

Annual report

Review and accounts for the year
ended 31 March 2023



Foreword

In February 2022, Russia invaded Ukraine. Coming hard on the heels of the Covid-19-fuelled economic downturn, this sent oil and grain prices soaring, with profound implications for food supply and finances across the globe. This has affected Sustain's work at all levels, from our own operations, through to responding to another huge surge in poverty and household food insecurity, as well as a notable chill on the willingness of government to champion public health and environmental policy.

We started the 2022 calendar year looking forward to exciting opportunities. This included the promise of a National Food Strategy, and a 9pm watershed for unhealthy food advertising, for which our alliance has campaigned for decades. Who could have predicted then what delays, obfuscations, inflationary pressures and political chaos would ensue?! We feel very grateful to have been able to bolster our parliament and public affairs team at this time. Our funders recognised that national and global turmoil must not become an excuse for reneging on decisive action to prevent catastrophic climate change, restore nature and enable everyone to have access to wholesome, affordable and sustainably grown food.

We were thrilled to receive news of significant funding to invest in that better food vision – our new Local Food Retail Strategy and Bridging the Gap strategic programmes. These will work alongside our sustainable farming and local networks to rebuild the relationships, trading systems, access to land

and facilities, financial investment and shorter and agroecological supply chains that could offer communities more food resilience, and less exposure to external pressures.

Encouragingly, the strength, size and confidence of the Sustainable Food Places network has also grown significantly, with 90 local authorities and food partnerships stepping up to their frontline role in addressing household food insecurity, supporting community-connected food enterprise, food's role in climate change, and using planning to enable community food growing.

Strategic and other support from the Welsh Assembly and Scotland's Good Food Nation Act have been very welcome. No such luck in Westminster, where we described Government's response to the National Food Strategy as 'feeble'. Key food and farming policies are not yet fit for the purpose of addressing the climate and nature emergency and improving public health. As a General Election starts to loom on the horizon, era-defining choices are ahead of us. We look forward to working with you to put better food and farming firmly on the public and political plate.



Professor Mike Rayner
Chair of Sustain's Council of Trustees

Trustees during the financial year covered by this report:

Cobi-Jane Akinrele (elected 18/12/2020)**
Lucy Bjorck (elected 09/12/2019, stood down 09/12/2022)
Josie Cohen (re-elected 15/12/2021)
David Edwards (elected 18/12/2020)**
Jyoti Fernandes (elected 18/12/2020)
Dr Kawther Hashem (elected 18/12/2020)**
Bridget Henderson (re-elected 15/12/2021)
Katharine Jenner (14/12/2022)**
Andre Kpodonu (elected 18/12/2020)
Jo Lewis (elected 09/12/2019, stood down 09/12/2022)**

Shafalee Loth (elected 18/12/2020)
Alison Swan Parente (re-elected 15/12/2021)
Rob Percival (elected 14/12/2022)**
Stephanie Slater (re-elected 14/12/2022)
Professor Mike Rayner (re-elected 15/12/2021)
Victoria Williams (re-elected 14/12/2022)
Deirdre (Dee) Woods (re-elected 15/12/2021)
Raksha Mistry (re-elected 14/12/2022)*
Mollie Gupta (elected 18/12/2020)*
Nick Weir (elected 18/12/2020)*

Note: Those marked with an asterisk (*) share the trustee role between two people in their organisation as part of a leadership development opportunity for diversity. One in each pair marked with a double asterisk (**) is the nominated Trustee registered with Companies House and the Charity Commission. Where marked also with a (^), this person transitioned from a supported role-share position to a Trustee registered with Companies House following the December 2022 election.

Company registered number: 02673194

Charity registered number: 1018643

Registered office: The Green House, 244-254 Cambridge Heath Road, London E2 9DA

Auditors: Goldwins, 75 Maygrove Road, West Hampstead, London NW6 2EG

Bankers: The Co-operative Bank, PO Box 101, 1 Balloon Street, Manchester M60 4EP and Triodos Bank, Deanery Road, Bristol, BS1 5AS

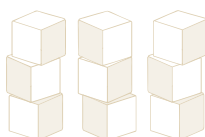
Our year in numbers

Our projects, campaigns, partnerships and policy work contributed to the following over the year April 2022 to March 2023:

100+
local authorities
seek our support
on healthier food
advertising policies



46m kilograms
of sugar
removed
from soft
drinks
every year



90
food
partnerships
now in
Sustainable
Food Places
network



12
European countries
share food systems
good practice



2,500
volunteers take
part in Good to
Grow Day, in
126 gardens



25
Defra officials visit
peri-urban Fringe Farms



44 MPs
engaged in
Sustainable Food
Places day of action



270,000
more children set to
receive free school
meals in London



350
people discuss food
policy solutions to the
cost-of-living crisis at
Sustain's annual conference



£1.5m
Lottery grant
secured to pilot
climate friendly
food for all

Over 1,000
good food jobs
advertised on
Roots to Work
platform



800
people attend first
Scottish Real Bread Festival



20 Sustain alliance
members
participate in
The RACE
Report



6,000+
downloads of
Sustain publications



1
Grocery Code
Adjudicator
saved from
being axed



Find out more about Sustain's success stories and achievements at:
www.sustainweb.org/about/working_together_our_success_stories/

Good food production

Our vision is a food production system that is based on the principles of agroecology, that is fair for all who participate in it, and which is connected with its local community, through shorter, localised supply chains, and community food growing spaces, all of which cover rural, peri-urban and urban areas.

In a busy year for our Sustainable Farming Campaign, we greatly strengthened links with MPs of all the main political parties, championing sustainable land-use, better Environmental Land Management (ELM) public payments and standards, localised food infrastructure, peri-urban farms and better food trading, aiming to re-balance the conditions and economics in favour of agroecological farming. We produced reports and briefings, hosted roundtables, marched in Westminster with farmers, gave evidence to Select Committees and had numerous meetings with MPs and Ministers, often in partnership with groups representing nature-friendly farmers whose success will be essential to the agroecological transition.

It was a period of intense political upheaval and spiralling costs exacerbated by Russia's invasion of Ukraine and extreme weather events. With food security thrown into the national spotlight, we made the case for farmers to receive better incomes through supply chain regulation and a fairer share of the profit – currently often less than 1p on typical packs of everyday foods, as we showed in our ground-breaking report 'Unpicking Food Prices: Where our food pound goes and why farmers get so little', which received extensive media coverage.

We boosted efforts to secure core standards and scrutiny in international trade deals, using the UK-Australia deal and India negotiations to win high-profile attention. Working with PAN-UK and the Alliance to Save Our Antibiotics, we made pesticides and farm antibiotics touchstone issues and were cited in reports by EFRA, the International Trade Committee and International Agreements Committee. Working with sister alliance Greener UK we also raised concerns about sweeping ministerial powers in the Retained EU Law Bill.

At local level we championed peri-urban community food growing through our Fringe Farming initiative, working with the Landworkers Alliance to promote training, webinars, site visits and local authority engagement, working with local partners in Bristol, Glasgow, Cardiff, London and Sheffield.

In London, our well-established Capital Growth community food growing network (supporting over 2,000 community gardens) ran 14 training sessions for around 400 attendees. We co-hosted seven open days with our Spotlight Gardens, ran inter-council network meetings with 16 London councils, and convened a working party of over 50 London organisations, all to support community food growing.

A record 52 London gardens run Good to Grow public engagement days

Sustain's Orla Delargy gives oral evidence to EFRA Committee on food standards in the Australia trade deal

We join WWF in formal complaint on lack of public consultation on environmental standards in trade deals

Launch of Growing for Change handbook for urban food gardens

International Trade Committee calls on Government to guarantee UK pesticide controls following lobbying by Sustain and PAN-UK

April

June

July

September

November

Our Tale of Two Counties mapping of local food infrastructure prompts action in East Sussex and Lancashire

We chair cross-party roundtable in Westminster for MPs supporting peri-urban community farms

Fringe Farming promoted in Defra farm tour with Kindling Trust in Manchester

Westminster Hall Debate held on support for local food infrastructure, following our lobbying

Alliance to Save Our Antibiotics finds antibiotic-resistant bacteria in rivers near UK factory farms

Celebratory events feature 12 Spotlight Gardens showcasing diverse food growing and people

“ We now have the International Trade Committee asking the questions we were having to ask ourselves when we started. Well done everyone!”

Josie Cohen, Pesticide Action Network UK, on ITC report calling for standards in trade deals

“ I think if we could up-scale it the way you’re proposing... you’d do the whole country a great service”

Derek Thomas, Conservative MP for St Ives, member of the EFRA Committee and APPG on Agroecology, supporting Sustain’s proposals on peri-urban community farming



“ That actually wasn’t boring!”

Claudia, Year 9 pupil (13 to 14 years old) at Camden School for Girls, on her visit to Regent’s Park Allotment training site

Photo: OrganicLea Growers, Chingford; credit: Zoe Walde-Aldam

Our landmark Unpicking Food Prices report gains high attention from industry and in Parliament

Food Sense Wales publishes local action plan report on Fringe Farming after stakeholder event

Latest of five Peri-Urban Farming Practitioners Forum gatherings, organised by Sustain

Sustain raises high-profile concerns about farm antibiotics, pesticides and animal welfare in proposed CPTPP trade agreement and backs Feedback’s legal challenge to climate impact of Australia trade deal

Fringe Farming tour of OrganicLea engages council officers keen to support food growing

December

January

February

March

Sustainable Food Places hosts Fringe Farming events for local food partnerships keen to support horticulture

Fringe Farming policy report published, setting out recommendations for growth in peri-urban horticulture

Farmers and advocates rally around action on farm policy at Oxford Real Farming Conference, with record attendance

Three Community Food Growing Conversations hosted on Community Harvest, Social Prescribing and Growing Food on Estates

145 people attend Growing Food for Resilience webinar on community resilience through food growing

Good food economy

Our vision is that fair supply chains that support a flourishing diversity of supply, manufacturing, retail and catering enterprises – at home and overseas – that create good jobs and livelihoods; helping agroecological farmers and sustainable fishers to thrive and making good food the easiest choice.

This year saw the launch of our exciting and pioneering new programme Bridging the Gap. This will pilot initiatives that 'bridge the gap' in price to make sustainably grown food affordable for people on a lower income. We will co-design interventions, working with food-system experts and practitioners across the four nations of the UK. Promising options include enhancing public sector food procurement; investing in values-led food hubs, wholesalers and local food retail; and subsidised voucher schemes.

We are also excited to have secured funding for a Local Food Retail Coordinator to develop a multi-organisational programme (to be launched in 2023) to catalyse better, fairer and more resilient trading in local food, to support nature friendly farmer-focused supply chains across the UK.

The government's consultation on the Levelling Up and Regeneration Bill provided an opportunity for the food system to be supported through the planning system. We coordinated a response, calling for planning policies to promote horticulture, healthy food retail and control of the proliferation of hot food takeaways.

Now in its 15th year, the Real Bread Campaign kept up its impressive energy and creativity, supporting

artisan and home bakers to promote diverse and delicious bread made by traditional methods. With spiralling costs and people struggling to afford good food, we worked with bakers to trial and share good practices on making Real Bread and bread-making facilities accessible and affordable to all, and championing high standards through strengthening UK bread, flour and labelling regulations.

We renewed our efforts to celebrate diversity, securing six subsidised places for people from under-represented backgrounds on a microbusiness course at The School of Artisan Food. We also made special efforts to feature people from diverse ethnic backgrounds and cultural heritage at events, in guest blogs, in our new A to Z of internationally diverse bread, and in True Loaf magazine.

In London, we promoted sustainable food enterprise through Jellied Eel magazine, Food Talks and networking events for good food pioneers in the capital, especially those improving access to affordable healthy and sustainable food for lower income communities. We also highlighted support for good food enterprise in our work with London's boroughs and food partnerships, many of whom want to support solutions to the rising cost of living that build community wealth and resilience.

Real Bread Campaign hosts four free fringe events at UK Grain Lab

Real Bread Campaign helps Open University survey contribution of 200 small bakeries to local economies

150 bakery professionals urge EFRA to introduce Honest Crust Act

Real Bread Campaign lobbies Prime Minister to support small bakery businesses

Six subsidised places offered on School of Artisan Food five-day microbusiness course

May

June

July

August

September

£1.5m National Lottery funding secured for pioneering new Bridging the Gap programme

Food access advocates start to discuss pilot projects to make nature-friendly food affordable to all

London Food Link gathering helps good food pioneers share inspiration and good practice

Advisor recruited to help with co-production of Bridging the Gap pilots

We call for planning policies on good food retail and hot food takeaways control, in Levelling Up Bill consultation

“ Such a fantastic jobs board, I am so glad Sustain does this.”

Cathy Hughes, True Food Community Cooperative, Reading

“ Super-practical. Full of sage advice and heart-warming values about good bread. Wholeheartedly recommended.”

Chris Cundill, Rosa's Bakery Limited, Neath in Wales, commenting on Knead to Know... more – the Real Bread Campaign's guide to starting a microbakery

“ Sustain highlights the need to use 'all the tools in the box' to promote local growth in shorter supply chains and with innovation at local and national level.”

Peter Aldous, Conservative MP for Waveney, Suffolk

Photo: Granville Community Kitchen's Good Food Box, credit: Jonathan Goldberg

London's local authorities discuss how to help citizens afford good food in the cost-of-living crisis

We host roundtable on using planning policy to achieve a healthier food environment

Sustain briefing published on supporting good food systems in the National Planning Policy Framework and National Design Code

First Scottish Real Bread Festival takes place during Real Bread Week

Sustain contributes to Food Talk event: 'Is £3 a fairer price for a pint of milk?'

October

November

January

February

March

MPs ask parliamentary questions on flour and bread standards for the Real Bread Campaign

28 out of 33 London councils submit evidence of action on good food for all Londoners

Not all Real Bread is White event promotes the inspirational work of Black bakers

Packed Bridging the Gap session at Oxford Real Farming Conference discusses practical ways to make sustainable food accessible to all

2,000 people now subscribe to our Planning Food Cities newsletter

Good food for all

Our vision is that we want to see healthy, sustainable food accessible and affordable to all, through a diverse array of outlets, and for it to become unacceptable and expensive to market unhealthy, unethical and unsustainable produce, over the alternative.

We celebrated the fifth anniversary of the landmark Soft Drinks Industry Levy, sending a thank-you card to HM Treasury and all MPs. This highlighted 46m kg of sugar removed from soft drinks every year; that 89% of soft drinks sales are now low or no sugar; with £1.5bn funds raised to help support school breakfasts and holiday activity programmes.

We decided that the time has come for a national campaign to Say Yes to School Food for All. After extensive consultation, we launched this on International School Meals Day in March 2023 backed by over 30 organisations plus 21 MPs from six political parties. We enthusiastically welcomed commitments by Westminster Council and the Mayor of London to free school meals for all primary-age children in state schools, whilst noting the postcode lottery for children elsewhere.

We have campaigned for over 20 years for legislation restricting prominent displays of unhealthy food in shops. This came into force in October 2022. We also campaigned vigorously for implementation of laws passed in 2021 to introduce a 9pm watershed and online ban on unhealthy food advertising. Disappointingly, the Government has now delayed these until 2025.

Now in its 12th year, our Good Food for All Londoners benchmarking report continues to set the bar for action by London's 33 boroughs to improve access to healthy and sustainable food. Alongside the thriving Boroughs Food Group, this has become a leading organising tool for sharing and driving good practice. Expertise established in London has attracted attention across the UK, with over 100 local authorities asking for our support with healthier food advertising policies; 200 people attending our Veg Cities webinar on peri-urban community horticulture; and 126 gardens taking part in Good to Grow Day. We are also discussing with several regional authorities the possibility of piloting our good food benchmarking framework in other areas, learning from our well-established experience in the capital.

Prompted by our campaigning, the NHS and Department of Health reinstated monthly publishing of uptake data for Healthy Start fruit, veg and milk vouchers for low-income parents. We continued to press for increased value and expanded eligibility. We also worked in partnership with Food Matters and the Greater London Authority to run the London Food Roots Incubator, helping local food poverty alliances to strengthen local action on food poverty.

We ask HM Treasury for sugar reduction data on fourth anniversary of Soft Drinks Industry Levy

126 gardens take part in Good to Grow Day with 2,500 volunteers involved

Our Healthy Start discussion list grows to 300+ members from public health, food partnerships and food poverty alliances

Workshops with school pupils to get their insights into free school meals and universalism

We coordinate letter from headteachers, academy trusts and teaching unions calling for expansion of free school meals

April

May

June

ASA upholds our case against KP Snacks and The Hundred for targeting children with unhealthy snack promotion

Health & Social Care Act enshrines in law 9pm watershed and online HFSS food advertising ban

Children's Food Campaign objects to government delay in HFSS food advertising restrictions

80 representatives from London boroughs discuss solutions to household food insecurity, coordinated by our London Food Poverty Campaign

Food poverty alliances share learning on food co-ops, solidarity models and affordable veg box schemes

“ Really, you and the Sustainers are amazing, and I think this is one of the best things you, or anybody in this space, have done. And the timing is perfect, as it feels like we’re at a tipping point on this issue.”

Dan Parker, Veg Power and Living Loud, responding to the launch of the Say Yes to School Food for All campaign



“ Thank you for the continued work of Sustain and others to expose the deep flaws in the new Healthy Start digital scheme, that are directly causing serious financial hardship to low-income pregnant women and households with young children; this at a time of unprecedented increases in inflation and the cost of living.”

Peter Cox, Public Health Commissioner, Kent County Council

“ I’m writing the paper copying from your amazing document. It’s just got everything. There’s such a logical process to follow – it’s really not hard work.”

Natalie Lovell, Tower Hamlets Public Health Programme Manager for Healthy Environments, commenting on Sustain’s Healthier Food Advertising Policy Toolkit

Pupils from Sacred Heart Primary School at launch of Say Yes campaign, credit: Adrian Pope

Barnsley becomes first northern town to introduce healthier food advertising policy

We welcome High Court ruling against Kellogg’s in junk food marketing case

Mayor of London announces free school meals for all primary school children for 2023 school year, with our support

Expert webinar to learn from Kellogg’s (unsuccessful) court case on food marketing restrictions

Launch of Say Yes to School Food For All campaign

June

July

October

February

March

Work starts with London Borough of Waltham Forest on transitioning away from emergency food aid

Sustain co-sponsors Labour and Conservative Party conference events on fiscal measures for healthy food

Regulations come into force limiting in-store HFSS food and drink promotion

Packed launch event for Good Food for All Londoners benchmarking report

117 gardens register for forthcoming Good to Grow open gardens day

Parliament and public affairs

We were grateful this year to receive additional financial support to boost our influential parliament, public affairs and communications team, with tools and capacity, which proved especially important during a year when such a large amount of important public health and environmental policy came under threat. The team worked impressively to coordinate high-profile responses across a wide range of campaigns, alliance organisations, MPs, peers and subject areas, as well as with partners across the four nations of the UK.

Particular highlights of work by the parliament and public affairs team include:

- Inserting the Sustainable Farming Campaign's report *Unpicking Food Prices* into the national debate with three concerted communications campaigns and supporting parliamentary activity. Coordinated lobbying of parliamentarians also generated an EFRA select committee inquiry into supply chain fairness.
- We undertook cross sector engagement to help set strategy towards the Retained EU Law (REUL) Bill, seeking to defend key food safety, sustainable farming, public health and environmental protections, as well as parliamentary scrutiny over any future legislative changes. We undertook extensive work to brief parliamentarians and the media. Lord John Krebs and Baroness Rosie Boycott (a Sustain patron) were especially helpful in the House of Lords stages of the Bill's progress, on areas of particular concern such as pesticide standards, hormone beef, antibiotic resistance and river pollution.
- Briefings and consultation responses on the new India and Australia trade deals and the Comprehensive and Progressive Trans Pacific Partnership trade succession. We created opportunities for some of our specialist alliance members to talk to trade negotiators and the Food Standards Agency, including the Alliance to Save Our Antibiotics, Pesticide Action Network UK and the Chartered Institute for Environmental Health.
- Launch of our Say Yes to School Food for All campaign, starting to build a parliamentary supporter network for the campaign, providing the campaign lead with a comprehensive discourse analysis of Hansard, and advice and research on framing to help make this work resonate with public opinion.
- We undertook extensive and dogged work to mitigate the impact of the botched digital transfer by government of Healthy Start – vouchers for

fruit, veg and milk for low-income parents with young children. We used online mapping showing what local people and areas are missing out on, placed Parliamentary Questions and Freedom of Information requests, challenged official claims, got official uptake data corrected, and catalysed publication of data by region, which we know that the local public health teams we work with need to prioritise local delivery. We also briefed numerous journalists, resulting in coverage by regional broadcast media and a detailed feature in the *New Statesman*. This resulted in service improvements such as increased staff on the helpline and a government commitment to backdate payments to parents who had missed out.

Our team contributed to sessions at the Sustainable Food Places national conference and the Oxford Real Farming Conference comparing progress on food and farming policy across the four UK nations. We explored recent Westminster activity on key food policy areas such as school meals provision, Healthy Start vouchers, access to land for food growing and food policy governance. We discussed the progress of the Good Food Nation Bill in Scotland, as well as the food bill in Wales, and what part food partnerships played in the process. It was helpful to hear from food partnerships on what their priorities were and how Sustain could keep them informed and involved in our Westminster lobbying. There was an appetite for MPs to be more visible and to see the work locally, which we will build on.

In June, we were deeply disappointed by the Government's long-awaited response to the groundbreaking National Food Strategy, championed by food entrepreneur Henry Dimbleby and supported by Sustain alliance members. See more details below.

In October we ran our first 'thought leadership' event where we brought farmers, campaigners, academics and civil society together for a Meat Summit to examine how we might collectively reduce the climate damage caused by high levels of intensive meat production and consumption. The event received positive feedback due to the range of speakers, quality of the debate and choice of venue. Our speakers included world-leading academics, TV chefs, high profile farmers, local authority leads, youth ambassadors and senior members from our alliance and attracted 160 attendees.

Our Annual Conference welcomed 350 attendees, with well-respected economics expert Ha Joon Chang and speakers from across the alliance to discuss the theme 'What food policy solutions exist to tackle the cost of living crisis?' These included

campaigners working on obesity, food poverty and the environment, as well as Labour's Shadow food and farming minister, the Conservative former chair of the APPG on the National Food Strategy and the Lib Dem spokesperson for Education.

Aware that a General Election could be triggered in the coming period, we continued to develop warm and productive relationships with a number of influential politicians, parliamentarians, parliamentary researchers, and special advisers, supplying high-quality briefings and presentations to party staff developing manifestos, All Party Parliamentary Groups, policy roundtables, and parliamentary inquiries. We refreshed our awareness of guidance from the Charity Commission and Electoral Commission on compliance with the Lobbying Act.

Thanks to our new Vuelio media monitoring system we were able to analyse how parliamentarians and their secretariats respond to our communications work, emails and briefings, and what forms of communication will maximise our chance of better engagement.

“Thank you for inviting me to such an interesting conference and giving a chance to talk there.”

Professor Ha Joon Chang, author of *Edible Economics*, keynote speaker at Sustain's Annual Conference 2022



Cross-party political support for free school meals grows: Lord Bethell (Conservative peer), Munira Wilson MP (Liberal Democrat), Chair of Food Foundation Laura Sandys (former Conservative MP) and Stephen Timms MP (Labour) support launch of Free School Meals have Superpowers evidence pack. Credit: Will Hearle @willhearlephoto | Food Foundation

Parliament and public affairs:

Key moments

» April 2022

We protest as Trade and Agriculture Commission confirms UK-Australia trade deal will lower welfare and environmental standards.

» May 2022

800 people send messages to over half of MPs objecting to the Government U-turn on junk food marketing restrictions.

» June 2022

We describe government response to National Food Strategy as 'a feeble to-do list that may or may not be ticked.'

Environment, Food and Rural Affairs (EFRA) Committee backs core standards in international trade deals.

» July 2022

Sustain contributes to Food Matters Live debate on the impact of Brexit on UK food standards.

Sustain advises on legal challenge to UK-Australia trade deal over government's failure to consult.

» October 2022

Meat Summit addresses the climate impact of meat production and consumption.

» November 2022

We highlight weakening of pesticide and antibiotics standards in the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) trade deal.

» December 2022

Sustain Annual Conference asks: 'What food policy solutions exist to tackle the cost of living crisis?'

We back call from WWF for core food, farming and environmental standards and protections in international trade deals.

» Spring 2023

We coordinate submissions on food security to the EFRA Select Committee, Environmental Audit Committee and Net Zero Skidmore Review.

We extensively brief the Labour National Policy Forum and Liberal Democrats, engage with roundtables and secure meetings with the Leader of the Opposition and shadow team. We also attend policy development meetings and provide extensive briefing for the Liberal Democrats.

National Food Strategy

The National Food Strategy, a two-part review published in 2020-2021, involved extensive research, expert interviews, and public opinion testing over a two-year period. Led by Henry Dimbleby (LEON Restaurants co-founder and a non-executive director of Defra). The review aimed to identify key policies and recommendations for a better food system. Seeing this as a prime opportunity to present Sustain priorities, we convened roundtables with alliance members to prioritise our asks and submitted a series of papers to the National Food Strategy development team.

The first part of the strategy, released in 2020 during the turbulence of the Covid-19 pandemic and the impending end of the Brexit transition period, focused on immediate and urgent measures. The second part, published in 2021, provided an in-depth analysis of our broken food system and offered 14 recommendations to address them. The Government committed to respond to the National Food Strategy recommendations in 2022. We record details here for posterity.

Sustain welcomed the recommendations of the independent Dimbleby team, which aligned with many of Sustain's longstanding policy priorities and campaigns. Some of the key points included:

1. **Sugar and salt reformulation tax:** First called for by Sustain in 2012.
2. **Sustainable farming practices:** The strategy suggested guaranteeing agricultural payments, establishing a rural land use framework, and creating an innovation fund to promote sustainable land use, all of which were in line with Sustain's sustainable farming campaign.
3. **Protecting food standards in trade deals:** The strategy echoed Sustain's campaigns to ensure high food and farming standards remained in place after Brexit by safeguarding them in future trade agreements, including controls on farm antibiotics to combat antibiotic resistance.
4. **Children's access to food:** Recommendations included extending free school meals to children in households earning less than £20,000, undocumented children, and those from households with the immigration status 'No Recourse to Public Funds' (NRPF). It also proposed funding for the Holiday Activities and Food Programme to ensure year-round access to healthy food for all children.
5. **Healthy Start:** The strategy called for expanding eligibility for Healthy Start to align with free school meals and extend it until school age, along with increased promotion and awareness among relevant healthcare workers.

6. **Improved procurement:** The strategy proposed strengthening Government Buying Standards, enhancing monitoring and reporting and promoting a dynamic procurement model, enabling smaller-scale producers to sell to the public sector.
7. **Promoting fruit and veg consumption:** Recommendations included doubling the budget for the School Fruit and Veg Scheme and introducing a 'Community Eatwell' programme, where GPs could prescribe fruits and vegetables.
8. **Reducing meat consumption:** The strategy recommended an aim for a 30% increase in fruit and veg consumption and a 30% reduction in meat consumption by 2032.
9. **Food Bill and Food Partnerships:** Sustain had championed a Good Food Bill (as has been adopted in Scotland as the Good Food Nation Act), and we were pleased to see this included as a recommendation, along with support for more local food partnerships.

The Government responded in June 2022 with its own food strategy. In their White Paper, which reflected little of the insight and prioritisation of food manifest in the Dimbleby report, the Government committed only to:

- A land use strategy by 2023
- A consultation on mandatory reporting by industry on health, and 'explore' the same on environment and animal welfare
- A consultation on public sector food procurement, including 50% local or higher standard food

This fell far short of expectations, causing consternation and disappointment throughout our movement. Kath Dalmeny, chief executive of Sustain said, "Government was given crystal clear analysis and a set of recommendations by the Dimbleby food strategy and has chosen to take forward only a handful of them. This isn't a strategy, it's a feeble to do list, that may or may not get ticked."

Sustain created an accountability grid highlighting the extensive shortcomings of the Government response and distributed it to parliamentary contacts, civil servants, and stakeholders. Many senior leaders and teams in influential organisations shared our view that the Dimbleby food strategy should continue to be a framework for national and local action, so we have some hope that the process will have generated allies and that persistence will (eventually) pay off.

Find out more on [Sustain's National Food Strategy hub](#) – where we collated key documents, responses, blogs and summaries.

Climate and nature emergency

How and what we farm, fish, eat and dispose of are some of the biggest contributors to dangerous climate change and precipitous loss of nature. The food system currently uses up the UK's entire annual carbon budget. To have any hope of tackling the climate and nature emergency, we must transform how food is grown and transported, and what we eat. Sustain champions solutions to the climate emergency that improve our dietary health, tackle inequality, and help restore nature.

The number of places taking part in our Food for the Planet campaign more than doubled this year, with 48 local authorities and regions taking action a range of initiatives such as climate-friendly food procurement, promoting less and better meat and more plant-rich diets, supporting nature friendly farming and community food growing, and radically reducing food waste.

In London, Sustain contributed extensively to the London Circular Food Procurement Working Group, with two-thirds of London's councils represented, and we supported the EU-wide Buy Better Food report, which now has over 50 members. This kept us busy whilst waiting for the much-delayed UK Government response to their public consultation on Government Buying Standards for food, which we believe must be urgently reformed to drive climate- and nature-friendly food production and consumption.

In November, we launched our report benchmarking nearly 200 local authorities on food and climate change, entitled 'Every Mouthful Counts'. We timed the launch to coincide with the COP27 international climate talks being hosted by Egypt. We created a new interactive online map, with tailored action plans and recommendations for 20 councils, with 21 'Leader' councils identified. Following the launch, over 20 councils approached the team for advice about improving their score, and we provided support to a cohort of food partnerships in Northern Ireland keen to participate. We were able to support ten local campaigns with small grants, for innovation on climate-friendly food advertising, food procurement and climate-friendly food pricing.

Sustain helped to devise the landmark Healthier Food Advertising policy adopted by the Mayor of London in 2018, implemented across the Transport for London public transport network and demonstrably improving healthier food consumption by Londoners. This year, over 100 local authorities around the country sought Sustain's support to consider introducing similar policies in their

own areas. Given the close correlation between healthy and climate-friendly diets, we now want to develop an integrated policy that could also reduce the promotion of intensively farmed livestock products, and be adopted by local authorities as part of their Food Strategy and Climate Action Plans.

This year, we ran a high-profile Meat Summit to discuss bold action to reduce the impact of climate-wrecking livestock production; we also invested in development of a groundbreaking new campaign to win a de facto moratorium on factory farms through the planning system. This is generating excitement and support amongst members of our working group and wider network.

Our Climate and Nature Coordinator also joined the 'Nitrogen Group' – a collaboration of UK NGOs led by Client Earth to advocate for controls on farming-derived ammonia and other nitrogen pollutants.

“ Thank you so much for a fantastic webinar last week – so helpful and reassuring in our early development work here on a North Yorkshire Food Strategy”

Ruth Everson, Public Health Manager,
North Yorkshire County Council



Local action

Sustain is an alliance of around 100 national organisations. Across the year, we had a growing appreciation that we are also an alliance of hundreds of local and regional organisations working to improve the food and farming system, for the benefit of people and planet. The interplay between national and local action is an increasingly important characteristic of our work.

This year, we significantly stepped up our public affairs and advocacy work to promote local action on food and farming and were delighted to achieve recognition for the value of local food partnerships in the Local Government Association's public health annual report, as well as the long-awaited Government food strategy. Despite being disappointing in other areas, this was a welcome foothold for the 90+ food partnerships who are now members of the Sustainable Food Places (SFP) network, which Sustain has coordinated with Food Matters and the Soil Association over the past nine years.

We submitted evidence informed by our local networks to several parliamentary enquiries, government departments and Ministers, calling

for changes in policy and government programmes – notably a planning briefing calling for more detailed national planning policies to achieve a sustainable food and farming system, submitted to the Department for Levelling Up, Housing and Communities. We also called for improvements to the Healthy Start food vouchers programme – a priority for hundreds of frontline organisations in our network.

Following patient work by our sister alliance Food Sense Wales, the Welsh Minister of Social Justice announced £3 million of Welsh Government funding to support the development of cross-sector food partnerships in response to the cost-of-living crisis. Meanwhile, the Good Food Nation Bill passed in the Scottish Parliament in June 2022 following the persistent advocacy of our sister alliance Nourish Scotland, putting a statutory duty on government, local authorities and health boards to produce food plans, with food partnerships well placed to coordinate delivery on key actions.

The value of food partnerships was also evident in focused campaigns and initiatives coordinated by Sustain, helping local authorities and institutions to reduce the climate and nature impact of food



Leaders of local food partnerships from across the country gather for the Sustainable Food Places day of action and celebration in Westminster. The day was an opportunity to put the amazing work of food partnerships on the radar of local MPs, and to put out a call for: One food bill for every nation; One food plan and partnership in every local area. Credit: Jonathan Goldberg

procurement, food waste and land-use in their areas; helping good food enterprises to thrive; and continuing to tackle food poverty and the cost-of-living crisis. We gave financial and other support to 9 Good Food Movement projects, 9 Good Food Economy campaigns, 3 Veg Cities campaigns and 1 Food for the Planet campaign in our round of grants. We also ran numerous events, visits and webinars throughout the year to help inform, inspire and share skills among the SFP peer network.

In July, we hosted an engaging Day of Celebration and Action in Westminster. 26 parliamentarians attended from all of the main parties in the four UK nations, generating 18 further meetings/connections between food partnerships and MPs, with a total of 44 MPs engaged. We followed up with an open letter to several Secretaries of State calling for a Good Food Bill in every Nation of the UK and support for food partnerships in every place.

In March 2023, we were delighted to run our first national in-person Sustainable Food Places conference in three years, hosted at Oxford University with more than 160 participants from across the UK, with lively discussions, workshops and sharing of skills and experiences. 95% agreed or strongly agreed that they felt inspired and re-energised about their work.

March 2023 also saw publication of our latest Good Food for All Londoners benchmarking of local authorities in London, for their actions to improve access to good food for people on a low income, and to improve the capital's food system for health and sustainability. From the 28 councils who took part in this year's survey (out of the 33 councils in London), responses show promising progress, with overall scores increasing from last year.

Looking internationally, we continued our involvement in FoodSHIFT, which is promoting local action in places all around Europe. We organised several well-attended workshops and webinars looking at good practice and inspiring examples of governance, innovation and improving local policy.

“Observing the development of the Sustainable Food Places programme has been a source of pleasure and pride for me personally, seeing it grow from the initial cohort of just six cities to what it is now [90 towns, cities and regions], shaping perceptions of what a good food system can look like and attracting international attention.”

Laurence Scott, Esmée Fairbairn Foundation

Local action:

Key moments

» April 2022

Webinar addressing local action on food and the cost-of-living crisis – hundreds attend.

» June 2022

Good Food Nation Act becomes law in Scotland, requiring local action on food.

Government's response to the National Food Strategy published, recognising the value of local food partnerships.

» July 2022

Welsh Minister of Social Justice announces £3m for food partnerships in Wales.

» Spring/Summer 2022

We run numerous well-attended sessions on e.g. National Food Strategy, diversity and inclusion, peri-urban farming, community food enterprises, community engagement, free school meals, ultra-processed foods, reducing meat and dairy.

Sustainable Food Places helps Local Government Association promote good practice on local authority action on food poverty.

» October 2022

Workshop with Northern Ireland food partnerships to support action on food and climate.

» November 2022

Launch of Every Mouthful Counts report assessing UK local authority action on food and climate.

» January 2023

Sustain briefs Big Lottery on local responses to the cost-of-living crisis that move beyond charitable food aid.

» February 2023

£10k grants launched for Race Equity Diversity & Inclusion (REDI) pilot projects with local food partnerships.

» March 2023

Good Food for All Londoners report shows London councils making progress on action for healthy and sustainable food.

Sustainable Food Places annual conference welcomes 160 participants and is a resounding success!

Building our communications and reach

Traffic on Sustain's website continues to grow, with close to 500,000 page views this year on Sustainweb.org and the average time spent on pages up by over 5% compared to same period last year. Over 12,500 people joined our email newsletter lists. We started to trial a system to map our supporters by constituency, with over 35,000 supporters now mapped in this way. For the first time we can now visualise website interactions geographically and interact with cohorts of supporters on constituency specific issues. This also enables Sustain's projects and campaigns to grow their supporter base in targeted areas, which will be useful for locally focused work such as Food for the Planet, work with local authorities, and the new Say Yes to School Food for All on universal free school meals.

We added a carbon-saving calculator to the Capital Growth and Good to Grow Harvest-ometers to help community food growers demonstrate the environmental value of their activities, and an extensive data visualisation addon for the Food for the Planet website.

A new press page in our Content Management System (CMS) will show Sustain's latest coverage in the news. Stories on our website, when quoted in the press, will also now have links to their coverage, facilitated by the media monitoring package we have with the service Vuelio. We want to build a better understanding of what stories work best and how we may increase our coverage.

We produced more video content and a number of engaging animations this year, further enhancing the quality of the Sustain assets we push to social channels.

Additionally, we put considerable effort into creating solid documentation on our Intranet to provide a number of self-help resources for staff. This guidance includes a communications toolkit and image guidance. We now run monthly drop-in sessions for staff to attend with their comms or CMS questions.



Diversity, equity, inclusion and racial justice

Sustain has a profound commitment to promoting equity, meaning that we want to promote diversity and inclusion across a wide range of characteristics. We recognise that there are entrenched and structural causes of inequality. In particular, we recognise the extent and depth of racial inequality and racial injustice in the food system and want to do what we can to help address this.

We run a diversity group that meets regularly to promote positive change internally, and in our externally policy, campaign and communications activities. For transparency, and to stimulate action, we now produce a separate annual report on our progress on Diversity, Equity, Inclusion and Anti-racism, the latest compiled in spring 2023: <https://www.sustainweb.org/reports/may23-progress-on-diversity-and-anti-racism/>. This reports on our actions to improve diversity in:

- Leadership for change
- Project and campaign leadership – with project-specific activities described throughout this Annual Report
- Budget allocation
- Audit and review
- Internal structures and development
 - Recruitment for diversity
 - HR: employment policies and practices
- Communicating and creating platforms
- Reflections on system change, looking beyond our own organisation and network, to influence change more widely

This year, we thoroughly reviewed our recruitment practices in order to improve our welcome and opportunities for people from diverse backgrounds and identities to gain employment in the Sustain team. We are planning towards recruitment of a Diversity Outreach Coordinator who can lead on work to improve opportunities for younger people from diverse ethnic backgrounds to benefit from opportunities and employment in the food and farming sector. We also worked with a specialist diversity consultant to help us review our internal employment policies and practices, and implemented a wide range of improvements as a result.

“ Thanks for the wonderful advocacy of Sustain, this is amazing! We have more organisations signed up now than our target for the first year. I think most of the extra ones were via you!”

Jamie Agombar, Chief Executive of Students Organising for Sustainability (SOS-UK), which is coordinating The RACE Report initiative, working with Hindu Climate Action, Nature Youth Connection and Education, and South Asians for Sustainability



Who we work with

As an alliance, Sustain is as strong as its membership. Alliance membership is open to national organisations that do not distribute profits to private shareholders and which operate in the public or their members' interest. The organisations must be wholly or partly interested in food or farming issues and support the general aims and work of the alliance.

*Those marked with a star were welcomed this year as members of Sustain – agreed by Sustain's Council, with ratification by Sustain's membership either confirmed or pending

Sustain alliance members

Action on Salt / Action on Sugar	Gaia Foundation	Social Farms and Gardens
Alexandra Rose Charity	Garden Organic	Soil Association
Aquaculture Stewardship Council	Global Justice Now	Students Organising for Sustainability (SOS-UK)
Association of Public Analysts	GM Freeze	Sustainable, Food, Diet and Non-Communicable Disease Prevention Research Group
Baby Milk Action	Growing Communities (and Better Food Traders)	Sustainable Food Trust
Behaviour Change	Health Education Trust	Sustainable Soils Alliance
Beyond GM	Hubbub	The Country Trust
Bio-Dynamic Agricultural College	Hyperactive Children's Support Group	The Kindling Trust
Bio-Dynamic Agriculture Association	Incredible Edible*	The Landworkers' Alliance
British Association for the Study of Community Dentistry	Independent Food Aid Network (IFAN)	The Orchard Project
British Dietetic Association	International Institute for Environment and Development (IIED)	The Real Farming Trust
Campaign to Protect Rural England (CPRE)	Keep Britain Tidy	Think Through Nutrition
Caroline Walker Trust	Magic Breakfast	This Is Rubbish
Centre for Agroecology, Water and Resilience (CAWR)	Marine Conservation Society (MCS)	Transform Trade
Centre for Food Policy	National Federation of Women's Institutes (NFWI)	Unchecked
Chartered Institute of Environmental Health (CIEH)	National Trust	Unison – the public service union
City to Sea	Nature Friendly Farming Network (NFFN)	Unite the union – rural and agricultural sector
Commonwork Trust	Nourish NI*	Vegetarian Society
Community Supported Agriculture (CSA) Network	Open Food Network UK	Whole Health Agriculture*
Compassion in World Farming	Oral Health Foundation	Women's Environmental Network
Diabetes UK	Organic Farmers & Growers	World Cancer Research Fund
Dung Beetles for Farmers	Organic Growers Alliance*	Worldwide Opportunities on Organic Farms (WWOOF)
Eating Better	Organic Research Centre – Elm Farm	
E.coli 0157	Organic Trade Board	Sustain alliance observers
Faculty of Public Health	Oxford Climate Alumni Network (OXCAN)	Agricultural Christian Fellowship
Fairtrade Foundation	Pasture-fed Livestock Association	Allergy Alliance
Family Farmers Association	People Need Nature	Child Poverty Action Group
FareShare	Permaculture Association	ClientEarth*
Farming and Wildlife Advisory Group SW	Pesticide Action Network (PAN) UK	Community Food and Health Scotland
Farms not Factories	Plantlife	Food Ethics Council
Feedback Global	Rare Breeds Survival Trust	GMB (Britain's General Union)
First Steps Nutrition Trust	Royal Academy of Culinary Arts, Chefs Adopt a School Trust	Green Alliance
Food Foundation	Royal Society for the Prevention of Cruelty to Animals (RSPCA) (covers RSPCA Assured)	Linking Environment And Farming (LEAF)
Food Matters	Royal Society for the Protection of Birds (RSPB)	Marine Stewardship Council (MSC)
Food Sense Wales*	School Food Matters	Nourish Scotland
Food Systems and Policy Group, University of Hertfordshire	School of Artisan Food	Obesity Health Alliance
FoodCycle	Shared Assets	Royal Society for Public Health (RSPH)
Forum for the Future	Slow Food in the UK	Which?
Friends of the Earth		Wildlife and Countryside Link
		WWF – Scotland
		WWF – UK

Sustain works closely with, for example: colleague alliances and initiatives working on cross-cutting food, farming, fishing, environmental and social policy – including: the Alliance to Save our Antibiotics; Eating Better Alliance; Food Research Collaboration; Green Alliance; Food, Farming and Countryside Commission; Green Care Coalition; Obesity Health Alliance; Sustainable Soils Alliance; Trade Justice Movement; and Wildlife and Countryside Link. Our connections and work with such organisations is described in more detail [here](#).

Across the UK Nations, we work with sister organisations: Food Sense Wales; Nourish Scotland; and Nourish Northern Ireland. We also work with over 90 UK towns, cities and regions and their Sustainable Food Place partnerships and/or food poverty alliances and/or local authorities; the London Food Board; and our newsletters have over 65,000 sign-ups, with tens of thousands more followers via social media.

Sustain coordinates the Food Learning Forum, working with a range of food, farming and community sector organisations to learn about and tackle issues of common concern. Further, Sustain leads the organisation of public webinars and training workshops for FoodSHIFT 2030, the Europe-wide programme which looks at food system transformation. Sustain works with many partners within the project, which is comprised of 7 municipalities, 7 NGOs and 7 research institutes in 12 European countries. Sustain has also helped recruit a further 33 city regions and food partnerships in Europe to the FoodShift2030 consortium, building

up an international network of solidarity upon which Sustain leans on to build and promote the training workshops.

Interested in becoming a Sustain member?

If your organisation is interested in becoming a Sustain alliance member or observer, download an application form at: www.sustainweb.org/membership or email the Sustain team on sustain@sustainweb.org to speak to Chief Executive Kath Dalmeny for a conversation about how to get involved. When you submit an application, this is reviewed by the Sustain team and we may ask you for further information or clarification; we will make an initial assessment, ask you any questions necessary for clarification, and take it to the Sustain Council of Trustees with a recommendation (the Council is elected by Sustain's members). If they approve your application, this will be circulated to Sustain members via our alliance newsletter Digest for any comments or questions before ratification.

If your work is local or international rather than national, or you are an individual or represent a company or other profit-making organisation, you may prefer to get involved with a specific project or campaign, get on one or more of our mailing lists, publicise your healthy and sustainable food and farming events on our events calendar, or join a project or campaign advisory Working Party. Get in touch and we'll help you decide how best to join in and share your unique perspectives.

Find out about Sustain membership here: www.sustainweb.org/membership/become_a_sustain_member/
Join one or more of Sustain's mailing lists here: www.sustainweb.org/email/

“ Food Sense Wales has developed a strong relationship with Sustain over the last five years, working on programmes such as Sustainable Food Places, Food Power and Bridging The Gap. Now, as a new member of the Sustain Alliance, we look forward to drawing on the broader support of the group as well as offering up our own experiences from Wales as we head into ever increasingly and challenging times for the Food System.”

Katie Palmer, Programme Manager at Food Sense Wales

“ Sustain has an incredible track record of advocating for fairer and more sustainable food systems and has continually raised awareness of the importance of the law in transforming food systems for the better. We share the alliance's belief that systemic change in agriculture, fisheries and land management is crucial if the UK is to address the critical environmental issues that we now face. We look forward to working together to deliver a shared vision for sustainable agriculture and food systems across the UK.”

Laura Clarke, Chief Executive of ClientEarth

What people say about us...

"You all managed to pull off a great event. It was an absolute honour for us to be a part of it. I want to extend my appreciation for the opportunity to contribute. I was really impressed with the diversity of contributions, I honestly wouldn't have ever dreamt of seeing such representation on stage. I am in awe of the young people's confidence too."

Dr Kawther Hashem, speaker and participant in the Children's Food Campaign Summit in Leeds

"Observing the development of the Sustainable Food Places programme has been a source of pleasure and pride for me personally, seeing it grow from the initial cohort of just six cities to what it is now, shaping perceptions of what a good food system can look like and attracting international attention. Thanks to all involved for your hard work and commitment in making that happen, and I hope that the work will continue for a long time into the future."

Laurence Scott, Esmée Fairbairn Foundation

"A big thanks from me to all of you for giving me a platform for this work. I thought the event went well. I could have listened to you all day, Ben."

Dr Adrian Morley, Research Fellow (Sustainable Food Systems), Manchester Metropolitan University, following event chaired by Sustain Deputy Chief Executive Ben Reynolds on sustainable food supply chains

"Key work delivered with passion. Terrific."

Environmental Health Officer attending Sustain's presentation on HFSS regulation at CIEH conference

"My copy of Knead to Know more has been invaluable in setting up my business."

Dave Stewart, Dr Dough, commenting on the Real Bread Campaign's guide to setting up a micro-bakery

"I love that Sourdough September has become a global event. It gives people all over the world the opportunity to connect with each other in the present, through a tradition from our past which will continue to nourish us in the future. Thank you!"

Sibyl Leon, BREAD Encounters, USA

"Good to Grow is a fantastic initiative that supports and enables community food-growing projects to access their communities. It is a vital resource which should be available across the country."

Community growing network coordinator, following network coordinator peer group meeting

"The interactive [Healthy Start] map is really helpful and a screenshot with our area highlighted will; be making its way to our upcoming 'financial resilience' training resource."

Milly Carmichael, Health Improvement Officer – Food Poverty, Bath and North East Somerset Council

"Thanks for all the advocacy you are doing on behalf of everyone!"

Claire Mellon, Programme Officer (Children's), Division of Public Health, Leicester City Council

"Throughout the past 2 years, I've always found the Healthy Start emails insightful and the campaigns from Sustain impactful. So many people's lives have been made better thanks to the amazing work you do."

Organiser of East of England community food co-op

"Support from Sustainable Food Places has enabled us to leverage further funds for this work and we have secured £13,000 of funding from PHEE to develop our Food Poverty Training with a specific module focused on HSV. This will include better information for retailers and will also be targeted to local veg box suppliers to support them to access the scheme."

Fiona, Oxfordshire Food Partnership

"Such a fantastic day, I really enjoyed myself and it was great to feel part of such a positive movement. Brilliantly put together."

Feedback from food partnership coordinator on Sustainable Food Places Day of Action and Celebration

"Thank you for inviting Richard to Sustain's event in Parliament this morning. Richard enjoyed listening to the fantastic work being done by Sustain and your local partners across the UK."

Richard Burgon MP's office following Sustainable Food Places Day of Celebration and Action

"I want to offer my sincere thanks for this session. So encouraging to see how UK Local Authorities are already seeing the need to develop coherence across food, nature and climate policy and the opportunities for 'good food' to drive multi-stakeholder co-production/ mobilisation."

David Edwards, Director of Food Strategy, WWF

"Thanks for a really excellent webinar on the cost of living crisis yesterday. It was so good to hear from other food partnerships about how they are responding and feel a sense of solidarity amidst it all."

Food Partnership Coordinator

"Great to hear about all the great practices happening around the country on using planning as a tool for creating sustainable food systems."

Participant in food and planning webinar

"Thank you so much for all your support this last year – the inter-council network is so useful for our work."

Alice Laughton, Kensington & Chelsea Council

"We really value all the work you've done particularly bringing councils together, great training opportunities, campaigns and networking people."

Ruth Arnott, Southwark Council

"Great feedback from the students. Very positive in their comments. Relevant, interesting, well delivered."

Feedback from course leader after talk by Sustainable Farming Officer James Woodward to trainee Cordon Bleu chefs about farmer-friendly sourcing

"Your session was the best session I went to across the two days. How you ran it, the panel and breadth of views you covered. I know there is a lot of prep for these sessions, so wanted to thank you and your team."

Sustain farming policy session participant, Oxford Real Farming Conference January 2023

"Thanks for organising an excellent visit which has definitely generated interest with the Councillors who attended and will hopefully lead to identification of a suitable site in Enfield!"

Enfield Council officer, feedback on Fringe Farming site visit at OrganicLea, Waltham Forest

"Just to say thank you for sending this through. We were just in the process of putting our response together and I used quite a bit of your wording to support our stance. I hope the coordinated response therefore will have some impact."

Dan Clayton, Public Health Wales about Sustain's response to the Wales healthy food and energy drinks consultations

"Your ORFC session on Bridging the Gap was the best one I attended at the whole event." "Me too!"

Two participants in the Oxford Real Farming Conference, January 2023

"Congratulations to you all on leading the way on free school meals for all because nothing less will do. We want England to follow Scotland and Wales in introducing FSM for all primaries...and then we can extend the policy to secondary schools! Good luck."

Professor Kevin Morgan, Cardiff University

"Thanks so much everyone, what a brilliant and unique session!"

Nika Pajda, Bite Back 2030, participant in our webinar on the Kellogg's court case

"Just keep doing more of these events to connect experiences across the country. Great work! Thank you!"

Fiona Bell, B&NES Affordable Food Network, feedback on Good to Grow webinar

"I have just used the calculator tool and it's really helpful. Thank you for providing this."

Caroline Macalese, BANES Council, feedback on Healthy Start shortfall calculator

"We are doing a lot of campaigning at the moment and promotion so it will be good to use the calculator to see the additional monies going to families."

Deniece Dobson, Luton Council, feedback on Healthy Start shortfall calculator

"This event was wonderful, thank you to all the organisers. It was great to hear that the work we are doing locally in Bury has sparked interest with other food partnerships, and has been referenced in strategy development. I have never walked into a room before and been asked wow are you Bury!"

Participant feedback on Sustainable Food Places Annual Conference

"Thanks so much for arranging today's launch. Marsha was really happy to attend and be part of the campaign. Thanks once again for all your brilliant work."

Office of Marsha de Cordova MP, following Say Yes campaign launch

"Brilliant – thank you v v much."

Baroness Rosie Boycott on receiving our REUL briefing

"Sustain's work is fantastic!"

Therese Angharad James, MSc Environmental Health student, following Sustain presentation at CIEH practitioner conference

Internal developments

Sustain's governance

Sustain is governed by its membership, which is open to national organisations that do not distribute profits to private shareholders and thus operate in the public interest. Members must be wholly or partly interested in food and/or farming issues and support the general aims and work of the alliance.

Sustain's membership usually meets once a year in a general session at the Annual Conference, with business matters of the Annual General Meeting undertaken electronically to enable diverse and inclusive participation, including for geographically dispersed people and organisations. Many alliance members also attend a range of specialist policy and project working party meetings, which are chaired either by a Sustain Council member or an expert representative of a member organisation, as well as specialist events tackling issues of common concern. Sustain Council members are elected by the membership (and a minimum of one third of the Council must stand down each year) to form a governing body of up to 15 Trustee places. Trustees also offer up to 5 role-share places to support new talent and diversity in leadership. This opportunity is now routinely part of our Trustee recruitment and election process, clearly signalling our intention to welcome and support young people from diverse backgrounds. Following Council of Trustee elections in December 2022, we were proud to celebrate the fact that our 'role-shares for cultivating diverse new talent and leadership', has resulted in two people transitioning to Board-level representatives in their own right.

All Trustees and role-shares declare any relevant financial interests when they are elected, and at the beginning of each quarterly meeting, and these interests are publicly available on Sustain's website.

Sustain's Council of Trustees meets quarterly to guide the work of the alliance, subject to approval by the members. As the Trustees are drawn from Sustain's membership, all of whom are third-sector organisations, they are already familiar with structures and governance in this sector. Quarterly meetings of Sustain's Council of Trustees were held either online or hybrid throughout the year. We will encourage at least one meeting fully in-person each year, to enable connections and a chance for Trustees to meet the staff team.

Once again, we refreshed our 'adoption of roles' system to identify a Lead Trustee for key areas of our work, with valuable contributions such as:

- Serving on interview panels for new jobs and staff at Sustain
- Chairing events and working parties
- Providing expert and 'critical friend' comments on policies and documents
- Connecting us with excellent contributors, especially experts from diverse backgrounds, identities and expertise, on food, farming and movement-building issues

In line with Charity Commission guidance, Trustees continued to note at each meeting that the arrangements enabled satisfactory discussion and scrutiny of the matters to be addressed.

For the third year running, Sustain's AGM business and voting procedures were undertaken wholly by electronic communications (email), with the prior approval of our auditor, in line with advice from the Charity Commission. We continue to find this an efficient and inclusive process, enabling high levels of participation and greater likelihood of quoracy.

Managing changing times

With more activities and financial transactions now undertaken remotely, we continued to implement and review robust systems for ensuring that our systems are fully secure. We continued to implement sign-off procedures with in-built double and triple checks for authenticity. This has served us well. In the wider world, there has once again been yet more growth in hacking attempts, phishing and fraud. However, Sustain has weathered these risks and has so far not experienced any serious breach. We remain vigilant and these matters are reviewed regularly as part of risk management, including at Trustee meetings.

Risk management

Sustain's Trustees reviewed our annual and quarterly risk registers, highlighting key issues that remain at the forefront of our concerns and planning – externally and internally, including:

- World events: cost of living, war in Ukraine, climate and nature emergency.
- Derailment of key policy initiatives – implementation of anti-obesity legislation on food promotion; weak Food Strategy response; ongoing concerns over public health policy; pressures on environment, farm and land-use policies; general lack of food system governance.
- Government and industry resistance to improving incomes for the growing numbers of people experiencing food insecurity and financial crisis.
- Funding vulnerability for strategically important areas of Sustain's work.
- Pressures on staff – time, workload, physical and mental wellbeing.
- HR issues relating to employment contracts, time spent on administration and related matters.
- Virus, malware, fraudulent attack on Sustain systems – which needs constant vigilance.

Office premises

Coming out of the Covid-19 extraordinary period, more staff have returned to office life for at least part of their working week, whilst still managing continued incidence of Covid-19 and the need for some people to avoid exposure. Many staff have expressed their preference for a mixture of the opportunity to work at home as well as enjoy the benefits of the return to in-person meetings, social activities and events. The phased return to the office has gone relatively smoothly.

Sustain signed a new lease with our landlord Ethical Property Company (EPC), due to expire at the end of March 2023. We have renewed for another 5 years until 31 March 2028 with a 5.3% increase in rent.

Cost of living increases

As one crisis faded in intensity, we moved into a new world of financial insecurity, following Russia's invasion of Ukraine and the consequent rise in fuel and food prices and spiralling inflation. We managed Sustain's finances carefully and were able to provide two discretionary payments to all staff to help them manage the increased cost of living, weighted towards those on lower levels of our payscale, as well as a generous pay increase in line with inflation. We extend the most enormous thank you to many of our very considerate funders for providing additional contributions and budget flexibility to help mitigate these increased costs, as well as our Trustees for supporting us through this process, which was a significant area for consideration and review in Council of Trustee meetings throughout the year.

“ Just a note of thanks about this ex-gratia payment and also the weighting towards lower-income employees. I know that it needs careful stewardship to manage such payments alongside recognising cost of living pressures on colleagues, whilst grant conditions don't always allow the level of flexibility that organisations with large unreserved income sources have”

Member of staff in receipt of a discretionary cost-of-living payment

Fair pay

Sustain renewed our annual commitment and licence to declare ourselves a registered London Living Wage Employer; as have our landlords Ethical Property Company, so cleaning and other staff are included. We are proud to be part of the growing Living Wage movement as a key response to poverty, food poverty and health equity. Sustain also promotes London Living Wage accreditation via our Good Food for All Londoners report and league table of boroughs, as one of the key ways local authorities can help to reduce food poverty.

For the sixth year, Sustain's Annual Report contains an independently audited Pay Ratio Analysis. We are pleased to report that Sustain's Pay Ratio is between 2:1 (highest to lowest salaries) and 3:1 (highest salary to London Living Wage), well within the Wagemark benchmark of 8:1 considered to be good practice.

Sustain staff

Across the year, we welcomed several new members of staff to the Sustain team and launched significant new projects. We congratulate new arrivals for fitting in so well and soon becoming part of the Sustain family.

This year, Sustain's relationship with the IWGB Union developed, after we entered into a voluntary recognition agreement last year. We worked with the Union group to move towards greater use of permanent contracts for staff members, requiring a lot of changes to our recruitment, contract management and financial planning. We recognise there is a perennial challenge within the voluntary sector of short-term project funding and precarity of employment contracts, making it difficult for staff members to feel secure, gain rental agreements and loans, and make life plans. Some of these matters are beyond Sustain's power to fix, but we are committed to do what we can to increase job security, including adapting our fundraising and financial management model to support such ambitions.

This year, we reviewed our annual appraisal process and drew out common themes. A document providing a cross-organisation analysis of the appraisal notes. We will be using these notes and common themes either to inform how we strengthen and embed existing practices and culture, or to improve these.

We continued to embed changes begun in the previous year, in recognition of necessary structures and systems to manage Sustain's growth in size, complexity and influence. We have not previously had formal criteria for allocating various job titles. With various staff changes, we felt it would be a good time to clarify the criteria, expectations, line management responsibilities, job title and remuneration for the role and job title, and also how this relates to other grades and job titles at Sustain.

We created one additional 'Head' role this year – Head of Local Action – a welcome addition to the senior management and advocacy team

Operational and HR support

We explored a proposal to recruit a new member of staff to fulfil HR, People and Skills development activities. However, due to the large costs associated with the pay increases to take into account elevated inflation rates, and other rising costs, we needed to put this proposal on hold for the time being. We have built in the potential for this role into the new FCR model that we will return to this proposal in due course.

Skills, mentoring and training

Sustain's senior leadership team benefited from mentoring offered by the Association for Chief Executives of Voluntary Organisations (ACEVO), which enabled coaching sessions for our Deputy Chief Executive Ben Reynolds and Director of Programmes Sarah Williams, which they have both found valuable. We also enjoyed the support of Executive Assistant Sophie Davies, a new role for Sustain, supporting Chief Executive Kath Dalmeny with administrative and communication tasks, strategic outreach, organising meetings and diary management.

Our new Line Managers Forum continued to meet regularly, to help develop and enhance our skills, culture and processes for effective line management. A professional trainer from Animo Leadership helped us this year with two workshops for line managers to develop our common leadership values and learn how to manage complex and challenging situations. People with line management responsibilities greatly appreciated this input, helping to embed and communicate good practice and ensure consistency. We also worked together to refresh our approach to annual appraisals and our personal development framework for thinking through skills, training or work experience the person may wish to pursue.

We ran a consultation exercise with staff to gather ideas on what types of training and skill-share sessions staff would like to see offered over the coming year. As well as the traditional webinars and skills-share sessions, we are exploring different types of formats, such as drop-in sessions for media skills, communications and IT skills. We are also making personal training budgets available for external providers, if people find courses or training that they think would be especially useful, with the understanding that it would be helpful for them to cascade learning to other colleagues. We also ran internal skills-share sessions on themes such as monitoring and evaluation; Parliament and how/when/why to engage with MPs.

Policies and procedures

This year, we continued to update a range of policies and procedures, including:

- Continued to embed Sustain's new approach to employment contracts and contract management procedures to enable greater use of permanent contracts and limit precarity.
- In line with our compliance check rolling process, updated our Whistleblowing policy, Anti-Bullying and Harassment policy.
- Re-enrolled into our contributory pension scheme people who had previously opted out, in line with government rules.
- Confirmed our compliance with GDPR rules and recommended procedures.
- Reviewed and updated our new Diversity Style Guide.
- Started to review our sickness and absence policy, post-Covid.

We undertook a thorough overhaul of Sustain's intranet, including:

- Tidying up the Staff Handbook to make key information more accessible.
- Moving our Line Management guidance and key documents onto the intranet so that all staff can view them, to enable greater clarity and transparency.
- Developed a Recruitment Handbook to document and embed our refreshed approach to recruitment, especially recruitment for diversity.
- Started to plan a 'My Dashboard' function to display key organisational and individual information, which may also enable universal views of key data for senior managers.

We commissioned a specialist diversity consultant to audit our policies and procedures and took onboard a range of changes to our language and approach in several key areas. We also undertook a major piece of work to overhaul Sustain's recruitment and induction policies and procedures, creating a new Recruitment Handbook, especially to embed our commitment to recruitment for diversity.

Sustain's funding

Sustain needs adequate financial and other resources to pursue our work effectively. The majority of Sustain's income continues to be from charitable grants from trusts and foundations, listed in this Annual Report. Project proposals and funding bids are developed by Sustain staff, in consultation with Sustain and working party members. A minority of Sustain's income comes from alliance membership fees, subscriptions, book and publication sales and generous voluntary donations from individual supporters or supporting organisations. Sustain occasionally actively solicits donations from campaign supporters, usually as part of a crowdfunding drive for a particular publication or activity.

Sustain's unrestricted income is a relatively low proportion of our total income, with fairly limited opportunities for significant increase. Our ambition to be able to find a way of paying for core and cross-cutting staff and services is unlikely to be funded by these means. This year, we reviewed our approach to these roles, requiring us to:

- Review Sustain's full cost recovery (FCR) model and approach to project budgets to understand what level of fundraising and contributions from project budgets is now needed to run the Sustain ship.
- Run the new FCR model and approach past the Treasurer and other Trustees for scrutiny.
- Look at how to incorporate contributions from project budgets to cross-cutting roles and services.
- Continue to look at ways of packaging up various roles and services as fundable in their own right – for example development of online advocacy tools, public affairs support for the alliance, etc.

We are grateful to our funders and partners for supporting development of work on Sustain's priorities, across a range of important themes, including sustainable farming, the green food economy, local action on food and the climate and nature emergency. Multi-year grants from several of our funders, offered in a flexible way, continue to mark a welcome shift in the relationship between Sustain, funders and other donors keen to invest in strategic partnership programmes driving ambitious change in policy and practice. Due to a welcome level of staffing and financial stability, we have been able to continue to pay much more attention to investing in Sustain's cross-cutting capacities, such as communications, public affairs, parliamentary engagement, greatly enhancing our influence and work on the climate and nature emergency.

Sustain: The Alliance for Better Food & Farming

Strategic review

Sustain continues to implement our strategy Fertile Future, 2021 to 2025 through a range of policy groups, project working parties and campaign activities. We ran a lively Strategy Day in January 2023 to help us review our progress and generate ideas for the future. The strategy day covered the 'what' and the 'how' of Sustain's work:

- In a session on 'what we do', we set out the wide range of projects, campaigns and cross-cutting themes that Sustain works on, and invited staff to make the connections between them, creating a tangible expression of our work to improve the food system and joining the dots.
- In a session on 'how we do it', we examined:
 - Using our networks to galvanise action
 - Who to prioritise as targets for advocacy work
 - Tools we can use to influence change
 - Building relationships and understanding
 - Strengthening our persuasive resources
 - Building skills in parliamentary engagement
 - Welcoming diverse voices

The Sustain Annual Conference provided an opportunity for alliance members to come together in December 2022 and review what our movement has to offer as solutions to the cost-of-living crisis.

Sustain's annual conference in December 2022 was once again a great success, tackling the question: What food policy solutions exist to tackle the cost-of-living crisis? We thank Trustees, staff members, alliance members and associates for having expertly chaired or contributed to the sessions. A recording is at: www.sustainweb.org/events/oct22-sustain-annual-conference/. Sessions included:

- Conversation with Professor Ha-Joon Chang, economist and author of 'Edible Economics: A Hungry Economist Explains the World', chaired by Ben Reynolds, Deputy Chief Executive of Sustain.
- Panel session: What's been won and lost in the last year? with speakers from the Green Alliance, Independent Food Aid Network and Obesity Health Alliance.
- Panel session: How to respond to the current crisis, with policy solutions offered in relation to:
 - Free School Meals, led by the Children's Food Campaign
 - Local responses to the current crisis, led by Medway Council
 - Finding out what food enterprises need, led by Sustainable Food Places
 - Supporting consumers through the cost-of-living crisis, led by Which?
 - Fairness in the food supply chain, led by the Sustainable Farming Campaign
 - Good Food Nation and Healthy Basket Guarantee, led by Nourish Scotland
- Parliamentary panel: What do we need from policy makers? Chaired by Sheila Dillon, food journalist and presenter of BBC Radio 4's The Food Programme, with:
 - Daniel Zeichner, Labour MP for Cambridge and Shadow Minister for Food and Farming
 - Jo Gideon, Conservative MP for Stoke-on-Trent Central and former Chair of the APPG on the National Food Strategy
 - Munira Wilson, Lib Dem MP for Twickenham and Lib Dem spokesperson for Education

Financial review

The Council of Trustees (who are the Directors of the Charity for company law purposes) present their report and the audited financial accounts for the year ended 31 March 2023. The Trustees confirm that the annual report and financial statements comply with current statutory requirements, the requirements of the Charity's governing document and the provisions of the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

The fund balance carried forward at 31 March 2023 was £648,167 (2022: £687,948) on unrestricted general reserves. The designated reserves at 31 March 2023 was £246,233 (2022: £185,267). The restricted reserves on continuing projects were £232,740 at 31 March 2023 (2022: £209,351). The full Statement of Financial Activities is set out in the accounts below.

Reserves policy

In accordance with guidelines from the Charity Commissioners, the Trustees have adopted a reserves policy that should ensure that: Excluding those funds represented by fixed assets, general reserves do not exceed more than six months' anticipated expenditure. The Trustees review amounts regularly, monitor progress in relation to target levels quarterly, and deemed in the financial year covered by this report that there were adequate funds to ensure the charity was able to meet all current, known and some estimated possible future liabilities.

Investment policy

Under the memorandum and articles of association, the charity has the power to invest the monies of the company not immediately required for the furtherance of its objects in or upon such investments, securities or property as may be thought fit, subject nevertheless to such condition (as any) and such consents (if any) as may for the time being be imposed or required by law. At the present time, the Trustees' policy is to maintain such monies on deposits earning a market rate of interest, in a bank or banks with ethical credentials. No further 'social investment' is currently planned.

Risk management

The Trustees have assessed the major risks to which the company is exposed, in particular those related to operations and finances of the company, and are satisfied that systems are in place to mitigate exposure to major risks. The Sustain rolling risk register and risk management process, reviewed formally at least quarterly by Trustees and Sustain's senior management team, and additionally as necessary, considers possible risks and prudent ways to avoid such risks arising, as well as mitigation should problems occur, grouped under the following broad themes:

- Covid-19 Coronavirus pandemic;
- Good governance – financial and organisational;
- Weathering ongoing turbulence and uncertainty in UK politics, economics and international political and trading relationships, posing financial and strategic risks;
- Meeting Sustain's objectives;
- Securing sufficient income;
- Controlling expenditure;
- Addressing staffing issues;
- Supporting diversity, equity, inclusion and racial justice;
- Tackling challenges specific to alliances;
- Protecting Sustain's reputation;
- Ensuring regulatory compliance;
- Avoiding or handling disputes;
- Mitigating administrative burdens.

Sustain: The Alliance for Better Food & Farming

Trustees' responsibilities

Company and charity law applicable to charities in England and Wales requires the Trustees to prepare financial statements for each financial year that give a true and fair view of the state of affairs of the Charity and of its financial activities for that year. In preparing those accounts, the Trustees are required to:

- select suitable accounting policies and apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the accounts;
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees have overall responsibility for ensuring that the company has appropriate systems of control, financial or otherwise. They are also responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the Charity and which enable them to ensure that the accounts 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.

Setting staff pay

Sustain operates a fair and transparent fixed salary scale for setting staff pay, including key management personnel – the persons with authority and responsibility for planning, directing and controlling the activities of the charity. This salary scale cannot be changed without Trustee approval. Sustain's salary scale is grouped under four ascending grades – Administrative and Project Officer; Project Coordinator; Senior Manager; Chief Executive. New recruits start at the salary grade suited to their post, as advertised, and usually at entry level for that grade. Subject to satisfactory annual appraisal, staffs move up a salary level within their grade until the top level is reached. On the exceptional occasions when a new recruit has the experience and credentials to warrant appointment at a higher salary than the entry level for their grade, this offer and decision remains in line with the standard salary scale, except starting at a higher level, and with the knowledge and agreement of at least one Sustain Trustee, who has usually participated in the recruitment process. In addition

to the salary scale, salaries (and hence the levels in the salary scale) also rise in line with inflation, calculated annually on the actual inflation rate in the preceding year.

As a not-for-profit organisation and registered charity, Sustain covers normal expenses, requires evidence of such claims and expenditure and keeps good records. Sustain does not make ex gratia payments to staff, nor does it pay bonuses to staff.

Fair pay

Sustain is a registered Living Wage Employer, committed to paying at least the Living Wage or the London Living Wage, as calculated by the Living Wage Foundation, which reflects the cost of living. This year, we have also continued to apply a Pay Ratio analysis as part of the Annual Report process, seeking to ensure that Sustain maintains a fair pay ratio between the highest and lowest earners, benchmarked against sector good practice.

Public benefit

The Trustees are aware of Charity Commission guidance on public benefit reporting as set out in Section 17 of the Charities Act 2011. They believe Sustain fulfils a fundamental public benefit by promoting both the health and welfare of people and animals, improving the environment and promoting sustainable development. How Sustain achieves these objectives is described in more detail throughout this annual report and on the Sustain website.

Auditors

So far as the directors (Trustees) are aware, there is no relevant audit information of which the company's auditors are unaware. Additionally, the directors have taken all of the necessary steps that they ought to, as directors, to make themselves aware of all the relevant audit information and to establish that the company's auditors are aware of that information. A proposal to re-appoint Goldwins as auditors for the forthcoming year will be put forward at the Annual General Meeting.

This report was approved by the Council of Trustees on 29 November 2023 and signed on its behalf, by:



Professor Mike Rayner
Chair of the Council of Trustees

Auditor's report

Opinion

We have audited the financial statements of Sustain: The Alliance for Better Food and Farming (the 'Charity') for the year ended 31 March 2023 which comprise the Statement of Financial Activities, the Balance Sheet, statement of cash flows and the related notes. 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)..

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity'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 directors with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. 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.

In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. 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.

Auditor's report

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report (incorporating the directors' report) has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of the 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 they 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 Charity'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 Charity or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

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

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

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.

Auditor's report

- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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 auditor's report.

Use of our report

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



Anthony Epton (Senior Statutory Auditor)

for and on behalf of

Goldwins Limited
Statutory Auditor
Chartered Accountants
75 Maygrove Road
West Hampstead
London NW6 2EG

29 November 2023

Statement of financial activities

(incorporating and income and expenditure account)

For the year ended 31 March 2023

				2023	2022
	Note	Unrestricted funds £	Restricted funds £	Total funds £	Total funds £
Income from:					
Donations and legacies	2	23,941	19,156	43,097	50,000
Charitable activities					
Health and Welfare	3	390,292	1,388,639	1,778,931	1,522,799
Investments	4	4,422	–	4,422	670
Total income		418,655	1,407,795	1,826,450	1,573,469
Expenditure on:					
Raising funds	5	18,455	–	18,455	18,094
Charitable activities					
Health and Welfare	5	356,234	1,407,187	1,763,421	1,449,885
Total expenditure		374,689	1,407,187	1,781,876	1,467,979
Net income / (expenditure) before net gains / (losses) on investments		43,966	608	44,574	105,490
Net gains / (losses) on investments		–	–	–	–
Net income / (expenditure) for the year	6	43,966	608	44,574	105,490
Transfers between funds		(22,781)	22,781	–	–
Net income / (expenditure) before other recognised gains and losses		21,185	23,389	44,574	105,490
Net movement in funds		21,185	23,389	44,574	105,490
Reconciliation of funds:					
Total funds brought forward		873,215	209,351	1,082,566	977,076
Total funds carried forward		894,400	232,740	1,127,140	1,082,566

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 17 to the financial statements.

Sustain:The Alliance for Better Food & Farming

Balance sheet**As at 31 March 2023**

	Note	£	2023 £	£	2022 £
Fixed assets:					
Tangible assets	11		–	–	–
			–	–	–
Current assets:					
Debtors	12	364,782	102,196		
Cash at bank and in hand		1,302,232	1,471,539		
		<u>1,667,014</u>	<u>1,573,735</u>		
Liabilities:					
Creditors: amounts falling due within one year	13	539,874	491,169		
Net current assets			<u>1,127,140</u>	<u>1,082,566</u>	
Total net assets less current liabilities			<u>1,127,140</u>	<u>1,082,566</u>	
The funds of the charity:	17				
Restricted income funds			232,740	209,351	
Unrestricted income funds:					
Designated funds		246,233	185,267		
General funds		648,167	687,948		
Total unrestricted funds			<u>894,400</u>	<u>873,215</u>	
Total charity funds			<u>1,127,140</u>	<u>1,082,566</u>	

The financial statements have been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

Approved by the trustees on 29 November 2023 and signed on their behalf by



Professor Michael Rayner
Chair



Victoria Williams
Treasurer

Statement of cash flows

For the year ended 31 March 2023

	Note	2023 £	£	2022 £	£
Cash flows from operating activities	18				
Net cash provided by / (used in) operating activities			(173,729)		336,405
Cash flows from investing activities:					
Dividends, interest and rents from investments		4,422		670	
Net cash provided by / (used in) investing activities			4,422		670
Change in cash and cash equivalents in the year			(169,307)		337,075
Cash and cash equivalents at the beginning of the year			1,471,539		1,134,464
Cash and cash equivalents at the end of the year	19		1,302,232		1,471,539

Notes to the financial statements

For the year ended 31 March 2023

1 Accounting policies

a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102 – effective 1 January 2015) – (Charities SORP FRS 102) and the Companies Act 2006.

The charitable company 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 or note.

b) Going concern

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. Key judgements that the charitable company has made which have a significant effect on the accounts. The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

c) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

d) Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

e) Interest receivable

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

f) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

1 Accounting policies (continued)**g) Expenditure and irrecoverable VAT**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose.
- Expenditure on charitable activities includes the costs of delivering services, undertaken to further the purposes of the charity and their associated support costs.
- Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

h) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the basis which are an estimate, based on staff time, of the amount attributable to each activity.

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

Where such information about the aims, objectives and projects of the charity is also provided to potential donors, activity costs are apportioned between fundraising and charitable activities on the basis of area of literature occupied by each activity.

i) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

j) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

Office equipment	25% straight line
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k) Debtors

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

l) Cash at bank and in hand

Cash at bank and cash 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. Cash balances exclude any funds held on behalf of service users.

m) Creditors and provisions

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

n) 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.

o) Pensions

The charity operates workplace pension scheme.

2 Income from donations and legacies

	Unrestricted £	Restricted £	2023 Total £	2022 Total £
Donations	23,941	19,156	43,097	50,000
Total income from donations 2023	23,941	19,156	43,097	50,000
Total income from donations 2022	40,296	9,704	50,000	

3 Income from charitable activities

	Unrestricted £	Restricted £	2023 Total £	2022 Total £
Grant income				
AIM Foundation	-	14,584	14,584	10,417
Ashden Trust	-	-	-	22,486
BIG grant	-	24,946	24,946	87,986
City Bridge Trust	-	83,000	83,000	84,500
Connect Fund (Barrow Cadbury Trust)	-	6,733	6,733	-
Esmée Fairbairn Foundation (various)	110,000	-	110,000	102,450
European Climate Foundation	-	33,333	33,333	-
European Union	-	56,457	56,457	-
Farming the Future	-	49,969	49,969	47,534
Friends Provident Foundation	-	33,894	33,894	31,535
Greater London Authority (various)	-	36,500	36,500	126,840
Guy's and St Thomas' Charity	-	284,901	284,901	112,639
Heart of Bucks	-	-	-	8,407
Hull City Council	-	-	-	23,100
John Ellerman Foundation	-	-	-	41,667
Joseph Rowntree Charitable Trust	-	28,750	28,750	50,000
Kenneth Miller Trust	-	26,458	26,458	60,000
Lancashire County Council	-	12,500	12,500	12,500
London Borough of Southwark	-	-	-	5,950
National Lottery Community Fund (Growing Great Ideas)	-	214,575	214,575	-
Oak Foundation (various)	-	154,400	154,400	23,076
Open University	-	-	-	4,500
Rothschild Foundation	-	-	-	25,000
Royal Parks Foundation	-	31,317	31,317	30,254
Samworth Foundation	50,000	-	50,000	50,000
Sustainable Food Places (Big Lottery Fund and Esmee Fairbairn Foundation)	-	236,322	236,322	243,240
Thirty Percy Foundation	150,000	-	150,000	150,000
Trust for London	-	60,000	60,000	60,000
Unicef	-	-	-	17,650
Other income				
Conference and workshops	1,953	-	1,953	942
Membership fees	31,225	-	31,225	34,194
Sales and publications	5,585	-	5,585	9,002
Subscriptions	41,529	-	41,529	46,930
Total income from charitable activities 2023	390,292	1,388,639	1,778,931	1,512,382
Total income from charitable activities 2022	395,568	1,127,231	1,522,799	

4 Income from investments

	Unrestricted £	Restricted £	2023 Total £	2022 Total £
Investment income	4,422	-	4,422	670
Total income from investments 2023	4,422	-	4,422	670
Total income from investments 2022	670	-	670	

5 a. Analysis of expenditure

	Cost of raising funds £	Charitable activities £	Support costs £	2023 Total £	2022 Total £
Staff costs (Note 7)	15,886	1,088,358	159,081	1,263,325	1,140,383
Direct cost					
Payable to partner organisations	–	285,402	–	285,402	99,665
Consultancy costs	–	48,309	–	48,309	72,820
Volunteers	–	98	–	98	161
Printing and photocopying	–	8,807	–	8,807	12,961
Postage and distribution	–	7,894	–	7,894	5,769
Travel, meeting and expenses	–	40,635	–	40,635	23,372
Other charitable expenditure	–	38,406	–	38,406	17,441
Support cost					
Telephone and fax	–	–	258	258	25
Office costs	–	–	80,342	80,342	87,582
Audit fees	–	–	8,400	8,400	7,800
	15,886	1,517,909	248,081	1,781,876	1,467,979
Support costs	2,569	245,512	(248,081)	–	
Total expenditure 2023	18,455	1,763,421	–	1,781,876	
Total expenditure 2022	18,094	1,449,885			

Of the total expenditure, £374,689 was unrestricted (2022: £337,277) and £1,407,187 was restricted (2022: £1,130,702).

The amount payable to partner organisations is made up of several different payments – Bridging the Gap Partners (£26.1k); Childrens Food Campaign Partner (£177.1k); Food Roots partners (£19k); Food for the Planet Partners (£36.1k); and Peri-Urban Farming partners (£27.1k).

b. Analysis of expenditure from previous reporting period

	Cost of raising funds £	Charitable activities £	Support costs £	2022 Total £
Staff costs (Note 7)	15,100	977,793	147,490	1,140,383
Direct cost				
Payable to partner organisations	–	99,665	–	99,665
Consultancy costs	–	72,820	–	72,820
Volunteers	–	161	–	161
Printing and photocopying	–	12,961	–	12,961
Postage and distribution	–	5,769	–	5,769
Travel, meeting and expenses	–	23,372	–	23,372
Other charitable expenditure	–	17,441	–	17,441
Support cost				
Telephone and fax	–	–	25	25
Office costs	–	–	87,582	87,582
Audit fees	–	–	7,800	7,800
	15,100	1,209,982	242,897	1,467,979
Support costs	2,994	239,903	(242,897)	–
Total expenditure 2022	18,094	1,449,885	–	1,467,979

6 Net income/ (expenditure) for the year

This is stated after charging / crediting:

	2023	2022
	£	£
Depreciation	-	-
Operating lease rentals:		
Property	46,635	45,968
Auditors' remuneration (excluding VAT):		
Audit	6,700	6,200
	6,700	6,200

7 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2023	2022
	£	£
Salaries and wages	1,095,023	1,005,809
Redundancy and termination costs	-	4,030
Social security costs	115,804	80,889
Employer's contribution to defined contribution pension schemes	52,498	49,655
	1,263,325	1,140,383

No employee earned more than £75,000 during the year (2022: nil).

The total employee benefits including national insurance and pension contributions of the key management personnel were £219,088 (2022: £203,544).

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2022: £nil). No charity trustee received payment for professional or other services supplied to the charity (2022: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £0 (2022: £118) relating to attendance at meetings of the trustees.

8 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

	2023	2022
	No.	No.
Raising funds	0.4	0.4
Health and Welfare	25.7	24.9
Support	3.7	3.7
	29.8	29.0

9 Related party transactions

The following declaration provides transparency on related party transactions and, as appropriate, are also routinely declared by Sustain's Trustees at their quarterly meetings and publicly on the Sustain website.

A number of trustees and management team members hold prominent positions in other organisations.

Sustain received a grant of £236,322 (2022: £243,240) via the Soil Association, which is the overall programme manager for the Sustainable Food Places network – a programme run jointly by Food Matters, Soil Association (both Sustain members) and Sustain. Four of Sustain's trustees are members of staff for the Soil Association and Food Matters. The Chief Executive of Sustain is a board member of Food Matters. Furthermore, Food Matters received £26,416, for their role as partners on the Food Roots project (£22,560), as well as for work on FoodSHIFT (£3,000), and other training work (£856). A Sustain trustee is a member of staff for Food Matters. Sustain's Chief Executive is on the board at Food Matters.

Sustain paid the Obesity Health Alliance £65,580, who are partners on the Fiscal Measures project. A Sustain trustee is a member of staff for the Obesity Health Alliance. A member of Sustain's management team is a Steering Group member for the Obesity Health Alliance.

Sustain paid School Food Matters £1,000, who provided support on CFC's Say Yes campaign. A Sustain trustee is a member of staff for School Food Matters. A member of Sustain's management team is on the board at School Food Matters.

Sustain paid the Landworker's Alliance £5,500, who are partners on the Peri-Urban Growing project. A Sustain trustee is a member of staff for the Landworker's Alliance.

Sustain received a payment of £200 from the Open Food Network UK. Two of Sustain's trustees are members of staff at the Open Food Network UK.

The Real Bread Campaign also received annual membership fees of £45 from Welbeck Bakehouse as well as the School of Artisan Foods. A Sustain Trustee is the owner and on the board at these respective organisations.

10 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

Note to the financial statements for the year ended 31 March 2023

11 Tangible fixed assets

	Fixtures, fittings and Equipment £	Total £
Cost		
At the start of the year	33,658	33,658
Additions in year	–	–
Disposals in year	–	–
At the end of the year	<u>33,658</u>	<u>33,658</u>
Depreciation		
At the start of the year	33,658	33,658
Charge for the year	–	–
Eliminated on disposal	–	–
At the end of the year	<u>33,658</u>	<u>33,658</u>
Net book value		
At the end of the year	<u>–</u>	<u>–</u>
At the start of the year	<u>–</u>	<u>–</u>
All of the above assets are used for charitable purposes.		

12 Debtors

	2023 £	2022 £
Other debtors	166,733	38,537
Prepayments	4,779	4,779
Accrued income	193,270	58,880
	<u>364,782</u>	<u>102,196</u>

13 Creditors: amounts falling due within one year

	2023 £	2022 £
Other creditors	43,732	5,058
Accruals	8,400	14,360
Deferred income	487,742	471,751
	<u>539,874</u>	<u>491,169</u>

14 Deferred income

Deferred income comprises of grants from the following: AIM Foundation £33,495, Guy's and St Thomas' Foundation £87,806, Barrow Cadbury Trust £33,167, Rothschild Foundation £75,000, European Climate Foundation £6,667, Kenneth Miller Trust £11,458, Movements Trust £90,000 and Thirty Percy Foundation £150,000.

	2023 £	2022 £
Balance at the beginning of the year	471,751	296,389
Amount released to income in the year	(471,751)	(296,389)
Amount deferred in the year	487,742	471,751
Balance at the end of the year	<u>487,742</u>	<u>471,751</u>

15 Pension scheme

The charity operates workplace pension scheme and has no pension liability as at the year end.

16 Analysis of net assets between funds

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	–	–	–	–
Net current assets	648,167	246,233	232,740	1,127,140
Net assets at the end of the year	648,167	246,233	232,740	1,127,140

17 Movements in funds

	At the start of the year £	Incoming resources & gains £	Outgoing resources & losses £	Transfers £	At the end of the year £
Restricted funds:					
Bridging the Gap	–	214,575	(93,313)	–	121,262
Campaign for a Better Food Britain	8,133	53,604	(20,547)	–	41,190
Capital Growth	27,713	114,317	(123,400)	–	18,630
Children's Food Campaign	23,496	346,354	(477,910)	–	(108,060)
Climate and Nature	14,033	134,128	(134,485)	–	13,676
FoodSHIFT 2030	18,667	56,457	(46,526)	–	28,598
Food Poverty	33,165	111,680	(124,027)	10,000	30,818
Local Food Retail	–	–	(1,012)	7,364	6,352
London Food Link	–	22,250	(17,568)	–	4,682
Sustainable Farming and Land Use	50,247	112,813	(150,757)	5,417	17,720
Sustainable Food Places	33,897	241,617	(217,642)	–	57,872
Total restricted funds	209,351	1,407,795	(1,407,187)	22,781	232,740
Unrestricted funds:					
Designated funds:					
Employment Liabilities	125,267	–	–	60,966	186,233
Innovation and Activities Fund	50,000	–	–	–	50,000
Match Funding Contingency	10,000	–	–	–	10,000
Total designated funds	185,267	–	–	60,966	246,233
General funds	687,948	418,655	(374,689)	(83,747)	648,167
Total unrestricted funds	873,215	418,655	(374,689)	(22,781)	894,400
Total funds	1,082,566	1,826,450	(1,781,876)	–	1,127,140

Purposes of restricted funds

Income that is received for specific projects, as – for example – grants, donations and earned income, is accounted for as restricted funds, with expenditure usually attributed over a specific period of time. We manage restricted funds carefully, keep expenditure under regular review, and aim to keep to the specified budget. If project funds are projected to be overspent for an unavoidable reason, we take action early to reduce expenditure and/or raise more funds to cover the potential shortfall. If we continue to project and incur an unavoidable overspend, a transfer is made from Sustain's unrestricted funds. The balances on restricted funds as at 31 March 2023 arise from income received for specific projects on which some expenditure is still to be incurred in the coming financial year. Each of Sustain's projects is described in more detail below:

Purposes of restricted funds (continued)

Bridging the Gap explores ways to enable people on low incomes to access climate and nature friendly food. The programme will test six approaches to bridging the gap in accessibility and affordability, coproduced with people working in food and farming across the four nations. Evidence from the pilots will be used to advocate for national and local policy change.

Campaign for a Better Food Britain (includes Sustain's work relating to Brexit): The campaign helps Sustain's alliance to make their voices heard in important discussions about the future of the UK's approach to food, farming and fishing, particularly with regard to health, ethics and sustainability.

Capital Growth: Run by Sustain's London Food Link network, this offers practical support to communities around London to help more people grow more food, and to have greater access to land, skills and growing spaces for community benefit.

Children's Food Campaign: Advocates for better food and food teaching for children in schools, protection of children from unhealthy food marketing, high food standards for health and well-being, and clear food labelling that can be understood by everyone.

Climate and Nature Emergency: Catalyses large-scale and systematic solutions in the food and farming system as one of the key ways to avert climate change and restore nature, with a special focus on national and local policy, and institutional responsibilities at all levels, for taking measurable action.

FoodSHIFT 2030 is an EU-funded Horizon 2020 consortium programme involving 10 city-region projects across Europe. Sustain's role is to share experiences of campaigning and movement building on healthy and sustainable food, involving a wide range of places.

Food Poverty: Sustain's programme of work seeking to tackle the root causes of food poverty, and encouraging policies and practices that would enable everyone to eat well. This includes:

- . **Food Power:** working with Church Action on Poverty to support towns, cities and rural areas around the UK to implement strategies tackling the root causes of food poverty.
- . **London Food Poverty Campaign:** promoting steps local authorities can take to support people and communities to address the root causes of food poverty 'beyond the food bank'; which produces an annual league table showing London Borough good practice.
- . **Right to Food:** seeking to instate into UK law and good governance the Right to Food, to help our country take progressive steps towards the eradication of hunger, and towards the development of fair and balanced systems for sustainable farming and fishing that works for both food producers and consumers alike.

Local Food Retail: brings food, farming and supply-chain groups together to create a plan to achieve at least 10 percent of UK grocery retail market share for local food across the UK. The common purpose is to support food more likely to be produced in nature-friendly ways, give a fair deal to farmers and to deliver healthy and nutritious food, enabling consumers to purchase in-line with their values.

London Food Link: The umbrella for all of Sustain's initiatives in the capital. London Food Link (LFL) is a network of organisations and individuals in London who grow, make, cook, sell, save and simply enjoy good food in the capital.

Sustainable Farming and Land Use: Advocates for improvements in policy and practice to support better farming livelihoods, more and better jobs in sustainable food production, fair trading practices, and the subsidies, policies and industry practices that would incentivise change towards healthy, fair and environmentally sustainable food production. Also includes our Fringe Farming campaign for more peri-urban horticulture.

Sustainable Food Places: The Sustainable Food Places Network – organised jointly by Food Matters, Soil Association and Sustain – helps people and places share challenges, explore practical solutions and develop good practice on key food issues. It encourages public, private and third-sector groups and local communities to work together to improve their food system. Sustain helps the network to run a series of campaigns, this year including:

- . **Food for the Planet,** helping local authorities, businesses and organisations take simple actions to tackle the climate and nature emergency through food.
- . **Veg Cities,** led by Sustain in partnership with the wider Peas Please initiative, to increase availability and consumption of vegetables.
- . **SUGAR SMART,** helping local authorities, schools, restaurants, hospitals and independent companies to reduce the amount of sugar we all consume.

18 Reconciliation of net income / (expenditure) to net cash flow from operating activities

	2023 £	2022 £
Net income / (expenditure) for the reporting period (as per the statement of financial activities)	44,574	105,490
Dividends, interest and rent from investments	(4,422)	(670)
(Increase)/decrease in debtors	(262,586)	90,477
Increase/(decrease) in creditors	48,705	141,108
Net cash provided by / (used in) operating activities	(173,729)	336,405

19 Analysis of cash and cash equivalents

	At 1 April 2022 £	Cash flows £	Other changes £	At 31 March 2023 £
Cash in hand	1,471,539	(169,307)	–	1,302,232
Total cash and cash equivalents	1,471,539	(169,307)	–	1,302,232

20 Operating lease commitments

The charity has no future minimum lease payments under non-cancellable operating leases.

21 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

22 Notes from 2022 accounts (prior year)**a. Summary analysis of assets and liabilities by funds of previous reporting period**

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	–	–	–	–
Net current assets	687,948	185,267	209,351	1,082,566
Net assets at the end of the year	687,948	185,267	209,351	1,082,566

b. Details of movement in funds during the previous reporting period

	At the start of the year £	Incoming resources & gains £	Outgoing resources & losses £	Transfers £	At the end of the year £
Restricted funds:					
Campaign for a Better Food Britain	6,664	44,117	(42,648)	–	8,133
Capital Growth	17,900	134,754	(124,941)	–	27,713
Children's Food Campaign	14,286	197,577	(188,367)	–	23,496
Climate and Nature	–	23,076	(9,043)	–	14,033
FoodSHIFT 2030	69,867	–	(51,200)	–	18,667
Food Poverty	42,840	252,556	(262,231)	–	33,165
Sustainable Farming and Land Use	25,831	160,055	(135,639)	–	50,247
Sustainable Food Places	19,821	311,800	(297,724)	–	33,897
Total restricted funds	203,118	1,136,935	(1,130,702)	–	209,351
Unrestricted funds:					
Designated funds:					
Employment Liabilities	109,863	–	2,690	12,714	125,267
Innovation and Activities Fund	50,000	–	–	–	50,000
Match Funding Contingency	–	–	–	10,000	10,000
Total designated funds	159,863	–	2,690	22,714	185,267
General funds	614,095	436,534	(339,967)	(22,714)	687,948
Total unrestricted funds	773,958	436,534	(337,277)	–	873,215
Total funds	977,076	1,573,469	(1,467,979)	–	1,082,566

Funders

Sustain would like to thank the following funders for their financial support for our work over the course of this financial year:

AIM Foundation
Ashden Trust
Big Lottery Fund
Cara Delevingne Foundation
City Bridge Trust
Connect Fund (Barrow Cadbury Trust)
Esmée Fairbairn Foundation (various)
European Climate Foundation
European Union - Horizon 2020
Farming the Future
Friends Provident Foundation
Greater London Authority (various)
Guy's and St Thomas' Charity (also known as Impact on Urban Health)
Joseph Rowntree Charitable Trust
Kenneth Miller Trust
Kestrelman Trust
Lancashire County Council
London Borough of Waltham Forest
National Lottery Community Fund (Growing Great Ideas)
Oak Foundation
Rothschild Foundation
Royal Parks Foundation
Samworth Foundation
Sustainable Food Places
Thirty Percy Foundation
Trust for London
Vital Strategies

Annual report

For the year ended 31 March 2023

A Sustain publication

November 2023

Sustain: The alliance for better food and farming, advocates food and agriculture policies and practices that enhance the health and welfare of people and animals, tackle climate change and restore nature, improve the living and working environment, enrich society and culture, and promote greater equality. It represents around 100 national public interest organisations and hundreds more working at local and regional level, and cultivates the movement for change, working with many others at local, regional, national and international level.



Sustain: The alliance for better food and farming

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Sustain works as an alliance to achieve our shared vision of a system of food, farming and fishing, in which:

- Good food production: All food is produced in a way that is fair and sustainable
- Good food economy: There is a fair and thriving food economy from farm to fork
- Good food for all: Healthy, sustainable diets are accessible and affordable to all