C3 Collaborating for Health

Annual Report and Financial Statements

31 December 2025

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

Charity Registration Number
1135930

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Reference and administrative information

Trustees	Dr Margaret Atkinson Ms Claire Burroughs (Resigned 16 July 2026) Dr Nina Desai Mr Owen Marks Mr Mark Wakefield
Chief Executive and Company Secretary	Ms Christine Hancock
Registered office	SBC House Restmor Way Surrey SM6 7AH
Website	www.c3health.org
Twitter	Twitter: @c3health
Company registration number	06941278 (England and Wales)
Charity registration number	1135930
Bankers	HSBC Bank plc Oxford Circus Commercial Centre 196 Oxford Street London W1D 1NT

Trustees' report 31 December 2025

The trustees present their report together with the financial statements of C3 Collaborating for Health for the year to 31 December 2025.

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

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

GOVERNANCE, STRUCTURE AND MANAGEMENT

Constitution

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

Members' liability

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

Trustees

The following trustees were in office at 31 December 2025 and served throughout the year:

Trustee
Dr Margaret Atkinson
Ms Claire Burroughs
Dr Nina Desai
Mr Owen Marks
Mr Mark Wakefield

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

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

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

Statement of trustees' responsibilities

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

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

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

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

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

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

Organisation

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

Key management personnel

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

Risk management

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

OBJECTIVES AND ACTIVITIES

Principal aims and objectives

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

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

To this end:

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

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

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

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

ACHIEVEMENTS AND PERFORMANCE

A year of continuation

2025 has been a year of contrasts for global health. The UN High-Level Meeting on NCDs generated renewed momentum and a strong political declaration — yet this progress unfolded against a backdrop of widening geopolitical tensions, growing humanitarian emergencies, and deepening inequalities. In this challenging environment, C3 has continued to provide something increasingly rare: **continuity, consistency and community-rooted action.**

Across all programmes this year, C3 focused on those most affected by the rising burden of noncommunicable diseases — women, low-income communities, overstretched health workers, and people whose health is shaped by the places they live and work.

Internationally, our oral health programme has grown at remarkable pace. Working with the support of the Commonwealth Nurses and Midwives Federation, more than 8,000 nurses and midwives completed our CPD course this year, with **96% reporting they can incorporate their learning into daily practice** — a powerful example of how online education can advance equity, particularly for women balancing work, family and study. We were delighted to begin piloting adapted materials in India, extending the reach of this work even further.

Our CHESS® community-engagement tool continues to demonstrate its longevity and impact. Following the long-term success of CHESS in Scotland — where a community centre once "on the brink of closure" now thrives with youth programmes and essential services — we are excited that CHESS will return to London in 2026 through a new partnership with the National Lottery Community Fund and the Lewisham Young Leaders Academy.

This year also brought opportunities to share our expertise on global stages. C3's director was invited to deliver a keynote address at the **ICN Congress in Helsinki**, presenting C3's work on nurses' wellbeing to thousands of nurses from around the world.

Our international seminars — in partnership with Global Health Partnerships — continued to bring global insights to UK audiences, with speakers from Ethiopia, Uganda and the NCD Alliance.

Like many small charities, we have faced a tightening funding landscape and areas such as oral health, nursing and community engagement remain underfunded relative to the difference they can make. In response, we have expanded our fundraising efforts, welcomed a part-time fundraiser, and pursued new opportunities across our core areas. These efforts have borne fruit: our trusted partnerships with the Burdett Trust for Nursing and Colgate-Palmolive remain strong, and we are delighted to have secured a major new funding partnership with the National Lottery. C3, and those we work with to prevent illness and premature death, are grateful to our main funders, Colgate Palmolive and the Burdett Trust for Nursing.

Working with professionals

Our long-standing commitment to nurse-led and **community-based prevention** has continued to expand. The Your Health | Your Wellbeing | Your Numbers project brought interactive health kiosks into 21 care homes across North London, enabling over 1,200 health checks and offering staff — many of whom face low pay, long shifts and high stress — a chance to understand and improve their own wellbeing. One care-home manager told us: "*It was a fantastic opportunity for both our staff and service users to engage with valuable resources that promote health and wellbeing.*"

C3 was successful in a competitive bid to the Burdett Trust for Nursing's call for projects to improve women's health. Cardiovascular disease is the number one cause of death among women in the UK, but heart attacks among women are often not correctly diagnosed and receive inadequate treatment. C3 was delighted to receive a grant from the Burdett Trust for Nursing for a year-long project to address this serious cause of health inequality.

The Know Your Heart initiative was a collaborative proposal working with Parish Nursing Ministries UK which begins to address the stark inequalities in women's heart health, embedding practical, low-tech tools into the everyday work of parish nurses in three low-income communities. Parish nurses are registered nurses who are strongly community-based. They offer support to people of all ages, from all backgrounds, and from any faith or none.

The project provides information on women's heart health, including the symptoms of heart attack and how to lower their risk, to three target audiences: the UK's 90 parish nurses, local parish nurses in three low-income communities in the UK and, through them, the women in these communities.

An initial survey on knowledge of women's heart health was completed by two-thirds of the country's 90 parish nurses – with the results suggesting that even health professionals have gaps in their understanding. The survey results were used as the basis for a series of five training webinars. These have been designed, delivered and evaluated by C3 and PNMUK and are available to all parish nurses on demand.

The parish nurses in each of the three communities have worked individually and together to co-design and deliver materials and approaches. This has been delivered through venues as varied as gyms, farmers' markets and a health bus. Engagement materials have been designed to be as low-tech and inclusive as possible. including an A4 flipbook that provides 'did-you-know?' questions on women's heart health. The plan is to turn this into a toolkit that can be shared with the other parish nurses. Stories and light-touch data are being gathered from the three communities, including the number of people attending the events and interacting with the materials, and their perceptions of women's heart health as evidenced by the responses to the voting-box questions. The three educational webinars had excellent attendance, watched

by almost all of the 90 parish nurses. The initiative has been well received, and more evaluation will follow in 2026.

The International Council of Nurses commissioned C3 to write text for their 2025 International Nurses Day publication, **Our Nurses. Our Future. Caring for Nurses, Strengthening Economies,** this turned out to be a very large publication produced with the ICN staff and providing a great resource with evidence about nurses' health and their effectiveness both clinically and economically. C3's Director was then invited to address the 5,000 nurse delegates attending the ICN Congress in Helsinki.

Working with business

C3 has a long tradition of working with businesses who share our vision to help people live healthier lives and prevent chronic disease. We have established a good relationship with Colgate Palmolive for whom Oral Health is a major business goal and who shares with C3 the potential in engaging the millions of nurses to take the message of oral health to communities. Nurses and midwives are in a unique position to educate clients and patients about oral health; assess client and patient oral health; refer clients and patients for early intervention; and influence client and patient oral health behaviour.

Oral health is too often sidelined in NCD policy and action, despite affecting almost 3.7 billion people globally. C3 is taking action on this largely preventable epidemic. Working closely with the Commonwealth Nurses and Midwives Federation through continuing professional development (CPD), we have enabled nurses, midwives and community health workers to incorporate oral health into their everyday practice. This is available online to ensure accessibility to as many nurses and midwives across sub–Saharan Africa as possible.

Prior to its release for the 2025 project, the course underwent a comprehensive review to update references and incorporate additional content on the importance of oral health in pregnancy and the oral health postnatal care of the infant. The Oral Health CPD continues to attract a large number of participants who leave very positive comments about the value of the course to themselves personally and professionally. The course continues to have a positive pass rate and is evaluated highly by successful participants. The investment of $31,000 by Colgate in 2025 translates to $4.20 for each successful completion, which is a valuable return on that investment. The minimum of 3,000 completions was achieved within four weeks by 30 September and by 31 December, there were 7,871 completions with a pass rate of 95%. Evaluation of the course over eight criteria was completed by 93.7% of those who successfully completed the course. The course continues to attract an exceptionally high evaluation score.

Events and Communications

C3 works through different media to spread the word of our activities, including:

- Evaluation of C3's initiatives enables us to write academic articles on our projects.
- The C3 website is a repository of current and past initiatives.
- C3 is increasingly working through social and visual media, particularly the C3 YouTube channel, which enables far greater reach of C3's events and projects.
- Taking advantage of C3's many invitations to events in London and beyond to learn about new initiatives and share our own knowledge – particularly our community-engagement, oral health and nursing programmes.
- Colleagues and partners help spread the C3 message, for instance the Devon Alliance for International Recruitment invited C3 to do a podcast on Your Health | Your Wellbeing | Your Numbers.

- C3 and PNMUK produced a press release in July: "Women are 53% more likely to be misdiagnosed: Know Your Heart campaign launches to help save women's lives".
- Throughout 2025, C3 continued to raise awareness of the challenges faced by nurses who want to quit smoking, highlighting C3's 'Breath of Fresh Air' toolkit and with partners from Napier University, articles, conference presentations and interviews.

Among other opportunities to spread the word in 2025 were:

- An invitation to a small private meeting held during the two-day Global Health Partnership (GHP) UK–Africa Health Summit, chaired by Lord Crisp, with speakers including Sir Chris Whitty, the Chief Medical Officer for England, and attended by several ministers of health from African countries.
- Speaking in a GHP nursing leadership webinar attended by 80 nurses, predominantly from Africa.
- Presenting on oral health as a core part of wellbeing to the Board of the Boston-based CRI Foundation, which funds research-driven health initiatives in Africa.
- Taking part in the Commonwealth Health Professions and Partners Alliance policy forum to develop recommendations from civil society that will be presented to the annual Commonwealth Health Ministers' meeting – in 2025, the focus was on the global workforce.
- Joining other members of the UK Working Group on NCDs for a meeting with the UK's Department of Health and Social Care and the Foreign, Commonwealth and Development Office, convened ahead of the UN High-Level Meeting on NCDs. C3 introduced the need to consider oral health as a key NCD.

In 2025, C3 produced three excellent online events in a new partnership with Global Health Partnerships (formerly THET):

- **Dr Yoseph Mamo (Global Health Partnerships)** spoke on 'Decentralising NCD prevention and control: Ethiopia's community-led approach to risk reduction'. This was the first time that Ethiopia has been the focus of a C3 international seminar, and Dr Mamo draw fascinating insights comparing NCDs in Ethiopia with wider international health systems.
- **Dr Alfred Joatho (Uganda Cancer Institute)** drew on his years of experience in policy, health promotion and community education in 'Healthy by design: building cancer-resistant communities', which explored the role of community engagement in creating sustainable, actionable, cancer-prevention interventions. This seminar continued C3's collaboration with London Global Cancer Week.
- **Alison Cox (NCD Alliance)** spoke on 'Can a UN health summit stem the rise of chronic disease?' Her talk was particularly timely, as it took place in December the day after the Political Declaration from the UN High-level Meeting was adopted.

PLANS FOR THE FUTURE

Our plans for 2026 include:

- Continuing to work on addressing the health of social care staff;
- Discussing with the Burdett Trust for Nursing core support for C3;
- Developing collaboration with Smart Health Solutions;
- Continuing work on oral health in Africa and India; and
- Developing new sources of funds.

Trustees' report 31 December 2025

FINANCIAL REVIEW

Financial report for the period

For the year ended 31 December 2025, C3 had total income of £310,234 (2024: £406,239) and total expenditure of £371,014 (2024: £410,823), resulting in a net deficit for the year of £60,780 (2024: deficit of £4,584). The carried forward fund balance at 31 December 2025 amounted to a surplus balance on unrestricted funds of £14,484.

Reserves policy

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

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

GOING CONCERN

The financial statements have been prepared on a going concern basis. The external environment remains challenging, and as a result, the trustees are actively addressing this in collaboration with the operational team. Moreover, the trustees are satisfied that there are no identified uncertainties relating to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. Hence, the financial statements do not include the adjustments that would result if the charity was unable to continue as a going concern.

Signed by order of the trustees:

Mark Wakefield
Trustee

Date: 21.09.26.

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

I report to the charity trustees on my examination of the financial statements of C3 Collaborating for Health for the year ended 31 December 2025, which are set out on pages 12 to 20.

Responsibilities and basis of report

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

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

Independent examiner's statement

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with my examination giving me cause to believe:

- accounting records were not kept in respect of the charitable company as required by section 386 of the 2006 Act; or
- the financial statements do not accord with those records; or
- the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the financial statements give a 'true and fair view' which is not a matter considered as part of an independent examination; or
- the financial statements have not been prepared in accordance with the methods and principles of the for "Accounting and Reporting by Charities: the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015)."

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Buzzacott Audit LLP

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

Date: 23 September 2026

Statement of financial activities Year to 31 December 2025

Income and expenditure	Notes	Unrestricted funds £	Restricted funds £	**2025 Total funds £**	2024 Total funds £
Income from:					
Charitable activities	1	132,719	176,429	**309,148**	404,008
Investment income		1,086	—	**1,086**	2,231
Total income		133,805	176,429	**310,234**	406,239
Expenditure on:					
Charitable activities	2	194,585	176,429	**371,014**	410,823
Total expenditure		194,585	176,429	**371,014**	410,823
Net (expenditure) for the year / net movement in funds		(60,780)	—	**(60,780)**	(4,584)
Fund balances brought forward at 1 January 2025		75,264	—	**75,264**	79,848
Fund balances carried forward at 31 December 2025		14,484	—	**14,484**	75,264

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

Statement of financial activities Year to 31 December 2024

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

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

Balance sheet 31 December 2025

	Notes	2025 £	2024 £
Current assets			
Debtors	6	**58,010**	17,110
Cash at bank and in hand		**75,651**	169,950
		133,661	187,060
Creditors: amounts falling due within one year	7	**(119,177)**	(107,632)
Net current assets		**14,484**	79,428
Creditors: amounts falling due after one year	8	**—**	(4,164)
Total net assets		**14,484**	75,264
Represented by:			
Funds and reserves			
Income funds			
Restricted funds	9	**—**	—
Unrestricted funds		**14,484**	75,264
		14,484	75,264

For the year ended 31 December 2025 the charitable company was entitled to exemption from audit under section 477 of the Companies Act ("the Act") relating to small companies.

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

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

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

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

Mark Wakefield
Trustee
Approved on: 21.09.26

Basis of accounting

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

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

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

Going concern

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

Critical accounting estimates and areas of judgement

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

Cash flow statement

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

Income

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

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

Expenditure

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

Expenditure comprises the following:

a. Charitable expenditure comprises both direct and indirect overhead expenditure on the charity's primary charitable purposes.

b. Governance costs comprise the costs associated with governance of the charity incurred in connection with the administration of the charity and compliance with institutional and statutory requirements. Included within this category are costs associated with the strategic as opposed to the day-to-day management of the charity's assets.

Fund accounting

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

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

1 Income from charitable activities

2025	Unrestricted funds £	Restricted funds £	**Total 2025 £**
Working with businesses	132,719	—	**132,719**
The Burdett Trust for Nursing (note 9) – Women's Health	—	62,500	**62,500**
The Burdett Trust for Nursing (note 9) – Chronic Respiratory Diseases	—	1	**1**
The Burdett Trust for Nursing (note 9) – Adult Social Care	—	94,428	**94,428**
National Lottery	—	19,500	**19,500**
	132,719	176,429	**309,148**

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

2 Expenditure on charitable activities

2025	Unrestricted funds £	Restricted funds £	**Total 2025 £**
Direct costs			
. The Burdett Trust for Nursing (note 9) – Chronic Respiratory Diseases	—	(5,854)	**(5,854)**
. The Burdett Trust for Nursing (note 9) – Adult Social Care	—	69,890	**69,890**
. The Burdett Trust for Nursing (note 9) – Women's Health	—	35,900	**35,900**
Other costs of core charitable activities, including support costs			
. Rent and rates	4,750	1,868	**6,618**
. Staff costs (note 4)	62,852	24,713	**87,565**
. Exchange losses	1,308	514	**1,822**
. Other project and overhead costs	122,811	48,272	**171,083**
. Governance and administration costs (note 3)	2,864	1,126	**3,990**
	194,585	176,429	**371,014**

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

3 Governance costs

2025	Unrestricted funds £	Restricted funds £	**Total 2025 £**
Independent examination and accountancy related fees	2,541	999	**3,540**
Other costs	323	127	**450**
	2,864	**1,126**	**3,990**

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

4 Staff costs

	Unrestricted funds £	Restricted funds £	**2025 £**	2024 £
Staff costs during the period were as follows:				
Wages and salaries	60,685	23,861	**84,546**	86,700
Pension costs	470	185	**655**	720
Social security costs	1,697	667	**2,364**	4,454
	62,852	24,713	**87,565**	91,874

The average number of staff employed during the year was 2 (2024: 2). The average monthly number of full-time equivalent employees during the year was 2 (2024: 2).

One employee earned between £60,001 and £70,000 (including benefits) during the year ended 31 December 2025 (2024: one employee).

No trustee received any remuneration in respect of their services as a trustee during the year nor were any expenses reimbursed (2024: none).

5 Taxation

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

6 Debtors

	2025 £	2024 £
Grants receivable	**9,000**	9,345
Accounts receivable	**48,221**	7,000
Other debtors and prepayments	**789**	765
	58,010	17,110

7 Creditors: amounts falling due within one year

	2025 £	2024 £
Trade creditors	**6,347**	10,681
Other creditors and accruals	**35,607**	43,984
Deferred income	**70,717**	39,175
Taxation and social security	**2,090**	3,144
Loan - Coronavirus Business Interruption Scheme Loan	**4,416**	10,648
	119,177	107,632

8 Creditors: amounts falling due after more than one year

	2025 £	2024 £
Loan - Coronavirus Business Interruption Scheme Loan	**—**	4,164
	—	4,164

9 Restricted funds

	At 1 January 2025 £	Income £	Expenditure £	At 31 December 2025 £
The Burdett Trust for Nursing	—	156,929	(176,429)	**(19,500)**
National lottery	—	19,500	—	**19,500**
	—	176,429	(176,429)	—

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

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

The Burdett Trust for Nursing

The Burdett Trust for Nursing has funded two projects during the year ended 31 December 2025:

- *Chronic Respiratory Diseases*
  Review of the prevalence of smoking in nurses and exploring the barriers to smoking cessation for nurses who smoke as well as providing smoking cessation support.

- *Adult Social Care*
  An initiative working with staff responsible for the care of people in care homes and in people's own homes to address the health challenges of staff working in this field.

- *Women's Health*
  In collaboration with parish nurses, this project aims to empower women living in low-income communities by increasing knowledge, understanding and prevention of heart attacks in women.

National Lottery

- *CHESS Lewisham*
  Working in partnership with Lewisham Young Leaders Academy CHESS has been used for a surveyed walk of the built environment in south Catford, with the results used to point the way to change.

10 Related parties

There are no related party transactions to report for the years ended 31 December 2025 and 31 December 2024.