

## **C3 Collaborating for Health**

### **Annual Report and Financial Statements**

31 December 2020

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

Charity Registration Number  
1135930

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## Reference and administrative information

<b>Trustees</b>	Ms Zoe Bedford Ms Sally Gilding Mr John Grumitt Professor Susan Jobling (Appointed 17 January 2020) Professor Tracey Koehlmoos Dr Harpreet Sood Mrs Caroline Stanger
<b>Chief Executive and Company Secretary</b>	Ms Christine Hancock
<b>Registered office</b>	1 St. Andrew's Place Regent's Park London NW1 4LE
Telephone	020 3096 7706
Website	<a href="http://www.c3health.org">www.c3health.org</a>
Twitter	Twitter: @c3health
<b>Company registration number</b>	06941278 (England and Wales)
<b>Charity registration number</b>	1135930
<b>Bankers</b>	HSBC Bank plc Oxford Circus Commercial Centre 196 Oxford Street London W1D 1NT

## Trustees' report 31 December 2020

The trustees present their report together with the financial statements of C3 Collaborating for Health for the year to 31 December 2020.

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 2020 and served throughout the year, except where shown:

Trustee	
Ms Zoe Bedford	
Ms Sally Gilding	
Mr John Grumitt	
Professor Susan Jobling	Appointed 17 January 2020
Professor Tracey Koehlmoos	
Dr Harpreet Sood	
Mrs Caroline Stanger	

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.

## **GOVERNANCE, STRUCTURE AND MANAGEMENT** (continued)

### **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 one trustee in attendance. In addition, information about the activities and research undertaken by the charity is disseminated in newsletters and on the charity's website.

## GOVERNANCE, STRUCTURE AND MANAGEMENT (continued)

### 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.

Additional assessments of risks in relation to Covid-19 have been undertaken. Fortunately the charity's staff structure and physical infrastructure has meant the organisation has been able to move to using virtual platforms for projects and events, very quickly. As a precautionary measure C3 took advantage of the government's Business Interruption Loan scheme to assist with cashflow in the early months. However, cashflow has remained under control and the forecast outlook remains positive. The impact of Covid-19 on the charity and its staff and partners will be continually formally reviewed by the Board.

## 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**.

## **OBJECTIVES AND ACTIVITIES** (continued)

**Events** are a central means by which C3 builds partnerships. These meetings bring together policy-makers, 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. C3's website ([www.c3health.org](http://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 NCD 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 Coronavirus**

C3 attended the third Global NCD Alliance Forum in Sharjah in February and the Commonwealth Nurses and Midwives Conference celebrating the 200th anniversary of Florence Nightingale's birth in March just before many countries curtailed travel and meetings. C3's work was severely affected but even more so were the lives of the people helped by our projects and programmes.

### **Working with professionals**

C3 helps health professionals, particularly nurses, enhance their own knowledge and adopt healthy lifestyles, and support them in becoming advocates for their colleagues, patients, families and communities. Nurses were among the group most affected by the pandemic.

### ***Share the Pressure***

Share the Pressure is a pilot project delivered through a partnership between C3, Younger Lives and Smart Health Solutions. The goal is to create a training programme that will allow for increased collaboration on managing high blood pressure between nurses, pharmacists and patients. Share the Pressure is part of Project chAnGE – a Europe-wide programme that was established under the European Innovation Partnership Action on Healthy and Active Ageing, in collaboration with Upjohn, a Pfizer division.

### ***Nursing Minds***

C3 showed increasing evidence that the mental health of UK nurses is at risk and that more needs to be done to support them. Developed before the outbreak of the Covid-19 pandemic, and generously supported by the Burdett Trust for Nursing, built upon the evidence produced in a Society of Occupational Medicine and RCN Foundation report. After the outbreak of Covid-19 in March 2020, the importance of this work became all the more clear as nurses, indeed all healthcare workers, took on the extraordinary strain of dealing with over-stretched resources and very high death rates.

C3 developed a mental health resources toolkit designed by nurses, for nurses, and with a particular focus on nurses identifying as black, Asian and minority ethnic.

## **ACHIEVEMENTS AND PERFORMANCE** (continued)

### **Working with business**

C3 is unusual amongst health organisations for working as a neutral partner to aid businesses who truly want to improve health and wellbeing. We assist in developing multi-sector partnerships, managing dynamic events, evaluating health activities, and undertaking research to inform strategic priorities and corporate social responsibility.

#### **MAXIMUS UK**

The NURSING YOU Programme demonstrated extremely positive weight management outcomes for nurses that completed the programme. The average weight loss of nurses completing the NURSING YOU programme was 5%. The addition of a health coaching programme was effective in supporting nurses through a behaviour change process.

### **Promoting health in the workplace**

C3 has joined with Society of Occupational Medicine to host webinars where experts address topical subjects and the latest research on health in the workplace. These were generously supported by Sanofi, Maximus UK and Towergate. Primarily aimed at a UK audience, these webinars also attracted a large number of participants from many countries.

### **Working with Communities**

We use an innovative mobile tool (CHESS™) to equip local neighbourhoods to collect evidence about their communities' strengths and the barriers they face every day when making choices about diet, activity and healthy living.

#### **ASPIRE**

16 organisations from across Southern England and Northern France have come together to tackle the issues of obesity and unemployment holistically via ASPIRE (Adding to Social capital and individual Potential In disadvantaged Regions). ASPIRE will give obese/overweight and/or unemployed people the tools they need to make healthier lifestyle choices and improve their employability.

The project is being implemented at seven sites and, despite COVID, C3 has delivered CHESS walks in two English and three French sites, to enable participants to improve their relationship with food and provide them with the skills and support they need to gain access to the employment market.

### **Events, Publications, and Communications**

C3's events have been a means whereby C3 makes and renews partnerships, sharing the ideas of experts from around the world.

## ACHIEVEMENTS AND PERFORMANCE (continued)

### Events, Publications, and Communications (continued)

C3 has long invited experts to our London offices to present their work to a diverse group of UK professionals. As with many things, the coronavirus pandemic caused initial disruption, followed by a change in how C3 ran these events in 2020. When the first international lockdown began in March, C3 moved quickly from in-person seminars to online webinars. Not only did this allow these informative and popular events to be run safely and respectfully, but it also meant that the variety of speakers we were able to host increased significantly, as did the number and location of participants. In 2020, supported by Burdett Trust for Nursing and Cancer ResearchUK, speakers joined from the United States, Australia and New Zealand, speaking on a broad variety of approaches and best practices when it comes to dealing with chronic disease prevention.

**C3's website** is important in spreading messages about health promotion. C3's website ([www.c3health.org](http://www.c3health.org)) is a repository for information about C3 as an organisation and updates about C3's activities. It includes regular blogs about current and interesting events. This provides information that can be used by professionals and others, including video recordings of the webinars.

C3 produces regular electronic newsletters and 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.

C3 has had a number of **articles published** in Health Europa, an online health publication committed to highlighting the latest trends and developments in health and healthcare from across Europe and beyond:

- ◆ <https://www.healtheuropa.eu/the-relationship-between-chronic-disease-and-covid-19/101845/>
- ◆ <https://www.healtheuropa.eu/how-is-covid-19-impacting-the-mental-health-of-nurses/102404/>
- ◆ <https://www.healtheuropa.eu/leveraging-community-engagement-to-prevent-chronic-disease/103449/>

### Interns

We are pleased to host four or five interns every semester from diverse academic backgrounds, although they have had to work remotely since early in 2020. Many of our interns come through C3's collaboration with the University of Notre Dame (USA)'s London study-abroad programme.

### **Plans for the future**

Our plans for 2021 include:

- ◆ Moving the C3 office to the Royal College of Physicians.
- ◆ Reviewing C3's International Breakfast Seminar and Workplace Health seminar series.
- ◆ Taking forward IBM's suggestions on how to refine our community-engagement tool, CHESS.
- ◆ Developing CHESS in at least 6 new areas.
- ◆ Developing CHESS in partnership with healthcare professionals.
- ◆ Find at least one new funding partner.
- ◆ Find at least one new area of work.
- ◆ Increase C3's presence on Twitter and with more frequent blogs appearing on the website.

### **FINANCIAL REVIEW**

#### **Financial report for the period**

For the year ended 31 December 2020, C3 had total income of £459,132 (2019: £344,068) and total expenditure of £472,658 (2019: £356,626), resulting in a net loss for the year of £13,526 (2019: loss of £12,558). The carried forward fund balance at 31 December 2020 amounted to a negative balance of £36,138.

#### **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.

The onset of Covid-19 in March 2020 forced the charity to rapidly adapt the way projects and events are delivered. Fortunately, the organisations staff structure and physical infrastructure has meant C3 has been able to move to virtual platforms very quickly. Due to their nature however, some planned projects were pushed back a few months, particularly those projects that involved CHESS walks, which we were not able to conduct during the Covid 'lockdown' period. Funds have already been received for the projects affected by Covid-19 and this work is guaranteed.

**Reserves policy** (continued)


C3 has also taken a Coronavirus Business Interruption Scheme Loan during the year in order to manage cash flow. The current reserves policy is formally reviewed and monitored by the trustees at the biannual trustee meetings to ensure the policy still achieves the required levels of financial cover.

As at 31 December 2020, unrestricted funds amounted to a negative balance of £36,138. The investment in the C3 team has steadily assisted in the generation of new funds and projections indicate that the trustees will be able to manage the cash flow of the charity over the coming year.

**Going concern**

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.

By order of the trustees:



Sally Gilding

Chair of Trustees

Date: 28 September 2021

## **Independent examiner's report 31 December 2020**

### **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 2020, which are set out on pages 12 to 21.

### **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)."

## **Independent examiner's report** 31 December 2020

### **Independent examiner's statement** (continued)

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.

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

28 September 2021

## Statement of financial activities Year to 31 December 2020

	Notes	Unrestricted funds £	Restricted funds £	2020 Total funds £	2019 Total funds £
<b>Income and expenditure</b>					
<b>Income from:</b>					
Charitable activities	1	119,633	339,486	<b>459,119</b>	344,067
Investment income		13	—	<b>13</b>	1
<b>Total income</b>		<b>119,646</b>	<b>339,486</b>	<b>459,132</b>	<b>344,068</b>
<b>Expenditure on:</b>					
Charitable activities	2	133,172	339,486	<b>472,658</b>	356,626
<b>Total expenditure</b>		<b>133,172</b>	<b>339,486</b>	<b>472,658</b>	<b>356,626</b>
<b>Net expenditure for the year / net movement in funds</b>		<b>(13,526)</b>	<b>—</b>	<b>(13,526)</b>	<b>(12,558)</b>
<b>Fund balances brought forward at 1 January 2020</b>		<b>(22,612)</b>	<b>—</b>	<b>(22,612)</b>	<b>(10,054)</b>
<b>Fund balances carried forward at 31 December 2020</b>		<b>(36,138)</b>	<b>—</b>	<b>(36,138)</b>	<b>(22,612)</b>

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

# Statement of financial activities Year to 31 December 2019

	Notes	Unrestricted funds £	Restricted funds £	2019 Total funds £	2018 Total funds £
<b>Income and expenditure</b>					
<b>Income from:</b>					
Charitable activities	1	179,971	164,096	<b>344,067</b>	323,992
Investment income		<u>1</u>	<u>—</u>	<u>1</u>	<u>1</u>
<b>Total income</b>		<u>179,972</u>	<u>164,096</u>	<u><b>344,068</b></u>	<u>323,993</u>
<b>Expenditure on:</b>					
Charitable activities	2	<u>192,530</u>	<u>164,096</u>	<u><b>356,626</b></u>	<u>347,421</u>
<b>Total expenditure</b>		<u>192,530</u>	<u>164,096</u>	<u><b>356,626</b></u>	<u>347,421</u>
<b>Net expenditure for the year / net movement in funds</b>					
		(12,558)	—	<b>(12,558)</b>	(23,428)
<b>Fund balances brought forward at 1 January 2019</b>					
		(10,054)	—	<b>(10,054)</b>	13,374
<b>Fund balances carried forward at 31 December 2019</b>					
		<u>(22,612)</u>	<u>—</u>	<u><b>(22,612)</b></u>	<u>(10,054)</u>

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

**Balance sheet** 31 December 2020

	Notes	2020 £	2019 £
<b>Current assets</b>			
Debtors	6	230,020	58,336
Cash at bank and in hand		109,494	3,766
		<b>339,514</b>	62,102
<b>Creditors: amounts falling due within one year</b>	7	<b>(325,652)</b>	(84,714)
<b>Net current (liabilities) assets</b>		<b>13,862</b>	(22,612)
<b>Creditors: amounts falling due after one year</b>	8	<b>(50,000)</b>	—
<b>Total net (liabilities) assets</b>		<b>(36,138)</b>	(22,612)
<b>Represented by:</b>			
<b>Funds and reserves</b>			
<i>Income funds</i>			
Restricted funds	9	—	—
Unrestricted funds		<b>(36,138)</b>	(22,612)
		<b>(36,138)</b>	(22,612)

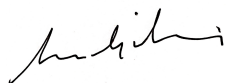
For the year ended 31 December 2020 the charitable company was entitled to exemption from audit under section 477 of the Companies Act ("the Act") relating to small companies.

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:



Chair of Trustees    Sally Gilding

Approved on:            28 September 2021

## **Principal accounting policies 31 December 2020**

### **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.

## **Principal accounting policies 31 December 2020**

### **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.

## Notes to the financial statements 31 December 2020

### 1 Income from charitable activities

<b>2020</b>	Unrestricted funds £	Restricted funds £	<b>Total 2020 £</b>
Working with Businesses	111,753	—	<b>111,753</b>
Health Professionals	3,278	—	<b>3,278</b>
The Burdett Trust for Nursing (note 9) - Healthy Nursing Collaborative	—	41,667	<b>41,667</b>
The Burdett Trust for Nursing (note 9) - Nursing You ASPIRE	—	84,658	<b>84,658</b>
	—	213,161	<b>213,161</b>
Core donations and other income	4,602	—	<b>4,602</b>
	<b>119,633</b>	<b>339,486</b>	<b>459,119</b>
<b>2019</b>			
	Unrestricted funds £	Restricted funds £	<b>Total 2019 £</b>
Working with Businesses	97,935	—	<b>97,935</b>
Health Professionals	55,811	—	<b>55,811</b>
The Burdett Trust for Nursing (note 9) - Healthy Nursing Collaborative	—	100,000	<b>100,000</b>
The Burdett Trust for Nursing (note 9) - Nursing You ASPIRE	—	14,096	<b>14,096</b>
	—	50,000	<b>50,000</b>
Core donations and other income	8,671	—	<b>8,671</b>
Community Engagement	17,554	—	<b>17,554</b>
	<b>179,971</b>	<b>164,096</b>	<b>344,067</b>

### 2 Expenditure on charitable activities

<b>2020</b>	Unrestricted funds £	Restricted funds £	<b>Total 2020 £</b>
Direct project costs			
. The Burdett Trust for Nursing (note 9) – Healthy Nursing Collaborative	—	16,533	<b>16,533</b>
. The Burdett Trust for Nursing (note 9) – Nursing You ASPIRE	—	33,290	<b>33,290</b>
	—	110,234	<b>110,234</b>
Other costs of core charitable activities, including support costs			
. Rent and rates	1,766	5,010	<b>6,776</b>
. Staff costs (note 4)	61,962	81,411	<b>143,373</b>
. Exchange losses	3	8	<b>11</b>
. Other project and overhead costs	68,284	89,717	<b>158,001</b>
. Governance and administration costs (note 3)	1,157	3,283	<b>4,440</b>
	<b>133,172</b>	<b>339,486</b>	<b>472,658</b>

## 2 Expenditure on charitable activities

<b>2019</b>	<i>Unrestricted funds £</i>	<i>Restricted funds £</i>	<b>Total 2019 £</b>
<i>Direct project costs</i>			
. The Burdett Trust for Nursing (note 9) – Healthy Nursing Collaborative	—	27,851	<b>27,851</b>
. The Burdett Trust for Nursing (note 9) – Nursing You	—	15,380	<b>15,380</b>
. ASPIRE	—	338	<b>338</b>
<i>Other costs of core charitable activities, including support costs</i>			
. Rent and rates	9,269	4,628	<b>13,897</b>
. Staff costs (note 4)	65,823	44,722	<b>110,545</b>
. Exchange losses	8	7	<b>15</b>
. Other project and overhead costs	115,932	69,804	<b>185,736</b>
. Governance and administration costs (note 3)	1,498	1,366	<b>2,864</b>
	<b>192,530</b>	<b>164,096</b>	<b>356,626</b>

## 3 Governance costs

<b>2020</b>	<i>Unrestricted funds £</i>	<i>Restricted funds £</i>	<b>Total 2020 £</b>
Independent examination and accountancy related fees	1,063	3,017	<b>4,080</b>
Other costs	94	266	<b>360</b>
	<b>1,157</b>	<b>3,283</b>	<b>4,440</b>

<b>2019</b>	<i>Unrestricted funds £</i>	<i>Restricted funds £</i>	<b>Total 2019 £</b>
<i>Independent examination and accountancy related fees</i>			
	1,498	1,366	<b>2,864</b>
	<b>1,498</b>	<b>1,366</b>	<b>2,864</b>

## Notes to the financial statements 31 December 2020

### 4 Staff costs

	Unrestricted funds £	Restricted funds £	2020 £	2019 £
Staff costs during the period were as follows:				
Wages and salaries	34,603	98,183	<b>132,786</b>	101,549
Pension costs	229	648	<b>877</b>	1,037
Social security costs	2,531	7,180	<b>9,711</b>	7,959
	<b>37,363</b>	<b>106,011</b>	<b>143,374</b>	<b>110,545</b>

The average number of staff employed during the year was 4 (2019 – 3). The average monthly number of full-time equivalent employees during the year was 3 (2019 - 3).

One employee earned between £60,001 and £70,000 (including benefits) during the year ended 31 December 2020 (2019 – one employee).

No trustee received any remuneration in respect of their services as a trustee during the year nor were any expenses reimbursed (2019 - 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

	2020 £	2019 £
Grants receivable	<b>200,767</b>	50,000
Accounts receivable	<b>2,500</b>	—
Other debtors and prepayments	<b>26,753</b>	8,336
	<b>230,020</b>	<b>58,336</b>

### 7 Creditors: amounts falling due within one year

	2020 £	2019 £
Trade creditors	<b>4,620</b>	26,012
Other creditors and accruals	<b>11,770</b>	13,836
Deferred income	<b>299,747</b>	41,667
Taxation and social security	<b>9,515</b>	3,199
	<b>325,652</b>	<b>84,714</b>

## Notes to the financial statements 31 December 2020

### 8 Creditors: amounts falling due after more than one year

	2020 £	2019 £
Loan – Coronavirus Business Interruption Scheme Loan	50,000	—
	<b>50,000</b>	<b>—</b>

### 9 Restricted funds

	At 1 January 2020 £	Income £	Expenditure £	At 31 December 2020 £
The Burdett Trust for Nursing	—	126,325	(126,325)	—
ASPIRE	—	213,161	(213,161)	—
	<b>—</b>	<b>339,486</b>	<b>(339,486)</b>	<b>—</b>

	At 1 January 2019 £	Income £	Expenditure £	At 31 December 2019 £
<i>The Burdett Trust for Nursing</i>	—	114,096	(114,096)	—
<i>ASPIRE</i>	—	50,000	(50,000)	—
	<b>—</b>	<b>164,096</b>	<b>(164,096)</b>	<b>—</b>

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 2020:

- ♦ *Healthy Nursing Collaborative*  
C3 continued the Healthy Nursing Collaborative (HNC), a global initiative established in 2017 linking those interested in supporting nurses' health and prevention in practice. It includes a network of over 100 professionals from 27 countries. The network has a goal of spreading awareness amongst nurses and their employers about the need to prioritise nurses' own health.
- ♦ *Nursing You*  
Work has been undertaken to develop a customised app for nurses to support their weight-loss activities.

#### ***ASPIRE***

Interreg have funded a 5-year project that commenced in the final quarter of 2019 whereby C3 is collaborating with 13 other organisations to holistically tackle obesity and unemployment in Southern England and Northern France. The project aim is to offer tools to assist individuals to be able to make healthier lifestyle choices and improve their employability.

# 10 Related parties

There are no related party transactions to report for the years ended 31 December 2020 and 31 December 2019.

# 11 Operating lease commitments

At 31 December 2020, the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2020 £	2019 £
Within one year	—	6,990

# 12 Analysis of net assets between funds

	Unrestricted funds £	Restricted funds £	Total £
Fund balances at 31 December 2020 are represented by:			
Net current assets	13,862	—	13,862
Long term liabilities	(50,000)	—	(50,000)
	(36,138)	—	(36,138)

	Unrestricted funds £	Restricted funds £	Total £
Fund balances at 31 December 2019 are represented by:			
Net current liabilities	(22,612)	—	(22,612)
	(22,612)	—	(22,612)