

# Annual Report

Review and accounts  
for the year ended  
31 March 2017



The experiences of the past year suggest that this is the time for the Sustain alliance to prove its full worth. For a start, we stepped up to the major challenges presented by the UK's decision to leave the European Union. Out of the initial confusion have emerged important partnerships, productive collaborations and a renewed sense of shared purpose. Helpfully, this also came at a time when Sustain launched major programmes of work on sustainable farming and solutions to food poverty 'beyond the food bank'. We must work together to ensure that any increased UK sovereignty gained over trade, agricultural, marine, social and health policy is used for good purposes, not to pave the way for a race to the bottom.

But Brexit isn't everything. Sustain is continuing to build step-by-step improvements to address food poverty, health inequalities, children's health, hospital food standards, sustainable food procurement

and much more. We have been vocal in defending the sugary drinks levy, announced by government in March 2016, whilst continuing to run the Children's Health Fund to prove that such a levy is both practical and beneficial. Nearly 50 places are now active members of the Sustainable Food Cities network, many running food campaigns with Sustain's support. Thousands of people are helping to promote Real Bread and sustainable fish. Sustain also plays an influential role in food policy for the capital; and across the UK we are playing a leading role in promoting community food growing, food enterprise by students, and integration of good food into GP prescribing for health and well-being.

Momentum is now building for Sustain's work to shape a fully-fledged Better Food Britain campaign to take our alliance through the forthcoming crucial months and years. In so many ways,

this could make sense of – and build on – the work of the Sustain alliance over the past decade and more. Working together, we have already won better food education for children, restrictions on junk food marketing, a sugary drinks tax, hospital food standards, national promotion of organic food, sustainable fish policies and official recognition of the contribution of livestock production to climate change. The time is right for us to put our combined shoulders to the wheel. We must use the tectonic shifts associated with Brexit to push together for healthy and sustainable food, fishing and farming standards to be taken to a new level of importance in both business practices and public policy, for the benefit of everyone.



**Professor Mike Rayner**  
Chair of Sustain's Council  
of Trustees

#### Trustees

Dr David Barling (re-elected 27/10/14)  
Tim Burns (elected 27/10/13; stood down 17/01/17)  
Catherine Fookes (elected 17/01/17)  
Corinna Hawkes (elected 12/01/16)  
Bridget Henderson (elected 12/01/16)  
Katharine Jenner (re-elected 17/01/17)  
Lisa Jones (elected 12/01/16)  
Philip Lymbery (Treasurer, re-elected 27/11/13; stood down 17/01/17)  
Patrick Mulvany (Acting Treasurer, re-elected 27/10/14)  
Clare Oxborrow (elected 17/01/17)  
Professor Mike Rayner (Chair, re-elected 12/01/16)  
Patti Rundall (re-elected 27/10/14; stood down 17/01/17)  
Shaun Spiers (Deputy Chair, re-elected 12/01/16)  
Alison Swan Parente (elected 12/01/16)  
Keith Tyrell (re-elected 12/01/16)  
Victoria Williams (elected 27/10/14)  
Stephanie Wood (re-elected 17/01/17)

*"This is what  
Sustain was  
made for."*

**Pete Ritchie, Director,  
Nourish Scotland,  
commenting on  
Sustain's coordination  
of the alliance  
response to Brexit**

Company registered number: 02673194 Charity registered number: 1018643  
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Bankers: The Co-operative Bank, PO Box 101, 1 Balloon Street, Manchester M60 4EP  
and Triodos Bank, Deanery Road, Bristol, BS1 5AS

Cover photo: Miles Willis



# Our year in numbers

Our projects, partnerships and policy work contributed to the following over the last year:



harvested by Capital Growth community gardens



**23** towns, cities and boroughs adopt or are developing food poverty action plans

**150** community garden leaders



**27k** Real Bread followers



**85** organisations express shared food, fishing and farming concerns to Secretary of State for Brexit David Davis MP

**5** cities and boroughs launch Sugar Smart initiatives

Urban Food Fortnight

**11,000**

people attend 87 local food events

**80,842**

children benefit from projects supported by our Children's Health Fund



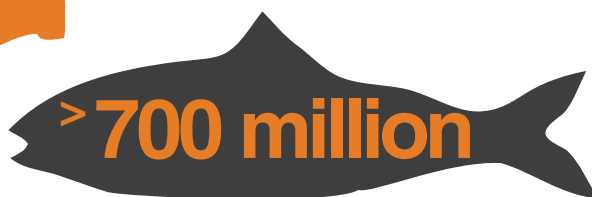
Burger King now left trading on NHS hospital premises



enterprises on our relaunched Food Coops finder

**£1 billion**

from sugary drinks levy promised to schools



meals served by caterers committing to sustainable fish

**30 out of 33**

London boroughs improving their commitment to good food

**24%** of supermarket chicken revealed to contain anti-microbial resistant bacteria

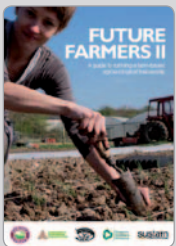




# Support better farming and food production

We want to see food produced in a way that is fair and sustainable. Fair for farmers, workers, animals and which sustains the land, biodiversity and natural resources for now and generations to come.

Future Farmers: two guides to agroecological traineeships released



April

GCA Action Network co-founded by Sustain begins joint legal and advocacy work to extend remit of Groceries Code Adjudicator to support fair trading for farmers

Alliance to Save Our Antibiotics features in BBC Panorama warning of the perils of antibiotic over-use in UK pig farming

May

85 organisations co-sign letter to Brexit minister David Davis MP calling for negotiations to secure healthy, fair, humane and sustainable food and farming

June

Sustain launches consultation with expert groups on options for post-Brexit farm policy

July

Alliance finds shocking levels of antibiotic-resistant E.coli bacteria in UK supermarket meat

August



Agricultural Labour in the UK: research released - an analysis of the UK farming workforce, needs, issues and trends

September

Sustain launches campaign for a million better jobs for better farming and land use



The Sustain alliance responded vocally to the result of the EU Referendum in June 2016, highlighting threats and opportunities from the UK's decision to leave the European Union. We organised a joint letter from 85 organisations to Brexit minister David Davis MP urging government to put healthy, fair, humane and sustainable food, fishing and farming centre-stage in Brexit negotiations. We also worked with sister networks such as Greener UK and Wildlife & Countryside Link to ensure joined-up policy proposals. Throughout the year, we convened well-attended alliance meetings and drew on specialist legal, standards and other expertise. Our emerging campaign for a Better Food Britain will seek to 'bank' existing social, health and environmental standards; 'build' towards an inspiring vision for the future; and 'give voice' to those who need to be heard – particularly specialist Sustain members,

smaller farmers and fishers, and disadvantaged communities.

Our Alliance Annual Gathering welcomed Lord Curry of Kirkharle to reflect on challenges posed by Brexit. Sustain has since joined a cross-sector steering group to support re-convening a Policy Commission (as chaired by Lord Curry in the 2000s) to consult widely and inform government on better farming and land use.

With the welcome return of Sustain co-founder and sustainable farming expert Vicki Hird to the Sustain team, the work of the re-convened Sustainable Farming Working Party is ever more relevant. Vicki has consulted on options for ethical and sustainable farm policies and subsidies, as well as supporting cross-sector efforts to extend the powers of the Groceries Code Adjudicator to protect farmers.

The Alliance to Save Our Antibiotics – coordinated by Compassion in World Farming, Soil Association and Sustain, now with 63 members – made significant progress this year, prompting public, media, government and industry recognition of the dangers to human health from unnecessary antibiotic use in intensive farming. The alliance hosted senior roundtable meetings; ran a national conference; commissioned research to highlight anti-microbial resistance in UK meat; won frequent front-page media headlines, and secured impressive commitments from leading industry to reduce antibiotics in farmed animals.

Sustain continued to provide financial management support for the Organic: Naturally Different campaign, run by the Organic Trade Board, for a promotional campaign reaching millions of people, helping put organic sales back into growth.

*“The Organic Trade Board absolutely could not have undertaken the Organic: Naturally Different initiative without the umbrella support, experience and far-sightedness of Sustain.”*

**Paul Moore**, CEO of the Organic Trade Board,  
Organic: Naturally Different campaign

16 leading UK medics call for ban on routine preventative use of antibiotics in livestock

Lord Curry of Kirkharle inspires coordinated response to Brexit at Sustain AGM

Sustain runs or chairs several sessions at the Oxford Real Farming Conference

Sustain alliance convenes to discuss Great Repeal Bill and proposals for a new Food Act

Steering group champions Policy Commission for better farming and land use

Expert roundtable hosted on implications for food and farming of World Trade Organisation (WTO) rules

October

November

December

January

February

March

50 organisations convene for Sustain Brexit Forum

Sustain responds to government consultation urging Groceries Code Adjudicator to protect farmers

Alliance to Save Our Antibiotics wins European Commission EU Health Award

Sustain consults extensively on options for new 2020 farm policy paper

Sustain chairs national Bee Summit for Friends of the Earth and National Federation of Women's Institutes



# Increase sustainable food supply

We want to see food supply from 'growing to throwing' allowing farmers here and overseas to thrive; manufacturers, suppliers, and caterers making healthy and sustainable options the easiest choice for people and ensuring no food is wasted or used inefficiently.



Fish Medal Table campaign launched to win sustainable fish pledges from top sporting venues ahead of Rio 2016

Cardiff Metropolitan University signs Sustainable Fish Cities pledge

NHS England chief Simon Stevens champions sugary drinks levy in NHS hospitals

Levy Restaurants, a division of the largest caterer in the world, Compass, signs up to sustainable fish

April

May

June

July

August

September

200 caterers and organisations have now signed Sustainable Fish Cities pledge

Eating Better sandwich survey reveals unimaginative lack of meat-free choices

NHS England rolls out financial incentives for better hospital food, including Sustain's key actions

Children's Food Campaign and Eating Better sign joint statement defending government's Eatwell dietary guidelines combining health and sustainability advice

Welsh Government signs up to sustainable fish buying policy



Our positive relationship with head of NHS England Simon Stevens, cultivated by the Campaign for Better Hospital Food and Sustain patron Prue Leith, bore fruit this year. NHS England introduced mandatory and financially incentivised targets for hospitals in England to promote healthy eating, informed by Sustain's recommendations. Simon Stevens also championed roll-out of an NHS sugary drinks tax with funds ring-fenced for health projects, mirroring Sustain's Children's Health Fund.

During the year, our Campaign for Better Hospital Food produced several high-profile survey reports to highlight uptake of standards by hospitals, hospital caterers, and commercial retailers operating on hospital premises. This led directly to many significant commitments to improve, including from leading hospitals, NHS trusts and top food brands.

Over 200 caterers and organisations have now signed up to our Sustainable Fish Cities pledge, committing to 'exclude the worst, promote the best and improve the rest'. We continued to work with food partnerships in the Sustainable Food Cities Network, with Durham becoming the UK's second Sustainable Fish City – following Bournemouth last year – making substantial progress across big fish-buying sectors. To coincide with Rio 2016, we launched a Fish Medal Table to press 12 influential sporting venues to adopt sustainable fish policies for their catering, resulting in all caterers serving there taking our pledge. Our fish work came out of our work with the London 2012 Olympics and Paralympics, and continues to resonate, spawning Seafood Legacy Japan who we have worked with to influence the Tokyo 2020 Games.

Now in its sixth year, Sustain's Good Food for London annual report measures the capital's 33 boroughs on demonstrable action to improve the healthiness and sustainability of food under Council control or influence. This year, 30 out of 33 boroughs improved their scores, with more London councils than ever serving sustainable fish; higher welfare meat, eggs and dairy; organic and freshly prepared food in schools; increasing support for community food growing; and eight boroughs joining the Sustainable Food Cities Network.

Sustain is a founding member of the Eating Better alliance, helping promote 'less but better meat'. Now with 50 members, the alliance focused this year on encouraging food companies to expand meat-free ranges, promoting policy recommendations, and supporting public communications.

*"If we want our schoolchildren to be able to eat fish for many years to come, we must protect our fish stocks today. I firmly believe that this is a small but important step to ensuring that this happens."*

**Councillor Stephen Cowan, Leader of Hammersmith and Fulham Council,** on signing up to a Sustainable Fish Cities pledge, January 2017

## The Daily Telegraph

**'Hospital food divide: doctors and nurses eat better than sick patients'**



Healthy Hospital Food League Table prompts promises to improve from leading food brands

30 out of 33 London Boroughs improve their scores in our Good Food for London league table

Calls for better hospital food standards boosted by support from new Bake-Off presenter, chef and author Prue Leith

Sustain joins press conference in Japan to lobby for sustainable fish at the Tokyo 2020 Olympics

October

November

December

January

February

March

Eating Better Alliance shines spotlight on unhealthy EU farm policies with 'Follow the Meat Money'

Sustain and Medact ask Addenbrooke's Hospital to kick out last Burger King on NHS premises

New NHS England targets for 2017-19 reflect Sustain's calls for tougher healthy eating standards



Sustain's landmark survey shows 50% of London hospitals meet basic food standards; but sadly, 50% do not

# Ensure good food is accessible and well promoted for all

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.

## FINANCIAL TIMES

**'UK widens ban on unhealthy food ads aimed at children'**

April

May

June

July

August

September

Sustain, with Obesity Health Alliance, advises HM Treasury on next steps for the promised Sugary Drinks Levy

Sustain works with partners to initiate a new UK food poverty alliance, to campaign for good food for all

Sustain's Children's Food Campaign coordinates over 700 responses to proposals to control food marketing to children

Children's Food Campaign coordinates international lobby of Rio 2016 Olympics to drop junk food sponsorship

Work starts with London local authorities on a declaration on healthier weight and sugar reduction

Manchester workshop held to help community gardens win contracts for GP patient referrals

Children's Health Fund supports 26 projects across UK to increase children's consumption of water

Sustain responds with disappointment to feeble UK government Childhood Obesity Plan





Following Chancellor George Osborne's announcement of a sugary drinks levy, in March 2016, Sustain's campaign continued apace. Our renewed task has been to defend against big-money fight-back by the food industry – including their failed 'Can the Tax' campaign – and answering technical questions from HM Treasury. Many soft drinks companies are now reducing sugar – one of our key campaign aims – to avoid paying the levy.

Sustain continued to run the Children's Health Fund, working with Jamie Oliver and restaurants to demonstrate that a ring-fenced sugary drinks levy is both practical and beneficial. We made £128,000 of grants to local groups to provide free drinking water, and to tackle children's holiday hunger. We also started work with Jamie Oliver's team and Sustainable Food Cities to roll out a national SUGAR SMART campaign.

Disappointingly, the government's long-awaited Childhood Obesity Plan contained little to excite except the sugary drinks levy and vague commitments to voluntary product reformulation. Later in the year, the UK's Committee on Advertising Practice launched landmark new rules restricting non-broadcast food and drink marketing to children, following years of work from our Children's Food Campaign.

New data suggested that as many as 8.4 million people struggled to afford enough food to eat over the previous year. Working with the Food Foundation, we supported calls for national measurement of household food insecurity to keep such insights high on the public agenda, including a debate in Parliament in December.

We worked with several cities in the Sustainable Food Cities network to

develop food poverty action plans, and helped to cultivate emergence of a new national food poverty alliance to coordinate activities and policy responses. In London, we helped local Councils to respond to hunger 'beyond the food bank', such as through breastfeeding promotion, Healthy Start Vouchers, free school meals, meals on wheels and the London Living Wage.

We continued to develop the pioneering Growing Health project, working with Garden Organic and over 480 network members. This project promotes routine prescribing of food growing by health and social care services as a route to health and wellbeing, particularly for people with mental health problems. Sustain also became a founding member of a new coalition to promote Green Care – structured therapy or treatment programmes taking place in natural surroundings.

*"Securing a commitment to measurement from the Government has proved immensely difficult. That is despite ....the work of organisations such as the Food Foundation, Sustain and Oxfam, which have consistently brought the data gap to the attention of officials in a variety of Departments."*

**Emma Lewell-Buck MP, Westminster Hall debate on household food insecurity, 6 December 2016**





# Improve our food culture, education and skills

We want to see a strong UK food culture that ensures food is valued and enjoyed, and is promoted in coherent, integrated government policy, bringing the community together, and where skills in production and food quality are appreciated by all and not just the few.

Big Dig attracts 550 people to 49 community gardens in London, Manchester and Newcastle

Growing Enterprise gives trading advice to urban growers



Mayor of London Sadiq Khan meets children running food marketplace at City Hall

Capital Growth buddy system promotes wildlife-friendly gardening and biodiverse seed-saving



Urban Food Fortnight celebrates food enterprises through 87 events attracting 11,000 people; one of our Urban Food Awards is presented by Mayor Sadiq Khan

April

May

June

July

August

September

Funding for three further years of Sustainable Food Cities network secured

Real Bread Week celebrates local and artisan bakers and home-baking skills

Urban Food Awards attract 2,400 votes for 80 inspiring community food enterprises

Sustain starts work with NUS to help students start food co-ops and ethical food enterprises

Over 700 visitors enjoy our Urban Harvest Feast, involving 15 community food-growing gardens



*"A great book from a great organisation."*

**Slow Dough: Real Bread reader**

*"What would we do without you? You bring it all together."*

**Participant in Capital Growth network event, June 2016**

The Sustainable Food Cities network is becoming an impressive movement for change. 48 towns and cities are now taking action to improve health and sustainability locally through food, supported by well-established local food partnerships. The Esmée Fairbairn Foundation confirmed funding for a further three years, instigating a helpful review of structures, support and services to be provided by national partners Food Matters, Soil Association and Sustain.

In May, London appointed new Mayor Sadiq Khan, and Sustain played a leading role in securing renewal of the London Food Board and London Food Strategy, and helped write the review of the last 10 years of its achievements.

One of the most notable of these being our Capital Growth network, which grew to over 2,500 community food growing spaces, including six London Grows Community Hub Gardens. We ran numerous training and public engagement events, championing the benefits and skills of community food growing for people and wildlife, as well as cultivating those interested in earning money from what they grow and do. Our Harvest-ometer helped us estimate the potential productivity

of the entire Capital Growth network at 380 tonnes of fresh fruit and veg, worth over £2 million.

We recruited over 840 Ambassadors as part of The Crunch project, working in partnership with the Eden Project, smashing our target of 500 and responding to the tremendous enthusiasm for this scheme from people working with communities around the UK. We are also pleased to be working with the National Union of Students (NUS) and re-launch our perennially popular Food Co-ops Toolkit and Finder, and to promote food enterprise training and grants for students across the UK.

The Real Bread Campaign continues to grow and thrive. This year we ran our eighth annual Real Bread Week and fourth Sourdough September, involving thousands of enthusiastic Real Bread lovers across the UK. The Campaign published its first recipe book, and celebrated five years of Knead to Know, our guide to setting up and running a small baking enterprise, which has now inspired over 5,000 bakers interested in establishing micro-bakeries. Work also continued on Together We Rise, supporting people living with mental health issues to enjoy therapeutic bread-making and good companionship.

Sourdough September celebrates artisan bread and Real Bread Campaign tops 26,000 followers on Twitter

London Food Link Winter Warmer welcomes 60 people to talk good food

London Food Link's quarterly *Jellied Eel* magazine promotes inspiring food initiatives to over 40,000 readers



Capital Growth monitoring shows 127 communities and schools supported; 307 people trained at 32 sessions

Sustain supports Food Ethics Council's 'Food Issues Census', analysing where food grants go

October

November

December

January

February

March

Real Bread Campaign recipe book sells 4,000+ copies



Roots to Work event helps 50+ growers promote skills for employability

Sustain receives positive response to our joint letter to Mayor Sadiq Khan co-signed by Jamie Oliver, Raymond Blanc and others, urging renewal of London's Food Strategy

Sustain and NUS run fifth round of £1,000 grants for start-up costs of student food enterprises

London Food Link runs fundraising feast, with guest speaker BBC Radio 4's Sheila Dillon



# Who we work with

## Sustain as an alliance

As an alliance, Sustain is as strong as its membership. 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.

## Our members

Action on Sugar  
Agricultural Christian Fellowship  
Alexandra Rose Charity  
Aquaculture Stewardship Council\*  
Association of Public Analysts  
Association of School Health  
Education Co-ordinators  
Baby Milk Action  
Behaviour Change  
Beyond GM\*  
Bio-Dynamic Agriculture Association  
British Dietetic Association  
Campaign for Real Farming  
Campaign to Protect Rural England (CPRE)  
Caroline Walker Trust  
Centre for Food Policy, City University London  
Centre on Population Approaches for Non-Communicable Disease Prevention  
Commonwork Land Trust  
Community Food and Health (Scotland)  
Community Supported Agriculture Network (CSA)  
Compassion in World Farming  
Consensus Action on Salt & Health (CASH)  
Diabetes UK  
f3: the local food consultants  
Faculty of Public Health  
Fairtrade Foundation  
Family Farmers' Association  
FareShare  
Farma: National Farmers Retail & Markets Association  
Farms Not Factories  
Federation of City Farms & Community Gardens  
Feedback: The global food waste campaign  
First Steps Nutrition Trust  
Food Matters  
Forum for the Future  
Friends of the Earth  
Gaia Foundation  
Garden Organic (formerly HDRA)

Global Justice Now  
GM Freeze  
H.U.S.H. (UK E.Coli support group)  
Harper Adams University,  
Department of Food Science and Agri-Food Supply Chain Management  
Health Education Trust  
Institute for Food, Brain & Behaviour  
Institute of Food Safety, Integrity & Protection (TIFSIP)  
International Institute for Environment and Development (IIED)  
Keep Britain Tidy  
Kindling Trust  
Landworkers' Alliance  
Marine Conservation Society  
McCarrison Society for Nutrition and Health  
Medact  
National Federation of Women's Institutes  
National Trust  
New Economics Foundation (nef)  
Northern Ireland, Chest Heart & Stroke Association  
Oral Health Foundation  
Organic Farmers & Growers\*  
Organic Research Centre, Elm Farm  
Organic Trade Board  
Pasture-fed Livestock Association  
People Need Nature\*  
Permaculture Association  
Pesticide Action Network, UK  
Royal Academy of Culinary Arts, Chefs Adopt a School Trust  
Royal Society for the Prevention of Cruelty to Animals (RSPCA)  
Royal Society for the Protection of Birds (RSPB)  
RSPCA Assured (formerly RSPCA Freedom Food)  
School Food Matters  
School of Artisan Food  
Scottish Crofting Federation  
Slow Food in the UK  
Soil Association  
Sustainable Food Trust\*  
Traidcraft Exchange\*  
Unison

Unite – Agricultural Workers Group  
Urban Orchard Project  
Vegetarian Society  
War on Want  
Which? (formerly Consumers Association)  
Wholesome Food Association  
Women's Environment Network  
World Cancer Research Fund UK  
World Wide Fund for Nature, UK  
World-Wide Opportunities on Organic Farms

## Our observers

Allergy Alliance  
Chartered Institute of Environmental Health  
Child Poverty Action Group  
Food Ethics Council  
GMB  
Linking Environment and Farming (LEAF)  
Marine Stewardship Council  
Natural England  
Nourish Scotland\*  
Royal Society for Public Health  
UK Food Group  
UK Health Forum  
Wildlife & Countryside Link  
World Wide Fund for Nature, Scotland

\* 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.

We also work with, for example: sister organisations in Scotland, Wales and Northern Ireland; the Obesity Health Alliance; 48 UK towns and cities and their food partnerships; the London Food Board; 2,500 community gardens in London involving over 150,000 people; and we communicate regularly with over 50,000 people and tens of thousands more via social media.



*"I admire Sustain's phenomenal work rate, positive outlook and ambition."*

**Miles King**, Chief Executive,  
People Need Nature - one of  
Sustain's newest alliance members

## Joining the Sustain alliance

If your organisation is interested in becoming a Sustain member, download an application form at: [www.sustainweb.org/membership](http://www.sustainweb.org/membership) or call the Sustain office for a conversation about how your organisation can get involved. If your work is local or international rather than national, or you are an individual supporter or represent a profit-making organisation, you may prefer to get involved with a particular campaign or initiative, become an Observer or join a project or campaign Working Party. Get in touch and we'll help you decide how best to join in and share your unique perspectives.

## Staff and volunteers

To reinforce Sustain's culture of valuing staff, and communicating our work and ethical stance, we upgraded staff job titles this year. Most project officers are now 'coordinator' of their specialist project, better reflecting their high level of expertise and collaborative way of working. We also updated job titles of the senior Sustain team, to help communicate their experience, connections and leadership roles.

Several staff members stepped up to sharing internal tasks and responsibilities, such as volunteer coordination, media training and supporter development. The aim is to draw on and develop the skills of our exceptional staff members, to help with personal development, and to contribute

# Sustain's governance

Sustain represents around 100 national public interest organisations working at international, national, regional and local level. It advocates food and agriculture policies and practices that enhance the health and welfare of people and animals, improve the working and living environment, promote equity and enrich society and culture.

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 General Meeting, and many members also attend a range of specialist policy and project working party meetings, which are usually chaired by a Sustain Council member, as well as specialist events tackling issues of common concern.

The 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 Trustees. All Trustees 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.

At the January 2017 Sustain AGM, of the 15 serving members, three existing Trustees stood down, and two more successfully stood for re-election, including one who had served a longer term than usual due to maternity leave. By the time of the AGM, we had received two applications for the Sustain Council of Trustees, taking the number of Council members up to 14. All candidates were elected at the AGM uncontested.

to our valued culture of mutual support and shared responsibility.

We also reviewed and consulted on our volunteer policy and the experience of people who help our projects and campaigns. Several Sustain projects promote volunteering, and Sustain benefits enormously from the high-quality work of many people, so we want to give them a great experience and reflect sector good practice.

## Workplace pensions

Sustain has run a contributory pension for several years. New workplace pensions regulation prompted Sustain to upgrade our

pension provision, and we are working towards introducing new arrangements by spring 2017 with an ethical provider and a choice for staff to opt out, or have payments made into their own pension schemes.

## Fair pay

Over recent years, Sustain has become increasingly interested in the role that organisations and businesses can play in tackling poverty and inequalities – principally relating to food and health, whilst also recognising that these are part of a wider poverty and inequalities agenda. Addressing such issues is manifest in many of our projects and campaigns, as well as in



our emerging thinking on structural and legal approaches to improving everyone's opportunity to enjoy good food, health and well-being, also supporting the UN Sustainable Development Goal of zero hunger. As part of our own organisational commitment to taking action, Sustain has become a registered Living Wage Employer, committed to paying at least the London Living Wage (usually more).

In the wider food sector, we have been very concerned to learn that differences in income between the highest and lowest paid can be as much as several hundred times greater for chief executives than for their lowest paid employees. Low-paid workers and their families may suffer food poverty and may even need to resort to food banks during times of crisis. This year, we commissioned specialist researcher Lindy Sharpe to undertake a review of Sustain's pay ratio and to propose a robust methodology for ensuring that Sustain takes action to limit inequalities. Sustain's initial review of our pay ratio between the lowest paid administrative staff and the chief executive shows that our pay ratio is under 1 to 3 (noting that this does not include people providing cleaning and other ancillary services, who are employed by Sustain's landlord, nor people providing goods or services to Sustain more indirectly). We now wish to refine, formalise and publish our methodology of calculating and controlling Sustain's pay ratio, ratify our approach with Sustain members and Council of Trustees, include it in our independent audit process in future years, and promote such transparency to Sustain members and throughout the food sector.

## New premises for Sustain

Our landlord Ethical Property Company (EPC) has sold Development House, where Sustain and other third-sector organisations rent office space. EPC is refurbishing a building in Cambridge Heath area of East London, with an estimated move date of Spring 2018. Sustain is considering options and monitoring costs and developments.

## Internal review of policies

This year, Sustain's Council of Trustees has overseen satisfactory review of several Sustain policies as part of a routine rolling programme of renewal. This has included reviews of, and updates to, Sustain's policies on: Anti-bribery, fraud and corruption; Ethical advertising; Ethical funding; Risk management approach; Data protection; IT security; London Living Wage; Workplace pensions; Management of potential conflicts of interest; and Sustain's balance of rural and urban activities.

During the year, Sustain also successfully mitigated risks associated with currency fluctuations due

to the UK's decision to leave the EU; instability of Sustain's banking service provider; and changes to charity fundraising and lobbying regulations.

## Developing supporter relationships

Sustain has renewed efforts this year to build our relationship with supporters through better communication of campaign highlights, engagement events and opportunities to get involved. We have also started to recruit patrons, and were delighted this year to welcome old friends Professor Tim Lang, Rosie Boycott and Prue Leith to pioneer this relationship, linked especially to particular areas of Sustain's work. Over the coming year, we will continue to evolve our patron group, ensuring these represent the diversity of Sustain's work and audiences.

## Action to prevent draconian controls on third-sector advocacy

In Spring 2016, Sustain played a leading role in action to oppose a Cabinet Office proposal that all government grant agreements (for charities, other organisations and universities) would contain an 'anti-advocacy clause' outlawing government grant recipients from "activity intended to influence or attempt to influence Parliament, Government or political parties, or attempting to influence the awarding or renewal of contracts and grants, or attempting to influence legislative or regulatory action." We are pleased to report that – after action taken by the National Council of Voluntary Organisations (NCVO), ACEVO and Social Enterprise UK, supported by Sustain, the government saw sense, dropping this draconian clause in favour of more sensible guidance. The minister responding acknowledged "some very real concerns" and "unintended consequences".

Sustain has continued to lend our voice to calls for government to soften restrictions on advocacy work in the year leading up to local, national and EU elections, particularly for alliance work and activities on behalf of vulnerable beneficiaries. Many have warned of a 'chilling effect' on legitimate advocacy work more generally, among charities and policy groups lacking funds to pay for legal advice or the confidence to assess the risks of speaking out under the new more restrictive regulatory regime. This year, Sustain joined the NCVO as a member to keep informed and provide greater mandate on these important issues, with NCVO speaking out on behalf of the voluntary sector.



# Building our communications and influence

We have been frequently complimented on the quality and accessibility of our communication materials. Sustain has invested extensively this year in review and update of Sustain's digital communications to improve this still further.

Sustain's Head of Digital, Gavin Dupée, overhauled Sustain's most popular websites to make them mobile compliant, and to rebuild popular maps and finders to publicise opportunities to get involved. We also created a range of attractive 'digital assets' to help with promotion.

Our SUGAR SMART website ([www.sugarsmartuk.org](http://www.sugarsmartuk.org)), developed in partnership with the Jamie Oliver Food Foundation provides a variety of tools to allow partners across the UK to register, and then manage and encourage participants within their area to sign up and run local SUGAR SMART campaigns.

We synchronised Sustain's user data and user online transactions across our various platforms, greatly to enhance our ability to interact with supporters, gain impact data and develop our new approach to supporter and donor development. As a result, traffic to Sustain's homepage of the updated 2015 Sustain website increased by 50% compared to the same period last year, with a 38% increase in traffic from mobile devices; publication downloads were boosted; the Sustain website served 750,000 page views in 2016; news item views were up 9% compared to the same period in the previous year; and our social media following across a range of platforms increased significantly.

We have reviewed our technical IT arrangements and service providers to improve security and reduce costs, as well as to ensure good governance of grant-giving as part of the Children's Health Fund, managing over 500 registrations. Our new IT and data infrastructure also greatly improves reliability, speed, disaster recovery processes and Sustain's digital risk management and reputation.

The Sustain Strategy published in 2015 has helped to provide a framework for the way we approach campaigns and policy work, and how we present this to supporters in a coherent way. This involved refreshed communications work and bringing our websites and other publications more clearly under a coordinated Sustain banner.

Our approach continues to evolve, and the latest phase of this work is looking at other ways to improve communication of our campaigns, strategy and values internally (to staff, volunteers and the alliance), and externally (through all communications). This has involved:

- Investment of time and effort into upgrading the Sustain supporter database to enable better and more targeted communications, to promote publication downloads, involvement in events, sign-up to campaigns, participation in campaign actions and fundraising from individuals.
- Encouraging better monitoring and evaluation by all project officers, to provide compelling evidence and stories of Sustain's impact, and additional material for reports, social media and web promotion.
- Identifying more ways in which we can emphasise and prioritise the alliance nature of Sustain, and develop ever more compelling ways in which the benefits of this can be communicated.
- Building our 'digital assets' for social media, such as photographs, infographics, animations and short films. We successfully built in opportunities for such assets to appear automatically via news items on our website, Twitter, Facebook and via other outlets, with an impressive increase in hits.
- Upgrading several project websites to be more user-friendly, visually compelling and telling better stories about the benefits of work on food for health, communities and the environment.
- Improving staff skills in media, communications, story-telling, photography and creation of 'digital assets' to promote Sustain's work.

*"Sustain's convening power and clarity of purpose are impressive, bringing together many diverse voices to achieve real change. Sustain is prepared to take risks and think big. We need a high level of coordination, diplomacy and unity of purpose, across the whole food movement. Sounds like a job for Sustain!"*

**Clare Oxborrow**, Senior Campaigner, Land Use, Food and Water Security Programme, Friends of the Earth



# Strategic review

Throughout this year, Sustain continued to implement our new strategy, entitled 'Better food. Better farming. Better lives: Sustain Strategy 2015-2020'. This followed extensive consultation and sets out the alliance's vision for a food and farming system in which:

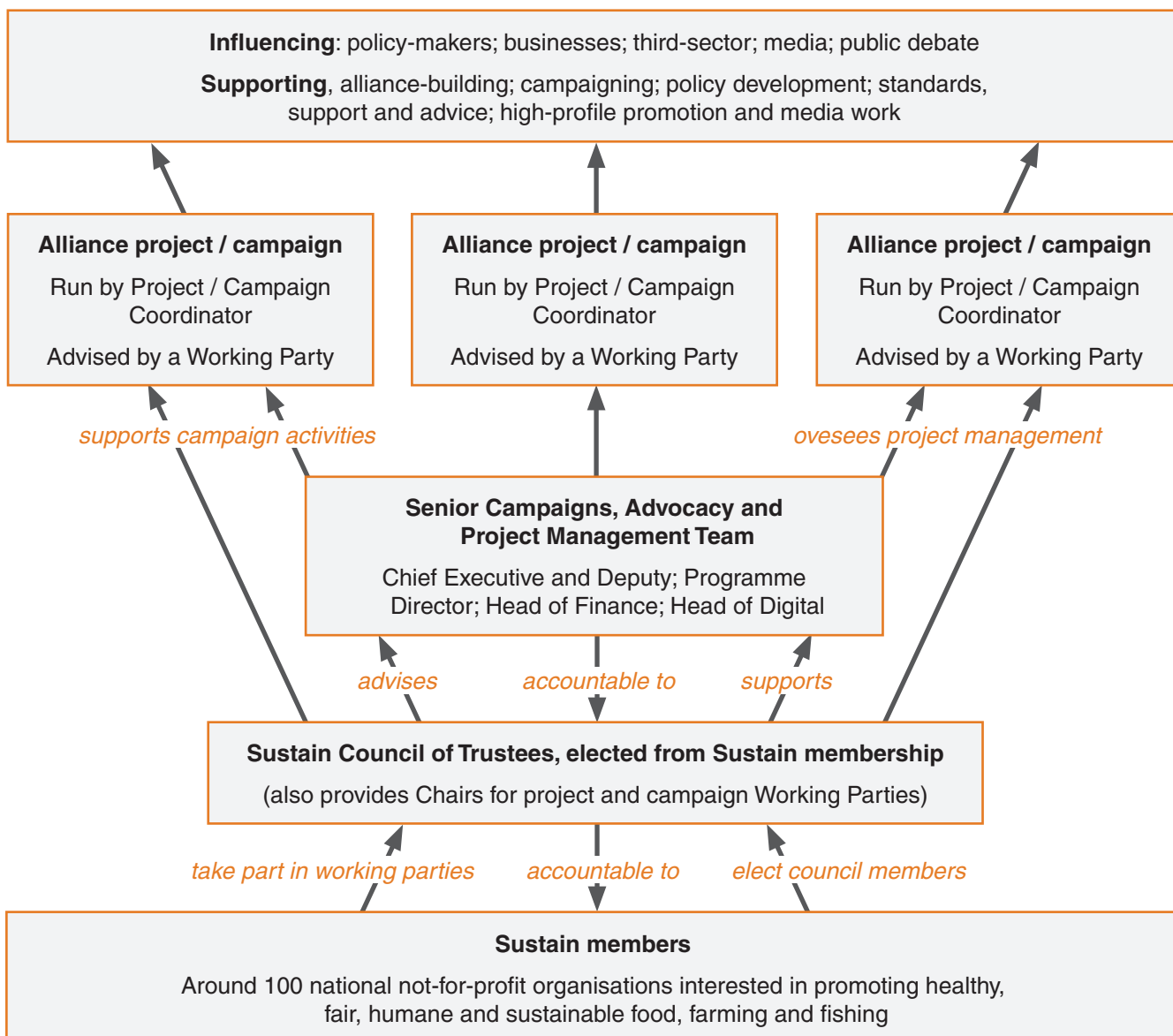
- All food is produced in a way that is fair and sustainable
- There is a thriving food supply chain from 'farm to fork'
- Healthy, sustainable diets are accessible and affordable to all
- We have a strong UK food culture that ensures food is valued and enjoyed

This Annual Report uses the above strategic headings to demonstrate our progress on each of the key themes. The themes also helped guide our planning work throughout the year.

Each year Sustain's staff and Trustees meet for a full-day review of our aims and activities, to assess the

extent to which we are meeting our strategic aims, and to agree appropriate action. Sustain's 2016 Strategy Day took place in July. Themes included: Sustain's culture and how we present ourselves; Implications of Brexit: EU policies that the UK may need to confirm or re-write; and how to increase Sustain's supporter base. The day also served to renew team connections and values as a light-footed, responsive, friendly and creative organisation.

As part of the Strategy Day, staff and trustees explored creating a new organisational organogram, better to represent Sustain's structure and values. The refreshed approach would be less hierarchical than traditional pyramid diagrams, presenting Sustain policy and campaign work as a 'flowering' of activity and influence, supported by 'deep roots' in the alliance, and sustained by a 'strong stem' of organisational structure and senior management, with extensive policy and advocacy expertise. The revised organogram is shown below.



# 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 2017. 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 2017 was £349,281 (2016: £347,931) on unrestricted general reserves. The restricted reserves on continuing projects were £125,428 at 31 March 2017 (2016: £310,465). The full Statement of Financial Activities is set out in the accounts below.

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## 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 target level for reserves deemed by Trustees to be appropriate for the 2016/17 financial year covered six months of reduced essential core staff costs for co-ordination, finance, IT and potential winding-up costs, as well as a cushion reserve. In addition, Sustain holds in reserve funds to cover potential shortfalls in project funding, investment in activities, redundancy and other employment liabilities – this level is adjusted quarterly. 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 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:

- Good governance – financial and organisational;
- Meeting Sustain's objectives;
- Securing sufficient income;
- Controlling expenditure;
- Addressing staffing issues;
- Tackling challenges specific to alliances;
- Protecting Sustain's reputation;
- Avoiding or addressing any disputes that may arise.

This year, Sustain's Council of Trustees also chose to spread Sustain's financial risks by retaining our current account with our existing banking services provider and moving our reserves to a separate bank with a suitable ethical profile.



## Trustees' responsibilities

Company and charity law applicable to charities in England and Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the 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 Grade; Grade 1 (project officer); Grade 2 (senior manager); Grade 3 (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 rare 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 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.

## 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, and improving the environment. How Sustain achieves these objectives are commented upon in detail throughout this annual report.

## 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 Thursday 23rd November 2017 and signed on its behalf, by:



**Professor Michael Rayner**  
Chair of the Council of Trustees

# Auditors' report

We have audited the financial statements of SUSTAIN: THE ALLIANCE FOR BETTER FOOD AND FARMING for the year ended 31 March 2017 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 (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charity'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.

## Respective responsibilities of trustees and auditor

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.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the audit of the financial statements  
An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatements, whether caused by fraud or error. This includes an assessment of:

- whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed;
- the reasonableness of significant accounting estimates made by the trustees;
- and the overall presentation of the financial statements.

In addition, we read all the financial and non-financial information in the Trustees' Annual Report to identify material inconsistencies with the audited financial

statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

## 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 2017 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

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

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.



**Anthony Epton (Senior Statutory Auditor)  
for and on behalf of  
Goldwins Limited, Statutory Auditor  
Chartered Accountants, 75 Maygrove Road,  
West Hampstead London NW6 2EG**

**Thursday 23rd November 2017**



# Statement of financial activities

(Incorporating Income and Expenditure Account)

For the year ended 31 March 2017

	Note	Unrestricted £	Restricted £	2017 Total £	2016 Total £
<b>Income from:</b>					
Donations and legacies	3	28,458	146,218	<b>174,676</b>	175,967
Charitable activities					
Health and Welfare	4	43,991	975,989	<b>1,019,980</b>	1,018,621
Other trading activities		–	–	–	–
Investments	5	1,305	45	<b>1,350</b>	972
Other		–	–	–	–
<b>Total income</b>		<b>73,754</b>	<b>1,122,252</b>	<b>1,196,006</b>	<b>1,195,560</b>
<b>Expenditure on:</b>					
Raising funds	6	24,032	–	<b>24,032</b>	7,555
Charitable activities					
Health and Welfare	6	44,850	1,310,811	<b>1,355,661</b>	1,080,462
Other		–	–	–	–
<b>Total expenditure</b>		<b>68,882</b>	<b>1,310,811</b>	<b>1,379,693</b>	<b>1,088,017</b>
<b>Net income / (expenditure) before net gains / (losses) on investments</b>		<b>4,872</b>	<b>(188,559)</b>	<b>(183,687)</b>	<b>107,543</b>
Net gains / (losses) on investments		–	–	–	–
<b>Net income / (expenditure) for the year</b>	<b>7</b>	<b>4,872</b>	<b>(188,559)</b>	<b>(183,687)</b>	<b>107,543</b>
Transfers between funds		(3,522)	3,522	–	–
<b>Net income / (expenditure) before other recognised gains and losses</b>		<b>1,350</b>	<b>(185,037)</b>	<b>(183,687)</b>	<b>107,543</b>
<b>Net movement in funds</b>		<b>1,350</b>	<b>(185,037)</b>	<b>(183,687)</b>	<b>107,543</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		347,931	310,465	<b>658,396</b>	550,853
<b>Total funds carried forward</b>		<b>349,281</b>	<b>125,428</b>	<b>474,709</b>	<b>658,396</b>

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 18 to the financial statements.

# Balance sheet

As at 31 March 2017

	Note	£	2017 £	£	2016 £
<b>Fixed assets:</b>					
Tangible assets	12		<u>264</u>		<u>530</u>
			264		530
<b>Current assets:</b>					
Debtors	13	126,383		282,018	
Cash at bank and in hand		<u>552,100</u>		<u>666,165</u>	
		678,483		948,183	
<b>Liabilities:</b>					
Creditors: amounts falling due within one year	14	<u>204,038</u>		<u>290,317</u>	
<b>Net current assets / (liabilities)</b>			<u>474,445</u>		<u>657,866</u>
<b>Total assets less current liabilities</b>			<u>474,709</u>		<u>658,396</u>
Creditors: amounts falling due after one year			<u>-</u>		<u>-</u>
<b>Net assets excluding pension asset / (liability)</b>			<u>474,709</u>		<u>658,396</u>
Defined benefit pension scheme asset / (liability)			<u>-</u>		<u>-</u>
<b>Total net assets / (liabilities)</b>			<u><u>474,709</u></u>		<u><u>658,396</u></u>
<b>The funds of the charity:</b>	18				
Restricted income funds			125,428		310,465
Unrestricted income funds:					
General funds		<u>349,281</u>		<u>347,931</u>	
Total unrestricted funds			<u>349,281</u>		<u>347,931</u>
<b>Total charity funds</b>			<u><u>474,709</u></u>		<u><u>658,396</u></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 23rd November 2017 and signed on their behalf by



Professor Michael Rayner  
Chair



Patrick Mulvany  
Treasurer



# Statement of cash flows

For the year ended 31 March 2017

	Note	2017 £	£	2016 £	£
<b>Cash flows from operating activities</b>	19				
<b>Net cash provided by / (used in) operating activities</b>		(114,065)		382,674	
<b>Cash flows from investing activities:</b>					
Dividends, interest and rents from investments		-		-	
Proceeds from the sale of fixed assets		-		-	
Purchase of fixed assets		-		-	
Proceeds from sale of investments		-		-	
Purchase of investments		-		-	
<b>Net cash provided by / (used in) investing activities</b>			-		-
<b>Cash flows from financing activities:</b>					
Repayments of borrowing		-		-	
Cash inflows from new borrowing		-		-	
Receipt of endowment		-		-	
<b>Net cash provided by / (used in) financing activities</b>			-		-
<b>Change in cash and cash equivalents in the year</b>		(114,065)		382,674	
Cash and cash equivalents at the beginning of the year		666,165		283,491	
Change in cash and cash equivalents due to exchange rate movements		-		-	
<b>Cash and cash equivalents at the end of the year</b>	20	<b>552,100</b>		<b>666,165</b>	

# Notes to the financial statements

For the year ended 31 March 2017

## 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) Reconciliation with previously Generally Accepted Accounting Practice (GAAP)

In preparing the accounts, the trustees have considered whether in applying the accounting policies required by FRS 102 and the Charities SORP FRS 102 a restatement of comparative items was required. The transition date was 1 April 2014.

No restatement was required.

### c) 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.

### d) 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.

### e) 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.



## 1 Accounting policies (continued)

### f) 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.

### g) 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.

### h) 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.

### i) 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.

### j) Operating leases

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

### k) 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
------------------	-------------------

### l) 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.

### m) 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.

## 1 Accounting policies (continued)

### n) 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.

### o) 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.

### p) Pensions

The charity operates a stakeholders pension scheme.

## 2 Detailed comparatives for the statement of financial activities (2016)

	Unrestricted £	Restricted £	2016 Total £
<b>Income from:</b>			
Donations and legacies	25,841	150,126	175,967
Charitable activities	43,701	974,920	1,018,621
Other trading activities	–	–	–
Investments	963	9	972
Other	–	–	–
<b>Total income</b>	<b>70,505</b>	<b>1,125,055</b>	<b>1,195,560</b>
<b>Expenditure on:</b>			
Raising funds	7,555	–	7,555
Charitable activities	95,990	984,472	1,080,462
Other	–	–	–
<b>Total expenditure</b>	<b>103,545</b>	<b>984,472</b>	<b>1,088,017</b>
<b>Net income / expenditure before gains / (losses) on investments</b>	<b>–</b>	<b>–</b>	<b>–</b>
Net gains / (losses) on investments	–	–	–
<b>Net income / expenditure before gains / (losses) on investments</b>	<b>(33,040)</b>	<b>140,583</b>	<b>107,543</b>
Net gains / (losses) on investments	–	–	–
<b>Net income / expenditure</b>	<b>(33,040)</b>	<b>140,583</b>	<b>107,543</b>
Transfers between funds	(22,762)	22,762	–
<b>Net income / (expenditure) before other recognised gains and losses</b>	<b>(55,802)</b>	<b>163,345</b>	<b>107,543</b>
Gains / (losses) on revaluation of fixed assets	–	–	–
Actuarial gains / (losses) on defined benefit pension schemes	–	–	–
Other gains / (losses)	–	–	–
<b>Net movement in funds</b>	<b>(55,802)</b>	<b>163,345</b>	<b>107,543</b>
<b>Total funds brought forward</b>	<b>403,733</b>	<b>147,120</b>	<b>550,853</b>
<b>Total funds carried forward</b>	<b>347,931</b>	<b>310,465</b>	<b>658,396</b>



### 3 Income from donations and legacies

	Unrestricted £	Restricted £	2017 total Total £	2016 Total £
Donations	28,458	146,218	174,676	175,967
	<u>28,458</u>	<u>146,218</u>	<u>174,676</u>	<u>175,967</u>

### 4 Income from charitable activities

	Unrestricted £	Restricted £	2017 Total £	2016 Total £
<b><u>Grant income</u></b>				
BIG grant	–	50,000	50,000	–
Big Lottery Fund (various)	–	85,068	85,068	58,909
British Ecological Society	–	2,000	2,000	–
British Heart Foundation	–	14,900	14,900	59,600
City Bridge Trust	–	52,440	52,440	24,990
Esmée Fairbairn Foundation (various)	–	154,557	154,557	157,106
European Commission via Rural Payments Agency*	–	146,647	146,647	91,106
European Fisheries Fund & Marine Management Organisation	–	–	–	21,347
European Regional Development Fund (via GLA)	–	–	–	10,126
Food Commission Research Charity	4,500	7,000	11,500	–
Friends Provident Foundation	–	7,112	7,112	–
Garfield Weston Foundation	–	8,750	8,750	60,000
Greater London Authority (various)	–	30,000	30,000	84,499
John Ellerman Foundation	–	30,000	30,000	30,000
Joseph Rowntree Charitable Trust	–	22,500	22,500	–
Kenneth Miller Trust	–	20,000	20,000	30,000
Organic UK Campaign Pledges	–	189,162	189,162	162,524
Polden–Puckham Charitable Foundation	8,000	–	8,000	15,500
Royal Borough of Greenwich	–	15,000	15,000	–
Royal Parks Foundation	–	20,508	20,508	19,500
Tinsley Charitable Trust	–	5,000	5,000	5,000
Trust for London	–	40,720	40,720	40,000
Tudor Trust (various)	–	7,523	7,523	35,071
Wellcome Trust via the Eden Project	–	21,943	21,943	23,483
Other grants and income	–	–	–	14,339
<b><u>Other income</u></b>				
Conference and workshops	7,397	2,191	9,588	8,988
Membership fees	18,215	36,928	55,143	60,549
Sales and publications	–	6,040	6,040	142
Subscriptions	5,879	–	5,879	5,842
Total income from charitable activities	<u>43,991</u>	<u>975,989</u>	<u>1,019,980</u>	<u>1,018,621</u>

\*These amounts are managed by Sustain on behalf of the Organic Trade Board to fund a generic marketing campaign for organic food and its benefits.

### 5 Income from investments

	Unrestricted £	Restricted £	2017 Total £	2016 Total £
Investment income	1,305	45	1,350	972
	<u>1,305</u>	<u>45</u>	<u>1,350</u>	<u>972</u>

## 6 Analysis of expenditure

	Cost of raising funds £	Charitable activities £	Support costs £	2017 Total £	2016 Total £
<b>Staff costs (Note 8)</b>	1,913	547,975	107,924	<b>657,812</b>	613,207
<b>Direct cost</b>					
Payable to partner organisations	–	180,980	–	<b>180,980</b>	10,175
Consultancy costs	20,700	370,465	–	<b>391,165</b>	332,369
Volunteers	–	3,703	–	<b>3,703</b>	2,723
Printing and photocopying	–	18,301	–	<b>18,301</b>	17,647
Postage and distribution	–	7,781	–	<b>7,781</b>	8,788
Travel, meeting and expenses	–	30,389	–	<b>30,389</b>	26,379
Other charitable expenditure	–	8,150	–	<b>8,150</b>	7,427
<b>Support cost</b>					
Telephone and fax	51	2,864	–	<b>2,915</b>	3,453
Office costs	1,206	68,016	–	<b>69,222</b>	58,011
Depreciation	5	261	–	<b>266</b>	266
Accountancy fees	27	1,522	–	<b>1,549</b>	
Audit fees	129	7,271	–	<b>7,400</b>	7,500
Bank charges	1	59	–	<b>60</b>	72
	<b>24,032</b>	<b>1,247,737</b>	<b>107,924</b>	<b>1,379,693</b>	<b>1,088,017</b>
Support costs	–	107,924	(107,924)	–	–
<b>Total expenditure 2017</b>	<b>24,032</b>	<b>1,355,661</b>	<b>–</b>	<b>1,379,693</b>	<b>1,088,017</b>
Total expenditure 2016	7,555	1,080,462			

Of the total expenditure, £68,882 was unrestricted (2016: £103,545) and £1310,811 was restricted (2016: £984,472).

The amount payable to partner organisations is made up of several different payments – the majority being grants awarded by the Children’s Health Fund; and passing on Organic UK pledge funds to the Organic Trade Board.



## 7 Net incoming resources for the year

This is stated after charging / crediting:

	2017	2016
	£	£
Depreciation	266	266
Operating lease rentals:		
Property	34,889	33,478
Auditors' remuneration (excluding VAT):		
Audit	6,200	6,200
	<b>6,200</b>	<b>6,200</b>

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

Staff costs were as follows:

	2017	2016
	£	£
Salaries and wages	589,255	547,490
Redundancy and termination costs	2,155	3,375
Social security costs	56,913	54,679
Employer's contribution to defined contribution pension schemes	9,489	7,663
	<b>657,812</b>	<b>613,207</b>

No employee earned more than £60,000 during the year (2016: nil).

The total employee benefits including pension contributions and national insurance of the key management personnel were £157,392 (2016: £124,382).

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2016: £nil). No charity trustee received payment for professional or other services supplied to the charity (2016: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £66 (2016: £191) incurred by 1 (2016: 4) member relating to attendance at meetings of the trustees.

## 9 Staff numbers

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

	2017	2016
	No.	No.
Raising funds	–	0.2
Health and Welfare	15.2	13.9
Support	3.1	3.3
	<b>18.3</b>	<b>17.4</b>

## 10 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.

Catherine Fookes (Campaign Manager of a member organisation Organic Trade Board) was elected as a Sustain Trustee during the year. Sustain had paid consultancy fees and expenses to Catherine as part of work on the Organic UK project before she became a member of the Sustain Trustee board.

## 10 Related party transactions (continued)

As part of the Why I Love Organic campaign, financial pledges were received by Sustain from the organic food industry on behalf of the Organic Trade Board. These funds were used as match funding by Organic Trade Board to run the campaign. As the campaign has now come to an end, the remaining funds will need to be transferred to the Organic Trade Board to be used as match funding for their new campaign, which is now being ran in-house at the Organic Trade Board. Thus an initial payment of £50,000 was made to the Organic Trade Board during the year, with the final remaining balance to be made in the forthcoming financial year. In addition, a further amount of £1,100 was passed onto the Organic Trade Board for membership fees which had been paid to Sustain in error. A number of Organic Trade Board's officers were paid fees and expenses for their consultancy services as part of the Organic UK project.

Sustain received a grant of £64,250 (2016: £52,439) via the Soil Association, which is the overall programme manager for the Sustainable Food Cities network – a programme run jointly by Food Matters, Soil Association (both Sustain members) and Sustain. Sustain's Trustees, Rachel Harries and Lisa Jones (serving consecutively) are officers at the Soil Association and Sustain Trustee Victoria Williams is director of Food Matters.

The UK Food Group, previously hosted by Sustain, has re-located this year to be hosted by Sustain member Compassion In World Farming. A transfer of £1,500 from CIWF to Sustain was required to balance the respective project account. Philip Lymbery who resigned as Sustain's treasurer during the year is the Chief Executive at Compassion in World Farming.

Sustain made £350 contribution towards a specific meeting cost, for an event held jointly with Sustain member Friends of the Earth. Sustain Trustee Clare Oxborrow is a Senior Campaigner at Friends of the Earth.

## 11 Taxation

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

## 12 Tangible fixed assets

	Fixtures, fittings and Equipment £	Total £
<b>Cost</b>		
At the start of the year	33,658	<b>33,658</b>
Additions in year	–	–
Disposals in year	–	–
	<hr/>	<hr/>
At the end of the year	33,658	<b>33,658</b>
<b>Depreciation</b>		
At the start of the year	33,128	<b>33,128</b>
Charge for the year	266	<b>266</b>
Eliminated on disposal	–	–
	<hr/>	<hr/>
At the end of the year	33,394	<b>33,394</b>
<b>Net book value</b>		
At the end of the year	264	<b>264</b>
	<hr/>	<hr/>
At the start of the year	530	<b>530</b>
	<hr/>	<hr/>

All of the above assets are used for charitable purposes.



**13 Debtors**

	2017 £	2016 £
Other debtors	30,224	133,331
Prepayments	3,604	3,604
Accrued income	92,555	145,083
	<b>126,383</b>	<b>282,018</b>

**14 Creditors: amounts falling due within one year**

	2017 £	2016 £
Other creditors	31,912	9,767
Accruals	7,543	7,550
Deferred income	164,583	273,000
	<b>204,038</b>	<b>290,317</b>

**15 Deferred income**

Deferred income comprises of grants from Esmée Fairbairn Foundation £83,333, Network for Social Change £20,000 and Garfield Weston Foundation £61,250.

	2017 £	2016 £
Balance at the beginning of the year	273,000	212,803
Amount released to income in the year	(273,000)	(212,803)
Amount deferred in the year	164,583	273,000
	<b>164,583</b>	<b>273,000</b>

**16 Pension scheme**

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

**17 Analysis of net assets between funds**

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	264	–	–	264
Net current assets	349,017	–	125,428	474,445
	<b>349,281</b>	<b>–</b>	<b>125,428</b>	<b>474,709</b>

## 18 Movements in funds

	At the start of the year £	Incoming resources & gains £	Outgoing resources & losses £	Transfers £	At the end of the year £
<b>Restricted funds:</b>					
A Million Better Jobs for Better Farming and Land Use	–	29,612	(28,234)	–	<b>1,378</b>
Campaign for a Better Food Britain	–	–	(280)	–	<b>(280)</b>
Campaign for Better Hospital Food	13,914	101,000	(104,593)	–	<b>10,321</b>
Capital Growth	21,400	173,405	(179,058)	952	<b>16,699</b>
Childrens Food Campaign	24,380	48,393	(80,252)	30,000	<b>22,521</b>
Childrens Health Fund	97,440	131,251	(170,933)	(30,000)	<b>27,758</b>
Food Co-ops Network	–	21,655	(21,675)	–	<b>(20)</b>
Food Poverty	(9,554)	92,795	(89,540)	1,675	<b>(4,624)</b>
London Food Link	1,495	25,500	(19,956)	–	<b>7,039</b>
Organic UK Campaign	92,186	335,809	(396,731)	–	<b>31,264</b>
Real Bread Campaign	16,695	41,422	(48,504)	–	<b>9,613</b>
Sustainable Fish Cities	35,806	38,750	(80,348)	–	<b>(5,792)</b>
Sustainable Food Cities	4,146	54,557	(49,152)	–	<b>9,551</b>
The Crunch	98	21,943	(22,041)	–	<b>–</b>
UK Food Group	13,354	6,160	(19,514)	–	<b>–</b>
Urban Food Routes	(895)	–	–	895	<b>–</b>
<b>Total restricted funds</b>	<b>310,465</b>	<b>1,122,252</b>	<b>(1,310,811)</b>	<b>3,522</b>	<b>125,428</b>
<b>Unrestricted funds:</b>					
<b>General funds</b>	<b>347,931</b>	<b>73,754</b>	<b>(68,882)</b>	<b>(3,522)</b>	<b>349,281</b>
<b>Total unrestricted funds</b>	<b>347,931</b>	<b>73,754</b>	<b>(68,882)</b>	<b>(3,522)</b>	<b>349,281</b>
<b>Total funds</b>	<b>658,396</b>	<b>1,196,006</b>	<b>(1,379,693)</b>	<b>–</b>	<b>474,709</b>

### Purposes of restricted funds

Income, which 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 2017 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:

**A Million Better Jobs for Better Farming and Land Use:** This campaign advocates for improvements in policy and practice to support better farming livelihoods, better jobs in sustainable food production, fair trading practices, and the subsidies, policies and industry practices that would incentivise 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.

**Campaign for Better Hospital Food:** The campaign represents a coalition of organisations calling on the Westminster government to introduce mandatory nutritional, environmental and ethical standards for food served to patients in NHS hospitals in England.

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



## Purposes of restricted funds (continued)

**Children's Food Campaign:** Campaigns for better food and food teaching for children in schools, protection of children from junk food marketing, and clear food labelling that can be understood by everyone.

**Children's Health Fund:** Established to demonstrate that a hypothecated sugary drinks levy is both practicable and acceptable, this project works with restaurants and caterers to put a voluntary 10p 'sugary drinks levy' on soft drinks containing added sugar, with the money raised in this way from customers going to causes that improve children's health. To maintain good governance, the work is over-seen by an independent Board that reports to the Sustain Council, with Sustain managing and disbursing the grants.

**Food Co-ops Network (includes the Student Eats project):** This works to build a network of community food co-ops and food buying groups across the UK to help new groups get off the ground and existing initiatives to thrive. In partnership with the National Union of Students (NUS), Sustain is also offering student groups start-up funds and advice to set up new food co-ops.

**Food Poverty:** This work looks at the steps that local authorities can take to support disadvantaged people and communities to reduce food poverty 'beyond the foodbank', and encourages them to do so through advisory support and an annual league table report encouraging a friendly 'race to the top'.

**London Food Link:** This is the umbrella for all of Sustain's initiatives in London. 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.

**Organic UK Campaign:** Sustain has continued to manage funding from the EU, and funds pledged by the UK's organic sector, to help run the UK's first generic marketing campaign to promote organic food and its benefits for animal welfare and the environment. The campaign is managed independently by the Organic Trade Board.

**Real Bread Campaign:** The Real Bread Campaign champions locally baked, additive-free bread, finding and sharing ways to make all loaves better for us, better for our communities and better for the planet.

**Sustainable Fish Cities:** A campaign to protect precious marine environments, fish species and fishing livelihoods, calling for fish to be bought only from verifiably sustainable sources. We show what can be done if people and organisations make a concerted effort to change their buying habits, working with UK towns, cities, businesses and institutions.

**Sustainable Food Cities:** The Sustainable Food Cities Network – organised jointly by Food Matters, Soil Association and Sustain – helps people and places share challenges, explore practical solutions and develop best practice on key food issues. It encourages public, private and third-sector groups and local communities to work together to improve their food system.

**The Crunch:** As part of this Wellcome Trust project, Sustain partnered with the Eden Project to recruit ambassadors across the UK to encourage people to think about their relationship with food and how we can eat in ways that keep our planet and ourselves healthy.

**UK Food Group:** This long-standing Sustain observer member, the UK Food Group, is an independent "sister" network of organisations focusing on global food and farming issues and the needs of developing countries, working together for the right to food.

**Urban Food Routes:** Urban Food Routes helps a variety of London's smaller food enterprises that offer community benefits with business advice and funding. The support is co-ordinated by the Plunkett Foundation with help from Growing Communities and Sustain's London Food Link network, funded by the Mayor of London.

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

	2017 £	2016 £
<b>Net income / (expenditure) for the reporting period (as per the statement of financial activities)</b>	<b>(183,687)</b>	<b>107,543</b>
Depreciation charges	266	266
Gains/(losses) on investments	–	–
Dividends, interest and rent from investments	–	–
(Loss)/profit on the sale of fixed assets	–	–
(Increase)/decrease in stocks	–	–
(Increase)/decrease in debtors	155,635	219,534
Increase/(decrease) in creditors	(86,279)	55,331
<b>Net cash provided by / (used in) operating activities</b>	<b>(114,065)</b>	<b>382,674</b>

## 20 Analysis of cash and cash equivalents

	At 1 April 2016 £	Cash flows £	Other changes £	At 31 March 2017 £
Cash in hand	666,165	(114,065)	–	552,100
<b>Total cash and cash equivalents</b>	<b>666,165</b>	<b>(114,065)</b>	<b>–</b>	<b>552,100</b>

## 21 Operating lease commitments

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

## 22 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.

## 23 Summary analysis of assets and liabilities by funds of previous reporting period (2016)

	General £	Designated £	Restricted £	Total funds £
Tangible fixed assets	530	–	–	530
Net current assets	347,401	–	310,465	657,866
<b>Net assets at the end of the year</b>	<b>347,931</b>	<b>–</b>	<b>310,465</b>	<b>658,396</b>

## 24 Details of movement in funds during the previous reporting period (2016)

	At the start £	Incoming £	Outgoing £	Transfers £	At the end £
<b>Restricted funds:</b>					
Campaign for Better Hospital Food	1,890	109,681	(97,660)	3	13,914
Capital Growth	5,002	167,851	(151,816)	363	21,400
Childrens Food Campaign	6,006	94,835	(79,311)	2,850	24,380
Childrens Health Fund	–	126,090	(28,650)	–	97,440
Food Metres	4,805	4,589	(9,910)	516	–
Food Poverty	(10,439)	40,000	(39,115)	–	(9,554)
FoodSave	2,253	10,126	(13,042)	663	–
London Food Link	10,000	3,006	(16,793)	5,282	1,495
Organic UK Campaign	122,829	253,630	(284,273)	–	92,186
Real Bread Campaign	7,852	39,658	(43,900)	13,085	16,695
Sustainable Fish City	(3,842)	111,352	(71,704)	–	35,806
Sustainable Food Cities	(1,329)	52,440	(46,965)	–	4,146
The Crunch	–	23,483	(23,385)	–	98
UK Food Group	1,992	45,715	(34,353)	–	13,354
Urban Food Routes	101	42,599	(43,595)	–	(895)
<b>Total restricted funds</b>	<b>147,120</b>	<b>1,125,055</b>	<b>(984,472)</b>	<b>22,762</b>	<b>310,465</b>
<b>Unrestricted funds:</b>					
<b>General funds</b>	<b>403,733</b>	<b>70,505</b>	<b>(103,545)</b>	<b>(22,762)</b>	<b>347,931</b>
<b>Total unrestricted funds</b>	<b>403,733</b>	<b>70,505</b>	<b>(103,545)</b>	<b>(22,762)</b>	<b>347,931</b>
<b>Total funds</b>	<b>550,853</b>	<b>1,195,560</b>	<b>(1,088,017)</b>	<b>–</b>	<b>658,396</b>



# Funders

Sustain would like to thank the following funders for their financial support for our work, and for the work of the UK Food Group and several of Sustain's members, over the course of this financial year:

BIG grant  
Big Lottery Fund  
British Ecological Society  
British Heart Foundation  
Children's Health Fund  
City Bridge Trust  
Esmée Fairbairn Foundation  
European Commission (via Defra's Rural Payments Agency)  
European Maritime and Fisheries Fund  
Food Commission Research Charity  
Friends Provident Foundation  
Garfield Weston Foundation  
Greater London Authority  
John Ellerman Foundation  
Joseph Rowntree Charitable Trust  
Kenneth Miller Trust  
Polden-Puckham Charitable Foundation  
Royal Borough of Greenwich  
Royal Parks Foundation  
Tinsley Charitable Trust  
Trust for London  
Tudor Trust  
Wellcome Trust (via The Eden Project)

# Annual Report

For the year ended 31 March 2017

**A Sustain publication**

**October 2017**

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, improve the living and working environment, enrich society and culture, and promote equity. It represents around 100 national public interest organisations working at international, national, regional and local 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 food, fishing and farming  
system, in which:

All food is produced in a  
way that is fair and sustainable

There is a thriving food supply  
chain from 'farm to fork'

Healthy, sustainable diets are  
accessible and affordable to all

We have a strong UK food  
culture that ensures food  
is valued and enjoyed