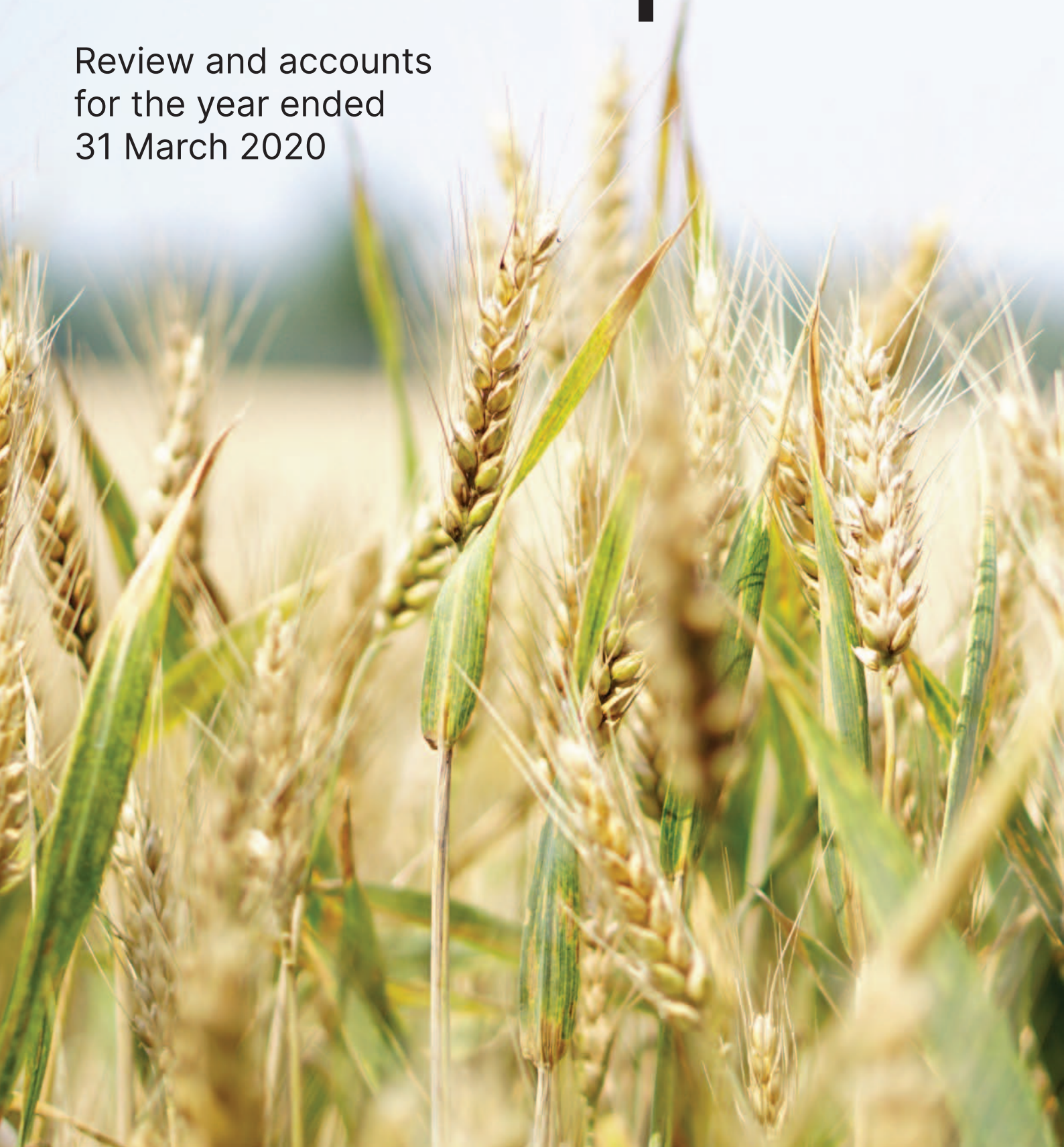


Annual Report

Review and accounts
for the year ended
31 March 2020



Founded in 1999, the Sustain alliance celebrated our 20th birthday with a summer party in the Regent's Park Allotment Garden, and our first ever parliamentary reception. Both were joyous and memorable events, yet they stood in sharp contrast to the 'perfect storm' that also faced us throughout the year.

At each end of 2019, Sustain rallied alliance members to highlight the risks associated with a chaotic Brexit, as two EU exit days came and went. We drew public attention to the likelihood that a no-deal Brexit would hike food prices and disrupt fresh food supplies, disproportionately affecting people living on a low income, or reliant for their food on schools, hospitals or charitable handouts. We stepped up our campaign for the Right to Food to be introduced into UK law and by the autumn won commitments from four of the main political parties (though unfortunately not the party that won a decisive majority in the General Election in December).

This urgent work ran alongside the long, hard slog of winning the necessary laws, policy and public finance to achieve a healthy, sustainable and equitable food system post-Brexit. Our alliance's work on key farming, fishing and environmental legislation, the National Food Strategy and the UK's approach to food standards in international trade deals saw Sustain working in partnership with many specialist organisations and sister alliances to bring vital issues to the fore.

At the same time, we stepped up action on the climate and nature emergency. Organic and agro-ecological farming, shorter supply chains, fair trading, healthier food environments, sustainable diets and citizen engagement could help drastically reduce emissions, sequester carbon, restore nature

Trustees during the financial year covered by this report:

Professor David Barling (re-elected 23/11/17)
Lucy Bjorck (elected 09/12/2019)
Josie Cohen (elected 12/12/2018, role share with Keith Tyrell)
Catherine Fookes (elected 17/01/17; resigned 09/12/2019)
Bridget Henderson (re-elected 12/12/2018)
Clare Horrell (elected 23/11/17)
Katharine Jenner (re-elected 09/12/2019)
Jo Lewis (elected 09/12/2019)
Laura Mackenzie (elected 23/11/17)

and provide a sustainable supply of nutritious food to people coming together to value good food in perpetuity.

Such is the vision that drove the strategy process that ran as a creative undercurrent all year, culminating in a lively alliance consultation event at the end of 2019 and a strategy day involving staff and trustees in early 2020. This helped prepare our alliance for the challenges to come.

And not a moment too soon. As the financial year drew to a close, the Covid-19 coronavirus pandemic hit. Sustain's wonderful staff team and considerate supporters helped us to adapt quickly to life in lockdown, whilst our creativity, solid connections and reputation for getting things done positioned Sustain as a key player in galvanising the emergency food response.

Whatever the future now holds, this year has proved – in spades – that the Sustain alliance has a pivotal role to play in building the food system resilience, sustainability and equity that are our common cause.



Professor Mike Rayner

Chair of Sustain's Council of Trustees

Modi Mwatsama (elected 23/11/17; resigned 06/11/2019)
Professor Mike Rayner (Chair, re-elected 12/12/2018)
Stephanie Slater (re-elected 09/12/2019)
Shaun Spiers (Deputy Chair, re-elected 12/12/2018)
Christopher Stopes (elected 23/11/17)
Alison Swan Parente (re-elected 12/12/2018)
Keith Tyrell (Treasurer, re-elected 12/12/2018, role share with Josie Cohen)
Victoria Williams (re-elected 09/12/2019)
Deirdre (Dee) Woods (elected 09/12/2019)

Company registered number: 02673194

Charity registered number: 1018643

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

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

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

Our year in numbers

Our projects, campaigns, partnerships and policy work contributed to the following over the year April 2019 to March 2020:

20 years of the Sustain alliance celebrated

1 Sustain Manifesto wins pledges from top political parties

67 food poverty alliances now in Food Power network

350 people attend Sustain sessions at Oxford Real Farming Conference

9.4 million extra veg portions served by caterers in Veg Cities campaign

1 national ban on selling energy drinks to under-16s

Over 1 billion

meals served by caterers committing to sustainable fish

over 130,000

read a Sustain news item; Over 27,000 people read a Sustain blog

27 out of 33

London boroughs promoting uptake of Healthy Start vouchers



3,219 community gardens now part of Capital Growth food growing network



56 countries feature Real Bread Week or Sourdough September events



60th edition of The Jellied Eel good food magazine published



2,000 volunteers in 13 cities take part in community food growing on Big Dig Day



4 leading political parties commit to introduce the Right to Food into UK law



16,000 hours volunteered by 784 students running good food enterprises



Support better farming and food production

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

Sustain has declared a Climate and Nature Emergency, in recognition that our damaging food system is a major source of greenhouse gas emissions and the leading cause of biodiversity loss. Conversely, a better system could rebuild our planet's ability to provide good food for everyone. We need to act decisively and fast.

This recognition has galvanised our commitments to achieve the policies and practices to enable sustainable farming and fishing, and a fair supply chain in which organic and agro-ecological producers can thrive, supported by government, local authorities, institutions, businesses and active citizens. This comes at a critical time, when the world is waking up to the limited amount of time humanity has left to turn things around.

The UK's preparations for life outside the EU, and Glasgow's forthcoming hosting of the COP-26 international climate negotiations, also provide opportunities to influence critically important laws, policy and funding mechanisms on farming, fishing, climate, environmental protection and standards in international trade. We are grateful to have secured multi-year funding from several charitable foundations and others to pursue this work with the vigour it deserves.

We put considerable effort this year into ensuring that 'public money for public goods' remains central

to the Government's approach to post-EU agriculture policy, along with a fair dealing obligation. We also demonstrated how much better off British fishers would be if fisheries were managed ecologically.

We relentlessly used development of the National Food Strategy, Agriculture Bill, Fisheries Bill, Environment Bill and new international trade policy as opportunities to target ministers and key decision-makers and generate high-profile media coverage. Collaborating with expert working parties, we gave written and oral evidence to numerous parliamentary enquiries; helped supporters lobby their MPs; published our Manifesto for a Better Food Britain, and – during the General Election – compared the leading political parties, resulting in several adopting key food and farming policies recommended by Sustain. In June 2019 we marked Sustain's 20th anniversary with our first ever Parliamentary Reception.

We also worked extensively with sister alliances to gain parliamentary traction and media attention for shared priorities, such as the Food Farming and Countryside Commission (Sustain's CEO is a Commissioner); Alliance to Save our Antibiotics and the Eating Better Alliance (Sustain serves on the steering group for both); Green Alliance and Greener UK; Nourish Scotland; Unchecked.UK and the Trade Justice Movement.

Sustain joins high-level Which? roundtable with government and industry on food standards in trade

Sustain joins Defra's ELMs advisory group

We help facilitate Food System Dialogue with WHO's David Nabarro and National Food Strategy lead Henry Dimbleby

Sustain staff undertake training in AGM climate advocacy with ShareAction

We coordinate submission of '13 transformational ideas' to the National Food Strategy

April

May

June

July

August

September

Sustain joins high-level Climate Coalition roundtable with new Farming Minister

Sustain Parliamentary Reception, speeches by Farming Minister; Shadow Defra Secretary of State, Labour Deputy Leader and Defra Committee Chair

Sustain declares Climate and Nature Emergency

Food, Farming and Countryside Commission publishes landmark report; Sustain CEO serves as a Commissioner

Sustain campaigners speak at several Extinction Rebellion climate change protests



Above: Sustain chief executive Kath Dalmeny with David Rutley MP, Minister for Food and Animal Welfare.



Above: Tom Watson, Deputy Leader of the Labour Party at the Sustain Parliamentary Reception, June 2019.



“Finding Sustain is the joy of my life!”
Labour Party deputy leader Tom Watson MP, at Sustain Parliamentary Reception, June 2019

“US-UK trade deal set to make buying British food harder, says Sustain”
Farmers Guardian, August 2019

Left: Sue Hayman MP, Shadow Environment Secretary. Photo credits: Sarah Davenport and Orla Delargy

We publish 'Every Mouthful Counts': Actions local councils can take to avert climate change and restore nature

The Groceries Code Action Network, co-founded by Sustain, lobbies ministers to strengthen supermarket regulation

350 people attend our packed sessions at the Oxford Real Farming Conference

50 members attend our workshop: 'Brexit Re-group: Priorities for food, farming, fishing and trade'

Report with Pesticide Action Network, highlights comparison of US/UK pesticide standards

October

November

December

January

February

March

General Election called: Sustain publishes Manifesto for a Better Food Britain; several parties adopt key policies

We join Nourish Scotland and civil society groups to discuss food and farming policy for COP26 in Glasgow

Sustain's Vicki Hird wins the popular vote at the industry's Oxford Farming Conference annual debate

We publish briefing with Compassion in World Farming comparing US/UK animal welfare standards

With our support, Alliance to Save Our Antibiotics report compares US/UK farm antibiotic use

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.

Our Sustainable Fish Cities campaign continued to make significant progress persuading restaurants and other foodservice companies to use sustainable fish. This year, we have reached the remarkable milestone of having persuaded foodservice companies that serve 1 billion meals per year to adopt verifiably sustainable fish standards. Working with the Sustainable Restaurant Association, we persuaded national restaurant groups operating at Heathrow to extend their new sustainable seafood policies across their entire operations covering thousands of sites across the UK.

Working with the National Union of Students (NUS), our Students Eats project supported 26 student-led social enterprises selling veg bags and boxes, wholefoods or preserved food. These traded over £50,000 of sustainable food; saved 4.4 tonnes of food from landfill; created or improved 28 food growing sites; with nearly 16,000 hours volunteered by 784 students. We provided small grants, enterprise support, training and technical guidance to student groups across England and Wales, as well as food advisors working in partnership with Impact Hub.

Sustain continues to lead on healthy and sustainable food campaigns and movement building with the Sustainable Food Places Network (formerly Sustainable Food Cities), now with over 50 towns, cities and regions involved. The national coordinators – Soil Association, Food Matters

and Sustain – have secured funding for a further five years of activities, from the Esmée Fairbairn Foundation and the Big Lottery, which will support strengthening of local food partnerships, policy work and campaigns. We also started work in partnership with Food Matters to develop a food systems approach in Buckinghamshire, funded by the Rothschild Foundation.

The Veg Cities campaign, coordinated by Sustain, supported 25 places this year to serve hundreds of thousands more portions of vegetables, involving schools, community groups, food growing enterprises, restaurants and caterers.

This year we worked with the Sustainable Food Places and others to help towns, cities and rural areas that have declared a climate and nature emergency to develop a toolkit on how to integrate this with work on food. Key actions include supporting organic and agro-ecological farmers and sustainable land use, promoting less and better meat and dairy, boosting fruit and vegetable production and consumption, and radically reducing food waste.

Sustain, local authorities, voluntary groups and food partnerships had to adapt rapidly to the Covid-19 crisis and the restrictions introduced in March, with many pivoting their work to help local people access food and some supporting food suppliers to distribute their produce.

Two Student Eats food enterprises are finalists in the university Green Gown Awards

London Food Link Networking Event at Sodo Pizza, Bethnal Green, with over 60 attendees

Sustain hosts meeting with UN Special Rapporteur on the Right to Food

Middlesbrough, Glasgow and Aberdeen win funds for new phase of Veg Cities



We publish and distribute 60th Jellied Eel good food magazine to 30,000+ readers

April

May

June

July

August

September

TnS Catering pledges to serve 200,000 extra portions of veg across 5 sites in Plymouth

Sustainable Fish Airports launch: 31 businesses remove endangered fish from menu, including sushi chain Yo!, Restaurant Group, Delaware North, Costa, Nero and EAT

We speak at the All Party Parliamentary Group on Fishing panel on sustainable fisheries

We re-vamp our ever-popular Food Co-ops website and Toolkit

Sustain submits 'transformational ideas' on veg, horticulture, fish and procurement to the National Food Strategy



“Healthy eating in schools gets West Ham United players’ endorsement”
Hospitality Catering News, May 2019

“Heathrow taking red-rated fish off the menu in its restaurants is good news for the millions of people who use the airport and more importantly for the dwindling stocks of these overfished species.”
Raymond Blanc OBE, President of the Sustainable Restaurant Association

Photo: Attendees at the June 2019 Sustainable Food Cities conference in Newcastle. Credit: Tom Andrews

Extensive media coverage of our campaign on food supply impact of no-deal Brexit

Aberdeen becomes 18th place to work towards becoming a Sustainable Fish City

Veg Cities: 400 organisations promoting veg; 9.4m extra portions served by caterers

We refresh and republish our ever-popular Food Co-ops website, online map and Toolkit

As Covid-19 sets in, Sustain supports fresh produce and smaller fish suppliers to sell food direct

October November December January February March

Good Food for London sees Croydon, Southwark, Brent and Enfield councils improve their sustainable fish buying

Top national foodservice supplier Brakes renews sustainable fish buying policy with our help

Northern Ireland and Edinburgh Sustainable Food Cities receive grants for sustainable fish campaigns

We submit evidence on achieving healthier diets to the House of Lords Inquiry on Food, Poverty, Health and the Environment

Sustain launches Good to Grow Day and network to promote community food growing nationally

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.

Sustain's Children's Food Campaign continued to provide vocal and technical support for measures to improve children's diets and health, with our stories and investigations frequently in the news and quoted by policy-makers. With support from the Guys and St Thomas Charity we launched into more focused work on takeaways and children's access to unhealthy food, fiscal measures and junk food advertising and packaging. This supported implementation of the Mayor of London's Healthier Food Advertising Policy across London's transport network and by local authorities. As part of our Planning Food Cities initiative, we also published a local council guidance on restricting new hot food takeaways.

Our highly creative SUGAR SMART campaign ran Fizz Free February; promoted participation in Oral Health Month and themed SUGAR SMART September around workplaces. We also launched the 50 Fountains Challenge with Refill and City to Sea, calling on local areas to provide 50 public drinking fountains, helping to displace sugary drinks and single-use plastic bottles.

The second annual Food Power conference took place in Newcastle in June 2019, involving the local food poverty alliances in our network, with 'experts by experience' playing an active role. Promoting the

uptake and increased value of Healthy Start food vouchers for low-income pregnant women and their children was the main focus of our food poverty campaigns, engaging extensively with local health practitioners and the Department of Health. In London, we also published our fifth annual Beyond the Food Bank report, comparing London's 33 boroughs on actions they are taking to tackle the root causes of food poverty.

Our campaign for the Right to Food made significant progress. After months of advocacy, commitments to full incorporation of the Right to Food in domestic legislation were adopted in the Green Party, Labour, Liberal Democrat, and Scottish National Party election manifestos; and respect of human rights was promised in the Plaid Cymru manifesto. Despite no such commitment by the Conservative Party, we continued to argue for the Right to Food as part of their National Food Strategy process.

As Brexit Day approached (twice!) this year, we highlighted the likelihood of this having a severe impact on food prices and supplies of surplus to food banks. This extensive groundwork proved extremely valuable for advocacy when Covid-19 set in and millions of people on a low or precarious income started to face severe food insecurity.

Sustain co-hosts Healthy Start workshop at London's City Hall

With Action on Sugar & Salt, we call for ban on child-friendly characters on unhealthy food

Successful challenge to ASA on Ben & Jerry ice-cream advertising too close to schools

Sustain, Refill and City to Sea launch '50 Fountains Challenge'

Our SUGAR SMART September focuses on workplaces and drinking water fountains

April

May

June

July

August

September

Taking Down Junk Food Ads published by Sustain and Food Active

Two Food Power 'experts by experience' are ambassadors for Children's Future Food Inquiry

Second annual Food Power conference in Newcastle

Sustain meets HM Treasury team responsible for review of Soft Drinks Industry Levy



Making the Most of Healthy Start: A toolkit for local action published by Sustain

“Give local authorities extra powers to curb junk food ads – report”

The Guardian, 24 April 2019

“There is no way we could have done it without your help and support, you really are all beyond brilliant.”

Jamie Izzard, Senior Manager for Economic Development, Greater London Authority, on the day the Mayor of London announced a ban on junk food advertising across the Transport for London network



Campaign win!

Government health department's prevention Green Paper confirms ban on energy drinks for under-16s

Campaign win!

Right to Food adopted in the Green Party, Labour, Liberal Democrat, and Scottish National Party election manifestos

Campaign win!

Greater London Authority measures household food insecurity in the capital, a year ahead of national government commitment to do so by 2021

Photo: Sugar Smart's Shelter from the Sugarstorm campaign poster in Barnet. Credit: Gavin Dupée

Right to Food included in four leading political party election manifestos

We publish guidance for local councils on controlling hot food takeaways

We lodge five complaints with ASA against unhealthy food advertising

Toolkit published on empowering people with lived experience of food poverty

Right to Food evidence session with House of Lords Committee

October

November

December

January

February

March

Beyond the Food Bank: We compare London councils' actions to tackle food poverty

Parents' survey launched on cartoon characters, in partnership with Food Active

Good Food Retail webinar supports six local authorities to promote healthy food retail

Sustain joins alliance calls for extension of the School Fruit and Vegetable Scheme

Sustain joins local and national groups helping plan the Covid-19 emergency food response

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.

Sustain's Real Bread Campaign had another vibrant year, with the healthy resurgence of interest in real bread baking continuing to grow, which we have helped cultivate over the past decade. We ran a Batch get-together in Edinburgh and at Latitude Festival, and our Sourdough September and Real Bread Week achieved extensive coverage and were celebrated in over 50 countries around the world. When Covid-19 set in, we supported local bakeries and home bakers to share ideas, recipes, access to flour and advice on online shops and delivery services. We also wrote to the PM calling for support for Real Bread businesses.

Promoting community food growing continued to be an important focus for Sustain's work. We opened up our established Big Dig participation platform, re-branded as 'Good to Grow' for community gardens across the country. Aberdeen, Birmingham, Bournemouth & Poole, Cambridge, Durham, Edinburgh, Glasgow, Hull, Leeds, London, Luton, Manchester and Reading joined in. We saw a big surge in gardens participating and received enthusiastic feedback. We also published the Good Food on Prescription report to promote social prescribing of community food growing by health professionals.

In London, our Capital Growth food growing network continued to grow and develop. In 2019 we ran 41 training courses with 15 partners, 32 trainers and 484 trainees, with overwhelmingly positive feedback. We welcomed our 3,000th garden member... and then 219 more! In the autumn, 25 gardens across London opened their doors to more than 1,500 volunteers and members of the public for Capital Growth's 10th annual Urban Harvest. We also started our oral history heritage project on food growing in the capital as well as promoting age-friendly and inclusive volunteering through our Growing Connections project.

Our London Food Link network continued coordinating a range of projects to promote better food policy, food enterprise and food culture in the capital. We published the 60th edition of The Jellied Eel good food magazine and continued to build its online presence; and ran a lively Urban Food Fortnight supporting 74 good food events reaching an estimated 5,000 people.

Our Roots to Work website saw a healthy flow of traffic and lots of good food jobs being posted throughout the year by a wide variety of organisations from across the country.

Capital Growth wins National Lottery support for oral history heritage project

We welcome tightened planning regulations on hot food takeaways and street advertising for unhealthy food

Real Bread Campaign celebrates mandatory full ingredient labelling for all loaves and sandwiches

Grow Well, Feel Well event involves growers keen to promote food growing for health

Four schools sell their produce at Capital Growth's School Marketplace at City Hall

April

May

June

July

August

September

Our Good to Grow Day goes national; 114 community gardens participate in 13 cities

15 school workshops held at our flagship Regent's Park Allotment food growing site

Forty Real Bread lovers take over Café St Honoré for our Batch: Edinburgh get-together

Over 300 Latitude Festival goers enjoy demos and talks by the Real Bread Campaign

7th annual international Sourdough September sees events in at least 56 countries

“The Big Dig 2019 inspired us to open the gates for the first time in 22 year and dig out all dilapidated structures and lay the foundation for our new forest garden.”

Spurgeon Secret Garden, Lambeth

“Real Bread Week begins today – but what is ‘real’ bread, and why is it important?”

The Telegraph, three-page spread, February 2020

Campaign win!

A decade after the Real Bread Campaign begins lobbying for mandatory full ingredient labelling for all loaves and sandwiches, Defra announces this for all food pre-packed for direct sale

London’s edible gardens celebrate 10th annual Urban Harvest

Good Food for London league table shows 31 of 33 London boroughs supporting community food growing

Capital Growth hold event on how to increase food growing in London’s urban fringe

Real Bread Week activities and media coverage take place in over 37 countries

Capital Growth welcomes 3,219th garden member

October

November

December

January

February

March

Good Food on Prescription gains interest from media and health professionals

53 organisations run 74 ultra-local food events during Urban Food Fortnight

Real Bread Campaign challenge makers of ‘sourfaux’ to reveal hidden additives

Fizz Free February!

We plan support for food growing networks to keep gardens growing through Covid-19

Who we work with

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

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

Our members

Alexandra Rose Charity
 Aquaculture Stewardship Council
 Association of Public Analysts
 Association of School Health Education Co-ordinators
 Baby Milk Action
 Behaviour Change
 Better Food Traders*
 Beyond GM
 Bio-Dynamic Agricultural Association
 Bio-Dynamic Agricultural College
 British Association for the Study of Community Dentistry
 British Dietetic Association
 Campaign to Protect Rural England (CPRE)
 Caroline Walker Trust
 Centre for Agroecology Water and Resilience (CAWR)
 Centre for Food Policy, City University
 Centre on Population Approaches for Non-Communicable Disease Prevention
 Chartered Institute of Environmental Health
 City to Sea*
 Commonwork Trust
 Community Supported Agriculture (CSA) Network UK
 Compassion in World Farming International
 Consensus Action on Salt and Health (CASH)
 Diabetes UK
 Eating Better Alliance
 Faculty of Public Health
 Fairtrade Foundation
 Family Farmers' Association
 FareShare
 Farms Not Factories
 Feedback Global
 First Steps Nutrition Trust
 Food Foundation
 Food Matters
 Food Systems and Policy Group,

University of Hertfordshire
 FoodCycle
 Forum for the Future
 Friends of the Earth
 Gaia Foundation
 Garden Organic
 Global Justice Now
 GM Freeze
 Growing Communities*
 Harper Adams University Department of Food Science & Agri-Food Supply Chain Management
 Health Education Trust
 Hubbub*
 HUSH – UK E.Coli Support Group
 Hyperactive Children's Support Group
 Independent Food Aid Network (IFAN)
 International Institute for Environment and Development (IIED)
 Keep Britain Tidy
 Kindling Trust
 Land Workers Alliance
 Magic Breakfast*
 Marine Conservation Society
 McCarrison Society for Nutrition and Health
 Medact
 National Federation of Women's Institutes
 National Trust
 New Economics Foundation
 Oral Health Foundation
 Organic Farmers and Growers (OF&G)
 Organic Research Centre, Elm Farm
 Organic Trade Board
 Pasture-Fed Livestock Association
 People Need Nature
 Permaculture Association
 Pesticide Action Network UK
 Rare Breeds Survival Trust*
 Royal Academy of Culinary Arts Chefs
 Adopt a School Trust
 Royal Society for the Prevention of Cruelty to Animals (RSPCA) and RSPCA Assured
 Royal Society for the Protection of

Birds (RSPB)
 School Food Matters
 School of Artisan Food
 Shared Assets
 Slow Food in the UK
 Social Farms and Gardens (formerly Federation of City Farms and Community Gardens)
 Soil Association
 Students Organising for Sustainability (SOS-UK)*
 Sustainable Food Trust
 Sustainable Soils Alliance
 The Orchard Project
 The Real Farming Trust
 Think Through Nutrition*
 This Is Rubbish
 Traidcraft Exchange
 Unchecked UK*
 UNISON
 Unite the Union
 Vegetarian Society
 Wholesome Food Association
 Women's Environmental Network
 World Cancer Research Fund UK
 World Wide Opportunities on Organic Farms (WWOOF)

Our observers

Agricultural Christian Fellowship
 Allergy Alliance
 Child Poverty Action Group (CPAG)
 Community Food and Health (Scotland)
 Food Ethics Council
 GMB (Britain's General Union)
 Green Alliance
 Linking Environment and Farming (LEAF)
 Marine Stewardship Council
 Natural England
 Nourish Scotland
 Royal Society for Public Health (RSPH)
 Which?
 Wildlife and Countryside Link
 WWF – Scotland
 WWF – UK

We also work closely with, for example: sister alliances working on post-Brexit food, farming, fishing, environmental and social policy – including the Brexit Civil Society Alliance and Greener UK; sister organisations in Scotland, Wales and Northern Ireland; the Food, Farming and Countryside Commission; the Obesity Health Alliance; the UK Food Poverty alliance; End Hunger UK; the Alliance to Save Our Antibiotics; the Food Research Collaboration; the Trade Justice Movement; over 70 UK towns and cities and their Sustainable Food City / Place and/or Food Poverty partnerships; the London Food Board; 3,200+ community gardens in London involving over 150,000 people; and we communicate regularly with over 60,000 people and tens of thousands more via social media.

Interested in becoming a Sustain member?

If your organisation is interested in becoming a Sustain alliance member or observer, download an application form at: www.sustainweb.org/membership or email the Sustain team on

sustain@sustainweb.org to speak to Chief Executive Kath Dalmeny or Deputy Chief Executive Ben Reynolds for a conversation about how to get involved. When you submit an application, this is reviewed by the Sustain team and we may ask you for further information or clarification; we will make an initial assessment and take it to the next quarterly Sustain Council of Trustees meeting with a recommendation (the Council is elected by Sustain's members). If they approve your application, it will then be taken to the next Sustain members AGM for ratification.

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

Find out about Sustain membership here:

www.sustainweb.org/membership/become_a_sustain_member/

Join one or more of Sustain's mailing lists here:

www.sustainweb.org/email/

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 December 2019 Sustain AGM, of the 14 serving members, five existing Trustees stood down, of which two resigned to move on to new roles outside the sector; and three stood successfully for re-election. Three new members stood successfully for election and were welcomed to the Sustain Council of Trustees, bringing valuable senior experience and expertise from the food poverty, biodiversity and sustainable farming sectors. This meant Sustain started 2020 with the full complement of 15 trustee places filled (one as a role-share, meaning 16 individuals).

Staff, volunteers and interns

Having secured multi-year funding for several priority initiatives, Sustain has been able to invest in several staff roles that have greatly strengthened our ability to communicate, influence and develop our capacity to support projects, campaigns and alliance members. Of particular note, we have been able to recruit officers – or expand officer time – to work on parliamentary advocacy, communications, and to assist key staff working on design, communications,

social media, event management, book-keeping and administrative tasks. This capacity boost is very welcome, already showing promising results.

We refreshed our staff training programme, including a session on AGM advocacy with ShareAction, to develop our skill and become ever more confident advocates for change. We introduced a volunteering day entitlement for staff members to make time for climate and nature. We also continued to develop our collaborative culture of skill-sharing, notably through our regular staff-instigated Campaigners Breakfast and Parliamentary Team sessions to provide forums for developing influencing strategies.

With a bigger team, we have been considering how some experienced staff could take on line management responsibilities and gain more experience of collaborative third-sector development and leadership. We are also improving our recruitment, intranet, HR policies and staff management processes to suit the needs of a growing and more complex organisation, and to help us achieve goals such as increased diversity.

Sustain continued to benefit from the wonderful contribution of unpaid volunteers and paid interns. In 2019, our survey of 32 volunteers over the year showed that:

- Over 70% of Sustain volunteers that left were now working or studying in a related field
- 92% of volunteers surveyed agreed their experience either matched or exceeded their expectation
- 75% of candidates agreed that this 'Built my knowledge of key areas of food and farming sector'
- Some recommended ideas for a more structured approach to improving personal development

“The team at Sustain are all very passionate about the work they do and are experts in their respective fields. The team work tirelessly to run all sorts of campaigns. I end my internship with many new skills but also a new-found respect for Sustain. I am grateful for the opportunity, and for all the support given to me throughout.”

Micro-placement student from City University of London, who worked as an intern on our Sustainable Farming campaign during 2019

We are exploring hosting one or more paid interns from the EcoTalent programme run by Sustain alliance member Feedback Global, for 18-24-year-olds from diverse backgrounds to gain work experience in non-governmental organisations.

Fair pay

Sustain renewed our annual commitment and licence to declare ourselves a registered London Living Wage Employer; as have our landlords Ethical Property Company, so cleaning and other staff are included. We are proud to be part of the growing Living Wage movement that has now put a grand total of £1bn put back into the pockets of low-paid workers since 2001, growing to over 5,500 accredited Living Wage employers. Sustain also promotes London Living Wage accreditation via our Beyond the Food Bank report and league table of boroughs, as one of the key ways local authorities can help to reduce food poverty.

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

Staff well-being during Covid-19

When the Covid-19 pandemic struck, the Sustain core team thoroughly reviewed our responsibilities to staff, beneficiaries, stakeholders and funders, our financial situation, our duties as a charity, and our strategic priorities. No-one within the staff team needed to be furloughed, with all staff either continuing in their roles or being redeployed – with the agreement of our funders and trustees – to help with the Covid emergency food response. We extended and enhanced some freelance contracts to give these people greater security in uncertain times.

Sustain rapidly moved all staff to working from home and adopted the necessary precautions to ensure sound financial management, secure online systems for data and documents, and supportive, collaborative working practices to promote productive work and organisational morale. We took special steps to support mental health and well-being in lockdown, such as establishing a buddying system and a Whatsapp channel to keep up informal connections, as well as outdoor social events when Covid restrictions and weather allowed.

“This really means a lot to me during these strange and worrying times. It can all feel extremely overwhelming and anxiety-provoking. I am really grateful that Sustain is making me feel somewhat safer and less alone.”

Sustain freelancer, on receiving a contract extension during Covid-19 lockdown

Taking a non-judgemental, compassionate and fair approach, we also highlighted and improved our sickness and absence leave policies, our annual leave, compassionate leave and bereavement arrangements, and our openness to flexible working – especially for those with challenging personal circumstances – for example shielding, parenting, caring roles and physical and mental health considerations.

We are all looking forward to seeing each other properly and working together in person again. Post-Covid, we will review our culture and working practices in consultation with staff and trustees, to work out how we can best enable greater flexibility than pre-Covid whilst re-establishing and continuing to cultivate the creativity, responsiveness, connectivity and personal relationships that are so essential to Sustain.

Policies and procedures

Sustain is working with a specialist consultancy CBR Solutions to undertake an ‘HR Health Check’ of Sustain’s employment policies and procedures and other organisational requirements. Our ambition is to ensure that all HR and related policies are reliably up-to-date and shared with all staff in a more easily accessible way, through a combination of publication on our website; and internal availability on our refreshed intranet pages. This will entail a rolling programme of work throughout 2020 and into 2021.

This year, as part of our timetabled refresh process, we updated Sustain’s policies and procedures on matters such as: risk assessment; health and safety; safeguarding of children and vulnerable adults; ethical advertising; ethical funding; data protection; and social media etiquette.

Sustain’s good governance policies are published at: www.sustainweb.org/about/sustains_sustainability_policies

Office premises

Having been tenants of the Ethical Property Company (EPC) in the Cambridge Heath area of East London for a year, we moved within the building into a newly created office space. This benefits from more natural light than our previous temporary accommodation within the building, plus easy access to a large roof terrace. During summer and autumn 2019, this outdoor space proved a popular place to hold meetings. We also installed a small meeting room within our new office to be able to host private meetings. When Covid-19 lockdown began in March 2020, Sustain moved all of our staff to working from home. We express huge gratitude and admiration to all of the Sustain team – most especially the operational, IT, finance and

management staff – who worked swiftly, patiently and diligently to ensure that Sustain could continue our work and adapt with confidence and due diligence to the new world of coronavirus lockdown.

Sustain’s funding

Sustain needs adequate financial and other resources to pursue our work effectively. The majority of Sustain’s income is from charitable grants from trusts and foundations, listed in this Annual Report. Project proposals and funding bids are developed by Sustain staff, in consultation with Sustain and working party members. A minority of Sustain’s income comes from alliance membership fees, subscriptions, book and publication sales and unsolicited voluntary donations from individual supporters or supporting organisations. Sustain occasionally actively solicits donations from campaign supporters.

Significant developments this year relate to several multi-year grants supporting work on Sustain’s priorities, across a range of important themes. These mark a welcome shift in the relationship between Sustain, funders and other donors keen to invest in strategic partnership programmes driving ambitious change in policy and practice, especially relating to tackling the climate and nature emergency, inequalities and building a sustainable food economy. These include programmes focusing on food system change:

- By food system gatekeepers, in response to the climate and nature emergency
- By local authorities and food partnerships in towns, cities and regions
- By organisations and active citizens at all levels cultivating healthier food environments

Due to a welcome new level of staffing and financial stability, we have been able to pay much more attention to investing in Sustain’s core capacities, such as communications, policy engagement, influence and movement building. We also received Big Lottery support for two years to run a Food Learning Network for their food grant recipients.

“The report is excellent, and shows exactly the kind of progress that we hoped would be achieved, particularly in terms of policy influencing at a really tricky time. It’s a great testament to all at Sustain and a great result as far as we are concerned.”

Feedback to Sustain’s first-year progress report on a five-year core grant from the Esmée Fairbairn Foundation

Sustain also used our 20th anniversary year to invest in developing several resources and activities to invite donations from individuals, to build our unrestricted income. This included creation of social media assets; a legacy donations pack; Sustain's 20th birthday appeal; and a Charity Partner relationship with Triodos Bank.

We continued to track and plan for the possible financial impact of Brexit on Sustain and the wider third sector. We took steps to mitigate risks relating to several strands of EU funding with which Sustain is – or has been – involved. These include, for example, the likelihood of currency fluctuations affecting grant value for grants paid in Euros and in arrears. We are also monitoring policy statements from the UK Government, including guarantees that funding agreements signed before the EU Exit date will be honoured. We are acutely aware that many in our sector rely on current EU structural funds, whose future remains uncertain, and may be replaced by a currently ill-defined 'UK Shared Prosperity Fund'. We are being careful not to place too much hope on these future funds, and to take precautionary measures.

When the Covid-19 pandemic struck, Sustain started to play an active advocacy role, arguing for government funding to support crucial emergency food services and local food economies, to ensure

that everyone could have access to adequate food during lockdown, and food enterprises and critically important supply chains could stay in business.

Awards for Sustain projects and people

Our Sustainable Fish Airports project was shortlisted for a 2019 Charity Times Award. We were also shortlisted for a Caroline Walker Trust award.

Sustain's Sustainable Farming Campaign Coordinator Vicki Hird was identified by the Analytica influencer marketing platform as one of the top five global 'Consumer Goods & Retail Social Influencers driving the debate on Environmental Sustainability Topics', alongside Sustain friends and associates, Hugh Fearnley-Whittingstall; Kate Raworth; Minette Batters and Tristram Stuart.

Building our communications and influence

Continuing the pattern from last year, Sustain continues to be complimented frequently on the quality, reach and accessibility of our communication materials. This is due in no small part to the efforts of our campaign staff supported by our highly experienced Head of Digital, Head of Public Affairs and Communications Coordinator. The quality and extent of Sustain's campaign communications and news services moved up yet another gear this year, with further refinement of our website, e-actions and IT systems.

Head of Digital Gavin Dupée continues to oversee the production of Sustain's significant online presence, family of websites and micro-sites, and high-quality publications, with nearly 4,000 monitored downloads this year. Page views on our website continue to grow, 130,000 people read a Sustain news item, and over 20,000 people read a Sustain blog this year; a 120% increase on last year. Our combined mailing list across projects now stands at well over 63,000, up 15% from last year.

Many thousands more now follow Sustain's work across several social media platforms. We have also improved the way Sustain tracks interactions on our websites with a view to gaining a better understanding of our supporters and the potential they represent for engagement, peer-to-peer learning and involvement in the growing sustainable food movement.

As our official data controller, Gavin also continued to oversee upgrades to Sustain's systems to embed compliance with new EU-wide data protection regulation, as well as online security. This proved especially important when Sustain moved to working from home and more online interactions due to Covid-19.

What people say about us...

"Your Brexit briefings have been invaluable for Bristol's Brexit response group. Thanks so much and please keep the info coming our way."

Joy Carey, Bristol Food Network

"This is absolutely BRILLIANT! What a force for good you are in a world that sorely needs it. Go Sustain!"

Suzi Shingler, Campaign Coordinator, Alliance to Save Our Antibiotics

"I've never seen my child eat a tomato before, this is a big moment!"

Participant in Cambridge Sustainable Food veg cookery session during May half term

"Progress is already in place with our contractors on switching to sustainable fish but there will be increased communication and awareness programmes will be implemented in 2020."

William Somerville, Robert Gordon University, Aberdeen (150,000 meals per year)

"The Brighton & Hove Veg City Challenge is a great example of progressive thinking in making vegetables attractive and appealing to the next generation; helping schools incorporate veg within their menu planning as an integral ingredient."

Julie Barker, national hospitality and catering expert

"I've found lots of lovely information on your website to help us set up a wholefood co-op" and "Brilliant, thanks so much. Useful and rapid - what more could I ask?!?!?"

Hilary Quick, individual enquirer

"The Food Power programme gave us the time and resources to map all the relevant organisations in Shropshire, build relationships and build awareness of the problem of food poverty. Now that we are in a crisis situation (due to Covid-19) we are ideally placed to act based on all that intelligence."

Emily Fay, Shropshire Food Poverty Alliance, March 2020

"We love the variety of options that SUGAR SMART offers to inspire the different sectors across the workplace."

Amy Bromfield, Cornwall Healthy Workplace programme

"Sourdough September really helped with promoting our microbakery, as we only launched six months ago, improved our confidence in baking and allowed us to meet lots of great people in person and online."

Lesley Lloyd, One Mile Bakery Pontardawe, Wales after Sourdough September

"A significant proportion of these cases originated in complaints from organisations [including Sustain] involved in campaigning on issues related to children's diet. The involvement of such stakeholders provides valuable extra assistance in detecting potential non-compliance owing to their detailed knowledge of the requirements of the HFSS rules."

ASA, CAP and BCAP submission to government advertising consultation, Annexe A, p.38

"Food Power has given the Children's Future Food Inquiry crucial access to young people with lived experience of food insecurity. Their knowledge and experience was a central component in developing policy recommendations for tackling children's food insecurity in the UK, and has led directly to work undertaken in collaboration with the Department for Education which will mean long-term policy change in this area."

Pandora Haydon, Food Foundation

"We really appreciate all the work that you are doing on the campaigning end of things. We're so passionate about getting food to older adults, and making sure someone is looking out for them. It's good to know that whilst we're doing this someone else is looking at the bigger picture."

Sarah Wren, CEO, Hertfordshire Independent Living Service social enterprise supplying meals on wheels

"There's so much to learn. If we don't teach our children, or our grandchildren, the history will be lost. And I think we've done that last 20 years, 30 years. We need to bring nature back and start from your back garden, start from the pots and the house and the garden. In your kitchen, start putting little herbs in your kitchen windows, make it beautiful."

Nasim Begum, oral history interviewee on the joy of food growing in London

"I think the Big Dig Day was a big success and definitely worth the effort. I would hope to run it again next year..."

John Pickles, Veg Cities Coordinator, Hull

"It was heart-warming to see children planting seeds and getting their hands dirty!"

Participant, after Big Dig Day St Stephen's Well Community Garden, Leeds

"The Sustainable Food Places conference is always a good moment to take the pulse of the network. Thank you so much for increasing the heart rates in the room and leaving everyone feel motivated and energised for the next fight."

Participant at the 2019 Sustainable Food Places conference

Strategic review

The Sustain alliance continued the process of renewing our strategy this year, to shape the work that we do with members from 2021 onwards. Alliance members and associates have been able to influence this process in a variety of ways. Many submitted ideas for Sustain's response to the National Food Strategy, via our expert working parties and as part of our Manifesto for a Better Food Britain. Members and associates have also responded to a Sustain strategy survey to help refine our ideas and approach in detail. This informed a lively and well-attended workshop at our AGM and Annual Gathering in December to help shape the priorities for the Sustain alliance for the next five years: what we want to achieve together and how we should best do this, to achieve transformative change. Sustain staff and trustees refined these ideas further at our Strategy Day in January 2020, and in development of our vision statement, strategy document and organisational plan.

Sustain alliance members, staff and trustees identified the following as broad priorities:

- Climate change and nature emergency
- Post-Brexit policy and legislation
- Good governance of food, farming, fishing and environment policy (includes, legislation, accountable bodies, fiscal measures, certification and standards)
- Sustainable farming and farm livelihoods (includes agro-ecology, organic, pasture-fed, antibiotics stewardship, agroforestry, better routes to market, local food infrastructure)
- Sustainable fish and fishing livelihoods
- UK trade policy (food, fishing, agriculture, health, workers, environment)
- Healthy and sustainable diets
- Tackling the root causes of food poverty
- Good food education, jobs and skills



They also identified as priorities the following broad methods for how we should work together to pursue these agendas:

- Campaigning for policy and legislation (this came out way ahead of all the others).
- Having a presence in the Westminster parliament, and working with the devolved administrations.
- Holding food businesses and public authorities to account for action on key issues.
- Supporting systematic local action; building the good food movement.
- Undertaking research and/or producing compelling evidence supporting what we champion.

Also, Sustain members thought that setting 'bold targets' and working collaboratively with the Sustain alliance to achieve them is a good idea.



Sustain staff and trustees get together for an annual strategy day to refresh our shared priorities. This year, we met at Cecil Sharp House in Camden in January 2020.

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 2020. 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 2020 was £412,586 (2019: £375,194) on unrestricted general reserves. The restricted reserves on continuing projects were £234,249 at 31 March 2020 (2019: £222,005). The full Statement of Financial Activities is set out in the accounts below.

Reserves policy

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

Investment policy

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

Risk management

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

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

Trustees' responsibilities

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

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

The Trustees have overall responsibility for ensuring that the company has appropriate systems of control, financial or otherwise. They are also responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the Charity and which enable them to ensure that the accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Setting staff pay

Sustain operates a fair and transparent fixed salary scale for setting staff pay, including key management personnel – the persons with authority and responsibility for planning, directing and controlling the activities of the charity. This salary scale cannot be changed without Trustee approval. Sustain's salary scale is grouped under four ascending grades – Administrative 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 starting at a higher level, and with the knowledge and agreement of at least one Sustain Trustee, who has usually participated in the recruitment process. In addition to the salary scale, salaries (and hence the levels in the salary scale) also rise in line with inflation, calculated annually on the actual inflation rate in the preceding year.

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

Fair pay

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

Public benefit

The Trustees are aware of Charity Commission guidance on public benefit reporting as set out in Section 17 of the Charities Act 2011. They believe Sustain fulfils a fundamental public benefit by promoting both the health and welfare of people and animals, improving the environment and promoting sustainable development. How Sustain achieves these objectives 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 18th December 2020 and signed on its behalf, by:



Professor Mike Rayner

Chair of the Council of Trustees

Auditors' report

We have audited the financial statements of Sustain: The Alliance for Better Food and Farming (the 'Charity') for the year ended 31 March 2020 which comprise the Statement of Financial Activities, the Balance Sheet, statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Charity's affairs as at 31 March 2020 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

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

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Charity's ability to continue to adopt the going concern basis of accounting for a period of at

least twelve months from the date when the financial statements are authorised for issue.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material

misstatements in the Trustees' Annual Report.

We have nothing to report in respect of the following matters in relation to which 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;
- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.

Responsibilities of the trustees

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

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

Our responsibilities for the audit of the financial statements

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

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

org.uk/auditorsresponsibilities]. This description forms part of our auditor's report.

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's members as a body, for our audit work, for this report, or for the opinions we have formed



Anthony Epton (Senior Statutory Auditor)

for and on behalf of

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

18th December 2020

Statement of financial activities

(incorporating and income and expenditure account)

For the year ended 31 March 2020

	Note	Unrestricted £	Restricted £	2020 Total £	2019 Total £
Income from:					
Donations and legacies	3	26,434	102,287	128,721	127,108
Charitable activities					
Health and Welfare	4	143,229	1,280,818	1,424,047	1,167,320
Other trading activities		-	-	-	-
Investments	5	3,464	-	3,464	3,252
Other		-	-	-	-
Total income		173,127	1,383,105	1,556,232	1,297,680
Expenditure on:					
Raising funds	6	16,544	-	16,544	16,284
Charitable activities					
Health and Welfare	6	109,954	1,380,100	1,490,054	1,283,107
Other		-	-	-	-
Total expenditure		126,498	1,380,100	1,506,598	1,299,391
Net income / (expenditure) before net gains / (losses) on investments		46,629	3,005	49,634	(1,711)
Net gains / (losses) on investments		-	-	-	-
Net income / (expenditure) for the year	7	46,629	3,005	49,634	(1,711)
Transfers between funds		(9,236)	9,236	-	-
Net income / (expenditure) before other recognised gains and losses		37,393	12,241	49,634	(1,711)
Net movement in funds		37,393	12,241	49,634	(1,711)
Reconciliation of funds:					
Total funds brought forward		375,194	222,005	597,199	598,910
Total funds carried forward		412,587	234,246	646,833	597,199

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 2020

	Note	£	2020 £	£	2019 £
Fixed assets:					
Tangible assets	12		–	–	–
			–	–	–
Current assets:					
Debtors	13	246,495		143,249	
Cash at bank and in hand		958,104		824,650	
			<u>1,204,599</u>	<u>967,899</u>	
Liabilities:					
Creditors: amounts falling due within one year	14	557,766		370,700	
Net current assets			<u>646,833</u>		597,199
Total assets less current liabilities			<u>646,833</u>		<u>597,199</u>
Net assets excluding pension asset / (liability)			<u>646,833</u>		597,199
Total net assets / (liabilities)			<u>646,833</u>		<u>597,199</u>
The funds of the charity:	18				
Restricted income funds			234,246		222,005
Unrestricted income funds:					
General funds		412,587		375,194	
			<u>412,587</u>	<u>375,194</u>	
Total unrestricted funds			<u>412,587</u>		375,194
Total charity funds			<u>646,833</u>		<u>597,199</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 18th December 2020 and signed on their behalf by



Professor Michael Rayner
Chair



Keith Tyrell
Treasurer

Statement of cash flows

For the year ended 31 March 2020

	Note	2020 £	£	2019 £	£
Cash flows from operating activities	19				
Net cash provided by / (used in) operating activities		133,454		84,349	
Net cash provided by / (used in) investing activities			-		-
Net cash provided by / (used in) financing activities			-		-
Change in cash and cash equivalents in the year		133,454		84,349	
Cash and cash equivalents at the beginning of the year		824,650		740,301	
Cash and cash equivalents at the end of the year	20	958,104		824,650	

Notes to the financial statements

For the year ended 31 March 2020

1 Accounting policies

a) Basis of preparation

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

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

b) Going concern

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

c) Income

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

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

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

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

d) Donations of gifts, services and facilities

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

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

e) Interest receivable

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

f) Fund accounting

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

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

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

g) Expenditure and irrecoverable VAT

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

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

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

h) Allocation of support costs

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

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

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

i) Operating leases

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

j) Tangible fixed assets

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

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

Office equipment	25% straight line
------------------	-------------------

k) Debtors

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

l) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. Cash balances exclude any funds held on behalf of service users.

m) Creditors and provisions

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

n) Financial instruments

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

o) Pensions

The charity operates workplace pension scheme.

2 Detailed comparatives for the statement of financial activities (2019)

	Unrestricted £	Restricted £	2019 Total £
Income from:			
Donations and legacies	21,609	105,499	127,108
Charitable activities			
Health and Welfare	97,980	1,069,340	1,167,320
Other trading activities	-	-	-
Investments	3,252	-	3,252
Other	-	-	-
Total income	122,841	1,174,839	1,297,680
Expenditure on:			
Raising funds	16,284	-	16,284
Charitable activities			
Health and Welfare	81,499	1,201,608	1,283,107
Other	-	-	-
Total expenditure	97,783	1,201,608	1,299,391
Net income / expenditure before gains / (losses) on investments	-	-	-
Net gains / (losses) on investments	-	-	-
Net income / expenditure before gains / (losses) on investments	25,058	(26,769)	(1,711)
Net gains / (losses) on investments	-	-	-
Net income / expenditure	25,058	(26,769)	(1,711)
Transfers between funds	(20,555)	20,555	-
Net income / (expenditure) before other recognised gains and losses	4,503	(6,214)	(1,711)
Gains / (losses) on revaluation of fixed assets	-	-	-
Actuarial gains / (losses) on defined benefit pension schemes	-	-	-
Other gains / (losses)	-	-	-
Net movement in funds	4,503	(6,214)	(1,711)
Total funds brought forward	370,691	228,219	598,910
Total funds carried forward	375,194	222,005	597,199

3 Income from donations and legacies

	Unrestricted £	Restricted £	2020 Total £	2019 Total £
Donations	26,434	102,287	128,721	109,909
	26,434	102,287	128,721	109,909

4 Income from charitable activities

	Unrestricted £	Restricted £	2020 Total £	2019 Total £
Grant income				
Ashden Trust	-	20,000	20,000	-
Baring Foundation	-	49,966	49,966	42,911
BIG grant	-	464,415	464,415	419,591
Big Lottery Fund	-	9,349	9,349	29,861
City Bridge Trust	-	-	-	19,960
Centre for Ageing Better	-	58,832	58,832	-
Esmée Fairbairn Foundation (various)	100,000	104,193	204,193	163,364
European Maritime and Fisheries Fund & Marine Management Organisation	-	43,579	43,579	43,556
Farming the Future	-	14,583	14,583	-
Friends Provident Foundation	-	11,300	11,300	29,988
Greater London Authority (various)	-	65,255	65,255	61,780
Guy's and St Thomas' Charity	-	22,984	22,984	-
Heritage Lottery Fund	-	-	-	10,000
JMG Foundation	-	14,545	14,545	42,288
John Ellerman Foundation	-	50,000	50,000	8,333
Joseph Rowntree Charitable Trust	-	45,000	45,000	30,000
Kenneth Miller Trust	-	25,000	25,000	25,491
London Borough of Southwark	-	20,735	20,735	19,900
Lush	-	-	-	7,000
Network for Social Change	-	42,513	42,513	20,115
Rothschild Foundation	-	12,000	12,000	-
Royal Borough of Greenwich	-	8,333	8,333	16,666
Royal Parks Foundation	-	23,860	23,860	33,495
Sustainable Food Places (Big Lottery Fund and Esmee Fairbairn Foundation)	-	67,244	67,244	-
Trust for London	-	66,500	66,500	52,255
Tudor Trust	-	-	-	5,000
Other income				
Conference and workshops	9,521	300	9,821	15,857
Membership fees	26,758	39,120	65,878	61,871
Sales and publications	-	1,212	1,212	1,064
Subscriptions	6,950	-	6,950	6,974
Total income from charitable activities	143,229	1,280,818	1,424,047	1,167,320

5 Income from investments

	Unrestricted £	Restricted £	2020 Total £	2019 Total £
Investment income	3,464	-	3,464	3,252
	3,464	-	3,464	3,252

6 Analysis of expenditure

	Cost of raising funds £	Charitable activities £	Support costs £	2020 Total £	2019 Total £
Staff costs (Note 8)	13,181	671,201	123,865	808,247	738,015
Direct cost					
Payable to partner organisations	–	464,056	–	464,056	341,721
Consultancy costs	–	59,271	–	59,271	82,366
Volunteers	–	2,716	–	2,716	3,007
Printing and photocopying	–	11,250	–	11,250	16,159
Postage and distribution	–	8,647	–	8,647	6,650
Travel, meeting and expenses	–	61,081	–	61,081	33,033
Other charitable expenditure	–	8,967	–	8,967	5,379
Support cost					
Telephone and fax	–	–	311	311	1,243
Office costs	–	–	74,252	74,252	64,418
Audit fees	–	–	7,800	7,800	7,400
	<u>13,181</u>	<u>1,287,189</u>	<u>206,228</u>	<u>1,506,598</u>	<u>1,299,391</u>
Support costs	<u>3,363</u>	<u>202,865</u>	<u>(206,228)</u>	<u>–</u>	<u>–</u>
Total expenditure 2020	<u>16,544</u>	<u>1,490,054</u>	<u>–</u>	<u>1,506,598</u>	<u>1,299,391</u>
Total expenditure 2019	<u>16,284</u>	<u>1,283,107</u>			

Of the total expenditure, £126,498 was unrestricted (2019: £97,783) and £1,380,100 was restricted (2019: £1,201,608).

The amount payable to partner organisations is made up of several different payments – the majority being payments passed onto Food Power partners (£311.2k); Capital Growth partners (£7k); and acting as grant conduit for acting as grant conduit for City to Sea (£125.4k) and Sustainable Soils Alliance (£19.6k).

7 Net income/ (expenditure) for the year

This is stated after charging / crediting:

	2020	2019
	£	£
Depreciation	-	-
Operating lease rentals:		
Property	41,430	35,138
Auditors' remuneration (excluding VAT):		
Audit	6,200	6,200
	<u> </u>	<u> </u>

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

Staff costs were as follows:

	2020	2019
	£	£
Salaries and wages	712,599	650,744
Redundancy and termination costs	-	2,963
Social security costs	62,272	55,167
Employer's contribution to defined contribution pension schemes	33,376	29,141
	<u>808,247</u>	<u>738,015</u>

No employee earned more than £60,000 during the year (2019: nil).

The total employee benefits including national insurance and pension contributions of the key management personnel were £185,071 (2019: £177,706).

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2019: £nil). No charity trustee received payment for professional or other services supplied to the charity (2019: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £44 incurred by 1 member (2019: £Nil) 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:

	2020	2019
	No.	No.
Raising funds	0.4	0.4
Health and Welfare	19.2	17.8
Support	3.5	3.5
	<u>23.1</u>	<u>21.7</u>

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.

Sustain received a grant of £155,466 (2019: £ 108,032) via the Soil Association, which is the overall programme manager for the Sustainable Food Places network – a programme run jointly by Food Matters, Soil Association (both Sustain members) and Sustain. Two of Sustain's trustees are a member of staff for the Soil Association and Food Matters. Sustain paid Soil Association £328 as a contribution to Anymeeting webinar platform cost for 1 year as part of Food Power project. The Chief Executive of Sustain is a board member of Food Matters.

The Real Bread Campaign also received annual membership fees of £45 from Welbeck Bakehouse as well as the School of Artisan Foods. In addition, the Real Bread Campaign also received a donation of £1,000 from Welbeck Bakehouse. A Sustain Trustee is the owner and on the board at these respective organisations.

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 £
Cost		
At the start of the year	33,658	33,658
Additions in year	–	–
Disposals in year	–	–
	<hr/>	<hr/>
At the end of the year	33,658	33,658
	<hr/>	<hr/>
Depreciation		
At the start of the year	33,658	33,658
Charge for the year	–	–
Eliminated on disposal	–	–
	<hr/>	<hr/>
At the end of the year	33,658	33,658
	<hr/>	<hr/>
Net book value		
At the end of the year	–	–
	<hr/> <hr/>	<hr/> <hr/>
At the start of the year	–	–
	<hr/> <hr/>	<hr/> <hr/>

All of the above assets are used for charitable purposes.

13 Debtors

	2020 £	2019 £
Other debtors	43,492	52,489
Prepayments	4,779	4,779
Accrued income	198,224	85,981
	<u>246,495</u>	<u>143,249</u>

14 Creditors: amounts falling due within one year

	2020 £	2019 £
Other creditors	7,860	37,616
Accruals	23,206	10,147
Deferred income	526,700	322,937
	<u>557,766</u>	<u>370,700</u>

15 Deferred income

Deferred income comprises of grants from the following: Big Lottery Fund £132,820, Esmée Fairbairn Foundation £50,000, Farming the Future £10,417, European Union – Horizon 2020 £107,380, John Ellerman Foundation £41,666, Kenneth Miller Trust £10,417, Rothschild Foundation £24,000 and Thirty Percy Foundation £150,000.

	2020 £	2019 £
Balance at the beginning of the year	322,937	181,330
Amount released to income in the year	(322,937)	(181,330)
Amount deferred in the year	526,700	322,937
	<u>526,700</u>	<u>322,937</u>

16 Pension scheme

The charity operates workplace 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	–	–	–	–
Net current assets	412,587	–	234,246	646,833
	<u>412,587</u>	<u>–</u>	<u>234,246</u>	<u>646,833</u>

18 Movements in funds

	At the start of the year £	Incoming resources & gains £	Outgoing resources & losses £	Transfers £	At the end of the year £
Restricted funds:					
Campaign for a Better Food Britain	53,680	149,729	(200,966)	2,500	4,943
Campaign for Better Hospital Food	(44)	-	-	44	-
Capital Growth	21,284	106,497	(114,178)	31	13,634
Children's Food Campaign	4,687	72,985	(76,867)	3,896	4,701
Food Co-ops Network	(21)	9,349	(9,593)	265	-
FoodSHIFT 2030	-	-	(1,024)	-	(1,024)
Food Poverty	111,570	603,701	(610,082)	-	105,189
London Food Link	19,986	28,100	(27,823)	-	20,263
Real Bread Campaign	11,913	47,543	(42,428)	-	17,028
Sustainable Farming and Land Use	8,692	115,823	(68,621)	-	55,894
Sustainable Fish Cities	(10,114)	73,579	(65,907)	2,500	58
Sustainable Food Places	372	175,799	(162,611)	-	13,560
Total restricted funds	222,005	1,383,105	(1,380,100)	9,236	234,246
Unrestricted funds:					
General funds	375,194	173,127	(126,498)	(9,236)	412,587
Total unrestricted funds	375,194	173,127	(126,498)	(9,236)	412,587
Total funds	597,199	1,556,232	(1,506,598)	-	646,833

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 2020 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:

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

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

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

Purposes of restricted funds (continued)

Children's Food Campaign: Advocates 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.

Food Co-ops Network (includes the **Student Eats** project): This seeks 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 has also offered student groups start-up funds and advice to set up new food co-ops.

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

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

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

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.

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 Farming and Land Use (includes the **Million Better Jobs for Better Farming and Land Use** campaign): This sustainable farming campaign advocates for improvements in policy and practice to support better farming livelihoods, more and better jobs in sustainable food production, fair trading practices, and the subsidies, policies and industry practices that would incentivise change towards healthy, fair, humane and environmentally sustainable food production.

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 at large scale 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 Places (renamed during the year – formerly 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 good practice on key food issues. It encourages public, private and third-sector groups and local communities to work together to improve their food system. Sustain helps the network to run a series of campaigns, this year including **SUGAR SMART**, helping local authorities, organisations, workplaces and individuals to reduce the amount of sugar we all consume by winning pledges to become SUGAR SMART from councils and schools to restaurants, hospitals and independent companies.

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

	2020 £	2019 £
Net income / (expenditure) for the reporting period (as per the statement of financial activities)	49,634	(1,711)
Depreciation charges	-	-
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	(103,246)	(17,396)
Increase/(decrease) in creditors	187,066	103,456
Net cash provided by / (used in) operating activities	133,454	84,349

20 Analysis of cash and cash equivalents

	At 1 April 2019 £	Cash flows £	Other changes £	At 31 March 2020 £
Cash in hand	824,650	133,454	-	958,104
Total cash and cash equivalents	824,650	133,454	-	958,104

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 Post balance sheet event

The World Health Organization declared the outbreak of the coronavirus a pandemic in March 2020. As we progress through 2020, more information is becoming known about the scale and impact of the coronavirus. The pandemic might have a significant financial effect on the charity and its operations and lead to reductions in future donations.

24 Notes from 2019 accounts

a. Analysis of expenditure from previous reporting period

	Cost of raising funds £	Charitable activities £	Support costs £	2019 Total £	2018 Total £
Staff costs (Note 8)	13,879	605,273	118,863	738,015	701,728
Direct cost					
Payable to partner organisations	-	341,721	-	341,721	173,425
Consultancy costs	-	82,366	-	82,366	58,651
Volunteers	-	3,007	-	3,007	2,455
Printing and photocopying	-	16,159	-	16,159	13,663
Postage and distribution	-	6,650	-	6,650	7,491
Travel, meeting and expenses	-	33,033	-	33,033	26,751
Other charitable expenditure	-	5,379	-	5,379	8,928
Support cost					
Telephone and fax	-	-	1,243	1,243	2,648
Office costs	-	-	64,418	64,418	66,978
Depreciation	-	-	-	-	265
Audit fees	-	-	7,400	7,400	7,400
	<u>13,879</u>	<u>1,093,588</u>	<u>191,924</u>	<u>1,299,391</u>	<u>1,070,383</u>
Support costs	<u>2,405</u>	<u>189,519</u>	<u>(191,924)</u>	<u>-</u>	<u>-</u>
Total expenditure 2019	<u>16,284</u>	<u>1,283,107</u>	<u>-</u>	<u>1,299,391</u>	<u>1,070,383</u>
Total expenditure 2018	<u>10,384</u>	<u>1,059,999</u>			

24 Notes from 2019 accounts (continued)

b. Summary analysis of assets and liabilities by funds of previous reporting period

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	-	-	-	-
Net current assets	375,194	-	222,005	597,199
Net assets at the end of the year	375,194	-	222,005	597,199

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

	At the start of the year £	Incoming resources & gains £	Outgoing resources & losses £	Transfers £	At the end of the year £
Restricted funds:					
Campaign for a Better Food Britain	5,657	151,693	(103,670)	-	53,680
Campaign for Better Hospital Food	7,369	3,750	(14,746)	3,583	(44)
Capital Growth	15,126	83,529	(77,371)	-	21,284
Children's Food Campaign	2,890	46,561	(49,325)	4,561	4,687
Children's Health Fund	3,035	7,225	(10,260)	-	-
Food Co-ops Network	(21)	29,861	(29,861)	-	(21)
Food Poverty	155,201	536,657	(582,699)	2,411	111,570
London Food Link	6,976	23,070	(10,060)	-	19,986
Real Bread Campaign	9,007	45,444	(42,538)	-	11,913
Sustainable Farming and Land Use	(6,101)	72,128	(57,335)	-	8,692
Sustainable Fish Cities	18,287	50,223	(88,624)	10,000	(10,114)
Sustainable Food Cities	10,793	124,698	(135,119)	-	372
Total restricted funds	228,219	1,174,839	(1,201,608)	20,555	222,005
Unrestricted funds:					
General funds	370,691	122,841	(97,783)	(20,555)	375,194
Total unrestricted funds	370,691	122,841	(97,783)	(20,555)	375,194
Total funds	598,910	1,297,680	(1,299,391)	-	597,199

Funders

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

Ashden Trust

Baring Foundation

BIG grant

Big Lottery Fund

Centre for Ageing Better

Esmée Fairbairn Foundation (various)

European Maritime and Fisheries Fund

European Union- Horizon 2020

Farming the Future

Friends Provident Foundation

Greater London Authority (various)

Guy's and St Thomas' Charity

Heritage Lottery Fund

JMG Foundation

John Ellerman Foundation

Joseph Rowntree Charitable Trust

Kenneth Miller Trust

London Borough of Southwark

Lush

Marine Management Organisation

Network for Social Change

Rothschild Foundation

Royal Borough of Greenwich

Royal Parks Foundation

Sustainable Food Places

Trust for London

Annual Report

For the year ended 31 March 2020

A Sustain publication

December 2020

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

sustain 

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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