

Annual report

Review and accounts for the year
ended 31 March 2022



Company registered number: 02673194

Charity registered number: 1018643

sustain
the alliance for better food and farming

Foreword

This Annual Report reflects on a year in which the Covid-19 crisis transitioned almost seamlessly into a cost-of-living crisis, as fuel and food prices started to increase due to Russia's invasion of Ukraine in early 2022. Such developments served to deepen the many challenges now facing our food and farming system, as well as household food insecurity for millions of people in the UK experiencing financial hardship. This year also saw world leaders meeting in Glasgow in the latest round of international talks at COP-26 on the climate emergency.

Amidst such a perfect storm of developments and pressures, the Sustain team has once again kept up an admirable level of project and campaign work, bringing people together in common cause to help secure a healthy and sustainable food future for all. The work we have undertaken this year to support the well-being of our staff members feels especially important in such challenging times.

It is perhaps unsurprising that our work this year has had a strong focus on national policy and the politics of food and farming. Sustain played a major role in coordinating responses to the National Food Strategy consultation, held several well-attended parliamentary events, and ran our sell-out Annual Conference on the theme of Keeping Food on the Political Plate. We were pleased to welcome speakers from all of the

leading political parties, as well as the Chairs of two key Select Committees – Environment Food and Rural Affairs and International Trade.

We applaud the work of our sister alliance Nourish Scotland in all they have done to win a Good Food Nation Bill; and our sister alliance Food Sense Wales in getting so much traction with the Welsh Assembly. By contrast, progress on food and farming policy in Westminster feels achingly slow, fragmented and full of setbacks. Nevertheless, Sustain's farming, climate, health, international trade and public affairs teams persisted in their efforts to keep the healthy and sustainable food and farming on the public agenda, at local, national and – at COP-26 – international level.

Sustain's vibrant projects and campaigns feel like a perfect antidote to pessimism. Sustain continues to cultivate a renaissance in good food culture through community food growing, Real Bread baking, school food standards, sugar reduction initiatives, peri-urban market gardening, and clearing junk food advertising out of our communities. Sustain's work to promote better food and farming fills me with inspiration and hope. I am sure it does you too. Please do join in!



Professor Mike Rayner
Chair of Sustain's Council of Trustees

Trustees during the financial year covered by this report:

Cobi-Jane Akinrele (elected 18/12/2020)**
Lucy Bjorck (elected 09/12/2019)
Josie Cohen (elected 15/12/2021)
David Edwards (elected 18/12/2020)**
Jyoti Fernandes (elected 18/12/2020)
Mollie Gupta (elected 18/12/2020)*
Dr Kawther Hashem (elected 18/12/2020)*
Bridget Henderson (re-elected 12/12/2018)
Andre Kpodonu (elected 18/12/2020)
Katharine Jenner (re-elected 09/12/2019)**

Shefalee Loth (elected 18/12/2020)
Jo Lewis (elected 09/12/2019)**
Raksha Mistry (elected 18/12/2020)*
Professor Mike Rayner, Chair (re-elected 15/12/2021)
Stephanie Slater, Vice Chair (re-elected 15/12/2021)
Alison Swan Parente (elected 15/12/2021)
Nick Weir (elected 18/12/2020)*
Victoria Williams, Treasurer (re-elected 23/11/2017)
Deirdre (Dee) Woods (elected 09/12/2019)

Note: Those marked with an asterisk (*) share the trustee role between two people in their organisation as a leadership development opportunity. One in each pair marked with a double asterisk (**) is the nominated Trustee registered with Companies House and the Charity Commission.

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Charity registered number: 1018643

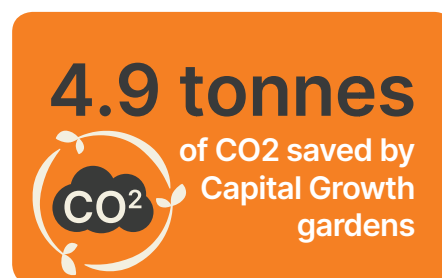
Registered office: The Green House, 244-254 Cambridge Heath Road, London E2 9DA

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 2021 to March 2022:



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

Good food production

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

Our Sustainable Farming Campaign has been very busy this year engaging with Defra's Environmental Land Management (ELM) teams to push for policies and farm payment schemes that match the ambition for an agroecological UK, achieving good progress on Integrated Pest Management (IPM), agroforestry, organic and other areas. We have generated huge interest and support through delivering numerous workshops and talks at key farming conferences, work with parliamentarians, and surveying 500 farmers in England and Wales to highlight the need for growth in local food supply chains. We also carried out local supply chain mapping work in two counties to help make the case for investment in the localised food systems.

UK plans for international trade deals continue to raise concerns about food and farming standards for many in the Sustain alliance. We partnered with Pesticide Action Network UK and Sussex University to highlight concerns about pesticide standards. This included a parliamentary event to promote our reports and briefings, which the Efra select committee chair, and the International Trade select committee chair as speakers, as well as a senior MPs and Defra officials. We are consistently pressing for proper public scrutiny and core standards in trade deals, on issues such as

climate, biodiversity, pesticides, farm antibiotics stewardship, animal welfare and food standards, with positive reactions from the Committee on Climate Change, the National Food Strategy, Food Standards Agency, and the Efra and International Trade select committees.

At city level, we have continued to champion fringe farming with partner cities Bristol, Glasgow, London and Sheffield, where local authorities, landowners, planners and food growing practitioners are working together to promote productive market gardening in peri-urban areas. Our Fringe Farming policy report setting out recommendations for local and national action.

At community level, our Capital Growth network of over 3,000 community food gardens in London has continued to thrive. We delivered well-attended workshops to improve knowledge and skills to grow food in the city, with a focus on agroecology, biodiversity and climate resilience. London growers helped us to co-produce a handbook on the role of urban food gardens in addressing the climate and nature emergency. Seventy London gardens took part in our Urban Harvest Festival and Good to Grow day of action.

94 community gardens around the UK take part in Good to Grow Day 2021

Toxic Trade report published with Pesticide Action Network and Sussex University critiques CPTPP deal

Joint briefing published for COP-26 climate talks on Delivering the UK's Nationally Determined Contribution through farming and land use

We co-host Conservative Environment Network roundtable on Future Farming at Conservative Party Conference

April

June

September

October

November

We support Dynamic Food Procurement group to help farmers get public sector food contracts

Discussions on fairer routes to market held at Groundswell Regenerative Agriculture Show

New twilight sessions held at The Royal Parks for people learning to grow food

Feedback collected on 20 workshops with 300 people on food growing knowledge and skills

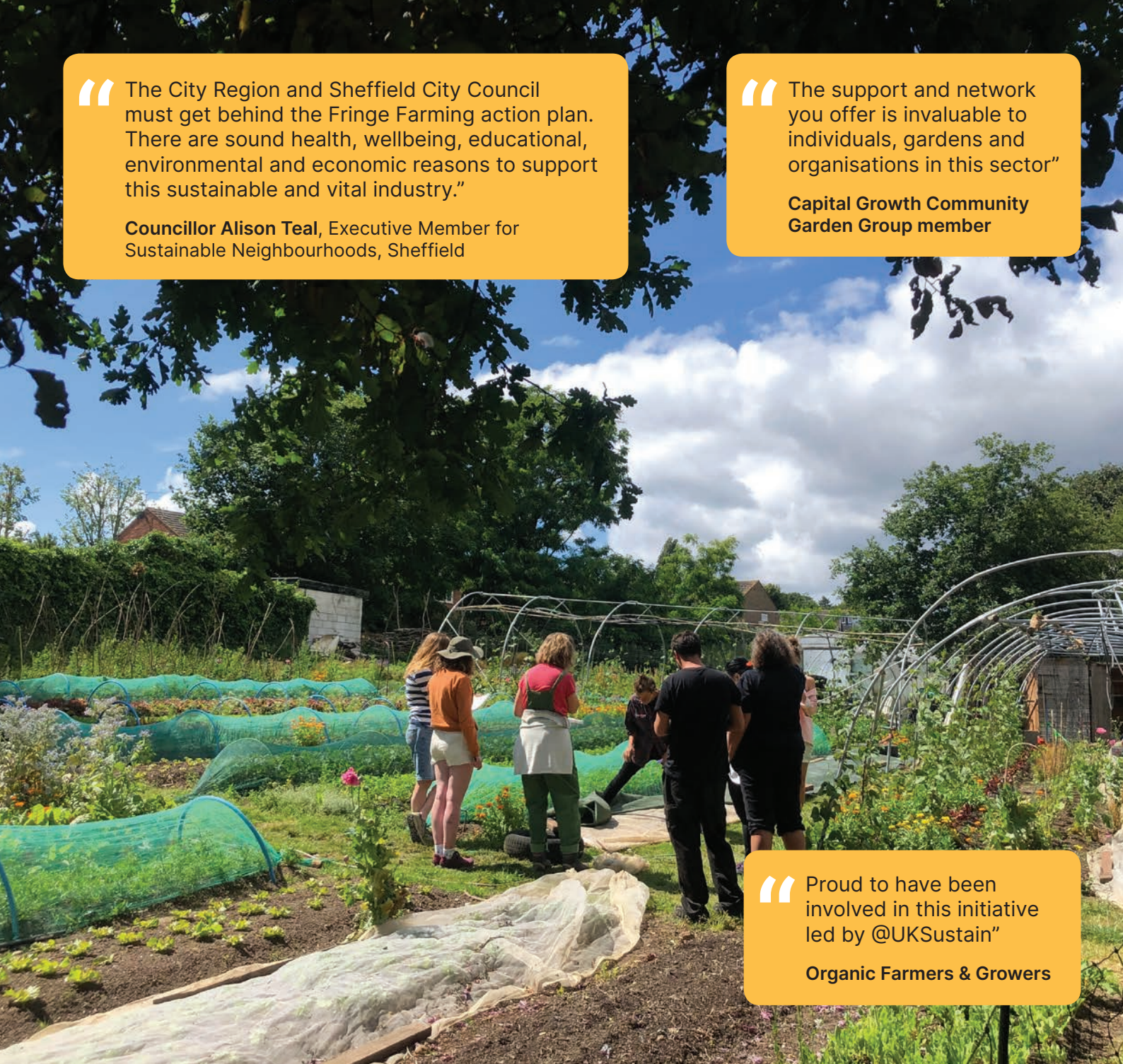
Extensive work continues to engage Defra on Environmental Land Management and agroecology

“ The City Region and Sheffield City Council must get behind the Fringe Farming action plan. There are sound health, wellbeing, educational, environmental and economic reasons to support this sustainable and vital industry.”

Councillor Alison Teal, Executive Member for Sustainable Neighbourhoods, Sheffield

“ The support and network you offer is invaluable to individuals, gardens and organisations in this sector”

Capital Growth Community Garden Group member



“ Proud to have been involved in this initiative led by @UKSustain”

Organic Farmers & Growers

Photo: Chrissy Harrison from Keats Farm delivering food growing training with Capital Growth at market garden in Bexley Heath, credit: Fi McAllister

Fringe Farming and Good Food Trade events held at Oxford Real Farming Conference

Community food growing practitioners meet to explore agroecology in the urban context

Joint campaigning wins support for organic farming, agroforestry, IPM and farmland biodiversity in Sustainable Farming Incentive scheme

We map local supply chain infrastructure in two counties, making the case for investment

19 London gardens recruited to establish a new Community Garden Group

January

Forty London gardens take part in our annual Good to Grow day of action

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

February

Market research undertaken to understand the views of farmers on local routes to market

March

We submit evidence and give oral evidence to select committees, including EFRA enquiry into UK-Australia trade deal

Partner cities draw up local Fringe Farming action plans with our support

Good food economy

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

Sustain has continued to catalyse action to stimulate a good food economy, as well as securing resources to increase our work and influence in this important area over the coming years. We have presented evidence for the benefits of shorter supply chains, working with our alliance to make the case for local food. We also developed two exciting new areas of work: plans to create and support implementation of a local food retail growth strategy; and Bridging the Gap, which will work with food enterprises and communities to make agroecological food affordable to all.

In London, we showcased inspirational ethical food businesses in our Jellied Eel magazine and helped Impact Hub's Feeding the City programme to advise innovative food start-ups. We also brought together local authorities to provide peer support on promotion of Good Food Retail, going on to advise Southwark Council on engagement of small food enterprises as part of their food strategy.

Our Real Bread Campaign came out of lockdown even stronger, with more followers and more engagement in Real Bread Week and Sourdough September. Following years of mobilising support

for an Honest Crust Act (to improve bread composition, labelling and marketing standards), Defra established a Bread and Flour Technical Working Group to advise on regulatory review. The crowdfunder for our microbakery handbook, Knead to Know... more, raised over £12k. With the School of Artisan Food using this guide in their teaching, we launched Friends in Knead to help subsidise course places for people on low or no income.

Following our huge success in persuading caterers that serve 1 billion meals to buy only demonstrably sustainable fish, our attention shifted to improving supply to meet demand. Our Net Worth report, and parliamentary activities, made the case for Government investment of £400m per year in sustainable fishing to create over 14,000 jobs and generate £2 billion per year in the UK, for the benefit of coastal communities.

Roots to Work, our platform and communications tool to promote good food jobs, continues to grow. This year, we hosted almost 1,000 jobs from around 400 organisations. This has also proved one of our most engaged communities for taking action on Sustain campaigns.

Post-pandemic report sets out what Good Food Enterprises need

Welsh language version of The Real Bread Loaf Mark launched

12 new and diverse Real Bread Campaign ambassadors announced

Six London councils share what they did with our support on Good Food Retail

Over 4,300 #SourdoughSeptember tagged Instagram posts from over 60 countries promote Real Bread

June

July

August

September

October

Scottish Bread Championship awards recognise Real Bread bakers

Our Net Worth report quantifies the value of sustainable fish buying to British fishers

Joint RSPB-Sustain initiative 'The Case for Local Food' launched with Parliamentarians

Social enterprises pitch their ideas to Feeding the City panel

Our Beyond the Farmgate research shows benefits to farmers of farmer-focused supply chains

“ Do you want to turn your baking hobby into a microbusiness? Because if you do, you should get this book.”

Dame Prue Leith, author, cook, TV presenter and Sustain patron, in praise of the Real Bread Campaign’s new book ‘Knead to Know... more’



“ One of our trainees last year went on to an assistant grower job she found on Roots to Work, which we’re all very pleased about!”

Jane, Plotgate Community Farm, commenting on Sustain’s jobs service Roots to Work

Photo: Real Bread Campaign ambassador Eddy Sleiman running a Real Bread Week class, credit: Chris Young

Real Bread Campaign co-founder Andrew Whitley wins Slow Food UK ‘Person of the Year’ award

Meeting hosted of London councils to support Good Food Retail

Real Bread Week supports increase in sales for Real Bread bakers

We run Good Food Economy consultation for Southwark Council, as part of their wider food strategy

Good Food for All Londoners measures London boroughs on action to improve food

November

December

January

February

March

‘Knead to Know... more’ guide published promoting baking for a hobby or microbusiness

1,000th organisation posts good food job on Roots to Work since its launch in 2017

Friends in Knead scheme subsidises bakery training for people on low or no income

Major new Bridging the Gap programme receives Lottery funding, to make agroecological food affordable for lower-income communities

Good food 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 major Food Power programme supporting 85 local food poverty alliances over four years, concluded in June 2021. Our evaluation showing that all alliances had valued the support from peer mentors, plus sharing of good practice via events, webinars, toolkits and exchanges. Over 1,000 people took part in our vibrant Food Power Festival in May 2021. In London, we also helped provide enhanced support to local food partnerships in 10 London boroughs to strengthen their responses to household food insecurity.

This year, our Children's Food Campaign ramped up its public campaign and advocacy work for universal school meals and the #FeedtheFuture campaign. Our Food Poverty team also exposed low uptake of government Healthy Start vouchers for fruit, vegetables, milk and infant formula for low-income families of babies and young children. Our campaign spotlighted major problems with digitisation of the scheme, costly telephone helplines, families losing eligibility and delays in processing, as well as calling for voucher value and eligibility to be increased.

In a milestone win for the Children's Food Campaign and many others, legislation restricting location-based and multi-buy price promotions of products

high in fat, salt and/or sugar (HFSS) was passed in December 2021; followed by proposals for legislation to introduce a 9pm watershed and restrictions on online advertising of junk foods.

We also continued to work with local authorities on healthy food advertising policies, following the successful Transport for London policy, and over 70 local authorities signed up to our workshops and new toolkit over the year. With our partner Food Active, we monitored junk food sponsorship deals and advertising at sporting events and tournaments, and polled our Parents' Jury, to produce the report Kicking Out Junk Food.

We worked extensively on the National Food Strategy. The publication in July 2021 included welcome recommendations for further use of industry levies to promote healthy food, as well as expansion of free school meals, Healthy Start and the National Fruit and Vegetable scheme. We are now developing advocacy on fiscal incentives for healthier food. Working with partners, our Veg Cities campaign, which celebrated its 500th member in June 2021, ensured the Government reinstated the school fruit and vegetable scheme for the new school year.

Queen's Speech confirms legislation for 9pm watershed on junk food advertising

70 local areas register for workshop on local healthy food advertising policies

Over 200 people register for Children's Food Campaign webinar on Universal School Meals

Over 300 people participate in Parents' Jury survey on sports sponsorship by food brands

National Food Strategy backs Sugar and Salt Reformulation Tax and doubling of School Fruit and Veg Scheme

May

May

June

July

Our Food Roots Incubator supports 8 boroughs to address household food insecurity

Over 1,000 people take part in Food Power Festival, celebrating interventions on food poverty

Number of organisations registered with Veg Cities exceeds 500

Children's Food Campaign makes case for snack tax as part of the National Food Strategy

Sustain and partners win reinstatement of primary school Fruit & Veg Scheme for 2021/22

“ Thank you for all the great resources Sustain creates – they have helped our food poverty work hugely over the last few years!”

Anna Gavurin, Caritas Westminster

“ What an inspiration you all are. There are so many incredible people and organisations working to improve the food in our schools, and as a parent, your work is really appreciated.”

Jo Dawson, Dental Nurse and parent

Photo: Low carbon lunch event in Sheffield organised by Regather, credit: Sustain

The End Child Food Poverty Campaign scoops Third Sector Excellence award for Big Impact

Sustain and Food Active's 'Kicking Junk Food Out of Sport' gains national media coverage

Transport for London's healthy food advertising policy evaluation shows 1,000 fewer calories in household weekly food purchases

Our public poll shows 2 in 3 adults support free school meals for all primary school children

September

October

November

December

February

March

Sustain exposes lack of action on access to Healthy Start for families with no recourse to public funds

Children's Food Campaign runs policy-maker roundtable on 'A Time and A Place for Treats'

Healthy Food Advertising Policy toolkit launched with policy webinar for local authorities

150 organisations and health professionals sign letter calling for action on Healthy Start

Local action



Sustain and Sustainable Food Places held an event at COP 26 in Glasgow to call for action from Local Authorities on food and climate change, credit: Sustainable Food Places

Our Sustainable Food Places (SFP) and London Food Link (LFL) networks bring together people and organisations in 80 places across the UK to build a better food system.

We were delighted by recognition of the value of local food partnerships and the SFP programme in the National Food Strategy. During the 2021 elections period, local election candidates across political parties also pledged their support for food partnerships, including manifesto commitments from London Mayoral candidates.

We worked to ensure local action on food is understood as a key solution for the climate emergency. From low-carbon lunch events around the country to a 'Food Talks' special event, our networks geared up to the UN Climate Change Conference (COP26) in Glasgow, where we launched Food for the Planet, a new campaign to help local authorities reduce the environmental impact of food through action on food and farming.

Our annual Good Food for All Londoners report and league table showed how London's councils are applying key policy and practice to improve access to healthy and sustainable food. We also received interest from other areas of the country in replicating this approach.

Demand for our expertise on local issues has grown. We provided detailed support to planning officers in Pennine Lancashire on a healthy food environment; delivered training to public health registrars in the Midlands on food and climate change; and supported Switham Council in developing a Sustainable Food Strategy. We have also grown our role in guiding local food partnerships to access government funds. Several sustainable food projects were successful in the first round of Levelling Up funding, including the emerging food partnership in Monmouthshire, which received £620k. This year, Sustain also helped to set up the Buckinghamshire Food Partnership, now an independent charity.

Our SFP team finalised a Good Food Movement framework, supporting our networks to diversify individuals and organisations getting involved in food system transformation.

Internationally, Sustain is a network partner in the FoodSHIFT2030 project funded by EU Horizon 2020. Sustain's role is to help participants share knowledge and experience relevant to sustainable food systems and multi-actor partnerships. Average attendance is around 150-200 people from many countries, with some reaching 400 participants. Sustain has also supported recruitment of a further 33 city-based or city region food partnerships to join the network.

Local action:

Key moments

Q1

Local election candidates pledge food partnership support in Hull, Plymouth, Knowsley, Shropshire and North Tyneside

Co-operative Party becomes first national party to back a food partnership in every local area

Vote Good Food campaign wins commitments in London Mayoral candidate manifestos

Q2

SFP Day of Climate Action: Places organise climate-friendly lunch events involving councillors, food businesses and community groups

Buckinghamshire Food Partnership spins off from Sustain as an independent charity

60 Sustainable Food Places sign open letter to Environment Secretary on food and climate in COP-26

National Food Strategy references SFP and calls for a food plan in every local area

Q3

30 UK places sign the Glasgow Food and Climate Declaration for COP-26

Food for the Planet campaign launched at COP26, coordinating action by local councils

Q4

'Planning for Healthy Food Environments' toolkit published

28 out of 33 London boroughs show progress in our Good Food for All Londoners league table

“ Where local food strategies have already been developed, these have benefited communities and forged partnerships that increased their resilience in response to the Covid-19 pandemic. The evidence from more than 50 cities, boroughs and counties that now have a local food strategy or partnership is that they can increase food security in the long -as well as short-term, support improvements in public health and wellbeing, and generate significant investment and innovation.”

National Food Strategy, page 262



Photo credit: Glasgow Food Policy Partnership

Climate and nature emergency

How and what we farm, fish, eat and dispose of are some of the biggest contributors to dangerous climate change and precipitous loss of nature. Sustain has joined others in declaring a climate and nature emergency and our commitment to a fair and just transition. This approach now drives our strategy, priorities and sense of urgency, agency and common purpose.

The food system currently uses up the UK's entire annual carbon budget. To have any hope of tackling the climate and nature emergency, we must transform how food is grown and transported, and what we eat. Sustain is demanding and supporting solutions to the climate emergency that improve our dietary health, tackle inequality, and help restore nature.

Public sector food procurement was a key focus for our campaign activities in 2021, as a key way that public policy and money could support climate- and nature-friendly food, at national and local level. In 2020, the Efra select committee launched an inquiry into public sector catering, with Sustain called to give oral evidence. The inquiry's findings, published in April 2021, echoed many of Sustain and our members' calls, including an overhaul of buying rules to reflect the climate emergency, improved monitoring and enforcement, and the adoption of new 'dynamic procurement' systems that can benefit smaller and agroecological food farmers and growers.

The Independent National Food Strategy, launched in July 2021, agreed with the Efra select committee, and recommended new and strengthened food standards. The government responded by launching a review of public sector food, with public consultation. Sustain set up the Public Food Task Force, with members including WWF, Eating Better, RSPB, Compassion in World Farming and the Soil Association, to advocate for the adoption of the recommendations of the National Food Strategy and Efra select committee. As part of this, we launched the 'Back British Farmers' campaign and e-action in autumn 2021, calling for mandatory standards that support farmers and the environment. Hundreds of people wrote to their MP, several responded, and questions on the topic were asked in Parliament.

In November 2021, world leaders gathered in Glasgow for the 26th Conference of the Parties (COP26). We were instrumental in getting several cities, including the Mayor of London, to sign up to the Glasgow Food and Climate Declaration. Partnering with Sustainable Food Places, Sustain ran an event on Cities Day, inviting local councils and other sub-national actors to progress 'from

declaration to action' emphasising food as a key way to cut climate emissions and improve health. During COP26, Sustain wrote an open letter to Prime Minister Boris Johnson, co-signed by 50 alliance members, calling for more action on food and climate change.



In September 2021 we launched Sustain's major new Food for the Planet campaign. This is supporting local councils and food partnerships to cut the climate footprints of food locally. The campaign includes the interactive Every Mouthful Counts toolkit, which allows councils publicly to benchmark actions they take to cut food-related climate emissions. During 2021-22, 18 places registered on the toolkit, publishing their progress.

“ Glasgow's Food Growing strategy is one of the most forward thinking in Scotland. The council team behind it are truly committed to working with community growers and allotment holders to implement it, which is so refreshing and makes our work as community food activists much easier”

Abi Mordin, Glasgow Community Food Network, contributing to a Sustain blog

“ We've just published a climate change strategy and food is a big part of that. Local authorities can be slow recognising those connections. The evidence is quite clear and I often wish they would come to the realisation a lot faster”

Councillor Alex Collis, Executive Councillor for Open Spaces, Sustainable Food and Community Wellbeing, Cambridge City Council

Parliament and public affairs

We worked extensively this year to coordinate responses to, and inform the development of, the National Food Strategy. We convened a third-sector working group and launched an online hub to corral Sustain alliance responses. We also hosted platforms for partners and members and made it the theme of our Annual Conference, which attracted 340 attendees. The event helped us rally the alliance behind National Food Strategy priorities, including dynamic food procurement and the need for mandatory business reporting and a Food Bill; the latter winning support from senior parliamentarians.

Sustain ran three impactful parliamentary events on matters of strategic importance to the alliance, in partnership with members and generating cross-party interest. These were attended by over 100 people, including over 30 parliamentarians. The events addressed pesticide standards in trade deals, in our Toxic Trade partnership initiative working with Pesticide Action Network UK; launch of *The Case for Local Food* report working with RSPB; and our *Levelling Up food and farming* event, making the case for investment in local infrastructure to help farmers and food enterprises to thrive. Speakers included Efra Committee Chair Neil Parish MP; International Trade Committee Chair Angus MacNeil MP; Shadow Secretary of State for food and farming Luke Pollard MP; Food and Farming Shadow Minister, Daniel Zeichner MP; and participants included a range of backbench MPs, civil servants, and Peers.

Working in coalition with fellow NGOs, chefs, activists and well-known farmers like Jimmy Doherty and Joe Stanley, we led a parliamentary and media push on food standards and trade. Across the coalition, more than 2 million people signed petitions on the issue. While the government has largely ignored these concerns, the advocacy has continued and has been picked up by the EFRA Committee, ITC Committee,

International Agreements Committee, Climate Change Committee and the National Food Strategy. The potential impact on pesticide standards and antibiotic stewardship, which we lobbied consistently on, were picked up as key issues by parliamentarians. We were called to give evidence at the EFRA Committee and spoke at All Party Parliamentary Groups on trade, food and health.

We worked closely with senior and influential MPs in government and the opposition, who tabled multiple Parliamentary Questions (PQs) for us, and helped us secure a roundtable for our members with Farming Minister Victoria Prentis, who committed to an organic standard in ELMs as a result. We also generated over 20 PQs to the Department of Health regarding their botched Healthy Start voucher digitisation process which left thousands of low-income families without their entitlement. Our sustained pressure, helped with national and regional media, resulted in a commitment to backdate vouchers, helping more families with babies and young children to eat well.



Diversity, equity, inclusion and racial justice

Sustain staff members, alliance members and many other people in the food and farming system have a profound commitment to promoting equity and justice, meaning we want to promote diversity and inclusion across a wide range of characteristics. As part of this we are working towards being explicitly anti-racist and consciously working to remove oppressive and excluding attitudes and practices. We recognise there are entrenched and structural causes of inequity and so want to play a part in tackling these, and to be allies to people and organisations leading the way. In particular, we recognise the extent and depth of racial inequity and racial injustice in the food system and want to do what we can to help address this.

Sustain has made a commitment to publishing an annual report on our progress on diversity, equity, inclusion and racial justice. We include a brief summary here in our Annual Report, but more detailed information is available here: www.sustainweb.org/about/diversity-equality-inclusion/

Good governance and senior leadership

Sustain's Council of Trustees (19 people filling 15 trustee places; some as role shares for leadership development), either continuing in post or elected at the December 2020 AGM, are: two-thirds women; one third Black people and people of colour, as well as representation from people of Jewish, Muslim, Christian and non-theist heritage, and people with diverse identities related to gender

and sexuality, as well as those with long-term health conditions or disabilities.

Sustain's Chief Executive is personally responsible and accountable for pursuing the DEI and racial justice agenda within Sustain, reporting to the Council of Trustees and alliance members.

“ Every Sustain Council meeting I attend is like a masterclass in governance. This is building my understanding, my capacity as a potential future charity leader. I don't think I would have got into board-level matters for quite a while if it hadn't been for the role-share opportunity”

Sustain Trustee elected to a role-share for cultivating new talent and leadership in 2020, now a full Trustee in their own right

Recruitment for diversity

In common with many third-sector organisations working on health and environment, Sustain's staff team is majority White British, majority female, and has more work to do to improve our inclusivity for people across a broader range of characteristics. We want to recruit for diversity, and to help our movement take positive action to welcome and employ more people from diverse backgrounds.

Sustain has started to thoroughly overhaul our approach to recruitment this year, with a special focus on recruiting for diversity, including how we write job descriptions, advertise, run selection processes, interview and induct and provide ongoing support for new members of staff. We have successfully piloted our new Ethnicity Confident scheme, offering guaranteed interviews to people of diverse ethnic heritages, if they meet essential criteria and have told us that they wish to be considered in this way. We will now roll out Ethnicity Confident to all of our recruitment and promote this approach to our wider movement.



Sustain also committed to participate in The RACE Report, and to encourage the environment-focused members of our alliance to join in. The four founding partners of The RACE Report are Hindu Climate Action, Nature Youth Connection and Education, South Asians for Sustainability and is coordinated by Students Organising for Sustainability (SOS-UK), a Sustain alliance member.

Project and campaign leadership

We have integrated reflection and training on diversity issues into our staff training programme (see separate section on Learning and Skills). We have also started to undertake 'deep dives' with individual thematic project and campaign coordinators to look at the specific ways in which we can address diversity, equity, inclusion and racial justice in their own work. We began with our Real Bread Campaign and Capital Growth community food growing network, which are among our most public-facing activities. The range and depth of actions they have taken as a result are included in our first annual diversity progress report, published in December 2021 (access via link above). We are now developing 'deep dives' with our Children's Food Campaign and parliamentary and public affairs team.

Last year, we updated our funding policy to embed diversity into the way we design programmes and, where we act as a partner or funder, to ensure that diversity and anti-racism approaches and requirements are built in. This year, for example, diversity was part of key criteria for our grant programmes run as part of the Sustainable Food Places network and Food for the Planet campaign.

Diversity style guide

During 2021, Sustain published our Diversity Style Guide (download here: www.sustainweb.org/news/aug21-sustain-diversity-style-guide/). It sets out how Sustain writes about and portrays diversity, including words and phrases that we use and

avoid, and how we describe people with a range of personal, ethnic and cultural characteristics. It also covers the sorts of films and imagery we choose to



portray diversity; and how we will provide platforms for people from diverse backgrounds to be seen and heard. The guide was welcomed by project and campaign staff and by alliance members.

We recognise that communications play a big role in influencing people's beliefs and attitudes. Our communications should portray diversity as a normal and positive characteristic of the food and farming system. We should help people feel embraced, welcome and included. Our overall purpose is to ensure that in Sustain's approach to communications, we support, celebrate and promote diversity in food, farming and fishing, and in local and national approaches to building the movement for change.

“ Sharing Sustain's work on the Diversity Style Guide, recruitment and whole approach has been hugely helpful. We're a much smaller organisation, so it's hard to make the headspace and have staff time to start from scratch.”

Member of the Sustain alliance, participant in the Anti-Oppressive Practice learning programme run by Feedback (in which several Sustain staff also participated)

Respecting expertise

Sustain allocated a diversity budget from our core funds to overcome barriers to change and pay for input from respected expertise. Over the year, this has enabled actions such as:

- Bringing in specialist expertise, such as speakers and facilitators, to challenge us out of habitual ways of thinking and doing.
- Paying people from diverse backgrounds and those with lived experience of discrimination or disadvantage – especially those on low income or from cash-strapped groups – to lead or contribute to training sessions, events, webinars and communications.
- Paying for skills and resources to help us communicate about, or portray, diversity in line with our Diversity Style Guide, for example photography and editorial.
- Enabling events and activities that focus on or include diversity themes.

Supporter development

Sustain's Organisation Development Plan sets out our aim of increasing our number of organisational and individual supporters and the quality of engagement with them.

Sustain's most important supporters are our alliance members and members of the specialist networks we engage with, such as Sustainable Food Places. One of our key Development Plan aims is to encourage higher levels of engagement with our supporters. This year, we ran an audit on our members' engagement with our work to help us identify stronger and weaker areas of interaction, and which members appear to be more or less engaged. This is helping us to prioritise our efforts. Some key findings of his review were that half of our alliance members are part of one or more of our expert working parties; half had downloaded at least one Sustain publication over the past year; and over half had signed a joint letter on a campaign theme over the last year. Over half attended the Sustain annual conference; over half had posted a job on our Roots to Work good food jobs platform; with over 70% receiving one or more of our e-newsletters (with all members receiving our monthly membership newsletter Digest). All of these findings are positive and encouraging, and also helped us to identify gaps. We have taken action to send personal invitations to some members to get involved in specialist work; and to arrange meetings with others to refresh priorities. The one area where alliance members did not appear to be engaging so much was in participating in e-actions (e.g. emails to government) and we will investigate the reasons further, and any changes we may need to make.

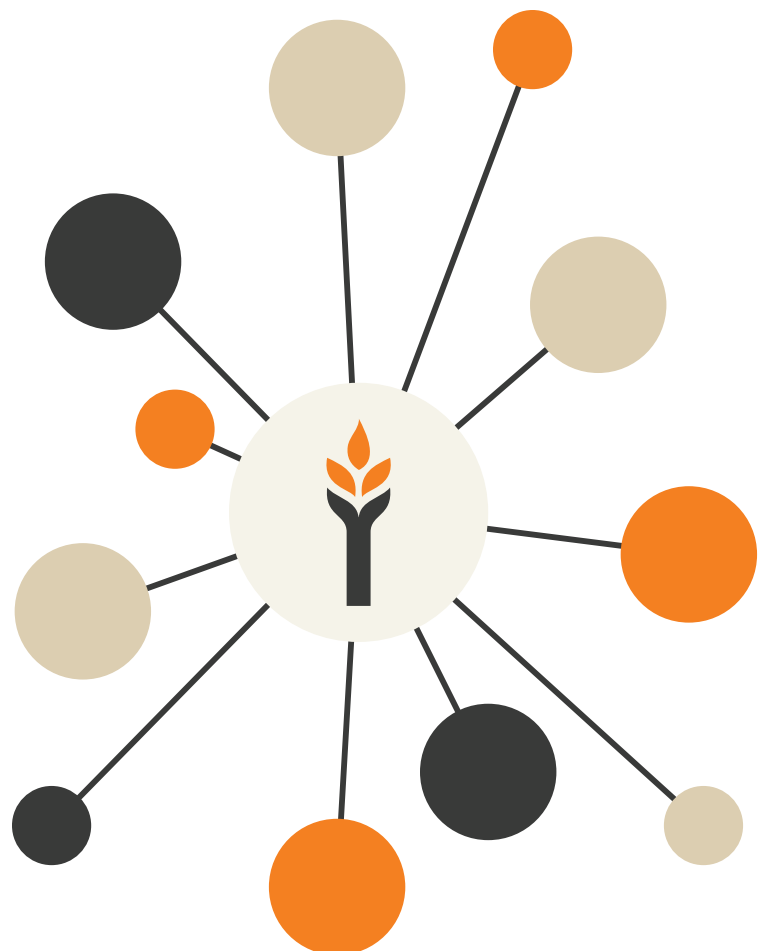
Sustain also has individual supporters – traditionally associated with our thematic projects and campaigns, but increasingly interested in our work across the food and farming system. We have this year focused on building and consolidating our mailing lists and treating Sustain more as a 'brand' in its own right. In addition to a wide range of thematic, project and campaign-based newsletters, we have now developed a general Sustain supporters' newsletter, and prioritised its profile across our platforms. We already have over 1,500 individuals signed up to this in its first months of operation. We have also improved our processes and systems linked to our supporter base to increase numbers and ensure up-to-date contacts, alongside actions to ensure we have a better picture of our engagement with supporters, such as synchronising our supporter data with

other sources of information, including event sign-up information (via the event management platform Eventbrite), all undertaken with due respect to consent and data protection regulations (GDPR).

We have also started to explore how to work in more depth with some of our most engaged supporters working across the country, a group we have called "local changemakers". As this group is diverse in its interests and ability to support our work and the aims of the Sustain alliance, we are now exploring what opportunities there are to provide some systematic support or skills development to help them to be champions for the cause of better food and farming.

“ All roads lead to Sustain when it comes to food and farming”

Christopher Yap, Research Fellow, Centre for Food Policy, City, University of London



Building our communications and reach

Sustain's email list grew by 8,600 sign-ups this year. We received over a quarter of a million page views on our core website Sustainweb.org, with read times up 6% compared on the same period last year, which is an encouraging sign that people are engaging with our material online more than ever. Traffic to our Roots to Work good food jobs platform was also up by 140% compared to last year.

The footprint of Sustain's website and multiple micro-sites has continued to be sizeable, with over 1.25 million page views this year. We took the time to undertake a review of the quality and relevance of content to what people are looking for, which is often highly relevant, but can be variable. Following the review, we removed close to 500 pages of outdated content to improve the quality of visitor experience. We also introduced a new content editor and publishing system to help our project and campaign teams produce the best possible content and reduce dependency on IT and communications staff. This has liberated our expert project coordinators to be able to publish relevant content; and for our campaigners and public affairs staff to be nimble and responsive during important media moments.

These changes, backed with a new image management system, have pushed our online content up a notch and we hope this will further boost the reputation and reach of Sustain online. We have also introduced functionality to better understand the behaviour of visitors so we can attract a greater number of visitors to join Sustain's supporter database. Currently our

combined mailing list across projects stands at well over 80,000 people, up 7% from last year.

We recognise the vital role of digital communications and graphical representations in underpinning our campaign work and impact. A highlight this year is our data visualisation tool allowing Sustain to display data on an interactive map. Our first mapping shows the amount of money that each electoral constituency is missing out on through poor promotion and uptake of Healthy Start vouchers. This has enabled our Food Poverty team and Children's Food Campaign to make the case with local authorities, councillors, MPs and government ministers for greater support for a scheme that puts money for healthy food into the pockets of low-income families with babies and young children.

We also updated our Good Food for All Londoners interactive map, greatly improving the ability of people to see how well their borough is doing on key food policies and services; and our exciting new Food for the Planet platform, which captures data and calculates carbon savings from local authorities, food partnerships and businesses across the country taking action on food, farming and climate change.

To underpin our improved communications, we set up an account with press and PR tool Vuelio. This gives us access to comprehensive database of parliamentary and media contacts, to help our projects and campaigns with their communications and influencing work. We have created press release templates and our campaigners will be building up their new lists of media contacts to share their news and quotes with via the email distribution service on the platform.



Who we work with

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

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

Sustain alliance members

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

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

Across the UK Nations, we work with sister organisations: Food Sense Wales; Nourish Scotland; and Nourish Northern Ireland. We also work with over 80 UK towns, cities and regions and their Sustainable Food Place partnerships and/or food poverty alliances; the London Food Board; and our newsletters have over 80,000 sign-ups, with tens of thousands more followers via social media.

Sustain coordinates the Food Learning Forum, working with food-sector organisations in receipt of Lottery funds, to tackle issues of common concern. Further, we work with 7 municipalities, 7 NGOs and 7 research institutes in 12 European countries, with Sustain playing the communications and learning role in a Europe-wide programme called FoodShift2030 to promote healthy and sustainable food systems. Another 33 city regions and food partnerships have joined FoodShift2030 this year.

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, ask you any questions necessary for clarification, and take it to the Sustain Council of Trustees with a recommendation (the Council is elected by Sustain's members). If they approve your application, this will be circulated to Sustain members via our alliance newsletter Digest for any comments or questions before ratification.

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

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

“ Dung Beetles for Farmers is excited to be joining the Sustain alliance as they advocate for healthy and sustainable food systems. By becoming a member, we believe we can further increase the awareness of how important dung beetles are and their vital ecosystem services within UK agriculture.”

Claire Whittle, farm vet, from Dung Beetles for Farmers, which joined the Sustain alliance in 2021

“ We have been working closely with Sustain in driving progress on agriculture policies post-Brexit and their support over the years has been invaluable in helping the NFFN become what it is today. We are delighted to become a member of the alliance so we can deepen this working relationship. We look forward to working with Sustain and its many members to drive forward a shared and powerful vision for a better food and farming system.”

Martin Lines, UK Chair, Nature Friendly Farming Network, which joined the Sustain alliance in 2022

What people say about us...

"I really appreciate all the work the Children's Food Campaign team does in this area! We need it so badly."

Dela Foster, Development Manager, School Food Matters

"Big thanks to all at Sustain for their terrific support for Dynamic Food Procurement in the public sector. Your support has been a massive help."

Rich Osborn, Fresh Range

"Sustain is clearly the 'go to' organisation on all things food and obesity."

Paul Ogden, Local Government Association

"We are excited to be partnering with Sustain on the Fringe Farming project. We hope that the additional capacity Sustain can bring will help us to influence key people, and enable us to achieve our goal of setting up a community farm on a former municipal golf course."

Abi Mordin, Glasgow Community Food Network

"Thank you so much to the team! It is truly a pleasure. And what an issue, it's stunningly informative, diverse and inspiring!!!"

Chef Tom Hunt, in response to London Food Link's Jellied Eel magazine

"The Real Bread Campaign has been an amazing resource for me since I started last year and I enjoy the feeling of being part of the baking community."

Cath Lloyd Williams, The Doorstep Baker

"I love it when someone more eloquent than me can put into words what I am thinking. So many points here hit home with me. Phew, maybe I'm not going crazy."

Response on Twitter to Regenerative Farming blog by Vicki Hird, Sustain Head of Farming

"I really value the chance to meet, share and learn from members of the forum. Members bring a broad range of ideas, opinions and expertise that we can learn from, which is why the collaborative/feedback/sharing elements are so important."

Member of the Food Learning Forum run by Sustain

"Big thank you to Sustain for convening – it has been a really useful group and brought a really vital issue higher on our radars!"

Cath Ellison, Jamie Oliver Group, participating in discussions on trade and health

"You were super inspiring! I love what you guys are doing. I love your resources online, and your chat gave me so many new ideas."

Rebecca Wilson, GoodNESS Project, Inverness

"Superb essay about ultra-processed food, what it is and what it does to you @childrensfood."

Dr Chris van Tulleken, on Twitter, about a Children's Food Campaign article

"Thank you for the very useful blog you wrote on UK Funding. I have used it to create this brief tailored to Wales which I will be circulating around our Food partnerships and Food Power Alliances as well as more widely."

Katie Palmer, Food Sense Wales, on Sustain's blog about government funding for a good food economy

"I just wanted to say thank you for all of your time and input during 2021 and what an inspiration you all are. There are so many incredible people and organisations working to improve the food in our schools, and as a parent, to let you know that your work is really appreciated".

Jo Dawson, Dental specialist and parent, to Sustain's Children's Food Campaign

"Many thanks for organising this group, it has been great to be a part of and has achieved some brilliant things. I'm looking forward to seeing what comes next!"

Rulan Vasani, UK Public Health Forum, participating in discussions on trade and health

"Thank you very much for all the great resources Sustain creates – they have helped our food poverty work hugely over the last few years!"

Anna Gavurin, Caritas Westminster

"What a great issue – all aspects of the Real Bread business from the technical to the social, the aesthetic and the commercial."

Andrew Guest, on the Real Bread Campaign's True Loaf magazine

"Knead To Know has been hugely important and inspirational book for everyone at Regather. I'm really proud to support the new edition and play a part in supporting the amazing work of the Real Bread Campaign, and of Sustain. Keep up the fantastic work folks!"

Gareth Roberts, ShefFood

"Following your meetings, I always feel very inspired to take what I have learnt back to the partnership to implement changes. The incubator covers a wide range of topics which is great."

Participant in the Food Roots Incubator programme run by Sustain for the Greater London Authority

"Being part of the network gives us credibility when delivering Sugar Smart workshops and some great resources too."

Tami Skelton, Food is Fun CIC, Food Plymouth

"We have many schools and early years settings which are bold and proud about being Sugar Smart. Also it has been a part of our Workplace Health programme so many organisations share their great work with us."

Shelley Jamieson, Cornwall Council

"Sharing Sustain's work on the Diversity Style Guide, recruitment and whole approach has been hugely helpful. We're a much smaller organisation, so it's hard to make the headspace and have staff time to start from scratch."

Participant with Sustain in the Anti-Oppressive Practice programme run by Feedback

"London food link is a great resource as despite the gloomy news it keeps one grounded on the healthy way to live and fosters a community spirit which is very important now."

Supporter of London Food Link, a network of Sustain

"The City Region and Sheffield City Council must get behind the Fringe Farming action plan. There are sound health, wellbeing, educational, environmental and economic reasons to support this sustainable and vital industry."

Cllr. Alison Teal, Executive Member for Sustainable Neighbourhoods, Sheffield

"Thank you again for all your support with this project, it really has been transformative for the Borough."

Alex Britten, Islington Food Partnership on Food Power's support for their food co-op pilots

"Being involved with Urban Harvest helped us engage with new members of the community."

Participant in Urban Harvest 2021

"All roads lead to Sustain when it comes to food and farming"

Christopher Yap, Research Fellow, Centre for Food Policy, City, University of London

"Really buzzy and so useful and well-choreographed with the drumbeat messaging around the Food Bill throughout! Well done!"

Jo Lewis, Policy Director of the Soil Association, on Sustain's Annual Conference

"Peter was delighted to have been invited to the event – he found it very useful, and hopes that the guests found his contribution of interest. We would be delighted to continue to work with both yourself and your colleagues in the future, and if there's anything else we can do please do get in touch."

Office of Peter Fox, Member of the Senedd, on Sustain's Annual Conference

"I know Daniel found the event really useful and enjoyed participating. It would be great to get a recording/note, Daniel has recommended I have a listen as he said there were some great speakers."

Office of Daniel Zeichner, Shadow Minister for Food, Farming and Fisheries, on Sustain's Annual Conference

"Hackney School of Food would like to send some big love and huge thanks to Capital Growth for making our open day not only possible but free to our local area as part of their Spotlight Garden campaign."

Tom Walker, Hackney School of Food

"You really were absolutely instrumental in getting the Mayor's Healthy Food Advertising policy developed and over the line, so thank you once again."

Jamie Izzard, Acting Head of Health, GLA on the TfL Healthier food advertising policy evaluation

"This session has brightened my day and I leave it with a lot more hope than I came with. Thank you."

David Garlick, participant in Community Wealth Building webinar

"The Real Bread Campaign is a true voice for all Real Bread bakers. Lovingly Artisan is passionate about our support to the campaign and the future of Real Bread making."

Aidan Monks, Lovingly Artisan bakery

"Excellent all round, cannot wait to do it again."

Christina Nilsen Wheatley, Edible Rotherhithe, reflecting on Good to Grow Day

"I think what you have done and are doing is fantastic."

Hilda Mulrooney, University of Kingston, on Sustain's trade and health work

Internal developments

Sustain's governance

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

Sustain's membership usually meets once a year in a general session at the Annual Conference, with business matters of the Annual General Meeting undertaken electronically to enable diverse and inclusive participation. Many alliance members also attend a range of specialist policy and project working party meetings, which are chaired either by a Sustain Council member or an expert representative of a member organisation, as well as specialist events tackling issues of common concern. Sustain Council members are elected by the membership (and a minimum of one third of the Council must stand down each year) to form a governing body of up to 15 Trustee places. At the December 2020 AGM, Sustain introduced 5 role-share places to support new talent and diversity in leadership. This opportunity is now routinely part of our Trustee recruitment and election process, clearly signalling our intention to welcome and support people from diverse backgrounds. All Trustees and role-shares declare any relevant financial interests when they are elected, and at the beginning of each quarterly meeting, and these interests are publicly available on Sustain's website.

Sustain's Council of Trustees meets quarterly to guide the work of the alliance, subject to approval by the members. As the Trustees are drawn from Sustain's membership, all of whom are third-sector organisations, they are already familiar with structures and governance in this sector. Quarterly meetings of Sustain's Council of Trustees were held either online or hybrid throughout the year, and we will continue with the hybrid in future as this has enabled greater participation and engagement. Meetings are well attended and have been noted as a source of great support throughout the Covid-19 pandemic by both Trustees and Sustain's Senior Leadership Team.

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

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

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

For the second year running, Sustain's AGM business and voting procedures were undertaken wholly by electronic communications (email), with the prior approval of our auditor, in line with procedures for extraordinary circumstances and advice from the Charity Commission. As we have found this to be a more efficient and inclusive process, enabling greater participation and likelihood of quoracy, we will consider continuing with electronic communications in future.

Covid-19 pandemic

As for many other organisations in our sector, Sustain has continued to work with our staff team to manage the risks and practicalities of the Covid-19 pandemic. We want to ensure that people are safe, that our work continues effectively, and that we do not generate new problems such as the mental health impacts of working in isolation.

Nevertheless, several people on our team faced especially challenging personal circumstances relating to personal or family illness. This is understandable given the very difficult ongoing circumstances and the extraordinary amount and quality of work that Sustain staff continued to undertake. We adopted a flexible approach and promoting use of compassionate leave, unpaid leave and flexible working arrangements, encouraging people to raise issues and requests, and underlining that Sustain would take a non-judgemental and compassionate approach to any issues raised.

We commend our wonderful staff for continuing to weather a very difficult period with solidarity, team spirit, adaptability, creativity and good humour.

Managing times of crisis

We took a range of practical actions this year to ensure people maintain personal and professional connections in a productive way, as the Covid-19 crisis moved almost seamlessly into the beginnings of the cost-of-living crisis. With the oversight of our trustees, we implemented a range of recommendations identified through consultation with staff and other organisations facing similar challenges. As a result, we allocated a budget to enable people to work more flexibly in the longer term, through purchase of equipment and furniture to be used at home. We also introduced a new system of risk assessment for home working to ensure that people are taking steps to ensure their safety and wellbeing and are aware of the support available. We continue to speak openly about mental health to reassure people that there will be no stigma for talking about the personal impact of personal, family, national and global events.

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

During lockdown periods, we continued to pay for Sustain's office premises as if they were occupied. As restrictions eased somewhat, several staff expressed gratitude for being able to use the office (on a restricted basis) to help manage their personal situations. As infection rates decreased, many staff members have returned to the office more regularly and we began to be able to run in-person meetings, social activities and events, whilst maintaining inclusivity wherever possible for those unable to participate for personal or health reasons. We followed government guidance and good practice for Covid risk management throughout, in consultation with the staff team.

We extend the most enormous thank you to our very considerate funders for understanding the need for us to pivot our work and granting us the flexibility to do what we needed to do.

Office premises

We are grateful to our landlord, Ethical Property Company, for the range of actions that they took throughout the Covid-19 pandemic to support health, well-being and risk management. Ethical Property Company decided to freeze office rents for the coming year, to help their third-sector clients manage economic uncertainty, which is a welcome development.

Sustain staff

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

This year, Sustain entered into a voluntary recognition agreement with the IWGB Union. A key development for Sustain, championed by the Union group, is a move towards greater use of permanent contracts for staff members. There is a perennial challenge within the voluntary sector of short-term project funding and precarity of employment contracts, making it difficult for staff members to feel secure, gain rental agreements and loans, and make life plans. This year, we started a major review of how Sustain can move towards more permanent contracts and adopt a fundraising and financial management model that can support such ambitions. We also worked on documenting our procedure to create a more consistent, robust and accountable timetable with allocated tasks for contract management and end-of-contract notification, notice periods and provision of information about redundancy entitlement.

Sustain's Senior Leadership Team received external support during the year to help manage an organisation going through growth, change and times of national crisis. Sustain chief executive Kath Dalmeny undertook a series of sessions of leadership coaching with Susanna Abse of the Ballint Consultancy (also former chief executive of the Tavistock Institute), which she found immensely helpful. Sustain also joined the Association for Chief Executives of Voluntary Organisations (ACEVO), which enabled coaching sessions for our Deputy Chief Executive Ben Reynolds and Director of Programmes Sarah Williams, which they have both found valuable. We also recruited Executive Assistant Sophie Davies, a new role for Sustain, who provides very valuable support in terms of planning, strategic outreach, meeting organisation and diary management.

Sustain has grown in size, complexity and influence over the past three years. This requires greater attention to staffing and structure, as described in our previous Annual Report, yet without becoming too top heavy and less nimble. This year, we formalised and extended a level within our job titles and salary scale in recognition of the seniority and responsibilities of key people heading up our sustainable farming and public affairs teams, who are now described as 'Head' of their relevant area.

We established a new Line Managers Forum, to help develop and enhance our skills, culture and processes for effective line management. This has become a useful space for coordinating and documenting our work, to embed and communicate good practice and ensure consistency. One of this group's first joint work was to update the annual appraisal template. We also worked together to develop and offer members of staff a Personal Development Framework document as a tool for thinking through any skills, training or work experience the person may wish to pursue.

Developments in relation to training and skills; diversity, equity, inclusion and racial justice; and in relation to development of our recruitment and staff induction systems, are reported in other sections.

Fair pay

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

For the fifth 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.

Policies and procedures

Last year, we reported on Sustain's growth and restructure, as well as our response to evolving staff expectations. This year, we continued to update a range of policies and procedures, including:

- Ran a staff consultation on Sustain's Flexible Working policy and Working from Home request form.
- Undertook a consultation to refresh Sustain's Mental Health in the Workplace policy and Safeguarding policy and procedures.
- Started work on an extensive process of reviewing Sustain's employment contracts and contract management procedures to enable greater use of permanent contracts and limit precarity.
- Adopted an enhanced Sickness and Absence policy as part of our 'extraordinary period' during Covid-19.
- Created a Menopause policy.
- Developed and consulted on our new Diversity Style Guide.
- Published a toolkit for diversity and anti-racism in developing projects and campaigns.

We also undertook a major piece of work to overhaul Sustain's intranet, which serves as our Staff Handbook, with the wide range of policies, guidance and documents developed over recent years. Further, we have published a range of key policies on the Sustain website to enable scrutiny and to ensure that candidates for jobs can review key employment information.

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.

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

Temporary uplift in turnover

During the previous financial year, Sustain distributed a substantial amount of grant money on behalf of others, to help people and communities most in need, to ease the burden of the frontline response to the Covid food emergency. This temporarily inflated Sustain's apparent turnover by over £750k for that year. Our accounts this year show Sustain returning to our more typical scale and turnover.

Awards won by Sustain staff

The incredible efforts to mobilise increased food support during the Covid-19 pandemic were strongly in the spotlight at 2021's Third Sector Excellence Awards, as the End Child Food Poverty Coalition scooped the top prize in the Big Impact category. Sustain played a leading role in the coalition, spearheaded by the Food Foundation and supported by many members of our alliance including School Food Matters, Bite Back 2030 and Chefs in Schools. Judges awarding the prize described the End Child Food Poverty Coalition as "a far-reaching, data-driven, successful campaign, which not only addressed the immediate crisis but also brought about long-term change".

The coalition of over 30 organisations mobilised across the UK to call firstly for effective free school meal provision to families at home during lockdown, then for continued support during holiday periods, as well as expansion of eligibility to more children experiencing food insecurity – a call taken up and championed by Premier League footballer Marcus Rashford's End Child Food Poverty campaign.

Strategic review

Sustain continues to implement our strategy Fertile Future, 2021 to 2025 through a range of policy groups, project working parties and campaign activities.

In between Covid lockdowns, we were pleased to bring Sustain staff and trustees together for a lively and productive strategy day in September 2021 to help us review our progress and generate ideas for the future. We were delighted to be able to visit Oasis City Farm in the Waterloo area of London, and to see each other after protracted periods of working online and in isolation. It was also a wonderful opportunity to meet several new staff members in person, as they had been recruited during lockdown and had previously interacted with Sustain only online. The strategy day covered:

- What we'd like to leave behind, and what we'd like to bring with us from the Covid-19 lockdown period.
- Ideas on what we'd love to see Sustain achieve in the next 1 to 2 years, especially in relation to core themes in the Sustain Strategy 2020 to 2025.
- Organisational Development Plan themed world café, with four themes: Influence; Diversity; Supporters and Skills.
- A session on how we relate to and involve Sustain alliance members and observers.

Sustain strategy days are a chance to step back from the day-to-day project delivery work and for everyone to help shape the organisation's direction over the coming year. We work with a highly creative team, who generate excellent ideas for how we meet our organisational priorities – both in terms of impact on policy and practice; and in terms of staff, systems and operational capacity. We ran sessions on the ambitions we would set and the actions we would take, over the coming year in relation to our Organisation Development Plan themes: Influence; Diversity; Supporters and Skills (details in other sections of this report).

The Sustain Annual Conference provided an opportunity for alliance members to come together and review on of our strategic priorities. On the theme of *Keeping Food on the Political Plate*, the well-attended conference took place in December 2021, online. Given the context of the National Food Strategy white paper being due early in 2022, the conference was a timely opportunity for our network to come together, galvanise momentum

for our ideas and keep the pressure on government to aim for a food bill to provide the accountability framework for change.

Sustain's annual conference in December 2021 was once again a great success, tackling the important theme: Keeping food on the political plate, featuring speakers from across the food and farming sector. We thank several Sustain Trustees for having expertly chaired or contributed to a number of the sessions. Recordings of the conference are online at: www.sustainweb.org/webinars/annual-conference-2021. Sessions included:

- Building the case for dynamic procurement and serving better food in our public sector
- Proposals for food governance and reporting
- The political year ahead: Exploring the solutions to keep food issues on the political plate – seven

short pitches from Sustain campaigns and alliance member organisations

- Food legislation in the devolved nations – involving UK Nation representatives
- And a keynote panel discussing the next steps Parliament should take to deliver a transformative food system for people and planet, with cross-party panellists from the House of Lords, Efra Select Committee, Shadow Defra team and the Scottish National Party.



Photo: Sustain's chief executive Kath Dalmeny addresses funders, supporters and advocates at an allotment garden gathering in Regent's Park, credit: Stephanie Kennedy

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 2022. 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 2022 was £687,948 (2021: £614,095) on unrestricted general reserves. The designated reserves at 31 March 2022 was £185,267 (2021: £159,863). The restricted reserves on continuing projects were £209,351 at 31 March 2022 (2021: £203,118). The full Statement of Financial Activities is set out in the accounts below.

Reserves policy

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

Investment policy

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

Risk management

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

- Covid-19 Coronavirus pandemic;
- Good governance – financial and organisational;
- Weathering ongoing turbulence and uncertainty in UK politics, economics and international political and trading relationships, posing financial and strategic risks;
- Meeting Sustain's objectives;
- Securing sufficient income;
- Controlling expenditure;
- Addressing staffing issues;
- 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 and Project Officer; Project Coordinator; Senior Manager; Chief Executive. New recruits start at the salary grade suited to their post, as advertised, and usually at entry level for that grade. Subject to satisfactory annual appraisal, staff move up a salary level within their grade until the top level is reached. On the exceptional occasions when a new recruit has the experience and credentials to warrant appointment at a higher salary than the entry level for their grade, this offer and decision remains in line with the standard salary scale, except starting at a higher level, and with the knowledge and agreement of at least one Sustain Trustee, who

has usually participated in the recruitment process. In addition to the salary scale, salaries (and hence the levels in the salary scale) also rise in line with inflation, calculated annually on the actual inflation rate in the preceding year.

As a not-for-profit organisation and registered charity, Sustain covers normal expenses, requires evidence of such claims and expenditure and keeps good records. Sustain does not pay bonuses to staff.

Fair pay

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

Public benefit

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

Auditors

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

This report was approved by the Council of Trustees on 14 December 2022 and signed on its behalf, by:



Professor Mike Rayner
Chair of the Council of Trustees

Auditor's report

Opinion

We have audited the financial statements of Sustain: The Alliance for Better Food and Farming (the 'Charity') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Balance Sheet, statement of cash flows and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of the trustees

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

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

Our responsibilities for the audit of the financial statements

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

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

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

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
- identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
- Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
- The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements

or that had a fundamental effect on the operations of the charity from our professional and sector experience.

- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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

Use of our report

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



Anthony Epton (Senior Statutory Auditor)

for and on behalf of

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

14 December 2022

Statement of financial activities

(incorporating and income and expenditure account)

For the year ended 31 March 2022

		Unrestricted funds £	Restricted funds £	2022 Total funds £	2021 Total funds £
Income from:					
Donations and legacies	3	40,296	9,704	50,000	72,044
Charitable activities					
Health and Welfare	4	395,568	1,127,231	1,522,799	2,496,141
Other trading activities		-	-	-	-
Investments	5	670	-	670	1,260
Other		-	-	-	-
Total income		436,534	1,136,935	1,573,469	2,569,445
Expenditure on:					
Raising funds	6	18,094	-	18,094	8,494
Charitable activities					
Health and Welfare	6	319,183	1,130,702	1,449,885	2,230,708
Other		-	-	-	-
Total expenditure		337,277	1,130,702	1,467,979	2,239,202
Net income / (expenditure) before net gains / (losses) on investments		99,257	6,233	105,490	330,243
Net gains / (losses) on investments		-	-	-	-
Net income / (expenditure) for the year	7	99,257	6,233	105,490	330,243
Transfers between funds		-	-	-	-
Net income / (expenditure) before other recognised gains and losses		99,257	6,233	105,490	330,243
Net movement in funds		99,257	6,233	105,490	330,243
Reconciliation of funds:					
Total funds brought forward		773,958	203,118	977,076	646,833
Total funds carried forward		873,215	209,351	1,082,566	977,076

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 2022

	Note	£	2022 £	£	2021 £
Fixed assets:					
Tangible assets	12		-	-	-
			-	-	-
Current assets:					
Debtors	13	102,196		192,673	
Cash at bank and in hand		1,471,539		1,134,464	
		1,573,735		1,327,137	
Liabilities:					
Creditors: amounts falling due within one year	14	491,169		350,061	
		1,082,566		977,076	
Net current assets			1,082,566	977,076	
Total net assets less current liabilities			1,082,566	977,076	
The funds of the charity:	18				
Restricted income funds			209,351		203,118
Unrestricted income funds:					
Designated funds		185,267		159,863	
General funds		687,948		614,095	
		873,215		773,958	
Total unrestricted funds			873,215	773,958	
Total charity funds			1,082,566	977,076	

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 14 December 2022 and signed on their behalf by



Professor Michael Rayner
Chair



Victoria Williams
Treasurer

Statement of cash flows

For the year ended 31 March 2022

	Note	2022	2021
		£	£
Cash flows from operating activities	19		
Net cash provided by / (used in) operating activities		336,405	175,100
Cash flows from investing activities:			
Dividends, interest and rents from investments		670	1,260
Net cash provided by / (used in) investing activities		670	1,260
Change in cash and cash equivalents in the year		337,075	176,360
Cash and cash equivalents at the beginning of the year		1,134,464	958,104
Cash and cash equivalents at the end of the year	20	1,471,539	1,134,464

Notes to the financial statements

For the year ended 31 March 2022

1 Accounting policies

a) Basis of preparation

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

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

b) Going concern

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

c) Income

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

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

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

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

d) Donations of gifts, services and facilities

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

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

e) Interest receivable

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

f) Fund accounting

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

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

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

1 Accounting policies (continued)

g) Expenditure and irrecoverable VAT

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

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

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

h) Allocation of support costs

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

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

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

i) Operating leases

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

j) Tangible fixed assets

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

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

Office equipment	25% straight line
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k) Debtors

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

l) Cash at bank and in hand

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

m) Creditors and provisions

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

n) Financial instruments

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

o) Pensions

The charity operates workplace pension scheme.

3 Income from donations and legacies

	Unrestricted £	Restricted £	2022 Total £	2021 Total £
Donations	40,296	9,704	50,000	72,044
Total income from donations 2022	40,296	9,704	50,000	72,044
Total income from donations 2021	50,569	21,475	72,044	

4 Income from charitable activities

	Unrestricted £	Restricted £	2022 Total £	2021 Total £
Grant income				
AIM Foundation	-	10,417	10,417	-
Ashden Trust	-	22,486	22,486	15,000
Baring Foundation	-	-	-	26,473
BIG grant	-	87,986	87,986	365,009
City Bridge Trust	-	84,500	84,500	31,164
Esmée Fairbairn Foundation (various)	100,000	2,450	102,450	163,613
European Maritime and Fisheries Fund & Marine Management Organisation	-	-	-	106
European Union	-	-	-	107,380
Farming the Future	-	47,534	47,534	41,430
Friends Provident Foundation	-	31,535	31,535	14,400
Greater London Authority (various)	-	126,840	126,840	45,000
Guy's and St Thomas' Charity	-	112,639	112,639	124,301
Heart of Bucks	-	8,407	8,407	3,204
Hull City Council	-	23,100	23,100	23,000
John Ellerman Foundation	-	41,667	41,667	50,000
Joseph Rowntree Charitable Trust	-	50,000	50,000	37,500
Kenneth Miller Trust	-	60,000	60,000	25,000
Kestrelman Trust	-	-	-	20,000
Lancashire County Council	-	12,500	12,500	-
London Borough of Southwark	-	5,950	5,950	-
Network for Social Change	-	-	-	10,000
Oak Foundation	-	23,076	23,076	-
Open University	4,500	-	4,500	-
Rothschild Foundation	-	25,000	25,000	53,000
Royal Parks Foundation	-	30,254	30,254	20,143
Samworth Foundation	50,000	-	50,000	50,000
Sustainable Food Places (Big Lottery Fund and Esmée Fairbairn Foundation)	-	243,240	243,240	223,448
Thirty Percy Foundation	150,000	-	150,000	150,000
Trust for London	-	60,000	60,000	57,500
Unicef	-	17,650	17,650	757,461
Other income				
Conference and workshops	942	-	942	3,000
Membership fees	34,194	-	34,194	28,012
Sales and publications	9,002	-	9,002	2,153
Subscriptions	46,930	-	46,930	48,844
Total income from charitable activities 2022	395,568	1,127,231	1,522,799	2,496,141
Total income from charitable activities 2021	452,009	2,044,132	2,496,141	

5 Income from investments

	Unrestricted £	Restricted £	2022 Total £	2021 Total £
Investment income	670	-	670	1,260
Total income from investments 2022	670	-	670	1,260
Total income from investments 2021	1,260	-	1,260	

6 a. Analysis of expenditure

	Cost of raising funds £	Charitable activities £	Support costs £	2022 Total £	2021 Total £
Staff costs (Note 8)	15,100	977,793	147,490	1,140,383	974,362
Direct cost					
Payable to partner organisations	-	99,665	-	99,665	1,020,220
Consultancy costs	-	72,820	-	72,820	119,195
Volunteers	-	161	-	161	533
Printing and photocopying	-	12,961	-	12,961	6,579
Postage and distribution	-	5,769	-	5,769	5,949
Travel, meeting and expenses	-	23,372	-	23,372	6,479
Other charitable expenditure	-	17,441	-	17,441	23,681
Support cost					
Telephone and fax	-	-	25	25	36
Office costs	-	-	87,582	87,582	74,368
Audit fees	-	-	7,800	7,800	7,800
	15,100	1,209,982	242,897	1,467,979	2,239,202
Support costs	2,994	239,903	(242,897)	-	
Total expenditure 2022	18,094	1,449,885	-	1,467,979	
Total expenditure 2021	8,494	2,230,708			

Of the total expenditure, £337,277 was unrestricted (2021: £159,006) and £1,130,702 was restricted (2021: £2,080,196).

The amount payable to partner organisations is made up of several different payments – the majority being payments passed onto Buckinghamshire Food Partnership (£7k); Food Roots partners (£16.4k); Food Power partners (£30.6k); Capital Growth partners (£1.1k); Peri-Urban Farming partners (£9.4k); and acting as grant conduit for Cambridge Sustainable Food Partnership (£35k).

b. Analysis of expenditure from previous reporting period

	Cost of £	Charitable £	Support £	2021 Total £
Staff costs (Note 8)	7,643	824,610	142,109	974,362
Direct cost				
Payable to partner organisations	-	1,020,220	-	1,020,220
Consultancy costs	-	119,195	-	119,195
Volunteers	-	533	-	533
Printing and photocopying	-	6,579	-	6,579
Postage and distribution	-	5,949	-	5,949
Travel, meeting and expenses	-	6,479	-	6,479
Other charitable expenditure	-	23,681	-	23,681
Support cost				
Telephone and fax	-	-	36	36
Office costs	-	-	74,368	74,368
Audit fees	-	-	7,800	7,800
	7,643	2,007,246	224,313	2,239,202
Support costs	851	223,462	(224,313)	-
Total expenditure 2021	8,494	2,230,708	-	2,239,202

7 Net income/ (expenditure) for the year

This is stated after charging / crediting:

	2022	2021
	£	£
Depreciation	-	-
Operating lease rentals:		
Property	45,968	40,471
Auditors' remuneration (excluding VAT):		
Audit	6,200	6,200
	=====	=====

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

Staff costs were as follows:

	2022	2021
	£	£
Salaries and wages	1,005,809	857,622
Redundancy and termination costs	4,030	317
Social security costs	80,889	75,293
Employer's contribution to defined contribution pension schemes	49,655	41,130
	=====	=====
	1,140,383	974,362
	=====	=====

No employee earned more than £60,000 during the year (2021: nil).

The total employee benefits including national insurance and pension contributions of the key management personnel were £203,544 (2021: £190,721).

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2021: £nil). No charity trustee received payment for professional or other services supplied to the charity (2021: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £118 incurred by 1 member (2021: £100) 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:

	2022	2021
	No.	No.
Raising funds	0.4	0.2
Health and Welfare	24.9	21.2
Support	3.7	3.6
	=====	=====
	29.0	25.0
	=====	=====

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 £243,240 (2021: £223,448) 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. Three of Sustain's trustees are a member of staff for the Soil Association and Food Matters. The Chief Executive of Sustain is a board member of Food Matters. Furthermore, Food Matters received £23,400 from Sustain for work on Buckinghamshire Food Partnership, FoodSHIFT and Food Roots.

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 for the 'Knead to Know more...' publication Crowdfunder appeal. A Sustain Trustee is the owner and on the board at these respective organisations.

Sustain received a payment of £2,000 from Pesticide Action Network UK for work on the Toxic Trade report. Two of Sustain's trustees are members of staff at Pesticide Action Network.

Finally, Sustain received £4,200 from Growing Communities in relation to our work on Better Food Traders, which is a member of the Sustain alliance. Sustain's Chief Executive is on the board at Growing Communities, a social enterprise, on a voluntary basis.

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/>

All of the above assets are used for charitable purposes.

13 Debtors

	2022 £	2021 £
Other debtors	38,537	120,946
Prepayments	4,779	4,779
Accrued income	58,880	66,948
	<u>102,196</u>	<u>192,673</u>

14 Creditors: amounts falling due within one year

	2022 £	2021 £
Other creditors	5,058	29,577
Accruals	14,360	24,095
Deferred income	471,751	296,389
	<u>491,169</u>	<u>350,061</u>

15 Deferred income

Deferred income comprises of grants from the following: AIM Foundation £14,584, Big Lottery Fund £24,946, Esmée Fairbairn Foundation £50,000, European Union £56,457, Farming the Future £49,969, Kenneth Miller Trust £10,417, Oak Foundation £115,378 and Thirty Percy Foundation £150,000.

	2022 £	2021 £
Balance at the beginning of the year	296,389	526,700
Amount released to income in the year	(296,389)	(526,700)
Amount deferred in the year	471,751	296,389
	<u>471,751</u>	<u>296,389</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	687,948	185,267	209,351	1,082,566
Net assets at the end of the year	687,948	185,267	209,351	1,082,566

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	6,664	44,117	(42,648)	-	8,133
Capital Growth	17,900	134,754	(124,941)	-	27,713
Children's Food Campaign	14,286	197,577	(188,367)	-	23,496
Climate and Nature	-	23,076	(9,043)	-	14,033
FoodSHIFT 2030	69,867	-	(51,200)	-	18,667
Food Poverty	42,840	252,556	(262,231)	-	33,165
London Food Link	5,909	13,000	(18,909)	-	-
Sustainable Farming and Land Use	25,831	160,055	(135,639)	-	50,247
Sustainable Food Places	19,821	311,800	(297,724)	-	33,897
Total restricted funds	203,118	1,136,935	(1,130,702)	-	209,351
Unrestricted funds:					
Designated funds:					
Employment Liabilities	109,863	-	2,690	12,714	125,267
Innovation and Activities Fund	50,000	-	-	-	50,000
Match Funding Contingency	-	-	-	10,000	10,000
Total designated funds	159,863	-	2,690	22,714	185,267
General funds	614,095	436,534	(339,967)	(22,714)	687,948
Total unrestricted funds	773,958	436,534	(337,277)	-	873,215
Total funds	977,076	1,573,469	(1,467,979)	-	1,082,566

Purposes of restricted funds

Income that is received for specific projects, as – for example – grants, donations and earned income, is accounted for as restricted funds, with expenditure usually attributed over a specific period of time. We manage restricted funds carefully, keep expenditure under regular review, and aim to keep to the specified budget. If project funds are projected to be overspent for an unavoidable reason, we take action early to reduce expenditure and/or raise more funds to cover the potential shortfall. If we continue to project and incur an unavoidable overspend, a transfer is made from Sustain's unrestricted funds. The balances on restricted funds as at 31 March 2022 arise from income received for specific projects on which some expenditure is still to be incurred in the coming financial year. Each of Sustain's projects is described in more detail below:

Purposes of restricted funds (continued)

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

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

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

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

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

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

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

Good Food Trade: Advocating for international trade agreements that guarantee a supply of food that is safe, affordable and good for our health, animal welfare, the environment and decent farming livelihoods, here and abroad. We want to see precious natural resources protected and damaging emissions that cause climate change reduced.

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

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

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

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

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

	2022 £	2021 £
Net income / (expenditure) for the reporting period (as per the statement of financial activities)	105,490	330,243
Dividends, interest and rent from investments	(670)	(1,260)
(Increase)/decrease in debtors	90,477	53,822
Increase/(decrease) in creditors	141,108	(207,705)
Net cash provided by / (used in) operating activities	336,405	175,100

20 Analysis of cash and cash equivalents

	At 1 April 2021 £	Cash flows £	Other changes £	At 31 March 2022 £
Cash in hand	1,134,464	337,075	-	1,471,539
Total cash and cash equivalents	1,134,464	337,075	-	1,471,539

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 Notes from 2021 accounts (prior year)

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

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	-	-	-	-
Net current assets	614,095	159,863	203,118	977,076
Net assets at the end of the year	614,095	159,863	203,118	977,076

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

	At the start of the year £	Incoming resources & gains £	Outgoing resources & losses £	Transfers £	At the end of the year £
Restricted funds:					
Campaign for a Better Food Britain	4,943	73,613	(71,892)	-	6,664
Capital Growth	13,634	84,807	(81,030)	489	17,900
Children's Food Campaign	4,701	192,301	(182,716)	-	14,286
FoodSHIFT 2030	(1,024)	107,380	(36,489)	-	69,867
Food Poverty	105,189	1,215,443	(1,279,792)	2,000	42,840
London Food Link	20,263	16,825	(29,179)	(2,000)	5,909
Real Bread Campaign	17,028	-	-	(17,028)	-
Sustainable Farming and Land Use	55,894	95,480	(125,543)	-	25,831
Sustainable Fish Cities	58	106	(164)	-	-
Sustainable Food Places	13,560	279,652	(273,391)	-	19,821
Total restricted funds	234,246	2,065,607	(2,080,196)	(16,539)	203,118
Unrestricted funds:					
Designated funds:					
Employment Liabilities	-	-	-	109,863	109,863
Innovation and Activities Fund	-	-	-	50,000	50,000
Total designated funds	-	-	-	159,863	159,863
General funds	412,587	503,838	(159,006)	(143,324)	614,095
Total unrestricted funds	412,587	503,838	(159,006)	16,539	773,958
Total funds	646,833	2,569,445	(2,239,202)	-	977,076

Funders

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

AIM Foundation
Ashden Trust
BIG grant
Big Lottery Fund
City Bridge Trust
Economic and Social Research Council
Esmée Fairbairn Foundation (various)
European Union - Horizon 2020
Farming the Future
Friends Provident Foundation
Greater London Authority (various)
Guy's and St Thomas' Charity (also known as Impact on Urban Health)
Heart of Bucks
Hull City Council
John Ellerman Foundation
Joseph Rowntree Charitable Trust
Kenneth Miller Trust
Kestrelman Trust
Lancashire County Council
London Borough of Southwark
London Community Response Fund
Oak Foundation
Open University
Rothschild Foundation
Royal Parks Foundation
Samworth Foundation
Sustainable Food Places
Thirty Percy Foundation
Trust for London
Unicef UK

Annual report

For the year ended 31 March 2022

A Sustain publication

December 2022

Sustain is a powerful alliance of organisations and communities working together for a better system of food, farming and fishing. We believe everyone should have access to healthy and sustainably produced food that protects people, animals and planet. The Sustain alliance brings together around 100 organisations nationally – and hundreds more at local and regional level – cultivating the movement for change.

sustain

the alliance for better food and farming

Sustain: The alliance for better food and farming

sustain@sustainweb.org

www.sustainweb.org

Sustain, The Green House
244-254 Cambridge Heath Road
London E2 9DA
020 3559 6777

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