesthetists of pro-environmental champions. Other achievements include:

- RCoA QI recipe book - two model sustainable QI projects provided for trainees
- Association Green Star Awards – run at Annual Congress 2019 and WSM 2020 with plans for future to embed into abstract marking process
- Association Environmental Champions Network set up. 46 registered champions at July 2020.
- E-learning materials developed with RCoA and housed on e-Learning for Healthcare (NHS learning platform)

Surgery

As part of a collaboration with Brighton and Sussex Medical School CSH are hosting a Sustainable Surgery Fellowship. A surgical trainee, Miss Chantelle Rizan, took up post in August 2018 and continues to work with CSH on: a literature review of carbon footprinting in surgery; research into the carbon footprint of the most

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 30 NOVEMBER 2020

Achievements and performance (continued)

common surgical procedures and evaluation of carbon reduction approaches; development of CSH's Sustainable Operating Theatres online network; and engagement with key organisations including the Royal College of Surgeons. She has already published a number of high quality articles and presented at many conferences.

Green Surgery Challenge

Adapting the Green Ward competition to national specialty-based leadership programme. Very good engagement and profile from partnership with Royal Colleges of Surgery. Launch planned for February 2021, followed by recruitment of six teams to receive mentoring and SusQI support.

Kidney Care

Frances Mortimer, the Medical Director, was invited and presented to the Renal Association Council on re-launching a Sustainable Kidney Care programme. The RA plans to go ahead once the Covid-19 pandemic pressures have reduced. In the meantime she contributed a chapter on sustainability to an international Primer in Nephrology textbook.

Ophthalmology

CSH in partnership with the Environmental Sustainability Working Group (ESWG) has developed a guide and call to action for supporting the International Agency of Prevention of Blindness (IAPB) members to embed environmental sustainability in their eye care provision globally which has been finalised in March 2021.

CSH's first W.I.S.E. (Wales, Ireland, Scotland and England) scholarship in sustainable Ophthalmology in Wales has come to an end at the end of August and a new scholar has started in September, thanks to funding from Thea. While the first scholar mainly worked on rolling the EyeEfficiency tool out in Wales, the second scholar is carbon footprinting a device frequently used by Ophthalmologists and carrying out a survey on the attitude toward operating theatre waste amongst cataract surgeons and nurses. A new Barts Eye Scholar will be working on sustainable QI project to streamline the cataract pathway.

Mental Health

The Green Walking Project 'How to ...' Guide was launched in 2020. The online event was attended by 180 people with excellent support from senior MH figures. In 2021 we aim to raise funds to enable us to embed this programme in every NHS Mental Health Trust.

Occupational Therapy

CSH has a programme of OT sustainability volunteers with three volunteers who are all now working on new sustainability projects.

Education

Our Sustainability School training programme made a successful transition to online provision during 2020. Building on the three 8-hour workshop titles in 2019, we commissioned a new online learning platform in March 2020, and five 8-hour blended learning courses were launched in June 2020.

Altogether, 268 healthcare professionals participated in Sus School this year. The feedback from the attendees has been very positive.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 30 NOVEMBER 2020

Achievements and performance (continued)

Sus School workshops
Leadership – 29
SusQI – 30
Greenspace - 17
Leeds [online] - 17

Sus School Courses launched in 2020 (June-Nov):
Introduction to Sustainable Healthcare 50
Greenspace and Health 28
Sustainable Quality Improvement 36
SusQI for AHSN 25
Carbon Footprinting for the Health Sector 36

We also conducted a number of very well-attended webinars in 2020: Space to Breathe: Valuing green space at NHS sites for Staff wellbeing (22 Oct); Remote Consultations: What's their role in Sustainable healthcare? (25 Nov).

The collaboration with Sahlgrenska Medical School at Gothenburg University, Sweden, continued in 2020 with a new commission to provide 10 days consulting with department heads to help them integrate sustainability into their curriculum.

We have also begun work on developing new Sus School Courses for launch 2021:
Public Health Leadership for Sustainability
Sustainable Dentistry
Sustainable Primary Care
Sustainable Mental Healthcare
Sustainability in Healthcare I: Net Zero Healthcare (for Health Education England eLearning for Health platform)
Introduction to Sustainable Healthcare (self study module for Medics Academy platform)

This year our 12 Committee members for the Sustainable Healthcare Education Programme suspended work due to the pandemic. We were joined by two GPs, (Tamsin Ellis and Mike Tomson), one medical academic (Anna Moore), and a physiotherapist (Peter May, who has since been hired by Greener NHS).

Volunteers

Volunteers have been noted under several programmes above.

In 2021 we plan an expansion of the volunteers programme, by increasing numbers, grouping them into batches, offering a standardised induction, and asking for a minimum six month commitment (4-8 hours per week), or full time for one month.

NHS Sustainability priorities

Following inclusion of Sustainability in the NHS Long Term Plan, there has been a focus on both inhalers and anaesthetic gases this year. Our Medical Director participates in national groups looking at both of these issues. Our Director has been involved in the national group looking at plastic in the NHS.

Carbon Footprinting Projects

With support of the Health Foundation, CSH has developed a step-by-step guide and carbon calculator on how to calculate the carbon emissions savings of avoided patient travel due to switching from in-person outpatient or

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 30 NOVEMBER 2020

Achievements and performance (continued)

GP appointments to remote consultations. The guide also provides an outline of how the 'rest' of the carbon footprint of these two ways of conducting appointments can be calculated and compared.

CSH also took part in Ufonia's small business research and innovation (SBRI) grant funded project looking at the feasibility and environmental sustainability of an AI automated phone triage for head and neck cancer as developed by Ufonia.

b. Fundraising activities/income generation

CSH has managed to secure new funding and to diversify our income streams to take advantage of emerging opportunities, achieving a booked income of £395,012.

The six main sources of income for this period were: The Health Foundation, Health Education England, a substantial donation, Cherwell District Council, Wales Cymru and Sahlgrenska Academy Gothenburg University.

Additional smaller pots of money were secured from: Heathrow Community Fund, Postcode Local Trust, several NHS Acute Trusts, Thea Pharmaceuticals, Ufonia, Trust for Oxfordshire's Environment, Tree Sponsorship for the NHS Forest and via delegate fees for training Workshops/ conferences.

Financial review

a. Going concern

After making appropriate enquiries, the trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Accounting Policies.

b. Reserves policy

We are working towards achieving a sustainable reserve, in accordance with best practice, to cover three months of operational costs.

This includes, where possible, building in a contingency to cover for costs or timings that may alter. In line with many organisations, this has been particularly relevant during 2020 given the inevitably unpredictable Covid and post-Covid working scenarios, and the knock-on effect of this for charities working closely with the NHS. In addition, we are aiming to build in elements of budget requests to cover our core costs where possible and refocusing our activities to raise core funding.

c. Surplus

This financial year (Dec 2019 – Nov 2020) the charity had an income of £399,197 and expenditure of £400,998 resulting in an operating loss for the year amounting to £1,801.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 30 NOVEMBER 2020

d. Principal funding

The bulk of CSH's funding is in the form of restricted grant or contract funding which includes a contribution to the Charity's overheads.

Grants and contracts do not always align with CSH's financial year.

£41,206 of restricted funds were received in the year for work due to be carried out in the 2020/21 financial period.

£20,710 of unrestricted funds covers work which has already been completed but will not be invoiced until the 2020/21 financial period.

CSH is working on increasing its revenue sources through the expansion of its online CSH Sustainability School, delivering commissioned training and developing commissioned e-learning modules, expanding the Green Ward Competition programme and offering consultancy in carbon modelling.

CSH will also give closer scrutiny to new grant funding proposals to ensure that there is a proportionate contribution to the Charity's overheads.

Structure, governance and management

a. Constitution

The company is registered as a charitable company limited by guarantee and was set up by a Memorandum of Association on 24/11/2010.

The company is constituted under a Memorandum of Association dated 24/11/2010 and is a registered charity number 1143189. The company changed its Memorandum and Articles to better reflect its work after consultation with NCVO and is currently constituted under a Memorandum of Association and Articles dated 15/07/2011.

The principal object of the company is to provide:

1. The promotion of health for the benefit of the public in any part of the world.
2. The advancement of education for the benefit of the public in any part of the world by supporting the application and implementation of research findings to improve health and healthcare.
3. The conservation, protection and enhancement of the physical and natural environment by the prudent use of natural resources for the public benefit.

b. Methods of appointment or election of Trustees

The management of the company is the responsibility of the Trustees who are elected and co opted under the terms of the Articles of Association.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 30 NOVEMBER 2020

Structure, governance and management (continued)

c. Organisational structure and decision-making policies

The Trustees meet once every quarter, face to face and by phone conference for alternate meetings (as permitted). The Director of CSH provides a draft agenda and financial update 2 weeks before the meetings, with opportunity for each Trustee to contribute suggested items for the agenda. Meetings are also attended by at least one other employee of CSH – usually the financial lead. Decisions are taken at the meeting unless it is deemed important to get input from anyone not present in which case a clear set of options is circulated to all and responses are collated via email.

d. Policies adopted for the induction and training of Trustees

A Skills Audit has been used, which enables the Trustees to identify their own strengths and weaknesses and helps to identify training needs for existing individuals and gaps, which might be filled by new Trustees.

e. Related party relationships

As set out in the application to the Charities Commission and accepted by them, Rachel Stancliffe is both a Trustee and the Director of CSH, receiving a regular salary as such. As governed by the Articles, she will absent herself for any meeting or any part of the meeting in which a conflict of interest may arise.

f. Risk management

The Trustees have assessed the major risks to which the company is exposed, in particular those related to the operations and finances of the company, and are satisfied that systems and procedures are in place to mitigate our exposure to the major risks.

A system of assessing risks to the programmes has been put in place with a traffic light marking (red, amber and green) to highlight projects at risk during any stage of their progress. The risk assessment for projects is reviewed quarterly and the overall risk profile of the company is reviewed annually.

Plans for future periods

Future developments

For our green space programme, the activities planned for 2021 have continued to focus on larger projects with an element of research. We have applied for a large Green Recovery Challenge Fund grant which would enable substantial growth of our Green Space programme. Working in the national arena continues to benefit the organisation and project as a whole as well as growing CSH's impact in this increasingly prominent field. We shall continue to prioritise:

- New research based projects including further collaboration with the Health Foundation, and opportunities to extend the work evaluating the Sport England Families Active and Sporty Together (FAST) project
- Developing a more extensive programme of green health routes
- Continued engagement of sites through activities such as the annual NHS Sustainability Day and tree planting opportunities
- In depth NHS Forest site development via renewed national interest in tree-planting campaigns
- taking part in including green prescribing in the new social movement of social prescribing, tackling the potential for green space to address health inequalities

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 30 NOVEMBER 2020

Plans for future periods (continued)

For our clinical work, we shall build on the emerging opportunities to:

- Launch our Green Walking Programme nationally, ensuring that every inpatient mental health setting has the opportunity to engage in walking outdoors.
- Influence 'future doctors' via our Sustainable Health Education network's activities and set up a Sustainability School training programme for early stage medical practitioners
- Enhance new and existing partnerships to secure Sustainability Fellowships and Scholarships
- We will continue to promote The Green Ward Competition programme and extend this into QI programme work
- We are developing our offer for NHS Trusts and will work closely with sustainability leads in Trusts to develop this strand of work
- Build the international relationships that come from the 'Eyefficiency' app
- Build on our international partnerships with Toronto, Gothenburg, Yale and Rome Universities

Our communications officer will help us to develop strong messaging and to design some powerful campaigns which will increase our reach and impact.

Core funding for CSH is being sought from several grant making foundations.

Funds held as custodian

We do not hold any funds as custodian.

Members' liability

The Members of the company guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up.

Engagement with employees and employment of the disabled

Employees have been consulted on issues of concern to them by means of regular consultative committee and staff meetings and have been kept informed on specific matters directly by management. The company carries out exit interviews for all staff leaving the organisation and has adopted a procedure of upward feedback for senior management and the Trustees.

The company has implemented a number of detailed policies in relation to all aspects of personnel matters including:

- Equal opportunities policy
- Volunteers' policy
- Health & safety policy

In accordance with the company's equal opportunities policy, the company has long-established fair employment practices in the recruitment, selection, retention and training of disabled staff.

Full details of these policies are available from the company's offices.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 30 NOVEMBER 2020

Engagement with employees and employment of the disabled (continued)

Statement of Trustees' responsibilities

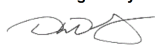
The Trustees (who are also the directors of the company for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of its incoming resources and application of resources, including its income and expenditure, 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 of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the 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 company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the members of the board of Trustees and signed on their behalf by:

DocuSigned by:

27EBBDCFE110400...

D Doughty

Date: 24-08-21

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

INDEPENDENT EXAMINER'S REPORT
FOR THE YEAR ENDED 30 NOVEMBER 2020

Independent examiner's report to the Trustees of The Centre for Sustainable Healthcare Limited ('the company')

I report to the charity Trustees on my examination of the accounts of the company for the year ended 30 November 2020.

Responsibilities and basis of report

As the Trustees of the company (and its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the 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 the company's accounts 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 company'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 Association of Certified Chartered Accountants, 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 the examination giving me cause to believe:

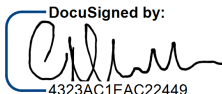
1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

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.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

INDEPENDENT EXAMINER'S REPORT (CONTINUED)
FOR THE YEAR ENDED 30 NOVEMBER 2020

This report is made solely to the company's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the company's Trustees those matters I am required to state to them in an Independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the company and the company's Trustees as a body, for my work or for this report.

Signed: 4323AC1EAC22449...

Christina Nawrocki

Dated: 24-08-21

FCCA

Wellers

Independent Examiners
8 King Edward Street
Oxford
OX1 4HL

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 30 NOVEMBER 2020**

	Note	Restricted funds 2020 £	Unrestricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Income from:					
Donations and legacies	3	139,025	64,308	203,333	260,993
Charitable activities	4	-	195,864	195,864	127,626
Total income		139,025	260,172	399,197	388,619
Expenditure on:					
Charitable activities	5	157,423	243,575	400,998	385,761
Total expenditure		157,423	243,575	400,998	385,761
Net (expenditure)/income		(18,398)	16,597	(1,801)	2,858
Transfers between funds	13	(1,664)	1,664	-	-
Net movement in funds		(20,062)	18,261	(1,801)	2,858
Reconciliation of funds:					
Total funds brought forward		50,349	(31,381)	18,968	16,110
Net movement in funds		(20,062)	18,261	(1,801)	2,858
Total funds carried forward		30,287	(13,120)	17,167	18,968

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 21 to 37 form part of these financial statements.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)
REGISTERED NUMBER: 07450026

BALANCE SHEET
AS AT 30 NOVEMBER 2020

	Note	2020 £	2019 £
Fixed assets			
Tangible assets	10	791	44
		<u>791</u>	<u>44</u>
Current assets			
Debtors	11	54,039	19,110
Cash at bank and in hand		22,489	32,790
		<u>76,528</u>	<u>51,900</u>
Creditors: amounts falling due within one year	12	(60,152)	(32,976)
Net current assets		<u>16,376</u>	<u>18,924</u>
Total assets less current liabilities		<u>17,167</u>	<u>18,968</u>
Net assets excluding pension asset		<u>17,167</u>	<u>18,968</u>
Total net assets		<u><u>17,167</u></u>	<u><u>18,968</u></u>
Charity funds			
Restricted funds	13	30,287	50,349
Unrestricted funds	13	(13,120)	(31,381)
Total funds		<u><u>17,167</u></u>	<u><u>18,968</u></u>

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)
REGISTERED NUMBER: 07450026

BALANCE SHEET (CONTINUED)
AS AT 30 NOVEMBER 2020

The company was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the company to obtain an audit for the year in question in accordance with section 476 of Companies Act 2006.

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

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

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

DocuSigned by:

27EBBDCFE110400...

D Doughty

Date:

The notes on pages 21 to 37 form part of these financial statements.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 NOVEMBER 2020

1. General information

The Centre For Sustainable Healthcare Limited is a private company limited by guarantee, incorporated in England and Wales, registration number 07450026. The address of the company's principal place of business is Cranbrook House, 287 - 291 Banbury Road, Oxford, Oxfordshire, OX2 7JA.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Centre for Sustainable Healthcare Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Going concern

The charity's operational activities, together with the factors likely to affect its future development, performance and position are set out in the Trustees report on pages 2 to 10.

During the year, the charity made a small loss. Unfortunately, the level of unrestricted income was not sufficient to cover the unrestricted expenditure and as a result, restricted money had been used temporarily to cover ongoing unrestricted expenditure. The Trustees have since sought to secure additional funding in particular unrestricted grants and donations to ensure the unrestricted fund is not overdrawn.

2.3 Income

All income is recognised once the company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 NOVEMBER 2020**

2. Accounting policies (continued)

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the company's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.5 Government grants

Government grants relating to tangible fixed assets are treated as deferred income and released to the Statement of financial activities over the expected useful lives of the assets concerned. Other grants are credited to the Statement of financial activities as the related expenditure is incurred.

2.6 Tangible fixed assets and depreciation

Tangible fixed assets costing £200 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

Computer equipment	- 33% Straight Line
--------------------	---------------------

2.7 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.8 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 NOVEMBER 2020

2. Accounting policies (continued)

2.9 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

2.10 Financial instruments

The company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.11 Operating leases

Rentals paid under operating leases are charged to the Statement of financial activities on a straight line basis over the lease term.

2.12 Pensions

The company contributes into a defined contribution pension scheme and the pension charge represents the amounts payable by the company to the fund in respect of the year.

2.13 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the company and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 NOVEMBER 2020**

3. Income from donations and legacies

	Restricted funds 2020 £	Unrestricted funds 2020 £	Total funds 2020 £
Donations	-	41,835	41,835
Grants	139,025	7,900	146,925
Government grants	-	14,573	14,573
Total 2020	139,025	64,308	203,333
	<i>Restricted funds 2019 £</i>	<i>Unrestricted funds 2019 £</i>	<i>Total funds 2019 £</i>
Donations	-	5,951	5,951
Grants	177,758	77,284	255,042
<i>Total 2019</i>	<i>177,758</i>	<i>83,235</i>	<i>260,993</i>

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 NOVEMBER 2020**

4. Income from charitable activities

	Unrestricted funds 2020 £	Total funds 2020 £
Income from charitable activities - Clinical	119,707	119,707
Income from charitable activities - NHS Forest	76,157	76,157
Total 2020	<u>195,864</u>	<u>195,864</u>

	<i>Restricted funds 2019 £</i>	<i>Unrestricted funds 2019 £</i>	<i>Total funds 2019 £</i>
Income from charitable activities - Clinical	15,750	86,469	102,219
Income from charitable activities - NHS Forest	-	25,407	25,407
<i>Total 2019</i>	<u>15,750</u>	<u>111,876</u>	<u>127,626</u>

5. Analysis of expenditure on charitable activities

Summary by fund type

	Restricted funds 2020 £	Unrestricted funds 2020 £	Total funds 2020 £
Clinical	97,870	153,615	251,485
NHS Forest	59,553	89,960	149,513
Total 2020	<u>157,423</u>	<u>243,575</u>	<u>400,998</u>

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5. Analysis of expenditure on charitable activities (continued)

Summary by fund type (continued)

	<i>Restricted funds 2019 £</i>	<i>Unrestricted funds 2019 £</i>	<i>Total funds 2019 £</i>
Clinical	75,356	171,155	246,511
NHS Forest	79,441	59,809	139,250
Total 2019	154,797	230,964	385,761

Summary by expenditure type

	<i>Staff costs 2020 £</i>	<i>Other costs 2020 £</i>	<i>Total funds 2020 £</i>
Clinical	187,242	64,245	251,486
NHS Forest	128,923	20,588	149,512
Total 2020	316,165	84,833	400,998

	<i>Staff costs 2019 £</i>	<i>Other costs 2019 £</i>	<i>Total funds 2019 £</i>
Clinical	158,101	88,410	246,511
NHS Forest	103,192	36,058	139,250
Total 2019	261,293	124,468	385,761

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6. Analysis of expenditure by activities

	Activities undertaken directly 2020 £	Support costs 2020 £	Total funds 2020 £
Clinical	222,597	28,889	251,486
NHS Forest	130,888	18,624	149,512
Total 2020	353,485	47,513	400,998

	<i>Activities undertaken directly 2019 £</i>	<i>Support costs 2019 £</i>	<i>Total funds 2019 £</i>
Clinical	211,420	35,090	246,510
NHS Forest	113,853	25,398	139,251
<i>Total 2019</i>	<i>325,273</i>	<i>60,488</i>	<i>385,761</i>

Analysis of direct costs

	Clinical 2020 £	NHS Forest 2020 £	Total funds 2020 £
Staff costs	187,243	128,923	316,166
Project costs	6,000	-	6,000
Project partner costs	23,395	-	23,395
Project publications, leaflets and maps	513	1,966	2,479
Professional and consultancy	3,800	-	3,800
Conference costs	1,646	-	1,646
Total 2020	222,597	130,889	353,486

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**NOTES TO THE FINANCIAL STATEMENTS
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6. Analysis of expenditure by activities (continued)

Analysis of direct costs (continued)

	<i>Clinical 2019 £</i>	<i>NHS Forest 2019 £</i>	<i>Total funds 2019 £</i>
Staff costs	158,100	103,192	261,292
Project costs	6,147	3,975	10,122
Project partner costs	45,455	4,750	50,205
Project publications, leaflets and maps	-	1,684	1,684
Professional and consultancy	(1,964)	87	(1,877)
Conference costs	3,683	164	3,847
Total 2019	211,421	113,852	325,273

Analysis of support costs

	Clinical 2020 £	NHS Forest 2020 £	Total funds 2020 £
Professional and consultancy	20	20	40
Website and computer costs	9,508	5,941	15,449
Travel and subsistence	654	441	1,095
Printing, postage and stationery	134	8	142
Office expenses	29	78	107
Bookkeeping	150	178	328
Entertainment	130	-	130
Telephone	643	647	1,290
Miscellaneous	274	277	551
Bank charges	322	32	354
Rent	10,476	6,024	16,500
Insurance	325	-	325
Payments to charitable parties	1,437	252	1,689
Training	120	55	175
Depreciation	226	226	452
Governance costs	4,441	4,444	8,885
Total 2020	28,889	18,623	47,512

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6. Analysis of expenditure by activities (continued)

Analysis of support costs (continued)

	<i>Organisation 2019 £</i>	<i>Clinical 2019 £</i>	<i>Total funds 2019 £</i>
Website and computer costs	4,580	3,365	7,945
Travel and subsistence	5,578	2,819	8,397
Printing, postage and stationery	62	35	97
Office expenses	140	72	212
Bookkeeping	2,235	1,826	4,061
Entertainment	44	22	66
Telephone	1,140	831	1,971
Miscellaneous	390	187	577
Repairs and maintenance	117	108	225
Bank charges	39	-	39
Rent	17,258	12,842	30,100
Insurance	481	437	918
Payments to charitable parties	109	71	180
Training	365	16	381
Depreciation	356	161	517
Governance costs	2,196	2,606	4,802
<i>Total 2019</i>	<u>35,090</u>	<u>25,398</u>	<u>60,488</u>

7. Independent examiner's remuneration

	2020 £	2019 £
Fees payable to the company's independent examiner for the independent examination of the company's annual accounts	<u>4,800</u>	<u>4,802</u>

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8. Staff costs

	2020	2019
	£	£
Wages and salaries	280,749	231,648
Social security costs	20,213	17,319
Contribution to defined contribution pension schemes	15,203	12,326
	316,165	261,293

The average number of persons employed by the company during the year was as follows:

	2020	2019
	No.	No.
Trustee	1	1
Administration	9	8
	10	9

No employee received remuneration amounting to more than £60,000 in either year.

The total remuneration and benefits received by the key management personnel totalled £69,025 (2018 - £67,100)

9. Trustees' remuneration and expenses

During the year, one or more Trustees has been paid remuneration or has received other benefits from an employment with the company. The value of Trustees' remuneration and other benefits was as follows:

	2020	2019
	£	£
R Stancliffe	44,000	44,000

During the year ended 30 November 2020, expenses were reimbursed or paid directly to 1 Trustee (2019 - to 1 Trustee) broken down as follows:

	2020	2019
	£	£
Travel, subsistence and meeting costs	-	1,676

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10. Tangible fixed assets

	Office equipment £
Cost or valuation	
At 1 December 2019	1,766
Additions	1,199
At 30 November 2020	2,965
Depreciation	
At 1 December 2019	1,722
Charge for the year	452
At 30 November 2020	2,174
Net book value	
At 30 November 2020	791
<i>At 30 November 2019</i>	44

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**NOTES TO THE FINANCIAL STATEMENTS
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11. Debtors

	2020 £	2019 £
Due within one year		
Trade debtors	35,233	17,662
Other debtors	18,157	1,448
Prepayments and accrued income	649	-
	<u>54,039</u>	<u>19,110</u>

12. Creditors: Amounts falling due within one year

	2020 £	2019 £
Trade creditors	9,196	7,001
Other taxation and social security	40,374	16,433
Pension fund loan payable	3,938	1,272
Other creditors	-	1,625
Accruals and deferred income	6,644	6,645
	<u>60,152</u>	<u>32,976</u>

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**NOTES TO THE FINANCIAL STATEMENTS
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13. Statement of funds

Statement of funds - current year

	Balance at 1 December 2019 £	Income £	Expenditure £	Transfers in/out £	Balance at 30 November 2020 £
Unrestricted funds					
General Funds	(31,381)	260,172	(243,575)	1,664	(13,120)
Restricted funds					
Global Health	1,664	-	-	(1,664)	-
Connecting Q Locally	-	18,000	(9,200)	-	8,800
Postcode Local Trust Grant	-	19,500	(6,875)	-	12,625
HF Remote Consultations	-	10,000	(6,096)	-	3,904
Postcode Local Trust Grant	1,747	1,625	(5,311)	1,939	-
SusQi Education	(195)	66,701	(66,506)	-	-
Health Foundation	10,553	14,545	(25,098)	-	-
Seeing Is Believing	2,712	-	(2,712)	-	-
Postcode Local Trust Grant	1,939	-	-	(1,939)	-
Heathrow Community Fund	23,594	8,654	(27,290)	-	4,958
Green Walking Project	7,535	-	(7,535)	-	-
Big Lottery - Wood Farm	800	-	(800)	-	-
	50,349	139,025	(157,423)	(1,664)	30,287
Total of funds	18,968	399,197	(400,998)	-	17,167

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**NOTES TO THE FINANCIAL STATEMENTS
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13. Statement of funds (continued)

Statement of funds - prior year

	<i>Balance at 1 December 2018 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Balance at 30 November 2019 £</i>
Unrestricted funds				
General Funds	4,480	195,111	(230,972)	(31,381)
Restricted funds				
Global Health	1,664	-	-	1,664
Postcode Local Trust Grant	1,939	-	-	1,939
SusQi Education	-	15,750	(15,945)	(195)
Health Foundation	-	57,000	(46,447)	10,553
Seeing Is Believing	8,027	54,154	(59,469)	2,712
Postcode Local Trust Grant	-	17,875	(16,128)	1,747
Heathrow Community Fund	-	31,194	(7,600)	23,594
Green Walking Project	-	7,535	-	7,535
Big Lottery - Wood Farm	-	10,000	(9,200)	800
	11,630	193,508	(154,789)	50,349
Total of funds	16,110	193,508	(385,761)	18,968

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**NOTES TO THE FINANCIAL STATEMENTS
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14. Summary of funds

Summary of funds - current year

	Balance at 1 December 2019 £	Income £	Expenditure £	Transfers in/out £	Balance at 30 November 2020 £
General funds	(31,381)	260,172	(243,575)	1,664	(13,120)
Restricted funds	50,349	139,025	(157,423)	(1,664)	30,287
	<u>18,968</u>	<u>399,197</u>	<u>(400,998)</u>	<u>-</u>	<u>17,167</u>

Summary of funds - prior year

	Balance at 1 December 2018 £	Income £	Expenditure £	Balance at 30 November 2019 £
General funds	4,480	195,111	(230,972)	(31,381)
Restricted funds	11,630	193,508	(154,789)	50,349
	<u>16,110</u>	<u>388,619</u>	<u>(385,761)</u>	<u>18,968</u>

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**NOTES TO THE FINANCIAL STATEMENTS
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15. Analysis of net assets between funds

Analysis of net assets between funds - current period

	Restricted funds 2020 £	Unrestricted funds 2020 £	Total funds 2020 £
Tangible fixed assets	-	791	791
Current assets	30,287	46,241	76,528
Creditors due within one year	-	(60,152)	(60,152)
Total	30,287	(13,120)	17,167

Analysis of net assets between funds - prior period

	<i>Restricted funds 2019 £</i>	<i>Unrestricted funds 2019 £</i>	<i>Total funds 2019 £</i>
Tangible fixed assets	-	44	44
Current assets	50,349	1,551	51,900
Creditors due within one year	-	(32,976)	(32,976)
Total	50,349	(31,381)	18,968

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16. Pension commitments

The company contributes into a defined contributions pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £15,203 (2019 - £12,326).

17. Operating lease commitments

At 30 November 2020 the company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2020 £	2019 £
Not later than 1 year	30,000	-
Later than 1 year and not later than 5 years	-	60,100
	<u>30,000</u>	<u>60,100</u>

18. Members' liability

Each member of the charitable company undertakes to contribute to the assets of the company in the event of it being wound up while he/she is a member, or within one year after he/she ceases to be a member, such amount as may be required, not exceeding £1 for the debts and liabilities contracted before he/she ceases to be a member.

19. Post balance sheet events

Following the year end of 30 November 2019 the UK has been impacted by the Coronavirus. This has resulted in all staff members being required to work from home and the charitable activities to be significantly reduced.

So far, COVID 19 has led to the pausing of one of our grant-funded projects. All other projects have been modified to allow continuation. As we work mainly with healthcare professionals some of our programmes supported by unrestricted funding, in particular the Green Ward Competition, has not had much uptake. We are in the process of re-purposing the programme to run online.

Due to the current circumstances we are turning our training courses into blended learning provided purely online. This has the potential to expand our training offer and funding in the long-term as we would be able to run it more frequently.

