Registered number: 07450026
Charity number: 1143189

# THE CENTRE FOR SUSTAINABLE HEALTHCARE LTD

**(A company limited by guarantee)**

## TRUSTEES' REPORT AND FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2025

Document ID: fe645b01b743c9f14b08695166f7fb091ac5af664e2e01e6343af13a78304bc8

**THE CENTRE FOR SUSTAINABLE HEALTHCARE**

**(A company limited by guarantee)**

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**THE CENTRE FOR SUSTAINABLE HEALTHCARE**

**(A company limited by guarantee)**

# REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS

*FOR THE YEAR ENDED 31 DECEMBER 2025*

| | |
|---|---|
| **Trustees** | Gill Manning (resigned 10 December 2025)<br>Professor Denise Hewlett (appointed 2 March 2026, resigned 7 September 2026)<br>Dr Jennifer Martin (appointed 10 December 2025)<br>Elaine Shelford Mead (appointed 10 December 2025)<br>Duncan Mackay (resigned 10 June 2026)<br>Clare Scully<br>Joanna Romanowicz<br>Dr Mike Tomson<br>Iris Blom<br>Stefano Pochetti (appointed 2 March 2026)<br>Daphne Scott-Sawyer (appointed 2 March 2026)<br>Rebecca Veazey-Rao (appointed 10 December 2025) |
| **Company registered number** | 07450026 |
| **Charity registered number** | 1143189 |
| **Registered office** | 8 King Edward Street<br>Oxford<br>Oxfordshire<br>OX1 4HL |
| **Company secretary** | Hazel Walsh |
| **Chief executive officer** | R Stancliffe |
| **Independent auditor** | Wellers Limited<br>8 King Edward Street<br>Oxford<br>OX1 4HL |
| **Accountants** | BHP Professional Services Limited<br>1st Floor, Mayesbrook House<br>Redvers Close<br>Leeds<br>LS16 6QY |



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# TRUSTEES' REPORT
*FOR THE YEAR ENDED 31 DECEMBER 2025*

The Trustees present their annual report together with the audited financial statements of the Charity for the year 1 January 2025 to 31 December 2025. The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

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

***Objectives and activities***

**a. Policies and objectives**

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

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

The specific objectives we have identified being:
1. Transforming healthcare for a sustainable future.
2. Ensuring that health is safeguarded in a time of resource restraint.
3. Educating healthcare professionals and others about links between health and the environment.

**b. Strategies for achieving objectives**

CSH Strategies for achieving Objectives are:

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

**c. Activities undertaken to achieve objectives**

The activities undertaken to achieve these objectives are:
1. Developing and running programmes and tools that can help to engage healthcare professionals and others.
2. Sharing ideas and knowledge with other organisations to engage them with sustainable healthcare.



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**Objectives and activities (continued)**

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

**d. Volunteers**

CSH continues to benefit from volunteers who have worked on central projects and tasks. During 2025 we continued our planned expansion of the volunteers' programme, by increasing numbers, grouping them into batches, offering a standardised induction, and asking for a minimum six-month commitment (4 8 hours per week), or full time for at least one month. We had volunteers and students on elective placements contributing a total of 4.5 FTE to our staff team across the year. This included 8 NHS Management trainees and 13 medical students. In addition, green space volunteers contributed via our new NHS Forest volunteer matching service. In 2025 a total of 8,000 volunteer-hours were given.



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***Achievements and performance***

**a. Review of activities**

CSH has had an extremely busy year in 2025 with both ongoing and new projects.

- 11 new team members joined across programmes in 2025
- Equity, Diversity and Inclusion action plan was developed and embedded across the organisation
- 25,464 trees were planted in the 24/25 season
- £2.7 million of financial savings and 689 tonnes CO2e were demonstrated across Green Team Competitions
- Over 2,200 people were reached through 34 conferences and talks
- The Networks Platform grew by 25%, with now over 9125 members worldwide in 36 networks
- 74 individuals (including 13 medical students) volunteering for the charity contributed 8000 hours, the equivalent of 4.5 full time staff.

**Green Space for Health Programme in 2025: Improving the management and use of NHS land, green space and access to green space**

A healthy local natural environment is a key part of sustainable healthcare. It contributes to the prevention of illness by increasing physical and mental wellbeing and offers therapeutic benefits for recovery. Trees, woodland and green space on the NHS estate improve mental health, aid recovery and build climate resilience.

Throughout 2025, we have been working to improve biodiversity on the NHS estate, as well as connecting staff, patients and the wider community with green spaces to improve health and wellbeing, recovery and treatment. In 2025, CSH planted 25,464 trees across NHS sites.

Sarah Jordan, our Green Space for Health Director, returned from maternity leave in June and we said goodbye to Liz Rees who had filled her role meanwhile.

We were successful in our application to the Community Lottery Fund for a new Nature Recovery Ranger programme, extending nature-based health support to communities across England. This is a large project to extend the number of sites that have a ranger and enabled us to continue to fund Nick White at Liverpool and to hire a further 4 rangers in Nottingham, Dorset, East & North Hertfordshire, and Newcastle — and more joining in 2026.

*"The nature recovery ranger programme connects staff, patients and the wider community with nature in a far more substantive way than we thought possible."*
— Head of Sustainability, Liverpool University Hospitals

The Health Routes project was completed in the Northeast (in partnership with Forestry England and Sport England) and received very good uptake.

A new Nature for Health Resource Hub has been launched on the NHS Forest website in collaboration with and funded by Natural England. This is a free, one-stop repository of tools and guides for developing green spaces on healthcare sites.

A national Healthcare Estates Biodiversity Advisory Group was established, with CSH as founding members, to drive estate-wide action. There are now 486 NHS Forest sites across the UK and 6,500+ trees have been funded by 11 sponsors for winter 2025/26 planting season. The NHS Forest conference was again very popular, with 250 plus live attendees.

For our 2025 Tree Week campaign, we ran a week full of webinars, events and blogs. We also worked with our long-term supporters RSK to produce an in-depth document on Infection Prevention in relation to nature in hospitals. In Liverpool



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**Achievements and performance (continued)**

our Nature Recovery Ranger led a series of tree planting sessions which involved hospital staff and members of the wider community.

We ran our fully booked Green Space for Health training again during 2025 after updating the course. The training enables NHS staff to learn more about using green spaces for health and wellbeing, while facilitating them to develop projects for their own context.

We are very grateful to all our funders. Several sponsors, including RSK, have made contributions to the NHS Forest, including financial tree sponsorship and pro bono support.

**Looking forward to 2026**

- Expand Green Health Routes and Nature Recovery Rangers to new regions
- Develop indoor and digital nature projects for people unable to access outdoor green space
- Strengthen existing partnerships and seek new opportunities for working collaboratively to promote the integration of nature into health and social care

**Clinical Transformation Programme in 2025**

Sustainability in Action (SIA) Service Team:

2025 saw our SIA team work with 25 Sustainability in Quality Improvement (SusQI) Beacon Sites and 19 SusQI Academy members to embed SusQI across their organisations. The team worked with NHS Trusts and ICBs to run 9 Green Team Competitions (GTC). These competitions empower clinical staff to run sustainability-focused quality improvement projects — cutting carbon, saving money and improving care. 2025 also saw our first licensed international GTC in Canada.

Two of our GTCs were large national specialty challenges. The Green Maternity Challenge (funded by SBRI Healthcare) saw nine teams from across the UK deliver maternity improvements based on sustainability and equity of care. The findings from these projects helped shape the Royal College of Obstetricians and Gynaecologists (RCOG) Green Maternity Report which set up priorities for low-carbon, equitable maternity care. The Green Nursing Challenge (funded by Micro-tech UK) saw six nursing teams undertake projects, many of which have become award-winning in the field of sustainable nursing.

In total our 2025 GTCs helped teams save 2.7 million Pounds of projected financial savings and helped prevent 689 tonnes of Carbon Dioxide Equivalent emissions.

Our annual SusQI Showcase attracted over 200 live attendees and was much appreciated.

*"A great showcase showing the incredible examples happening across the globe — inspired by this learning and taking next steps!"*
— SusQI Showcase Attendee, 2025

Education Service Team:

CSH courses equip health and social care professionals with the knowledge and tools to lead sustainability in their own organisations. In 2025 546 participants took part in 51 courses and workshops- all designed to drive action and reinforce pre-reading and learning. Alongside this the launch of a two-year partnership with the Burdett Trust meant 800 nurses and midwives from around the globe accessed free training on sustainability.



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**Achievements and performance (continued)**

To broaden reach two new eLearning sessions were launched in partnership with NHS e-Learning for Healthcare: Sustainable Endoscopy and Green Operating Theatres. These are available free of charge to all NHS staff via the national e-Learning for Health platform.

Away from the UK training was delivered internationally in Singapore, Denmark and Canada and CSH staff shared their knowledge by speaking at 34 external conferences and talks over the year. This included key-note presentations at the British Society of Lifestyle Medicine and the Royal College of Physicians Ireland.

Clinical Projects:

**KitNewCare (EU Horizon / UKRI):** 2025 was year two of this four-year project and saw 28 sustainability improvements identified and clinical pilots in Italy, Spain, Poland and the Netherlands

**Design for Life:** commissioned by the Department of Health and Social Care, CSH piloted reusable medical products — including bronchoscopes, blood pressure cuffs and slide sheets — across 10 NHS sites in England and Wales, delivering measurable cost and carbon savings with maintained or improved staff satisfaction; a national implementation guide is now available

**Living Kidney Donor Phase 2:** a freely accessible toolkit and carbon calculator launched to help teams analyse and improve the donor assessment pathway; regional pilot underway across Yorkshire and Humber, developed with NHS Blood and Transplant and the UK Kidney Association

**Medicines Waste in Care Homes:** CSH research found an average of 3.2 tCO?e and £6,619 wasted per care home every year, in partnership with Q Exchange, the Health Foundation and NHS England. By laying bare the stark impact of waste we hope this work will push forward the agenda of medicines waste.

**Competition submissions, Recognitions, Awards and Publications**

**Reusable Medical Products in the NHS: Adoption, Barriers and Enablers** | Department of Health & Social Care Design for Life Programme, in partnership with Brighton and Sussex Medical School

**Green Maternity Report 2025** | Royal College of Obstetricians and Gynaecologists. (RCOG), in collaboration with Royal College of Midwives (RCM), Centre for Sustainable Healthcare (CsH) and Sustainable Healthcare Coalition (SHC) (2025)

**Strategies for implementing Sustainability in Quality Improvement (SusQI) education: educator perspectives** | BMJ Open Quality (2025) Victoria Stanford, Kathleen Leedham-Green, Alice Clack, Siobhan Parslow-Williams, Ayoma Ratnappuli, Frances Mortimer

**Delivering sustainable healthcare: how nurses and midwives can lead the way | Nursing Management / RCNI (2025) Angela Hayes, Lucy Brown**

**Networks and Communications**

CSH's networks platform connects healthcare professionals, researchers, students and patients from around the world to share resources, ideas and learning. In 2025 the platform grew by 25% to over 9000 members and hosted 40 events across 35 specialty networks.

In 2025, CSH significantly expanded its digital reach, with over 414,000 people reached across social media channels,



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**Achievements and performance (continued)**

507,000 impressions, and 16,900 engagements. The CSH newsletter maintains a 38% open rate, well above the sector average, reaching 6,406 subscribers, with a further 4,517 through the NHS Forest newsletter.

The Palliative Care SusNet launched the Greener Palliative Care Awards in 2025

**b. Fundraising activities/income generation**

2025 saw the development of a new fundraising team at CSH. This enabled ongoing support for grant applications with greater focus on building unrestricted income through sales and sponsorship.

**c. Staffing changes**

In 2025 staff numbers remained stable with our dedicated team of 32 employees being supported by over seventy-four volunteers and, for the first time, NHS Management Placements.

We welcomed 11 new employees and 3 new Trustees, whilst saying farewell to 8 colleagues and our chair of Trustees. As part of our new partnership with Micro-Tech UK we were able to support Angela Hayes as our Sustainable Nursing Lead, through the ongoing Micro-Tech UK sponsorship of our nursing work.

***Financial review***

**a. Going concern**

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

**b. Reserves policy**

2025 was a positive year for building reserves and the Board worked via the new Finance and Risk sub-committee closely with senior leadership to report more regularly on reserve levels. Quarterly Trustee reporting was introduced to aid this scrutiny. A lack of a formal Reserves Policy was noted and added to the plans for 2026. We are working to increase our level of reserves to 2 months by end of 2026.

**c. Surplus**

This financial period (Jan 2025 – Dec 2025) the charity had an income of £1.62 million and expenditure of £1.50 million giving a net movement of funds of £122,000.

The total equity held at the end of the reporting period were £335,308. Of these funds, £267,719 are held for restricted projects, £15,000 are held for unrestricted designated funds and £52,589 are held for general purposes.



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**d. Principal funding**

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

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

We recognise the need to reduce the team's reliance on restricted funding and increase unrestricted income. To address this, we have increased our development/fundraising team by adding a second person full time to work alongside the lead. All fundraising was performed internally within CSH and no external professional fundraisers have been used.
The fundraising team has developed a corporate membership programme that enables companies aligned with our values and mission to support CSH's work. This programme is being tested with some existing supporters and we aim to launch it in early 2026. Alongside this, we have worked to grow consultancy income across all of our programmes.

**e. Funds held as custodian**

We do not hold any funds as a custodian.

**f. Plans for future periods**

In 2026 we are moving to new accountants to enable us to pursue best practice for charity accounting. We are updating our accounting systems and reporting to include quarterly gate reviews and strict demarcation between restricted and unrestricted funds. We are updating our document storage to improve our compliance with audit and launching our new pay policy to make sure staff are properly remunerated for their work.

By launching our new ethical procurement policy and training staff in its use we will continue to make sure our money is spent in a way that supports our ethos.

To improve our diversity and inclusion we will launch an employee resource group to make sure staff can influence how we develop and what we prioritise.

As our current strategy comes to an end in 2026 we will consult with staff and partners about a new strategy.
We will make sure that everyone is able to support our charity by launching campaigns for individual donors such as crowd-funding and legacy giving.

**g. Deficit funds**

At the end of 2025 several restricted funds show a deficit (EU Horizon and HF Living Donor projects). The first is due to claiming costs retrospectively, and the second is due to the last payment for the project being due mid-2026.



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TRUSTEES' REPORT (CONTINUED)
*FOR THE YEAR ENDED 31 DECEMBER 2025*

***Structure, governance and management***

**a. Constitution**

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

The principal object of the company is to provide:

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

**b. Methods of appointment or election of Trustees**

The management of the company is the responsibility of the Trustees who are elected and co-opted under the terms of the Articles of Association. A Skills Audit has been used, which enables the Trustees to identify their own strengths and weaknesses and helps to identify training needs for existing individuals and gaps, which might be filled by new Trustees. An open recruitment process is run for Trustee recruitment. This involves a recruitment pack of information, a campaign to promote recruitment through our communication channels and then utilisation of our normal recruitment practises. All applicants are scored on a matrix, against the job description and skills required for the board. This is completed by at least one trustee and the CEO. Short-listed candidates are invited to interview which is scored. Decisions are made by the Chair and the CEO.

In 2025 we advertised for new trustees both to replace trustees who were reaching the end of their terms and to expand the trustee board size and bring in new areas of expertise The recruitment was successful and 3 new trustees were appointed in Dec 2025 with three more to follow in 2026.

**c. Organisational structure and decision-making policies**

The Trustees meet once every quarter, twice online and twice in person, led by the Chair. Finance and Risk is co-opted to a sub-committee which meets four times a year online and provides greater scrutiny. Strategic or high-level decisions such as executive pay level, policy updates, and large expenditure costs are decided by the Trustees. All other decisions are made by the CEO, with support from the Senior Management Team (SMT) which meets monthly.

2025 saw a major overhaul of our policies and procedures. Separate policies were replaced by one Handbook which was developed with staff, Trustees and an external HR consultant. This enabled all our policies to be updated and brought in line with current and future legislative changes, staff to input into the way we work, and stronger governance for the whole organisation. As part of this work a new Pay Policy was developed that saw a structured band and spine system which provides more transparency on pay. 2026 will see a Standard Operating Procedure developed to support the Staff Handbook.

Our 2025 Staff survey saw a large improvement in how staff perceived transparent decision-making (5/10 in 2023, up to 7.84/10 in 2025).



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**Structure, governance and management (continued)**

**d. Policies adopted for the induction and training of Trustees**

In 2025 we developed a Trustee induction process to mirror our employee induction. This provides better support for Trustees and a greater depth of information as they start in role. Trustees are also invited to attend staff away days, relevant training days and other events such as courses and conferences.

**e. Related party relationships**

None recorded. Trustees complete a Related Party form during each audit process.

**f. Risk management**

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



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**Engagement with employees and employment of the disabled**

Employees have been consulted on issues of concern to them by means of regular staff meetings, a staff survey and through CSH participation in the RACE Report.

Key findings from the RACE report have informed our plans for 2026. Having scored relatively poorly on a question on networks within CSH that support diversity and inclusion we resolved to launch an Employee Resource Group (ERG) in 2026. Staff also suggested more inclusive recruitment practices, and these have been put into place throughout 2025 and into 2026.

The company carries out exit interviews for all which helps highlight employment or culture issues.

In the RACE report over 20% of our staff considered themselves to have a disability or health condition - these were mainly reported as neurodivergence and/or mental health conditions

Wellbeing plans have been developed for all staff and “How to Work with me” documents have improved inclusion and meant it easier for staff to have conversations with their line manger about reasonable adjustments to enable all staff to thrive at CSH.

Our flexible working policy was interrogated and updated, with staff input, as part of our Staff Handbook development.

Previous data has suggested we lacked diversity of gender and ethnicity at CSH, and recruitment practises have been updated to address this. The 2025 RACE report saw a better balance, with 73% of staff identifying as women, 17% as men and 7% as non-binary. Despite a growing number of employees from the global majority (17%) there is still work to be done. We undertook work on Trustee recruitment in 2025 and board diversity is now much improved.

We aim to run staff surveys every two years. Our 2025 staff survey had a 94% submission rate- up from 53% in 2023. Staff scored CSH 9.23 (out of 10) for whether they would recommend our charity as a good place to work. Staff scored CSH as 9.35 for promoting a culture in which everyone feels safe and respected and 9.35 for provding support for staff wellbeing.



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TRUSTEES' REPORT (CONTINUED)
*FOR THE YEAR ENDED 31 DECEMBER 2025*

**Statement of Trustees' responsibilities**

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

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.

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

**Disclosure of information to auditor**

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

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

**Auditor**

The auditor, Wellers Limited, will resign as auditors following completion of the December 2025 audit and the Trustees will be appointing replacement auditors in due course.

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

Mike Tomson

Signer ID: YLBES2BRIC...
**Dr Mike Tomson**

Date: 24/09/2026 GMT



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# INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE CENTRE FOR SUSTAINABLE HEALTHCARE

## Opinion

We have audited the financial statements of The Centre for Sustainable Healthcare Limited (the 'charitable company') for the year ended 31 December 2025 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2025 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## Basis for opinion

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

## Conclusions relating to going concern

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

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.



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**Other information**

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

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

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

**Matters on which we are required to report by exception**

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

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

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



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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE CENTRE FOR SUSTAINABLE HEALTHCARE (CONTINUED)

**Responsibilities of trustees**

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

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

**Auditor's responsibilities for the audit of the financial statements**

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

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

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

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

- inquiries of management and those charged with governance as to whether the entity complies with such laws and regulations;
- enquiries with the same concerning any actual or potential litigation or claims;
- review of board minutes;
- review of funding agreements;
- testing the appropriateness of entries in the nominal ledger, including journal entries;



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- reviewing transactions around the end of the reporting period;
- the performance of analytical procedures to identify unexpected movements in account balances which may be indicative of fraud or management bias.

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

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

**Use of our report**

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

Christina Nawrocki

Signer ID: VCWED3WNED...

**Christina Nawrocki FCCA (Senior Statutory Auditor)**
**for and on behalf of**
**Wellers Limited**
8 King Edward Street
Oxford
OX1 4HL

Date: 25/09/2026 GMT

Wellers Limited are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.



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## STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)

*FOR THE YEAR ENDED 31 DECEMBER 2025*

| | Note | Unrestricted funds 2025 £ | Restricted funds 2025 £ | Total funds 2025 £ | Total funds 2024 £ |
|---|---|---|---|---|---|
| **Income from:** | | | | | |
| Donations and legacies | 4 | **13,475** | **1,023,724** | **1,037,199** | 642,255 |
| Charitable activities | 5 | **585,298** | **-** | **585,298** | 637,200 |
| Investments | 6 | **1,342** | **-** | **1,342** | - |
| **Total income** | | **600,115** | **1,023,724** | **1,623,839** | 1,279,455 |
| **Expenditure on:** | | | | | |
| Charitable activities | 7 | **571,605** | **930,458** | **1,502,063** | 1,495,234 |
| **Total expenditure** | | **571,605** | **930,458** | **1,502,063** | 1,495,234 |
| **Net movement in funds** | | **28,510** | **93,266** | **121,776** | (215,779) |
| **Reconciliation of funds:** | | | | | |
| Total funds brought forward | | **39,079** | **174,453** | **213,532** | 429,311 |
| Net movement in funds | | **28,510** | **93,266** | **121,776** | (215,779) |
| **Total funds carried forward** | | **67,589** | **267,719** | **335,308** | 213,532 |

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

The notes on pages 21 to 36 form part of these financial statements.



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**THE CENTRE FOR SUSTAINABLE HEALTHCARE**

**(A company limited by guarantee)**

REGISTERED NUMBER: 07450026

BALANCE SHEET

*AS AT 31 DECEMBER 2025*

| | Note | | 2025 £ | | 2024 £ |
|---|---|---|---|---|---|
| **Fixed assets** | | | | | |
| Tangible assets | 12 | | **796** | | 4,105 |
| | | | **796** | | 4,105 |
| **Current assets** | | | | | |
| Debtors | 13 | **120,946** | | 220,399 | |
| Cash at bank and in hand | | **301,901** | | 306,727 | |
| | | **422,847** | | 527,126 | |
| **Current liabilities** | | | | | |
| Creditors: amounts falling due within one year | 14 | **(88,335)** | | (317,699) | |
| **Net current assets** | | | **334,512** | | 209,427 |
| | | | **335,308** | | 213,532 |
| **Total assets less current liabilities** | | | **335,308** | | 213,532 |
| **Total net assets** | | | **335,308** | | 213,532 |
| **Charity funds** | | | | | |
| Restricted funds: | | | | | |
| Restricted funds | 15 | **267,719** | | 174,453 | |
| Total restricted funds | 15 | | **267,719** | | 174,453 |
| Unrestricted funds | | | | | |
| Designated funds | 15 | **15,000** | | 15,000 | |
| General funds | 15 | **52,589** | | 24,079 | |
| Total unrestricted funds | 15 | | **67,589** | | 39,079 |
| **Total funds** | | | **335,308** | | 213,532 |



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BALANCE SHEET (CONTINUED)
*AS AT 31 DECEMBER 2025*

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

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

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

Mike Tomson
Signer ID: YLBES2BRIC...
**Dr Mike Tomson**

Date: 24/09/2026 GMT

The notes on pages 21 to 36 form part of these financial statements.



Document ID: fe645b01b743c9f14b08695166f7fb091ac5af664e2e01e6343af13a78304bc8

# STATEMENT OF CASH FLOWS
*FOR THE YEAR ENDED 31 DECEMBER 2025*

| | **2025** | 2024 |
|---|---|---|
| | **£** | £ |
| **Cash flows from operating activities** | | |
| Net cash used in operating activities | **(6,169)** | (115,701) |
| **Cash flows from investing activities** | | |
| Bank interest received | **1,342** | - |
| **Net cash provided by investing activities** | **1,342** | **-** |
| **Cash flows from financing activities** | | |
| **Net cash provided by financing activities** | **-** | **-** |
| **Change in cash and cash equivalents in the year** | **(4,827)** | **(115,701)** |
| Cash and cash equivalents at the beginning of the year | **306,727** | 422,428 |
| **Cash and cash equivalents at the end of the year** | **301,900** | 306,727 |

The notes on pages 21 to 36 form part of these financial statements



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NOTES TO THE FINANCIAL STATEMENTS
*FOR THE YEAR ENDED 31 DECEMBER 2025*

## 1. General information

The Centre For Sustainable Healthcare Ltd is a private company limited by guarantee, incorporated in England and Wales, registration number 07450026. The address of the company's registered office is 8 King Edward Street, Oxford, OX1 4HL.

## 2. Accounting policies

### *2.1 Basis of preparation of financial statements*

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

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

### *2.2 Going concern*

The charity's operational activities, together with the factors likely to affect its future development, performance and position are set out in the Trustees report on pages 2 to 12.

### *2.3 Income*

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

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

### *2.4 Expenditure*

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

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



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**2. Accounting policies (continued)**

***2.4 Expenditure (continued)***

All expenditure is inclusive of irrecoverable VAT.

***2.5 Tangible fixed assets and depreciation***

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

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

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

Depreciation is provided on the following basis:

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

***2.6 Debtors***

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

***2.7 Cash at bank and in hand***

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

***2.8 Liabilities and provisions***

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

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

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



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**2. Accounting policies (continued)**

***2.9 Financial instruments***

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

***2.10 Operating leases***

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

***2.11 Pensions***

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

***2.12 Fund accounting***

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

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

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

Investment income, gains and losses are allocated to the appropriate fund.

**3. Critical accounting estiates and areas of judgement**

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

Critical accounting estimates and assumptions:

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



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NOTES TO THE FINANCIAL STATEMENTS
*FOR THE YEAR ENDED 31 DECEMBER 2025*

## 4. Income from donations and legacies

| | Unrestricted funds 2025 £ | Restricted funds 2025 £ | Total funds 2025 £ | Total funds 2024 £ |
|---|---|---|---|---|
| Donations | 13,475 | - | **13,475** | 15,636 |
| Grants | - | 1,023,724 | **1,023,724** | 626,619 |
| ***Total 2025*** | 13,475 | 1,023,724 | **1,037,199** | 642,255 |
| Total 2024 | 55,620 | 586,635 | 642,255 | |

## 5. Income from charitable activities

| | Unrestricted funds 2025 £ | Restricted funds 2025 £ | Total funds 2025 £ | Total funds 2024 £ |
|---|---|---|---|---|
| Income from charitable activities - Clinical | 481,318 | - | **481,318** | 549,731 |
| Income from charitable activities - NHS Forest | 40,933 | - | **40,933** | 87,469 |
| Income from charitable activities - Sponsorship | 63,047 | - | **63,047** | - |
| ***Total 2025*** | 585,298 | - | **585,298** | 637,200 |
| Total 2024 | 636,927 | 273 | 637,200 | |



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## 6. Investment income

| | Unrestricted funds 2025 £ | Total funds 2025 £ | Total funds 2024 £ |
|---|---|---|---|
| Bank interest received | 1,342 | **1,342** | - |
| Total 2024 | - | - | |

## 7. Analysis of expenditure on charitable activities

***Summary by fund type***

| | Unrestricted funds 2025 £ | Restricted funds 2025 £ | Total 2025 £ | Total 2024 £ |
|---|---|---|---|---|
| Clinical | 444,884 | 463,173 | **908,057** | 1,024,526 |
| NHS Forest | 126,721 | 467,285 | **594,006** | 470,708 |
| ***Total 2025*** | 571,605 | 930,458 | **1,502,063** | 1,495,234 |
| Total 2024 | 686,580 | 808,654 | 1,495,234 | |



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## 8. Analysis of expenditure by activities

| | Activities undertaken directly 2025 £ | Support costs 2025 £ | Total funds 2025 £ | Total funds 2024 £ |
|---|---|---|---|---|
| Clinical | 701,050 | 207,007 | **908,057** | 1,024,526 |
| NHS Forest | 480,531 | 113,475 | **594,006** | 470,708 |
| ***Total 2025*** | 1,181,581 | 320,482 | **1,502,063** | 1,495,234 |
| Total 2024 | 1,394,792 | 100,442 | 1,495,234 | |

**Analysis of direct costs**

| | Clinical 2025 £ | NHS Forest 2025 £ | Total funds 2025 £ | Total funds 2024 £ |
|---|---|---|---|---|
| Staff costs | 594,097 | 297,142 | **891,239** | 1,134,203 |
| Project costs | 1,245 | 116,180 | **117,425** | 148,958 |
| Project partner costs | - | - | **-** | 840 |
| Project publications, leaflets and maps | - | - | **-** | 226 |
| Professional and consultancy | - | 21,739 | **21,739** | 825 |
| Computer and Website expenses | - | 1,093 | **1,093** | 2,220 |
| Travel and subsistence | 16,423 | 9,226 | **25,649** | 23,039 |
| Overseas and hedging charges | 132 | 40 | **172** | - |
| Communication costs | - | 2,355 | **2,355** | - |
| TCAF Hedges | - | 4,694 | **4,694** | - |
| Transaction fees | 89 | 29 | **118** | - |
| Conference costs | 8,330 | 905 | **9,235** | 6,122 |
| Sub-contractors costs | 80,734 | 27,128 | **107,862** | 78,359 |
| ***Total 2025*** | 701,050 | 480,531 | **1,181,581** | 1,394,792 |
| Total 2024 | 957,003 | 437,789 | 1,394,792 | |



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**8. Analysis of expenditure by activities (continued)**

**Analysis of direct costs (continued)**

**Analysis of support costs**

| | **Clinical 2025 £** | **NHS Forest 2025 £** | **Total funds 2025 £** | Total funds 2024 £ |
|---|---|---|---|---|
| Staff costs | 154,024 | 85,215 | **239,239** | - |
| Website and network costs | 14,867 | 10,301 | **25,168** | 32,241 |
| Travel and subsistence | 2,380 | 1,246 | **3,626** | 7,879 |
| Printing, postage and sationery | 170 | 15 | **185** | 661 |
| Office expenses | 6,799 | 2,003 | **8,802** | 10,273 |
| Bookkeeping | 5,091 | 4,643 | **9,734** | 15,045 |
| Entertainment | 335 | 53 | **388** | 1 |
| Telephone | - | - | **-** | 123 |
| Miscellaneous | 3,514 | 1,493 | **5,007** | 5,769 |
| Consulting | 3,016 | 1,652 | **4,668** | - |
| Bank charges | 191 | 66 | **257** | 386 |
| Rent | 372 | 429 | **801** | 1,632 |
| Insurance | 1,730 | 907 | **2,637** | 3,738 |
| Payments to charitable parties | 141 | 97 | **238** | 555 |
| Training | 1,477 | 1,617 | **3,094** | 112 |
| Governance costs | 11,246 | 2,084 | **13,330** | 16,500 |
| Foreign exchange difference | - | - | **-** | 25 |
| Depreciation | 1,654 | 1,654 | **3,308** | 5,502 |
| ***Total 2025*** | 207,007 | 113,475 | **320,482** | 100,442 |
| Total 2024 | 67,523 | 32,919 | 100,442 | |



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## 9. Auditor's remuneration

| | **2025** | 2024 |
|---|---|---|
| | **£** | £ |
| Fees payable to the Charity's auditor for the audit of the Charity's annual accounts | **14,000** | 9,000 |
| Fees payable to the Charity's auditor in respect of: | | |
| All non-audit services not included above | **9,770** | 22,410 |

## 10. Staff costs

| | **2025** | 2024 |
|---|---|---|
| | **£** | £ |
| Wages and salaries | **970,138** | 985,657 |
| Social security costs | **107,873** | 93,313 |
| Contribution to defined contribution pension schemes | **52,467** | 55,233 |
| | **1,130,478** | 1,134,203 |

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

| | **2025** | 2024 |
|---|---|---|
| | **No.** | No. |
| Trustee | **-** | 1 |
| Administration | **31** | 31 |
| | **31** | 32 |

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

The total remuneration and benefits (including employers pension contributions) received by the key management personnel was £286,170 (2024: £105,707).



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NOTES TO THE FINANCIAL STATEMENTS
*FOR THE YEAR ENDED 31 DECEMBER 2025*

## 11. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2024 - £60,049).

During the year ended 31 December 2025, expenses were reimbursed or paid directly to 3 Trustees (2024: To 2 Trustee's) broken down as follows:

| | **2025** | 2024 |
|---|---|---|
| | **£** | £ |
| Travel, Subsistence, and Meeting Costs | **161** | 974 |

## 12. Tangible fixed assets

| | **Office equipment** |
|---|---|
| | **£** |
| ***Cost or valuation*** | |
| At 1 January 2025 | **21,670** |
| At 31 December 2025 | **21,670** |
| ***Depreciation*** | |
| At 1 January 2025 | **17,565** |
| Charge for the year | **3,309** |
| At 31 December 2025 | **20,874** |
| ***Net book value*** | |
| At 31 December 2025 | **796** |
| At 31 December 2024 | 4,105 |



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## 13. Debtors

| | 2025 £ | 2024 £ |
|---|---|---|
| ***Due within one year*** | | |
| Trade debtors | **94,330** | 127,089 |
| Other debtors | **23,053** | 90,819 |
| Prepayments and accrued income | **3,563** | 2,491 |
| | **120,946** | 220,399 |

## 14. Creditors: Amounts falling due within one year

| | 2025 £ | 2024 £ |
|---|---|---|
| Trade creditors | **7,270** | 21,814 |
| Other taxation and social security | **52,354** | 47,799 |
| Other creditors | **-** | 841 |
| Accruals and deferred income | **28,711** | 247,245 |
| | **88,335** | 317,699 |

| | 2025 £ | 2024 £ |
|---|---|---|
| ***Deferred Income*** | | |
| Deferred income at 1 January 2025 | **-** | 23,571 |
| Resources deferred during the year | **15,000** | - |
| Amounts released from previous periods | **-** | (23,571) |
| | **15,000** | - |

Deferred income was money that was received in advance for projects delivered over a timeframe which partly related to the following accounting period.



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NOTES TO THE FINANCIAL STATEMENTS
*FOR THE YEAR ENDED 31 DECEMBER 2025*

## 15. Statement of funds

### Statement of funds - current year

| | Balance at 1 January 2025 £ | Income £ | Expenditure £ | Balance at 31 December 2025 £ |
|---|---|---|---|---|
| ***Unrestricted funds*** | | | | |
| ***Designated funds*** | | | | |
| Microtech Sponsorship | **15,000** | **20,000** | **(20,000)** | **15,000** |
| ***General funds*** | | | | |
| General Funds | **24,079** | **580,115** | **(551,605)** | **52,589** |
| ***Total Unrestricted funds*** | **39,079** | **600,115** | **(571,605)** | **67,589** |
| ***Restricted funds*** | | | | |
| EU Horizon | **(2,905)** | **245,082** | **(244,847)** | **(2,670)** |
| HF Living Donor | **26,043** | **-** | **(28,964)** | **(2,921)** |
| Q Project | **18,653** | **3,986** | **(22,639)** | **-** |
| Sport England | **775** | **49,116** | **(48,078)** | **1,813** |
| UK Kidney project | **41,701** | **-** | **(41,701)** | **-** |
| SBRI | **13,823** | **-** | **(13,823)** | **-** |
| Woodland Creation | **81,155** | **-** | **(81,155)** | **-** |
| Tree Call To Action | **(4,792)** | **105,415** | **(100,623)** | **-** |
| Brighton UKRI Hub | **-** | **25,269** | **(23,049)** | **2,220** |
| Burdett Nursing Project | **-** | **247,502** | **(95,163)** | **152,339** |
| Healthy by Nature | **-** | **347,354** | **(230,416)** | **116,938** |
| | **174,453** | **1,023,724** | **(930,458)** | **267,719** |
| ***Total of funds*** | **213,532** | **1,623,839** | **(1,502,063)** | **335,308** |



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**15. Statement of funds (continued)**

**Statement of funds - prior year**

| | Balance at 1 January 2024 £ | Income £ | Expenditure £ | Transfers in/out £ | Balance at 31 December 2024 £ |
|---|---|---|---|---|---|
| ***Unrestricted funds*** | | | | | |
| ***Designated funds*** | | | | | |
| Microtech Sponsorship | - | 20,000 | (5,000) | - | 15,000 |

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



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**15. Statement of funds (continued)**

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

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

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

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

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

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

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

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

Brighton UKRI Hub: This five-year project funded by the UKRI aims to create a trans-disciplinary hub to be de-carbonise the commissioning and delivery of healthcare. It is led by Brighton and Sussex Medical School (University of Sussex) and CSH is a key partner delivering care pathway analysis and clinical engagement.

Burdett Nursing Project: The Nursing and Midwifery Innovation Project: The Burdett Trust for Nursing has provided two years of funding, from January 2025 to December 2026, to develop and delivery sustainability training for nurses and midwives in the UK and internationally.

Healthy by Nature: This project funded by the National Lottery Community Fund spans three years and sees Nature Recovery Rangers being embedded in NHS Trusts across the UK.



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NOTES TO THE FINANCIAL STATEMENTS
*FOR THE YEAR ENDED 31 DECEMBER 2025*

**16. Analysis of net assets between funds**

**Analysis of net assets between funds - current year**

| | Unrestricted funds 2025 £ | Restricted funds 2025 £ | Total funds 2025 £ |
|---|---|---|---|
| Tangible fixed assets | 796 | - | **796** |
| Current assets | 155,128 | 267,719 | **422,847** |
| Creditors due within one year | (88,335) | - | **(88,335)** |
| ***Total*** | 67,589 | 267,719 | **335,308** |

**Analysis of net assets between funds - prior year**

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



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

| | 2025 £ | 2024 £ |
|---|---|---|
| Net income/expenditure for the year (as per Statement of Financial Activities) | **121,776** | (215,779) |
| ***Adjustments for:*** | | |
| Depreciation charges | **3,309** | 5,501 |
| Decrease/(increase) in debtors | **99,451** | (141,754) |
| Increase/(decrease) in creditors | **(229,364)** | 236,331 |
| ***Net cash used in operating activities*** | **(4,828)** | (115,701) |

## 18. Analysis of cash and cash equivalents

| | 2025 £ | 2024 £ |
|---|---|---|
| Cash in hand | **301,900** | 306,727 |
| ***Total cash and cash equivalents*** | **301,900** | 306,727 |

## 19. Analysis of changes in net debt

| | At 1 January 2025 £ | Cash flows £ | At 31 December 2025 £ |
|---|---|---|---|
| Cash at bank and in hand | **306,727** | **(4,826)** | **301,901** |
| | **306,727** | **(4,826)** | **301,901** |

## 20. Pension commitments

The company contributes into a defined contributions pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £52,468 (2024 - £55,233).



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## 21. Members' liability

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

## 22. Related party transactions

There were no related party transactions in the current or previous financial year.



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