

**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
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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.

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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

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TRUSTEES' REPORT (CONTINUED)
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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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TRUSTEES' REPORT (CONTINUED)
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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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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)
FOR THE YEAR ENDED 30 NOVEMBER 2022

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.

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

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 30 NOVEMBER 2022

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
(A company limited by guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 30 NOVEMBER 2022

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:



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

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 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

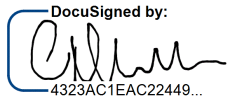
The prior year figures have not been subject to audit. An independent examination was undertaken on the prior year figures and some work was undertaken on opening balances to give additional audit comfort.

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
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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 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>		414,210	414,210

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
<i>Total 2021</i>	<i>289,008</i>	<i>352,890</i>	<i>641,898</i>

Analysis of support costs

	<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
Total 2022	53,131	67,606	120,737

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**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>

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**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	-

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**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
	<hr/>
At 30 November 2022	15,330
	<hr/>
Depreciation	
At 1 December 2021	3,168
Charge for the year	3,116
	<hr/>
At 30 November 2022	6,284
	<hr/>
Net book value	
At 30 November 2022	9,046
	<hr/> <hr/>
<i>At 30 November 2021</i>	4,664
	<hr/> <hr/>

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**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
	<u>116,519</u>	<u>179,435</u>

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
	<u>217,084</u>	<u>119,719</u>

	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)	-
	<u>153,615</u>	<u>68,536</u>

Income is deferred as money was received in advance to cover costs which related to the following accounting period.

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**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

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**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
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
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)	-	-
	<u>30,287</u>	<u>355,501</u>	<u>(383,994)</u>	<u>7,443</u>	<u>9,237</u>
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Total of funds	<u>17,166</u>	<u>780,964</u>	<u>(703,969)</u>	<u>-</u>	<u>94,161</u>

THE CENTRE FOR SUSTAINABLE HEALTHCARE LIMITED
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**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>

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**NOTES TO THE FINANCIAL STATEMENTS
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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>

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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>

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NOTES TO THE FINANCIAL STATEMENTS
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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.