

# Annual Report and Accounts

2023



Building Health, Hope  
and Happiness through  
the Power of Nature

## GREEN LIGHT TRUST AT A GLANCE

Working from

**10**

sites across  
Norfolk and  
Suffolk

Established  
over

**35**

years ago

**73%**

of the people we  
support say their well-  
being has improved  
significantly

**231**

children and young  
people supported  
in 2023

**622**

adults  
supported  
in 2023

**1,700**

trees and  
hedges  
planted

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“

The sense of worth you get just from being in a group where people genuinely enjoy being with you massively helps with low mood and gives you a sense of belonging and purpose. There's no judgment and it is a safe place when you can just be yourself and not have to worry about anything.”

“

I feel I've now got some good friends and people who actually understand me. You aren't judged in the woods and I love the fact that we go on nature walks. I feel it's a LOT easier to talk about how I'm feeling when I'm walking in nature - I feel I'm not on my own anymore.”

“

I had nothing in my life that was giving me any form of pleasure or hope or happiness... everyone says to me now, oh my goodness you are so much better and it is because being here has healed it and it has worked.”

**HEALTH 12**

**HOPE 16**

**HAPPINESS 20**

WELCOME FROM LAUREN SHAND



This report serves as a testament to the collective efforts, resilience, and achievements that define Green Light Trust’s purposeful journey and mission.

Our successes are not just measured in numbers but in the transformative impact we have on individuals’ lives. “Coming to Green Light Trust has saved my life,” highlights the profound significance of the work we do, embodying our commitment to making a tangible difference, with our approach being very much about how we can work with people and not do to people. This approach builds resilience, not reliance.

This work could not be achieved without our incredible teams across Suffolk and Norfolk. I am both humbled and proud of the work our teams achieve, those working directly with our participants and the work that happens behind the scenes. Their efforts resonate in the words of those we serve:

“Coming here weekly builds value and purpose for me. My confidence has grown so much. Coming here gets me out of the house; otherwise, my anxiety would build up.”

Quote from a participant

2023 was another year of significant growth and change for the Trust, all to enable us to work with more people and to create the infrastructure we need to continue to flourish. Our journey forward is guided by excitement and optimism. As we delve into the pages of this report, we celebrate not just past achievements but the firm foundations we are laying for future growth.

At Green Light Trust, our mission to provide support to children, young people and adults who are navigating significant challenges, guiding them through a transformative journey that cultivates resilience, meaningful connections, and a profound sense of value through nature immersion. Resulting in progression and positive outcomes. In our pursuit of creating a positive environment for our participants, we recognise that nature, paired with the supportive atmosphere our team cultivates, sparks real change for individuals.

We provide a unique service and we also recognise the importance of collaboration with others that brings specialised expertise to address the diverse needs of our participants. Our commitment to collaboration is an integral aspect of our approach, one that we are steadfastly dedicated to expanding and enhancing.

I would like to thank our supporters, funders, partners for your support over the last 12 months. I would also like to thank the GLT team and the Board for all they do, working hard to ensure that our participants are at the heart of everything we do.

Here’s to another year of impact, innovation, and shared success!

Lauren Shand, Interim CEO

WELCOME FROM AMANDA BURTON



Reflecting on the past year, 2023 emerges as a period of substantial growth and positive change for Green Light Trust.

As I assume the role of Chair in February 2024, I extend sincere gratitude to my predecessor Caroline Bixby for her remarkable leadership over the past five years. Green Light Trust, under her guidance, has achieved incredible milestones, and her continued presence on the Board ensures a seamless transition.

Furthermore, we navigated a change in leadership in 2023, with Lauren Shand, formerly our Operations Director, stepping into the role of Interim CEO. Her initiative in establishing a robust Strategic Leadership Team positions us for future expansion across Norfolk and Suffolk, so we may support more children, young people and adults who are struggling within our communities.

Our impact has grown, and we have reached a greater number of individuals through our core pathways, witnessing their growth and progress. This tangible effect underscores our commitment to making a meaningful difference in the lives we touch and demonstrates to our health and statutory partners and commissioners that our work complements and can alleviate some of the pressure that health and mental health services are under.

Implementation of Beacon, our new Case Record Management system, and the securing of funding for a Data Insights Analyst reflects our dedication to our future growth plans and in ensuring our continuous improvement.

Growth has been substantial over the last 12 months, leading to growth across Suffolk and Norfolk and a strong team of 72 employees. We secured a number of longer-term contracts with health, which means we can continue this work and meet the increasing need that is presenting in our communities.

The Board has been strengthened with the welcoming of new members over the last twelve months, emphasising our commitment to diverse perspectives, effective governance, and robust strategic planning. This change comes as a response to retirements and is integral to our ongoing journey of growth and impact.

I want to acknowledge our teams, the heartbeat of Green Light Trust. Their unwavering dedication and hard work, irrespective of challenges faced, has been the driving force behind our success. The Board extends our deepest thanks to each employee and volunteer for their invaluable contributions.

Collaborations with health, social care, and education sectors and other charities across Norfolk and Suffolk demonstrate our commitment to collectively addressing health inequalities. These impactful partnerships ensure that our interventions have a meaningful and lasting impact on individuals and communities.

As we look ahead to 2024, the future promises excitement and opportunity. Key projects on the horizon will not only ensure the sustainability of Green Light Trust but also propel us forward in supporting more individuals and communities across the East of England. Our collective commitment remains steadfast as we navigate this path.

In closing, I extend thanks to all stakeholders, including our dedicated teams, partners, and supporters.

With enthusiasm for the journey ahead,

Amanda Burton, Chair of Trustees



# W H O W E A R E

Green Light Trust was founded in 1989 as a conservation charity and has since become a key provider across Norfolk and Suffolk of education and well-being programmes for people facing multiple barriers to well-being, independence and inclusion.

Our vision is a world where everyone has equitable access to the power of nature, and each year we support hundreds of adults, children and young people, using the environment to rebuild, reawaken and refocus their lives. We sit at the crossroads between health, education and the environment, helping create significant transformation in people's lives, whilst simultaneously improving the wild spaces we work in. We work with those who face the greatest challenges in life to help them recover, develop and be the best version of themselves.

The people we work with have complex needs and are often the most frequent users of statutory services, especially health services. We support adults with a range of challenges, including mental health needs, substance misuse, unemployment and low skills, learning disabilities and domestic or other abuse. We also support children and young people who are unable to engage with mainstream education, training, or employment and/or who have neurodiverse conditions, learning disabilities, or behavioural challenges.

There is an abundance of evidence demonstrating a direct correlation between levels of deprivation in the UK and access to green spaces. Those we work with often have the least access to the natural environment. Lack of access is not always due to proximity to green space, and can be for reasons such as disability, culture, family setup, affluence, and lifestyle.

Our programmes take place in woodlands and other wild spaces, using nature as the catalyst to engage participants in activities which are designed to address what may be missing in their lives, such as social interaction, mental well-being, physical exercise, purposeful activity and healthy eating. It is the person-centred and individualised support we offer that makes the critical difference to our participants.

Activities include conservation, woodland management and green woodworking; building natural habitats for wildlife; well-being activities such as nature meditation and woodland walks and social interaction, including a campfire lunch together. This campfire lunch can be the only hot cooked meal that some participants enjoy all week and enables easy, unforced interaction with others.

Over time, the therapeutic benefits of nature, human connection and peer support combine to increase confidence, self-esteem, practical and social skills, and improve participants' overall mental and physical well-being.

Our four pathways:

NATURAL ALTERNATIVE



The Natural Alternative (NA) Pathway is designed to engage primary and secondary aged children who generally struggle within the school environment, often with additional and/or behavioural needs. Sessions are learner-led where they are encouraged to explore the woodland environment and learn new skills.

ADULT MENTAL HEALTH



For our Adult Mental Health (AMH) Pathway, we run many different types of adult activity and typically work with adults who are facing struggle and challenge in their lives, often with low levels of well-being and self-esteem, coupled with mental ill health. In some cases, these are designed to meet the particular circumstances of individuals e.g. women's well-being, or those recovering from substance abuse, or mixed groups. We create a welcoming, non-judgemental environment where people can be themselves, learn new skills and connect with their peers and with nature.

STEP BY STEP



The Step by Step (SBS) service supports adults with moderate to severe additional and behavioural needs, with some individuals requiring one-to-one support. The intervention we provide is high quality, purposeful activity for adults who have found themselves marginalised due to their disability. SBS participants get involved in woodland activities, maintenance duties on site and have time and space to express themselves through various activities in a safe environment.

EDUCATION, HEALTH AND CARE PLAN



This Education, Health and Care Plan (EHCP) Pathway is an alternative education provision for young people aged 16-25 who have an EHCP and where mainstream educational establishments are not the most suitable environment for their development. We work intensively with these young people to achieve the objectives that are important to them.



A PARENT'S STORY

My daughter was referred to Green Light Trust after she had a breakdown. She was refusing to go out, had isolated herself from friends and was lacking in confidence.

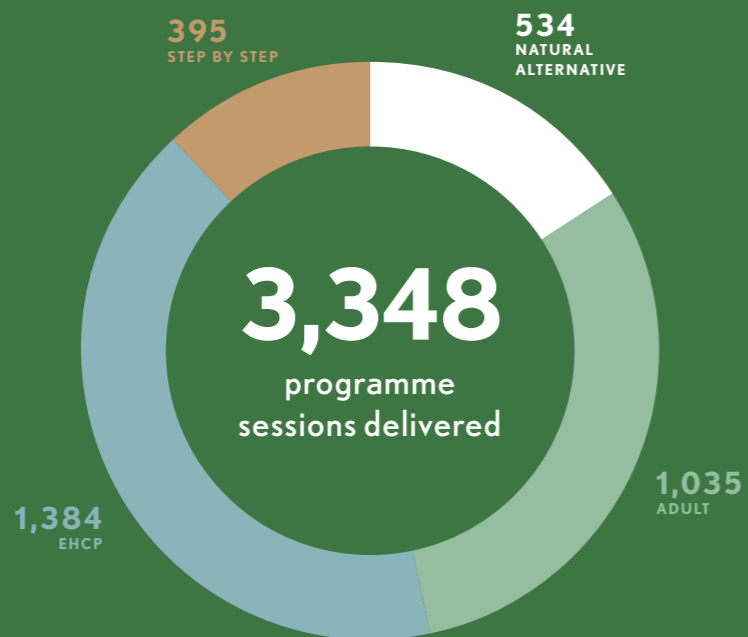
We booked an appointment for a look around one afternoon at the beautiful woodlands in Lawshall. The welcome we received was lovely and put us at ease.

Being outside in the fresh air and surrounded by nature was so good for her. She enjoyed the activities, including tree felling, wood carving and mixed crafts. They also cook and eat on site.

She loves attending GLT and we have seen her grow in confidence, become happier and actually look forward to getting out and about. There is a mixed group of youngsters there. All with different issues and the staff and volunteers really do work hard with them to get them out of their shells and appreciate the natural world around them. Nature is very healing.

This has been a lifeline for our family, it has reduced our stress and to see our daughter slowly change and grow is a god send. I don't know what we would have done without it.

## GREEN LIGHT TRUST IMPACT IN 2023



# OUR IMPACT

From the beginning of 2023 we have been using a new measurement tool called Measure Yourself Concerns and Well-being (MYCAW<sup>®</sup>) for measuring well-being and progress for participants. This tool enables people to consider their well-being when they start one of our programmes and then again at the end of the programme, allowing us to capture any progress.

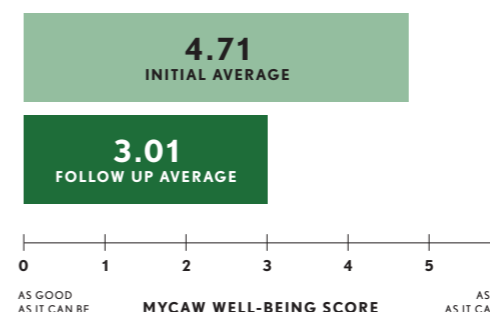
In 2023 we can evidence an average positive movement for our participants of 1.1 for adults and 0.69 for children and young people, along a 6-point scale. This is significant movement considering the multiple barriers to well-being and inclusion that the range of people we work with are facing. We are also seeing increases in this well-being score as people complete increased numbers of programmes with us, demonstrating the benefits of working with people long enough for positive behaviour change and improved well-being to be realised.

As we build on this evidence and collect more data over subsequent months and years, we will be able to build a fuller picture of the impact our programmes are having on people's well-being. To support this, at the end of 2023 we recruited a Data Insight Analyst. This is a new role within GLT and will be key to unlocking our data and really getting an in depth understanding of our model and why it works, so we can develop our services and organisation to have the greatest impact we can in the future.

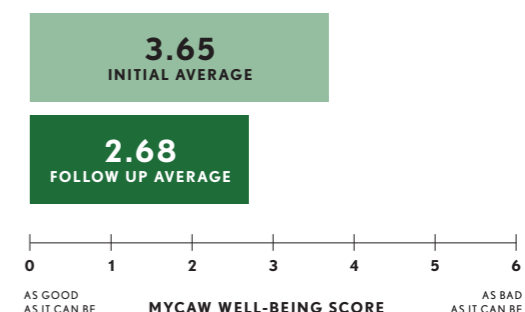
In 2023 we embarked on working with the University of Essex to develop a three-year PhD opportunity, to explore the impact of nature-based initiatives on vulnerable people's use of health and care services. This significant piece of research will start in early 2024, and again will help us to better understand and evidence the scale of our impact and also positively influence other organisations and policy.

As well as our impact on people, we also improve the green and wild spaces we work from. Our woodland programmes use nature as the catalyst for supporting people and depending on people's preferences and interests, activities on programme can include woodland management and conservation, and the creation of new habitats. In 2023 we have carried out a number of conservation activities, including the planting of 1,700 trees and hedges at our Castan Wood site. In 2024 we plan to explore the implementation of an environmental sustainability framework to ensure and evidence our work on and with the natural environment.

### ADULTS WELL-BEING 2023



### CYP WELL-BEING 2023



### Our highlights

# BUILDING HEALTH

## MENTAL HEALTH SERVICE DEVELOPMENT

In 2023, GLT embarked on a significant milestone by implementing extended contracts for Suffolk and North East Essex Integrated Care Board aimed at supporting the well-being of children, young people, and adults and changing habits. This emerged from the successful outcomes achieved in various pilot projects, demonstrating positive and transformative impacts on individuals. Importantly, our efforts have evidenced a reduction in reliance on health and mental health services, a testament to the efficacy of our pathways.

Central to our approach has been a collaborative effort involving health commissioners, Norfolk and Suffolk Foundation Trust, Suffolk County Council. We have also worked with a number of third sector organisations to ensure a comprehensive and holistic support system for participants within the pathways. Notably, our engagement has extended to compensating these charities for their integral contributions to the holistic packages provided to participants. We intend to build upon this foundation in 2024.

Our commitment to delivering essential support to those most in need remains unwavering. However, beyond our immediate role, we actively engage in discussions to advocate for participants, contributing our insights to influence the transformative changes required within health and social care system.

“For some callers the impact has been immeasurable and contacts to 111 have ceased completely and overall well-being has improved greatly, which would not have been possible without this pathway.”

Ellie, Business Support Manager for First Response Service.

As we reflect on the accomplishments of 2023, we look forward to the prospect of continued collaboration, innovation, and impact in 2024. Our dedication to the well-being of individuals and the broader enhancement of health and social care systems remains at the forefront of our mission.

# 92%

**of individuals who engaged with us reduced their use of the mental health crisis line**

# 92%

**reduced their use of community mental health liaison services**

“In the past I have been really angry, anxious and bitter about past experiences. Attending GLT has helped me put those bad experiences behind me and look forward to the future.”

**GLT Programme Participant**



### MEET ADAM

**CHILD AND ADULT MENTAL HEALTH LEAD**

In 2023 we introduced a new role of Child and Adult Mental Health Lead to our organisation, recognising the need to ensure our workforce were supported to manage the rising complexity in the needs of people who we are supporting with their mental health.

Adam joined GLT with a background as a registered learning disabilities and mental health nurse and supports GLT employees to increase their knowledge and understanding on various conditions and behaviours. Adam makes himself available to employees if there are any particular situations they are finding a challenge, he runs groups sessions for employees to raise awareness and support understanding and has also produced information sheets to help increase employee knowledge on certain conditions and behaviours.

“It’s been fantastic to see people blossoming, developing and growing and having the opportunity to try new things, to gain new experiences, and to have life back again.”

### Our highlights: Building health

#### INCLUSIVE CONSERVATION NORFOLK

At the end of 2022 we were awarded a 3-year National Lottery Reaching Communities grant, to set up our Inclusive Conservation project in Norfolk. The aim of this project is to grow our support in Norfolk and provide woodland well-being programmes for a range of adults in the county who face barriers to their well-being.

We started delivering the project in 2023, which has so far supported 240 places on a 12-week programme. The people we have supported have come to us with a variety of challenges including anxiety, confidence issues, sleep issues, negative relationships, loneliness and money issues.

We work with each person on the programme in a person-centred way, using nature and the beautiful surroundings as a catalyst to help them reconnect with themselves and others.

A number of people we have supported have identified positive next steps beyond the project, including further education, volunteering opportunities, and actively seeking a return to employment.

We use a six-point well-being scale to help people measure their overall well-being at the start and end of our programmes. Through this project we are already seeing an average improvement of 1.05 along this scale.

We have lots more programmes set up for 2024 as we enter the second year of this project and grow our reach and impact across Norfolk.

# 240

places offered so far

# 1.05

average improvement along the 6-point well-being scale



### JASMIN'S STORY

My life was pretty lonely before I heard about the Green Light Trust and I just wasn't doing anything during the week and I was having very negative thoughts about ending my own life. I found out about the course from the NHS and I was very nervous to start with, but I had support from my Green Light Trust Participant Engagement Co-ordinator who explained what it was all about and how I could benefit from joining.

Now I'm really enjoying it, and I'm booked onto another one. The big thing for me is I have grown in confidence since coming on the course. My favourite thing has been meeting new people and building up my confidence around talking to new people. Meeting new people isn't as bad as I thought it would be. Oh, and the food! The lunch is amazing.

I'm now doing more things like going out more as I'm feeling more confident to do things and I feel less lonely. The three words I'd use to describe myself now are confident, connected and energised by the experience. I no longer want to die.

## Our highlights

# BUILDING HOPE

### CASTAN BUILD AND SERVICE EXPANSION

Demand for Green Light Trust's services is growing and we are delivering an increasing number of specialist environmental education and self-development programmes at our Castan Wood site, on the Martlesham Park & Ride near Ipswich. Consequently, in 2023 we decided to build a dedicated learning centre to reach communities in and around the Ipswich area. This new building would enable us to provide a blended approach, combining activities in the woods with suitable indoor learning space. This would not only increase capacity, but also support the academic needs of those studying for educational outcomes or those with complex health needs.

The new building was started in 2023 with a clear vision for it to be constructed with deep green principles in mind. It was designed to be carbon negative using a new hemp based modular construction system and foundations using no cement,

locking up more carbon than is used in its construction. The intention is also to incorporate the most up to date renewable energy systems in the building including Solar PV roof panels and storage batteries, with the aspiration for the building to generate more power than it uses.

To generate enough funds to complete the build, Green Light Trust launched a fundraising appeal at the end of 2023, appealing to the public and a range of grant funders for income to finalise the build. This appeal was a success, and we expect to complete the build of our Castan Learning Centre in 2024, after which we will be able to extend the provision of a range of services including our support for young people with an Education Health & Care Plan and those supported through our Step by Step pathway.



“The new Learning Centre at Castan will be an exceptional asset to our county and will provide wonderful opportunities for children, young adults and families in and around Ipswich.”

**Cllr Richard Rout, deputy leader and cabinet member for finance and environment at Suffolk County Council**





### TREES MEND US PROJECT

In November 2023 we launched our Trees-mend-us Project at our Castan Wood site near Ipswich. We were very fortunate to source a substantial number of trees and hedge plants to enhance a recently coppiced area as well as riparian trees that would be very well suited to the boggy areas of the woods. We also planted more living hedges, creating wildlife corridors around the woodland for further generations to enjoy.

GLT employees, volunteers and participants were actually involved in the tree-planting and we have numerous organisations to thank for their generosity as part of this project, including The Woodland Trust, The Suffolk Tree Wardens Network and nurseries, the Ipswich Beekeeping Association, Suffolk Coat & Heaths and Stour Valley AONB & Notcutts.

**1,700**  
trees and hedges planted



### THE JOURNEY BEYOND GREEN LIGHT TRUST

Green Light Trust programmes provide opportunity and hope for many people across Norfolk and Suffolk and we see people move onto a range of different opportunities and next steps in their journey, at the point they are ready. These opportunities have included training, further education, other local support groups, volunteering, employment, starting their own business, building new relationships and many more. Here's Megan's story.

### MEGAN'S STORY

I wanted to join the course because I had just turned 24 and had literally not done anything with my life. I remember always feeling anxious from the age of 5 and I hadn't ever felt comfortable mixing with people in school or college. My anxiety continued to get worse and worse over the years until I hardly left the house leaving me feeling "terrified" of the prospect of ever going outdoors again.

I was diagnosed with agoraphobia, panic attacks and long-term anxiety. All the medications I was given just made me feel worse. My stepdad died during lockdown with COVID and I was very close to him, so I just stayed at home, isolated, lonely and ended up living inside for four years.

I found myself locked in a negative state of mind which kept me indoors and isolated from everything. I didn't trust anyone at all but being with the staff at the Green Light Trust has changed all that. I think it's totally

changed the way I feel about people and the world too. The staff are amazing you choose what you want to do so there's no pressure on you. You can just chill out and chat if you want.

I had been totally stuck and didn't go anywhere. The world outside just seemed completely dangerous and untrustworthy, and my life was ruled by fear and staying safe at home. I realise now that you only get support if you ask for help and the course has been an amazingly positive experience for me.

I have now enrolled in an allotment project. I also went to a Women Only support group last week. The course at Green Light Trust has inspired me to try these new things - it is exciting. Once I took the first step, I wanted to get out there and try other new things.

## Our highlights

# BUILDING HAPPINESS

### OUR EMPLOYEES AND VOLUNTEERS

At the end of 2023 we had 67 Employees, increasing from 56 at the start of the year, due to the growth in our services and the size of our organisation.

Each year we survey our workforce, to enable us to gain a better understanding of their current experience and identify areas where we can improve and how we can make GLT an even better place to work.

In 2023 we received feedback from our workforce about the desire for greater access to development opportunities and well-being support. As a result of this we introduced or strengthened a number of our supportive benefits packages, including access to personal well-being counselling for all, Employee Assistance Programmes and increased supervision and support. In 2023 we also introduced our very first Head of People and Culture, a key role in nurturing our culture and developing our future workforce plans.

Our volunteer numbers also grew from 19 to 27 and collectively they contributed a total of 3,852 hours across the year. Our volunteers dedicate their time, experience and energy in helping us achieve our mission and are a key and valued part of our organisation and delivery model. Many volunteers have progressed from being participants on our programmes, with volunteering acting as an important stage in their own recovery journey. Many people move from our programmes into a range of volunteering opportunities not just with ourselves but with a variety of other organisations and local partners.

In 2024 we plan to introduce an Employee Forum to support us in developing our organisation and culture for the future. The Forum will help to ensure our teams have access to information, opportunities to contribute to decision making, and to discuss things which impact upon their working lives.



Such an amazing day. I was apprehensive at first because I don't usually like outdoor activities. But this really was a lovely day and the activities planned were great team building activities. I would come back again in a heartbeat."

Well-being day attendee



### TEAM WELL-BEING DAYS

Green Light Trust provides Team Well-being days to corporate organisations as a way of supporting other organisations to improve their team's well-being and relationships and encouraging others to connect with the natural environment. From woodworking, to walks in the woods, to nature conservation, our well-being activities fire the imagination, provoke conversation and help people reconnect with the natural world.

The income from these well-being days then supports our organisation by providing funds we can reinvest into the running of our organisation and the delivery of our support to those who need us.

In 2023 we delivered a number of days to organisations across East Anglia, and we hope to increase the number of these we can provide into 2024.

## OUR PARTNERS

Partnership working is at the heart of what we do, and we would not be able to deliver our services without support from a range of partner organisations.

In 2023 we ran our programmes from ten different sites across Suffolk and Norfolk. Our key partners include The National Trust and the RSPB, who kindly allow us to work from several of their sites, supporting people to engage with the natural world who might not otherwise have access to it.

We have a range of corporate partners who provide us with tremendous support and help us to deliver our services and

grow our organisation. This support includes services in kind, use of meeting venues, corporate donations, and fundraising on our behalf. We work to tailor our partnerships with organisations, so they are mutually beneficial and support businesses to engage their employees in our mission and with the natural environment.

We are hugely grateful to all those who support our organisation and our cause, in whatever way they can. Without these partners we could not have the impact that we do on peoples' lives and the environments we work from.



## BRANDON'S STORY

Brandon had been referred to Green Light Trust's Natural Alternative programme by his parents with the support of his school. They were concerned that he was refusing to go into school and cooperate with teaching staff and was becoming very reclusive. The school wished to see if time spent at Green Light Trust would help him gain more confidence and begin to engage more with school and enable him to separate successfully from his mother.

Following his first week with GLT he was showing increased confidence and left his parents willingly in the car park to head to camp. Following this, his progress went from strength to strength. He engaged well with the others in the group including staff and was happy and actively participated in all activities. Towards the end of the twelve-week programme his school were keen to engage with him within the woodland setting, so it was organised for a member of his school team to come and visit him.

They were blown away by the transformation. Brandon actively engaged with them and gave them a guided tour of the camp, talking confidently about all the activities he had been doing. This was amazing progress, as before he would try engaging with school online but would have the camera off and barely spoke.

Brandon has now transitioned into a slightly larger group and is looking forward to the next term. He has also been into school and managed to stay for whole mornings.

# LOOKING FORWARD

The year 2024 marks an exciting chapter for Green Light Trust as we embark on an exploration of substantial growth, aiming to extend our services to a wider geographical reach in the years ahead. We want to do this in a considered manner and to build on from our strong foundations and impact. This will involve some exciting changes with view to refreshing our strategy, along with our brand image.

## IMPACT & ENGAGEMENT

### Geographic and Pathway Expansion

Through collaboration with landowners, our strategic aim is to extend service provision to at least five additional locations in Suffolk & Norfolk by the end of 2025. Our long-term vision includes reaching a broader spectrum of communities, guided by research pinpointing areas with the most significant impact on well-being, resilience, and life outcomes.

### Collaboration

We are committed to building more robust partnerships, fostering collaboration with system partners and the broader VCSFE sector to enhance resilience and well-being of our participants, but to highlight how collaborate can bring success.

### Public Support & Engagement

Our focus is on investing in an integrated marketing and communications strategy to actively engage key audiences, cultivate positive brand awareness, and secure long-term support from a diverse supporter base. This includes the development of targeted marketing campaigns, engagement with diverse demographics, exploration of new fundraising channels, and effective communication of GLT's dedication to nature connection.

### Research

We will showcase our impact through academic research, in collaboration with the University of Essex, not only highlighting our direct influence but also demonstrating the broader impact on health and social care. Leveraging internal data expertise and our new system Beacon, we are poised to amplify the scale of our impact, giving voice to the strength of Nature-Based Interventions.

### Sustainability

This year, we want to do more and do better in our efforts to achieve more sustainable practices. We will start this process by conducting a thorough assessment and building an action plan to ensure we are doing everything we can to be climate positive. This involves conducting a comprehensive carbon footprint assessment, setting emission reduction targets, capturing our impact on the natural spaces in which we operate.

## OUR PEOPLE

### Organisational Capacity & Capability

We will continue to prioritise the professional growth and development of our teams. This also extends to offering internal opportunities for beneficiaries. This approach ensures a balance between internal growth and external talent, aligning with the future needs of GLT.

### Development of People Strategy

Our strategic initiatives include the introduction of a Managers Toolkit, elevating employee engagement, overhauling People Department processes, and implementing an Equity, Diversity, and Inclusion (ED&I) strategy.

## FINANCE & FUNDING

To further develop our financial model to support expansion, incorporating a funding strategy for diverse, scalable, and repeatable income sources. This encompasses voluntary, trading, and charitable income, with investments in various fundraising methods to grow unrestricted income.

## DIGITAL DEVELOPMENT

We are actively auditing and updating core IT systems and processes, including the website, HR, and finance systems. This ensures they are fit for purpose and adaptability for future growth in the digital landscape.





# OUR FUNDERS

We are very grateful to the following partner organisations who have provided financial, pro bono and in-kind support to the Charity during 2023:

## FUNDERS

ALA Green Charitable Trust  
Architectural Heritage Fund  
Bailey Thomas Charitable Fund  
The Delamere Dairy Foundation  
The De Vitre Trust  
The D'Oyly Carte Charitable trust  
The Ernest Cook Trust  
The Frank Jackson Foundation  
The Geoffrey Watling Charity  
The John Horseman Trust  
The Kerrison Trust  
The Linbury Trust  
The Lord Belstead Charitable Trust  
Marsh Charitable Trust  
Mrs L D Rope Third Charitable Settlement  
The National Lottery Community Fund  
Norfolk Community Foundation  
Norfolk County Council  
Paul Bassham Charitable Trust  
The Rotary Club of Oxford Isis Trust Fund  
The Saxham Trust  
Suffolk Community Foundation  
Suffolk County Council  
Tuixen Foundation

## CORPORATE SUPPORTERS

Barenbrug UK Ltd  
Birketts LLP  
Gascoynes Ltd  
Notcutts Ltd  
Rhotic Media  
Specialist Instrument Services Ltd  
Videndum plc

## PARTNERS (PROVISION OF SITES)

National Trust  
RSPB  
Suffolk County Council  
Suffolk Farm Business Association  
Sotterley Estate  
West Suffolk Council

# OBJECTIVES, ACTIVITIES AND PUBLIC BENEFIT

The objects of the Charity were revised during the year to more accurately reflect our work.

## THE OBJECTS, FOR PUBLIC BENEFIT, ARE TO:



The Trustees confirm that they have complied with the duty in section 4 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit, 'Charities and Public Benefit'. Green Light Trust's charitable purpose is enshrined in its objectives; it delivers its public benefit through its network of Community Wild Spaces (most of which are freely accessible to the public), its own woodlands and education centre and through the provision of expert advice.

In delivering against the objectives, the charitable activities support the well-being of people from all backgrounds and experiences to rebuild, reawaken or refocus their lives through the power of nature. We believe in the power of Green Care - the idea of the environment being a useful and advantageous tool in the care of us all in society. Many health professionals and academics will confirm the merits of outdoor activities and being 'closer to nature' and the benefits this has on our well-being. It is this concept which runs through all that we do, helping us continually develop programmes and partnerships which emphasise the power of our natural world.

# VOLUNTEERS



We receive welcome support from our volunteers, who dedicate their time, experience and energy to help us achieve all that we do. Many volunteers have progressed from being participants in our Pathway, with volunteering acting as an important stage in their own recovery journey.

Volunteers carry out a variety of support roles across all areas including the delivery of activities and professional support for senior personnel. In total, the Charity benefited from 3,852 general volunteer hours from 27 volunteers, in 2023.

The amount of support quoted above does not include our Trustees who are also volunteers as they do not receive remuneration for their work. In 2022 there were a number of changes to those who volunteer their time as Trustees as we continue to strive for the right balance of skills and experience that will help the Charity continue to develop and grow.

**3,852**

volunteer hours  
in 2023 from

**27**

volunteers.

# EQUALITY, DIVERSITY AND INCLUSION

Our charity exists to address inequalities in society and in access to the natural world. Our vision as a charity is a world where everyone has equitable access to the power of nature. Everyone we work with faces inequality and societal barriers, and we create pathways for these individuals into employment and well-being.

Equality, diversity and inclusion are embedded in our core values as an organisation and all of our policies and processes, including recruitment of employees and volunteers.

We continue to work towards being a fully inclusive organisation and recognise that there is still much to be done. There are many steps we need to take as an organisation to ensure we are truly inclusive as an employer and a provider of key services to all.

Our Impact & Engagement Committee has oversight of equality, diversity and inclusion as part of our Trustee committee structure and works with the senior leadership team to:

- Promote dignity, respect and understanding within Green Light Trust, our services and the wider community;
- Ensure we are inclusive in how we recruit, support, and develop employees;
- Ensure our services, delivery and policy infrastructure reflect the diverse needs of our communities;
- Create an environment that encourages and supports all employees, participants, their families, and local communities to actively engage with our Charity, realise their full potential and have a voice in influencing what we do.



# FUNDRAISING



Fundraising income is derived principally from grants, trusts & foundations and corporate partnerships. This income is used to fund delivery activities and contributes to core costs.

Green Light Trust complies with all relevant statutory regulations, including the Charities Act 2011, Data Protection Act 2018 and the Privacy and Electronic Communications Regulations 2018. We are committed to act in ways that are legal, open, honest and respectful – striving for best practice in fundraising and marketing. The Charity is registered with the Fundraising Regulator, adhering to its Code of Fundraising practice and Fundraising Promise. This includes logging, recording and responding to any complaints.

We do not employ professional telephone or street fundraisers or commercial participators to carry out our fundraising activities.

# GOVERNANCE

The Trustees, who are also directors for the purposes of company law, present their report and the financial statements of the Charity for the year ended 31 December 2023.



The financial statements have been prepared in accordance with the accounting policies set out in the notes to the accounts and comply with the Charity's governing document, the Charities Act 2011, Companies Act 2006 and 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 published in October 2019.

## REFERENCE AND ADMINISTRATIVE DETAILS:

Registered charity name	Green Light Trust
Charity registration number	1000977
Company registration number	02550866
Registered office	The Foundry, Bury Road, Lawshall, Suffolk IP29 4PJ
Patron	Mark Pendlington

**GOVERNING BODY:** The Board of Trustees comprises:

BOARD ROLE	TRUSTEE	COMMITTEES		
		FINANCE	PEOPLE	IMPACT & ENGAGEMENT
Chair	Caroline Bixby (resigned as Chair 13.02.24) Amanda Burton (appointed as Trustee & Chair 13.02.24)		Member	
Vice Chair	Douglas Field	Member		
Members	Jane Crumpton-Taylor (resigned 23.06.23) Lou Brewster (resigned 21.03.23)	Chair (until 23.06.23)		
	Sarah D'Arcy (appointed 02.10.23)			Member
	David Farrow	Chair (from 23.06.23)		
	Jen Mailley			Chair
	Nigel McCurdy		Chair	
	Vivian Mushati		Member	
	Nick North (resigned 28.03.2024)			Member
	Laura Thomas (appointed 02.10.23)	Member		

**SENIOR PERSONNEL:** Day-to-day management is delegated by the Board to senior personnel which comprises:

ROLE	EXECUTIVE
Chief Executive (Interim)	Lauren Shand (appointed 01.09.23)
Head of Operations	Helena Harris (appointed 06.12.23)
Head of Finance & Company Secretary	Hayley Kyle (appointed 08.04.24)
Head of Development & Impact	Claire Abbs (appointed 01.12.23; resigned 04.04.24)
Head of People & Culture	Alex Todd (appointed 14.08.23)

During the year, the following also served as senior personnel: Tom Brown, Chief Executive (resigned 31.08.23); Tim Pons, Finance Director & Company Secretary (resigned 15.05.24) Caroline Pons, Head of Fundraising & Marketing (resigned 30.11.23).

## PRINCIPAL PROFESSIONAL ADVISERS:

Auditor	Lovewell Blake LLP, Bankside 300, Peachman Way, Broadland Business Park, Norwich NR7 0LB
Bankers	The Co-Operative Bank, Business Customer Services, PO Box 250, Skelmersdale WN8 6WT National Westminster Bank, 250 Bishopgate, London EC2M 4AA

# STRUCTURE, GOVERNANCE AND MANAGEMENT

## GOVERNING DOCUMENT

The Green Light Trust is a charitable company limited by guarantee (registered charity number 1000977; company number 02550866) and is governed by its Memorandum and Articles of Association.

## TRUSTEE APPOINTMENT, INDUCTION AND TRAINING

Prior to 18 October 2022, Trustees were appointed by the Board for a term of three years and were eligible to be reappointed for one further term of three years. In exceptional circumstances the Board could appoint a Trustee for a third term of up to three years.

From 18 October 2022, Trustees are appointed by the Board for a term of four years and shall be eligible for re-appointment by the Board provided that no Trustee may continue to serve after eight years in office without a period of at least one year out of office, unless on the recommendation of the Board the Trustee is appointed for one further term of a maximum of four years. No Trustee may serve for more than twelve years in total. The Chair and Chief Executive Officer are responsible for ensuring the Trustees have appropriate induction and training. No Trustee receives remuneration or other benefit for their work for the Charity.

## ORGANISATIONAL STRUCTURE

The Green Light Trust Board sets policy and is responsible for the conduct of the Charity's affairs and for ensuring it operates in accordance with its Memorandum and Articles of Association. The Charity operates three committees with specific roles, each reporting directly to the Board. The Board and Committees meet four times each year. The terms of reference for the Committees are:

### Finance & Audit:

- Financial strategy, planning, performance and controls;
- Income generation;
- Information Technology – systems and processes;
- Risk, audit and compliance.

### Impact & Engagement:

- Impact of GLT's work for its beneficiaries and wider society;
- Evidence and monitoring;
- Service delivery to beneficiaries;
- Public engagement and stakeholder communications;
- Environmental sustainability;
- Equality, diversity and inclusion (in relation to delivery and participants).

### People:

- People strategy across trustees, volunteers and employees, which will cover recruitment, through to retention and departure, including skills, development, remuneration, onboarding and development;
- Equality, diversity, and inclusion (in relation to trustees, volunteers and employees);
- Health and Safety and safeguarding;
- Internal communication strategy and engagement.

## RISK MANAGEMENT

The Trustees are responsible for identifying and managing the major risks facing the Charity. The Trustees review risk in its broadest sense and consider anything that might alter or undermine the capacity of the Charity to fulfil its charitable objectives. A risk register is maintained and reviewed on an annual basis and covers the following areas: governance; operational; financial; environmental or external factors; compliance (law and regulation).

Following the most recent review, Trustees confirmed that they are satisfied with the risks assessed and mitigating actions, ownership and timeframes. Noteworthy risks and the agreed mitigation to help reduce their likelihood and/or impact include:

RISK	MITIGATION
Loss of key employees	Workforce and succession plans Documentation of systems/processes Well-being support package for employees Training programmes Development of competitive benefits package Notice periods/handover Strengthened Strategic Leadership Team
Funding shortfalls	Development of in-house fundraising skills and use of external consultants Development of funding strategy, including growth of less developed income streams, such as corporate days and individual giving Focus on business development activities
Loss of key contracts	Business Development plans to harness and nurture key relationships Funding strategy and plans Development of multi-year contract arrangements
Lack of unrestricted funds and reserves	Financial reserves policy Fundraising for non-delivery income Development and review of funding model
Changes to Government policy on provision of services	Relationships with broader range of referral agencies/funders Breadth of delivery pathways

# STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also directors for the purposes of company law) are responsible for preparing the annual 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 charitable company and of the incoming resources and application of resources, including the income and expenditure of the charitable company for that period.

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

## AUDITOR

Each of the persons who is a Trustee at the date of approval of this report confirms that:

- so far as they are aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- they have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

The auditor is deemed to have been re-appointed in accordance with section 487 of the Companies Act 2006.

## SMALL COMPANY PROVISIONS

This report has been prepared taking advantage of the small companies' exemption of section 415A of the Companies Act 2006.

The Trustees' annual report was approved on 16th May 2024 and signed on behalf of the Board of Trustees by:



Amanda Burton, Chair of Trustees

# TRUSTEES' REPORT

## FINANCIAL REPORT

The Trustees are pleased to report a positive movement of £259k in funds for 2023. This is a significant turnaround from the £44k deficit in 2022 and reflects the work undertaken to ensure that our Pathways can be delivered successfully with the funding available for each. This turnaround has been achieved by working closely with our funders, partners, staff and participants to ensure that we maintain the quality of service and benefit derived by the people that we support.

### INCOME

Total income grew by £1,018k to reach £2,805k. For some time, we have been shifting our focus to securing contracts from commissioning groups to deliver our services on a recurring basis. We made big steps in this direction in the last two years with fees representing 75% of total income in 2023 compared to 68% in 2022 and 42% in 2021. This growth accentuates the financial risk of contracts ending, as mentioned earlier.

Growing fee income does not diminish the importance of our other income streams. Grants continue to provide a source of funds which enable us to expand what we do into new geographic areas or to develop new delivery methods and support more people. Grant income was £126k higher in 2023 compared to 2022.

Other sources of income from Trusts, Individuals and Corporate supporters are important because they provide both restricted funds for specific purposes and unrestricted funds which can be used at Trustees' discretion; both can be used to invest in the systems and processes that set the foundations for further growth. In 2023, these sources of income were similar to the levels achieved in 2022 but declined as a proportion of total income from 22% to 13%. The Trustees recognise the importance of maintaining a level of income from these areas commensurate with the overall growth and plan to invest resources here in 2024.

Total income grew by  
**£1,018K**  
to reach £2,805K

Fees represent  
**75%**  
of total income

Income from  
individuals and corporates  
has fallen to  
**13%**  
of total income

### EXPENDITURE

Total charitable expenditure in 2023, at £2,496k, increased by £720k from 2022 and more than 3 times the level in 2020.

Simplistically, expenditure falls into two main types: staff costs and spend on the facilities, infrastructure and consumables used in the provision of activities.

Staff costs account for around 75% of total expenditure. Maintaining a satisfactory ratio of staff to course attendees is vital to ensure a safe, secure and fulfilling experience for beneficiaries and staff alike. Recruiting and retaining experienced and skilled staff of a high calibre is paramount to the on-going success of the Charity. During 2023, the senior team has been expanded and strengthened to support our future growth.

Expenditure to provide the facilities necessary for our activities is minimised as we use our own woodland reserves and we work closely with like-minded organisations with similar natural facilities such as the National Trust and the RSPB. The infrastructure required includes the cost of buildings, minibuses to transport participants to woodland work areas and land management tools and equipment. Finally, consumables cover a myriad of items that are essential to our work and include training materials, drink and food, and tools.

### FUNDS

The Trustees have set a policy to maintain financial reserves, defined as net current assets, of between 12 and 16 weeks of expenditure. At year end, the net current assets totalled £690k representing 14 weeks of expenditure.

As we continue to expand the service we provide, achieving a surplus is crucial to the financial security of the Charity. Surpluses and deficits flow through to our financial reserves which are held both to ensure that we can continue to invest in developing our service and to act as a buffer against unforeseen events.

Examples of investments that we have made recently include Beacon, the digital contact and case management system which has transformed the way we work. Beacon enables us to manage every interaction with a participant during their journey with us, to monitor progress and adapt support interventions accordingly. We are also investing in our facilities adjacent to our woodland settings to ensure that we can provide indoor support. This is often required due to inclement weather or because the people that we support need this type of environment as an alternative to an outdoor activity. For example, with the support of Suffolk County Council we have been developing a new purpose built facility at Martlesham Park & Ride, next to Castan Wood.

Unforeseen events come in a range of guises such as emergency care of our buildings, woodlands and our fleet of buses that we use to transport participants. Our contracts to deliver services run for a finite length of time usually from between 3 months to 3 years. As we seek new contracts to replace those that are ending, we face a potential financial gap that needs to be funded.

### SUMMARY

With growth in income, particularly from commissioning bodies who recognise and value the positive impact of our work on our beneficiaries, the Charity is in a strong position to deliver even more public benefit in the future. The main financial challenge we face is building unrestricted income to enable investment in the necessary systems, processes, new sites and staff that will support growth in delivery and to continue to hold sufficient reserves to provide financial resilience.

With this backdrop, the Trustees are able to plan and to invest with confidence as they aspire to further grow the delivery of services to our beneficiaries.

# AUDITOR'S REPORT

## OPINION

We have audited the financial statements of Green Light Trust (the 'charitable company') for the year ended 31 December 2023 which comprise the Statement of Financial Activities (including income and expenditure account), Balance Sheet, Statement of Cash Flows and notes to the financial statements, including 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 year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- 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 auditor 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 UK, including the FRC'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.

## OTHER INFORMATION

The other information comprises the information included in the Trustees' annual report, other than the financial statements and our auditor's 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.

## OPINIONS 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 which includes the directors' report prepared for the purposes of company law for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within 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 the 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 the 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 directors' report and from the requirement to prepare a strategic report.

## 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.

## AUDITOR 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 auditor's 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:

- Enquiry of management and those charged with governance;
- Enquiry of entity employees compliance functions to identify any instances of non-compliance with laws and regulations;
- Reviewing financial statement disclosures and testing of supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management override of controls, including testing of journal entries and

other adjustments for appropriateness, evaluating the rationale of significant transactions outside the normal course of activities and reviewing accounting estimates for bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at <https://www.frc.org.uk/auditors/audit-assurance/auditor-s-responsibilities-for-the-audit-of-the-fi/description-of-the-auditor%E2%80%99s-responsibilities-for>. This description forms part of our auditor's 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 auditor's 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 the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

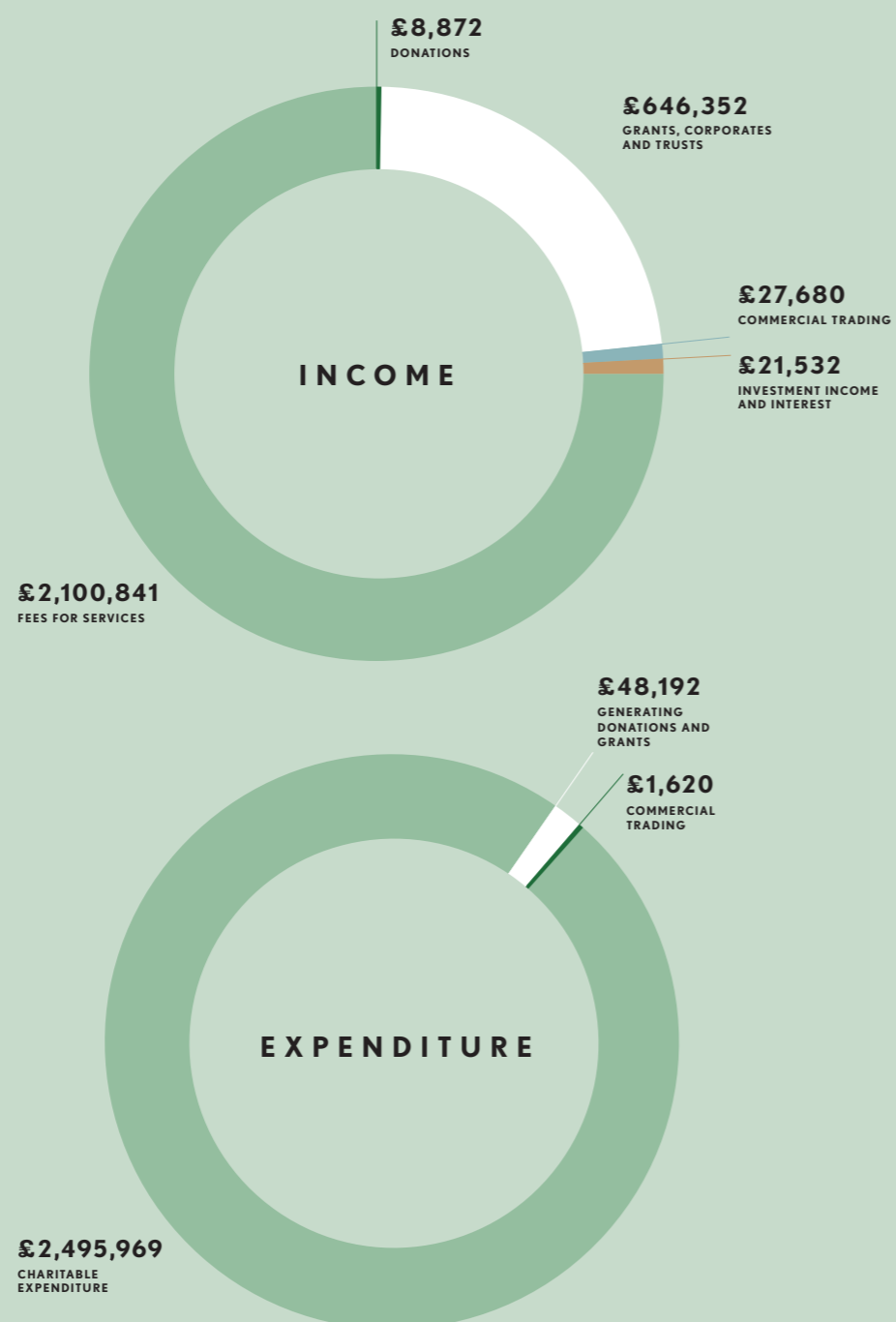


**Mark Proctor FCA DChA**  
(Senior Statutory Auditor)

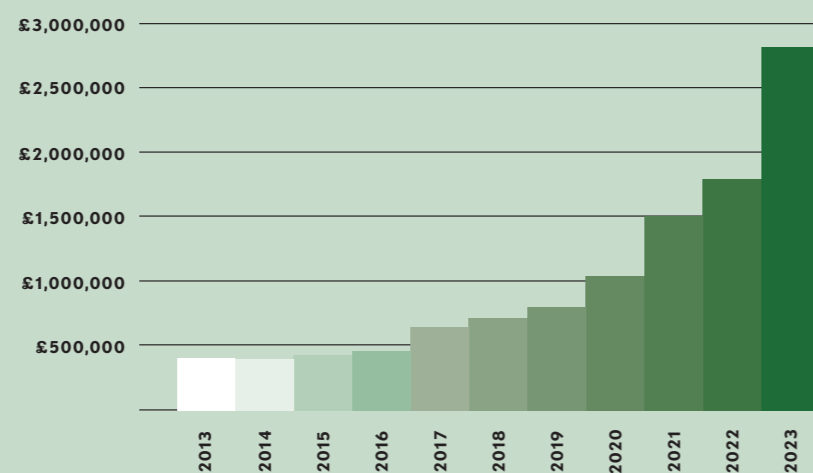
02/08/2024

For and on behalf of: Lovewell Blake LLP Chartered accountants & statutory auditor, Bankside, 300 Peachman Way, Broadland Business Park, Norwich NR7 0LB

# FINANCIAL STATEMENTS



## INCOME GROWTH



## STATEMENT OF FINANCIAL ACTIVITIES

For the year ended 31 December 2023

(Incorporating an income and expenditure account)

	Notes	Unrestricted funds £	Restricted funds £	Total 2023 £	Total 2022 £
<b>Income</b>					
Donations and grants:					
Donations		5,272	3,600	<b>8,872</b>	33,430
Grants, corporates and trusts	3	142,218	504,134	<b>646,352</b>	521,911
Total donations and grants		147,490	507,734	<b>655,224</b>	555,341
Commercial trading		27,680	-	<b>27,680</b>	19,919
Investment income and interest		21,532	-	<b>21,532</b>	3,099
Covid-19 job retention scheme grant		-	-	-	-
Charitable activities: Fees for services	4	2,100,841	-	<b>2,100,841</b>	1,209,227
<b>Total income</b>		<b>2,297,543</b>	<b>507,734</b>	<b>2,805,277</b>	1,787,586
<b>Expenditure</b>	5				
Cost of raising funds:					
Generating donations and grants		48,468	-	<b>48,468</b>	53,202
Commercial trading		1,620	-	<b>1,620</b>	2,650
Total cost of raising funds		50,088	-	<b>50,088</b>	55,852
Charitable expenditure		2,114,158	381,811	<b>2,495,969</b>	1,775,885
<b>Total expenditure</b>		<b>2,164,246</b>	<b>381,811</b>	<b>2,546,057</b>	1,831,737
<b>Net income/(expenditure) before transfer of funds</b>					
Transfers between funds	15	-	-	-	-
<b>Net movement in funds and net income/(expenditure)</b>		<b>133,297</b>	<b>125,923</b>	<b>259,220</b>	(44,151)
<b>Reconciliation of funds:</b>					
Total funds brought forward		457,184	318,579	<b>775,763</b>	819,914
<b>Total funds carried forward</b>	15	<b>590,481</b>	<b>444,502</b>	<b>1,034,983</b>	775,763

The Statement of Financial Activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities. The notes on pages 44 to 52 form part of these accounts.

## Financial Statements

# BALANCE SHEET

as of 31 December 2023

	Notes	2023 £	2022 £
<b>Fixed assets:</b>	10		
Woodland reserves		315,920	312,170
Other tangible assets		29,262	41,285
<b>Total fixed assets</b>		<b>345,182</b>	353,455
<b>Current assets:</b>			
Debtors	11	220,248	191,245
Short-term cash		761,931	718,658
<b>Total current assets</b>		<b>982,179</b>	909,903
<b>Current liabilities</b>			
Creditors: amounts falling due within one year	12	(292,378)	(487,595)
<b>Net current assets</b>		<b>689,801</b>	422,308
<b>Total assets less current liabilities</b>		<b>1,034,983</b>	775,763
<b>Net assets</b>		<b>1,034,983</b>	775,763
<b>Funds of the charity</b>			
Unrestricted funds		590,481	457,184
Restricted funds		444,502	318,579
<b>Total funds</b>	16	<b>1,034,983</b>	775,763

These financial statements were prepared in accordance with the small companies regime and were approved by the board of Trustees and authorised for issue on 16th May 2024.

Signed on behalf of the Trustees by:



Amanda Burton, Chair of Trustees

Company registration number: 02550866  
The notes on page 44 to 52 form part of these accounts.

# CASH FLOW

For the year ended 31 December 2023

	2023 £	2022 £
<b>Cash flows from operating activities:</b>		
Net cash provided by operating activities	51,625	(150,849)
<b>Cash flows from investing activities:</b>		
Purchases of fixed assets	(8,352)	(11,645)
Changes in cash and cash equivalents	43,273	(162,494)
Cash and cash equivalents at start of year	718,658	881,152
Cash and cash equivalents at end of year	<b>761,931</b>	718,658
<b>Analysis of cash and cash equivalents:</b>		
Short-term cash	761,931	718,658
<b>Cash and cash equivalents</b>	<b>761,931</b>	718,658
<b>Reconciliation of net income to net cash flow from operating activities</b>	<b>2023 £</b>	2022 £
Net income / (expenditure) for year	259,220	(44,151)
<b>Adjustments for:</b>		
Depreciation of Fixed assets	16,625	13,714
Increase in debtors	(29,003)	(113,607)
Decrease in creditors	(195,217)	(6,805)
<b>Net cash inflow / (outflow) provided by operating activities</b>	<b>51,625</b>	(150,849)

## Financial Statements

# NOTES TO THE FINANCIAL STATEMENTS

### 1. CHARITY INFORMATION

The Green Light Trust is a charitable company limited by guarantee and does not have share capital. It is governed by its Memorandum and Articles of Association and every member of the charity undertakes to contribute such amounts (not exceeding £1) as may be required in the event of a winding up. It is registered as a company at Companies House (number 02550866) and as a charity in England and Wales (number 1000977). The address of the registered office is The Foundry, Bury Road, Lawshall, Suffolk, IP29 4PJ.

### 2. ACCOUNTING POLICIES

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

#### Basis of preparation

The financial statements have been prepared in accordance with 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 issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

Green Light Trust meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

#### Going concern

Having considered future plans and forecasts including a review of financial reserves as detailed in the Trustees' report, the Trustees believe it appropriate to prepare the accounts on a going concern basis and no material uncertainties exist.

#### Critical accounting judgements and key sources of estimation uncertainty

In the application of the Charity's accounting policies, Trustees are required to make judgements, estimates, and assumptions about the carrying values of assets and liabilities. The estimates and underlying assumptions are based on historical experience and other factors that are considered relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period to which they relate.

#### Fund accounting

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

Restricted funds are those which are to be used in accordance with specific restrictions of the donors or which have been raised by the Charity for particular purposes.

#### Income

Income is included in the Statement of Financial Activities when the Charity is legally entitled to the income, the receipt is probable, and the amount can be quantified with reasonable accuracy. If these conditions are not met, then the income is deferred.

Donations are recognised in the Statement of Financial Activities when they are received by the Charity.

Fees for services and Grants received in advance of the associated work being carried out are deferred where performance conditions have not been met or when the donor has imposed preconditions on the expenditure of resources.

Donated services or facilities, which comprise donated services, are included in income at a valuation which is an estimate of the financial cost borne by the donor where such a cost is quantifiable and measurable. No income is recognised where there is no financial cost borne by a third party.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charity; this is normally upon notification of the interest paid or payable from the bank.

No amounts are included in the financial statements for services donated by volunteers.

#### Expenses and liabilities

Expenditure and liabilities are recognised as soon as there is a legal or constructive obligation committing the Charity to pay out resources. Expenditure including irrecoverable VAT has been classified under headings that aggregate all costs related to the category. Costs have been attributed to the particular cost headings to which they relate.

#### Tangible fixed assets and depreciation

Tangible fixed assets costing more than £1,000 are capitalised and included at cost including any incidental expenses of acquisition.

Depreciation is provided at the annual rate of 25% for motor vehicles and equipment, fixtures and fittings in order to write off assets over their estimated useful life of 4 years. No depreciation charge is made during the year of purchase. The Freehold land and buildings are carried at valuation and storage facilities are held at cost; neither are depreciated as these assets retain a high residual value.

Assets are reviewed annually for impairment. Any amounts arising are charged to the Statement of Financial Activities in the period in which the impairment occurs.

#### Taxation

Green Light Trust is a charity within the meaning of Section 506 (1) of the Taxes Act 1988. Accordingly, the Charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Section 505 of the Taxes Act 1988 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that such income or gains are applied to exclusively charitable purposes.

#### Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due. Income is accrued at realisable value where services have been provided but are yet to be paid for.

#### Creditors and provisions

Creditors and provisions are recognised where the Charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

#### Pension

All employees are entitled to join a defined contribution scheme. The charity contribution is restricted to the contributions disclosed in Note 8.

#### Operating leases

Rentals under operating leases are charged to the Statement of Financial Activities on a straight line basis over the lease term.

## 3. Grants, corporates and trusts

	2023 £	2022 £
Grants	278,685	152,792
Corporates	44,608	17,028
Trusts	323,059	352,091
	<b>646,352</b>	521,911
	2023 £	2022 £
<b>Major receipts during the year include:</b>		
Grants:		
National Lottery Community Fund	199,881	41,711
Suffolk Community Foundation	45,843	6,249
Norfolk Community Foundation	23,179	7,486
Natural England	9,782	-
Heritage Lottery Fund	-	59,311
Suffolk County Council	-	38,035
	<b>278,685</b>	152,792
	2023 £	2022 £
Trusts:		
Charities Aid Foundation	93,714	222,871
Anonymous Foundation	91,680	-
Linbury Trust	35,000	50,000
Frank Jackson Foundation	25,000	25,000
Kerrison Trust	15,000	-
Tuixen Foundation	10,000	10,000
Baily Thomas Charitable Fund	10,000	-
Ernest Cook Trust	6,565	20,520
The Peter Sowerby Foundation	-	12,100
Other trusts	36,100	11,600
	<b>323,059</b>	352,091
Total trusts	<b>323,059</b>	352,091

## Financial Statements

### 4. Charitable activities: Fees for services

	2023 £	2022 £
NHS Integrated Care Boards	1,083,956	336,986
Local authorities	736,745	488,020
Schools and academies	187,314	248,713
Other	92,826	135,508
Total fees for services	2,100,841	1,209,227

### 5. Total expenditure

	Direct costs £	Support costs £	2023 Total £	2022 Total £
Cost of raising funds:				
Generating donations and grants	46,746	1,772	48,468	53,202
Commercial trading	1,620	-	1,620	2,650
Total cost of raising funds	48,366	1,722	50,088	55,852
Charitable expenditure	2,403,951	92,018	2,495,969	1,775,885
Total expenditure	2,452,317	93,740	2,546,057	1,831,737

### 6. Support costs

	Premises £	Management & Administration £	Governance £	2023 Total £	2022 Total £
Cost of raising funds	596	847	279	1,722	2,121
Charitable expenditure	31,846	45,268	14,904	92,018	73,924
Total support costs	32,442	46,115	15,183	93,740	76,045

Support costs are included in the expenditure reported in the Statement of Financial Activities and have been allocated on the basis of the proportion of income derived for delivery of charitable activities. The cost allocation includes an element of judgement as the Charity has had to consider the cost and benefit of detailed record keeping and calculations.

Governance includes audit fees, legal advice for Trustees and the costs associated with constitutional and statutory requirements such as Trustees' meetings. Fees including VAT paid to the auditor in the year related wholly to statutory audit fees of £12,500 (2022: £10,800).

### 7. Net income / (expenditure)

	2023 £	2022 £
Net income / (expenditure) is stated after charging:		
Depreciation	16,625	13,714
Operating lease costs	2,969	2,912

### 8. Employee and Trustee remuneration

The average number of employees during the year was 75 (2022: 66).  
The average number of full-time equivalent were 61.2 (2022: 46.2).

Employee numbers by activity:

	2023 No.	2022 No.
Cost of raising funds	1.2	1.2
Charitable activities	60.0	45.0
Total employees	61.2	46.2

The nature of work undertaken by employees traverses the above categories; therefore, the allocation includes an element of judgement.

Employee costs:

	2023 £	2022 £
Remuneration	1,661,164	1,266,924
National insurance	145,279	111,007
Pension contributions	75,762	24,371
Total employee costs	1,882,205	1,402,302

Total emoluments for 6 (2022: 2) senior personnel amounted to £300,054 (2022: £134,430). The total salary of all higher paid employees earning in excess of £60,000 are shown in bands of £10,000 below:

	2023 No.	2022 No.
£60,000 to £69,999	1	1
£70,000 to £79,999	-	-
£80,000 to £89,999	-	-
£90,000 to £99,999	1	-
Total employees	2	1

The Charity Trustees do not receive any employee benefits and no Trustee received any remuneration or reimbursement of expenses (2022: £nil).

### 9. Pension

The charity operates a defined contribution pension scheme and in 2023 introduced a salary sacrifice option for employees. The assets of the scheme are held separately from those of the charitable company in an independently administered fund. Contributions payable by the charitable company in the year amounted to £75,762 (2021: £24,371). Pension contributions of £8,179 (2021: £nil) were payable to the fund at the balance sheet date.

## Financial Statements

### 10. Fixed assets

	Woodland reserves		Other tangible assets		Total
	Freehold land & buildings £	Storage facilities £	Motor vehicles £	Equipment, fixtures and fittings £	
Valuation / Cost:					
As at 1 January 2023	296,064	16,106	41,232	28,470	<b>381,872</b>
Additions	-	3,750		4,602	<b>8,352</b>
Disposals	-	-	-	(3,200)	<b>(3,200)</b>
As at 31 December 2023	296,064	19,856	41,232	29,872	<b>387,024</b>
Depreciation:					
As at 1 January 2023	-	-	10,470	17,947	<b>28,417</b>
Charge for the year	-	-	10,308	6,317	<b>16,625</b>
Disposals	-	-	-	(3,200)	<b>(3,200)</b>
As at 31 December 2023	-	-	20,778	21,064	<b>41,842</b>
Net book amount:					
As at 31 December 2023	296,064	19,856	20,454	8,808	<b>345,182</b>
As at 31 December 2022	296,064	16,106	30,762	10,523	<b>353,455</b>

Under the cost model the value of the above freehold land and buildings would have been £333,697 (2022: £335,628); this was revalued in February 2016 by a qualified RICS practitioner.

### 11. Debtors

	2023 £	2022 £
Trade	<b>59,000</b>	142,256
Prepayments & accrued income	<b>159,610</b>	48,989
Other	<b>1,638</b>	-
Total debtors	<b>220,248</b>	191,245

### 12. Creditors

	2023 £	2022 £
Amounts falling due within one year:		
Accruals	<b>59,202</b>	27,966
Deferred income	<b>157,832</b>	405,238
Trade creditors	<b>29,102</b>	24,029
PAYE & National Insurance	<b>37,981</b>	29,146
Other creditors	<b>8,261</b>	1,216
Total amount falling due within one year	<b>292,378</b>	487,595

### 13. Deferred income

	2023 £	2022 £
Movement in the year:		
Balance at 1 January	<b>405,238</b>	412,524
Amount released to income	<b>(380,238)</b>	(381,727)
Amount deferred in the year	<b>132,832</b>	374,441
Balance at 31 December	<b>157,832</b>	405,238

Income of £132,832 (2022: £374,441) was deferred in the year; this amount comprised Grants and Fees for services where the Trustees consider the related performance will take place in future.

### 14. Operating leases

	2023 £	2022 £
The total future minimum lease payments under non-cancellable operating leases are as follows:		
Equipment, fixtures & fittings:		
Not later than 1 year	<b>2,969</b>	2,912
Later than 1 year and not later than 5 years	<b>2,969</b>	5,824
Total operating leases	<b>5,938</b>	8,736

Lease payments of £2,969 (2022: £2,912) were charged to the Statement of Financial Activities in the year.

### 15. Statement of funds

	Total funds 1 January 2023 £	Income £	Expenditure £	Transfers £	Total funds 31 December 2023 £
Unrestricted funds	457,184	2,297,543	(2,164,246)	-	<b>590,481</b>
Restricted funds:					
Woodland reserves	312,170	3,750	-	-	<b>315,920</b>
Other tangible assets	-	4,602	-	-	<b>4,602</b>
Charitable activities	6,409	499,382	(381,811)	-	<b>123,980</b>
Total restricted funds	318,579	507,733	(381,811)	-	<b>444,502</b>
Total funds	775,763	2,805,277	(2,546,057)	-	<b>1,034,983</b>

All of the Charitable activities restricted funds above relate to particular projects and are expected to be expended over the coming years.

## Financial Statements

### 16. Analysis of net assets between funds

Asset type:	Unrestricted funds £	Restricted funds £	Total funds 31 December 2023 £
Woodland reserves	-	315,920	<b>315,920</b>
Other tangible assets	24,660	4,602	<b>29,262</b>
Current assets	832,507	149,672	<b>982,179</b>
Current liabilities	(266,686)	(25,692)	<b>(292,378)</b>
Net assets	590,481	444,502	<b>1,034,983</b>

### 17. Analysis of changes in net debt

	At 1 January 2023	Cashflows	At 31 December 2023 £
Cash at bank and in hand	718,658	43,273	<b>761,931</b>

### 18. Related party transactions

During the year, the following related party transactions took place:

- Birketts LLP have been engaged to carry out legal work totalling £13,072 (2022: nil) where Trustee Laura Thomas' spouse is a Partner but who had no involvement with the work undertaken.
- Barclays Bank UK plc paid the market rate of £2,000 (2022: nil) for a team-building day which Green Light Trust delivered. Trustee David Farrow is an employee of Barclays.

### 19. Comparative statements

#### Statement of financial activities For the year ended 31 December 2022

(Incorporating an income and expenditure account)

	Notes	Unrestricted funds £	Unrestricted funds £	Total 2022 £
<b>Income</b>				
Donations and grants:				
Donations		28,375	5,055	<b>33,430</b>
Grants, corporates and trusts	3	122,526	399,385	<b>521,911</b>
Total donations and grants		150,901	404,440	<b>555,341</b>
Commercial trading		19,919	-	<b>19,919</b>
Investment income and interest		3,099	-	<b>3,099</b>
Covid-19 job retention scheme grant		-	-	-
Charitable activities: Fees for services	4	1,209,227	-	<b>1,209,227</b>
<b>Total income</b>		1,383,146	404,440	<b>1,787,586</b>
<b>Expenditure</b>	5			
Cost of raising funds:				
Generating donations and grants		53,202	-	<b>53,202</b>
Commercial trading		2,650	-	<b>2,650</b>
Total cost of raising funds		55,852	-	<b>55,852</b>
Charitable expenditure		1,325,243	450,642	<b>1,775,885</b>
<b>Total expenditure</b>		1,381,095	450,642	<b>1,831,737</b>
<b>Net income/(expenditure) before transfer of funds</b>		2,051	(46,202)	<b>(44,151)</b>
Transfers between funds		(4,689)	4,689	-
<b>Net movement in funds and net income/(expenditure)</b>		(2,638)	(41,513)	<b>(44,151)</b>
<b>Reconciliation of funds:</b>				
Total funds brought forward		459,822	360,092	<b>819,914</b>
<b>Total funds carried forward</b>		457,184	318,579	<b>775,763</b>

## Financial Statements

### 19. Comparative statements – continued

#### Statement of funds

	Total funds 1 January 2022 £	Income £	Expenditure £	Transfers £	Total funds 31 December 2022 £
Unrestricted funds	459,822	1,383,146	(1,381,095)	(4,689)	<b>457,184</b>
Restricted funds:					
Woodland reserves	312,170	-	-	-	<b>312,170</b>
Other tangible assets	47,922	404,440	(450,642)	4,689	<b>6,409</b>
Total restricted funds	360,092	404,440	(450,642)	4,689	<b>318,579</b>
Total funds	819,914	1,787,586	(1,831,737)	-	<b>775,763</b>

#### Analysis of net assets between funds

	Unrestricted funds £	Restricted funds £	Total funds 31 December 2022 £
Asset type:			
Woodland reserves	-	312,170	<b>312,170</b>
Other tangible assets	41,285	-	<b>41,285</b>
Current assets	755,552	154,351	<b>909,903</b>
Current liabilities	(339,653)	(147,942)	<b>(487,595)</b>
Net assets	457,184	318,579	<b>775,763</b>



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