

Charity registration number 1167945 (England and Wales)

THE LONG SHOP MUSEUM

ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

THE LONG SHOP MUSEUM

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Robert Ashton Stuart Brooks Alan Cardy Anthony Cooper Jane Fenoulhet Angela Leonard Blue Miller (appointed 14 July 2025) Russell Rainger George Theodosiou (appointed 14 July 2025)
Museum Director	Fraser Hale
Patron	Lord Crannbrook
Charity number	1167945
Principal address	17 King Edward Road Leiston IP16 4HQ
Independent examiner	Karl Jermyn FCA Jermyn & Co Unit 3, Hill Farm Kirby Road Kirby Bedon Norwich NR14 7DU
Bankers	Barclays Bank plc Leicester LE87 2BB

THE LONG SHOP MUSEUM

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THE LONG SHOP MUSEUM

TRUSTEES REPORT

FOR THE YEAR ENDED 31 MARCH 2025

The Trustees of the Long Shop Museum present their annual report and financial statements for the year ended 31 March 2025.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the CIO's governing document, the Charities Act 2011 and "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 2019).

Objectives and activities

The purpose of the CIO, as stated in its constitution, is to preserve, restore and maintain the heritage buildings of the former Richard Garrett town works. These Grade II listed buildings are held in freehold by the CIO and are of special architectural and historical interest. Within the buildings the CIO runs a museum that preserves and showcases Leiston's unique engineering and social history, for the education and benefit of the public.

In practice the museum serves this purpose by:

- Conserving and maintaining the surviving buildings and infrastructure of the Richard Garrett town works.
- Collecting, preserving, displaying and interpreting objects relating to the Garrett Town Works, the Garrett family history and legacy, and to Leiston, the surrounding area, and its communities.
- Providing demonstrations, exhibitions and events, both at the museum and at other locations (outreach activities).
- Engaging, supporting, and interacting with the local community, educational institutions, researchers and academics, and other interested parties.
- Paying due regard to guidance issued by the Charity Commission in deciding what activities the CIO should undertake.

To inform and guide the continuous development of these objectives the CIO espouses the following aims in its strategic Forward Plans:

- To Ensure Resilience and Sustainability
- To identify new & develop existing sources of revenue, and to manage costs to ensure that the Museum remains viable and active into the future.
- To observe the museum's Sustainability Policy guidelines when purchasing and managing materials and services.
- To develop a costed programme of maintenance and active conservation that ensures that the fabric of the museum is preserved for the long term, in such a way that it is protected itself, provides protection for the Collections housed within, and remains an attractive and accessible facility.
- To develop business/funding plans that address the financial resources/fundraising required to meet the costs of the above.
- To increase the diversity of its workforce, including staff, trustees and volunteers
- To deliver support and training programmes to ensure the effective development and engagement of, and to empower and retain, its workforce (both staff and volunteers).
- To make volunteering at the museum accessible and attractive to as many people as possible.
- To aim to understand the needs and interests of volunteers and so offer a rewarding experience.
- Provide transparent and effective communications between the Trustees, staff, volunteers, and stakeholders.
- To maintain a diverse and effective board of Trustees, to provide induction support and training to allow the board to fulfil its role with confidence and enthusiasm.

More specifically, the Museum strives:

To Deliver Audience Development and Improve Visitors Experience

- To improve the reach and effectiveness of the museum's marketing; to create a marketing strategy that addresses the needs of target and under-represented audiences; to produce an associated budgeted marketing plan with a delivery calendar and theme guides.
- To ensure that the museum is always an appealing visitor destination
- To ensure that all visitor facilities are always presented in an appealing and safe manner
- To provide visitors with access to sufficient information (before, during, and after a visit) about the museum to ensure that their experience is optimal.
- To better analyse, identify and understand our audience; to modify our services and marketing accordingly to retain existing visitors and attract new.
- To enhance the quality of everyone's engagement with the museum, and to offer more reasons for audiences to return regularly to the museum.

THE LONG SHOP MUSEUM
TRUSTEES REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

To Manage Its Collections

- To utilise and maintain the museums infrastructure and collections to create engaging and accessible displays and exhibits.
- To secure the long-term care of the infrastructure and the Collections.
- To actively and responsibly collect, preserve and interpret objects related to the museum's themes and purpose, making them accessible and relatable to all.

To Provide Education/Outreach

- To offer a range of attractive special events with broad demographic appeal that offer collaboration with local community groups and businesses.
- To increase community participation in, and broaden the profile of audiences for, cultural and other social activities.
- To make the museum available via more diverse modes (e.g. hosting third-party group/club meetings).
- To develop the museum's presence as a community hub and increase our community involvement and support.
- To provide opportunities for learning and personal development at all life stages, and irrespective of socio-economic, educational, or cultural background, and physical or intellectual capacity.

To Manage Partnerships

- To collaborate with other heritage destinations and institutions, local businesses, community wellbeing agencies, and local government wherever this offers mutual advantage and avoids conflicts of interest.

To Espouse and Promote Diversity and Inclusivity

- To identify and implement methods and means of diversifying the museum's trustees, staff, volunteers and audiences.
- To improve access to, and ease of use of, the museum, its Collections, displays and events.
- To remove or reduce barriers to involvement with, and enjoyment of, the museum experience by under-represented groups, such as those defined by socio-economic and cultural background, or physical or cognitive ability.

To Espouse and Promote Environmentally Benign Sustainability

- To continue to monitor and, where possible, reduce the museum's carbon footprint
- To reduce towards zero the waste from the Museum that goes to land-fill
- To inform all stakeholders (including personnel and audiences) in the environmental aspirations and activities of the museum and engage them accordingly.

The CIO continuously develops its offering to museum audiences and stakeholders by developing, implementing, and regularly reviewing, Forward Plans. Forward Plans are strategic in nature, have a three-year horizon, and include a thorough status review of risks and opportunities, a tactical Action Plan with SMART quantitative and qualitative targets, and a three-year budgetary forecast. The current Action Plan, extracted from the 23 – 26 Forward Plan, is attached to this report as Appendix C.

Achievements and performance

During the current year the CIO has had to understand and respond to the challenges and opportunities posed by the Sizewell C construction project. As the project timeframe is in the order of 15 – 20 years, this has meant that the museum has had to consider significant strategic and operational changes. Footfall and dwell time were slightly up on last year, and income from admissions was £18,057.

The £1.2m repair and refurbishment programme, funded by a MEND Grant was successfully completed in the period, on time and on budget.

THE LONG SHOP MUSEUM

TRUSTEES REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Financial review

There is a surplus for the year of £307,537 (2024 : £669,400 - previously reported as £274,289 - see note 7 for details of Prior Year Adjustment).

The income for the year was £519,462 (2024: £779,306), with the majority of this being generated from grants - £481,058 (2024 : £736,066), of which £446,487 (2024: £709,505) is restricted income.

Excluding the capitalisation of MEND costs, expenditure for 2025 has increased to £209,617 (2024: £116,272, previously reported as £511,383). The key expenditure in the year was refurbishment costs of £569,185 due to the MEND project, a building project that commenced in 2022.

The period included a significant event in the continuation and completion of the MEND funded repair and refurbishment project.

In 2025, spend of £569,185 associated with the MEND project was capitalised, in accordance with the terms of the grant provided by the Arts Council England. Prior year adjustments have also been made totalling £418,332 covering 2022- 2024.

The CIO has reported a loss on the investment value of £2,308 (2024: gain £6,366).

The trustees are keenly aware of the impact upon visitor numbers due to the activity associated with the construction of Sizewell C nuclear power station. Sizewell C has a deed of obligation, and significant funding available to work with local communities to mitigate this impact. The museum trustees are working with Sizewell C and local government to ensure that the commercial and reputational health of Leiston as a visitor destination is maintained. The SWOT analysis and Key Challenges facing the museum are extracted from the current Forward Plan as Appendices A and B, respectively. As noted above, the current Action Plan, that outlines the strategic responses to the challenges and opportunities that lie before the museum, is attached as Appendix C.

The museum is operating in a dynamic and unpredictable commercial and social landscape. It is dealing with financial and cultural uncertainties that are unprecedented within the tenure of the current governance and management teams. Thankfully, the museum is a relatively small and responsive system, with strong and effective communication channels, a willingness and ability to learn equally from both successes and failures, and the will to act to change in the pursuit of its core goals to remain an engaging and rewarding centre for civic identity, wellbeing, learning and enjoyment by preserving and interpreting the past.

The museum holds its primary reserves in investment funds. These products are specialised Charity Investment Funds with a balanced risk profile, and ethical principles. The Reserves Policy is reviewed annually and is adjusted as necessary to maintain reserves that are adequate to fulfil our continuing obligations and meet creditor and payroll obligations if the Museum had to undergo unplanned closure.

Going concern

The Trustees monitor the CIO's financial position closely and continuously. The CIO has healthy reserves, in line with its policy, and has secured grants that assist with significant elements of its core costs and project plans for the forthcoming 24 months. Looking forward, the trustees remain confident that the CIO is a going concern.

Reserves

The trustees consider the level of reserves and we are happy with these as they currently stand, with total funds of £1,312,879 (2024: £1,005,341, previously reported as £587,009 - see note 7 for details of Prior Year Adjustment).

The unrestricted funds amount to £1,071,228 (2024 : £555,754 - previously reported as £137,422, see note 7 for details of prior year adjustment). These funds are made up of the general fund of £996,541 (2024:£478,759 previously reported as £60,427) and the revaluation reserve of £74,687 (2024: £76,995).

The restricted funds total £241,650 (2024: £449,587) at the year end. A full analysis of the breakdown of the restricted funds is shown in note 22, but the largest balance relates to the PIOTS Refurbishment / Arts Council England at £139,895 (2024 : £350,215) £1,199,020 (2024:£630,892 previously reported as £212,560) of the restricted funds relates to fixed assets.

The CIO does not have any funds in deficit at the year end (2024 : None).

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TRUSTEES REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

Structure, governance and management

The Long Shop Museum is a Foundation Charitable Incorporated Organisation (CIO). The Charity was established under a Memorandum of Association which established the objectives and powers of the charitable company and is governed by its Articles of Association. The museum was constituted as a CIS in June 2016 and is registered with the Charity Commission as No: 1167945 and with Companies House as No : CE007698.

There are currently seven (7) trustees, including the Chair and Vice Chair. The trustees meet every second month to discuss with the Museum Director (MD) operational issues, activities, performance against KPI's, and future development plans, and to review policy documents as required. In the absence of the MD the trustees also discuss and agree trustee recruitment and development matters, and the remuneration of the museum staff. Staff pay is reviewed at least annually. Pay awards consider the current Standard Living Wage, are based on the Museums Associations Salary Research and Recommendations document and are agreed by a quorate trustee meeting.

The CIO employs a small management team, led by the Museum Director. The day-to-day management of the museum is undertaken by the Museum Director. The MD can make financial commitments in line with the museums regularly reviewing Spending Authority Policy without reference to the trustees, otherwise financial commitments require quorate approval by trustees. The MD also has a Limited Authority Mandate to act for the museum in matters of fundraising and in financial reporting. This Mandate is reviewed annually. All material spending, investment and fundraising activities are discussed at trustee meetings and are subject to the museums Risk Management and Procurement, or Ethical Fundraising Policies.

The staff are supported by, and manage, a team of around sixty volunteers who bring with them a range of skills and experience. The volunteers assist with the front of house, stewarding and guiding, office administration, cleaning, general maintenance and small repairs. There are volunteer teams that give their time to undertake specialized tasks such as maintaining and driving steam engines, cataloguing the collections, researching and updating displays, photographing events, and helping organise and stage events. The Museum relies on the ongoing generous support of these volunteers to operate, and the Trustees would like to express sincere thanks for all their help.

THE LONG SHOP MUSEUM
TRUSTEES REPORT
FOR THE YEAR ENDED 31 MARCH 2025

The trustees who served during the year and up to the date of signature of the financial statements were:

Robert Ashton
 Stuart Brooks
 Alan Cardy
 Anthony Cooper
 Jane Fenoulhet

Angela Leonard
 Blue Miller (appointed 14 July 2025)
 Russell Rainger
 George Theodosiou (appointed 14 July 2025)

All trustees are appointed by the board. Appointments are based on any skill gaps within the board, to ensure the board has a suitable broad range of skills and experience.

The board meets six times per year with the senior management team.

Appendix A - SWOT Analysis

Strengths	Weaknesses	Opportunities	Threats
Resilience			
<p>Vigorous and growing Board of Trustees</p> <p>Core group of loyal and enthusiastic volunteers</p> <p>Ideological support from some areas of local government</p>	<p>Diminished numbers of volunteers outside of core group.</p> <p>Disproportionate reliance on revenue grant funding</p>	<p>Workforce recruitment & training plans</p> <p>Cross-institution collaborations.</p> <p>Re-invention of the museum experience for a virtual/hybrid audience</p> <p>Monetized virtual access portals</p> <p>Subscription memberships</p> <p>Incoming SZC workforce</p>	<p>Age profile of local volunteer/supporter pools.</p> <p>Emigration of local audiences, as employment opportunities fluctuate.</p>
Sustainability			
<p>Listed Building Status</p> <p>Carbon Net Zero status</p> <p>Majority of Collections do not require close environmental control.</p> <p>Majority of site does not require comfort-control of visitor environment.</p>	<p>Heritage buildings require regular maintenance/repair using materials that are not always environmentally friendly.</p> <p>Grade II* listing makes on-site renewable energy options (e.g. solar) problematic</p> <p>Age and structure of heritage buildings means poor energy efficiency.</p> <p>Live steam exhibits employ an environmentally challenging and increasingly scarce fuel source.</p>	<p>Refurbishment of the museum will improve insulation and energy efficiency of many of the spaces in the museum.</p> <p>New coal alternatives/responsibly sourced wood</p>	<p>Rising cost of energy</p>

THE LONG SHOP MUSEUM
TRUSTEES REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

Strengths	Weaknesses	Opportunities	Threats
Visitors			
<p>Iconic built heritage.</p> <p>Operational steam engines and machinery</p> <p>Unique story – nationally significant site and Collections</p> <p>Wide variety of stories; technical, historical, social and cultural</p> <p>Strong learning credentials/interactive engagement for families</p>	<p>Lack of awareness amongst potential visitors.</p> <p>Restricted access to upper floors.</p> <p>Lack of local Car Parking.</p> <p>Shortage of volunteers</p> <p>Many exhibits are dated in presentation</p> <p>Museum is not yet a 'day-out' destination</p>	<p>Increased number and variety of temporary displays.</p> <p>Cross-institution collaboration.</p> <p>New virtual/hybrid visitor experiences.</p> <p>Remote/virtual audio-visual access to restricted access areas</p> <p>Café facilities in new Community Hub</p> <p>Extended opening.</p> <p>Sizewell C</p>	<p>Leiston is not a major tourist draw – other nearby destinations seem more attractive.</p> <p>Local holiday accommodation is scarce.</p> <p>Sizewell C</p>
The Collection			
<p>Diverse and rich in social history.</p> <p>Operational steam vehicles.</p> <p>Majority is catalogued.</p> <p>Few fragile/vulnerable objects – day to day conservation not complex or costly.</p>	<p>Interpretation can be greatly improved in some cases.</p> <p>Interpretation not sufficiently accessible/inclusive/engaging</p> <p>Narrow thematic presentation.</p> <p>Limited archive storage.</p>	<p>Digitization will improve interpretation options and offer virtual access.</p> <p>Refresh staff and volunteer training & develop best practice procedures.</p> <p>Develop items that offer interaction and output.</p>	<p>Environmental threats to condition of vulnerable objects (temperature variation, ingress of rain/wind/dust, potential flooding, etc.)</p>

THE LONG SHOP MUSEUM
TRUSTEES REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

Appendix B - Key challenges facing the Museum

Resilience

Closely linked to the Museum's resilience is the need to increase visitor numbers, visitor dwell time, and the spend per visitor. Now that the restoration project is complete, every care must be taken to maintain the structures to ensure long-term survival. This requires a detailed and budgeted maintenance plan with horizons of five, ten, and twenty years. As well as more visitors and more diverse income streams, the Museum needs a more diverse and resilient workforce. New ways to recruit, and retain, volunteers, 'Friends', and benefactors, are being explored, and succession plans re-developed or reviewed.

Sustainability

If the museum is resilient, it must also be sustainable. In addition to the resilience measures highlighted above, the Museum has already achieved net carbon neutrality and a Gold Carbon Charter award. The museum continues to monitor, manage and reduce its environmental impact. It uses this position to better differentiate itself in the heritage market-place, and to champion the beneficial impact of 'green' museums upon cultural and environmental wellbeing.

3.2.3 Visitors

If we are to attract new visitors, and for existing visitors to return (and spend) we need to ensure that our museum experience is perceived as being stimulating, relevant, and value for money. To do this we must continue to broaden our appeal, to improve accessibility, and to use a combination of traditional physical resources, and new technologies to offer dynamic visitor experiences with multiple access routes and manifold engagement points. Designing displays and interpretation that satisfy these needs requires imagination, research, care, and financial resources.

3.2.4 The Collections

As part of our commitment to visitor access the Museum is in the process of digitizing its entire Collection. For this, a digital, cloud-based cataloguing system has been employed. Policies and procedures for recording and managing the Collections have been implemented and are regularly reviewed. The Museum's Collection Development Policy has been revised to include the acquisition of objects related to the broader social history of Leiston, and associated topics, to allow a more inclusive and eclectic visitor experience. The Museum needs to make its physical spaces and objects as accessible as possible, this is one of the outcomes of our restoration programme – other existing restrictions, such as the stairway to the upper gallery of the Long Shop, we intend to overcome with the use of digital/virtual technology and innovative display design.

3.2.6 Partnerships

To address many of the challenges detailed above the Museum needs to collaborate with other institutions in imaginative and disruptive ways. Closer links with schools, partnerships with other museums, historical societies, other local institutions and businesses, and training and support resources all help to enrich our visitor's experience, and consolidate the Museum's future. At the heart of the museum's success as a community support provider is our involvement with Social Prescription actors, such as the NHS, and Suffolk Inspire. We will continue to extend our range of flexible opportunities to volunteers who benefit from physical, emotional or intellectual support while at the museum.

THE LONG SHOP MUSEUM

TRUSTEES REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

3.3 Summary

The key challenges facing the Museum over the next five years can be grouped as follows:

- Resilience – Develop and manage human, infrastructure, and financial resources to ensure the longevity of the museum.
- Sustainability - Manage natural resources to ensure the long-term survival of the Museum and its surroundings. Inform visitors about the benefits of low-carbon technologies.
- Visitors – Collect information about, analyse and better understand our audience. Develop more accessible, valuable, rewarding, and diverse experiences.
- The Collections - Develop, preserve and interpret objects and Collections to enrich and extend audience engagement.
- Education and Outreach - Develop resources and strategies that encourage learning and engagement for groups of all ages, interests and abilities.
- Partnerships - To develop and manage collaborations with geographically local and thematically related institutions, local and national heritage sector groups and associations, and community support groups, in order to serve the aims above.

THE LONG SHOP MUSEUM

TRUSTEES REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Appendix C - Action Plan

Objective	Action	Methods	Responsibility	Frequency	Progress
Aim 1: Resilience Develop human, infrastructure, and financial resources to ensure the longevity of the museum					
To develop & implement procedures & plans with on-going training for trustees & volunteers	Develop a new, sector targeted, Volunteer recruitment & training programme.	Document	CLO + MD		Completed in March 2024 Reviewed April 2025
	Review and revise the 5 & 10 year Planned Maintenance Schedule.	Document review/revision	Trustees + MD	31.03.2024	Completed/Annual Review Ongoing
To continuously review & develop our offer to increase visitor income.	Review and revise marketing policy and plan		Management Team	30.03.2025	Latest revision for 2025 completed 14/02/2025
	Develop new interactive and hybrid experiences to extend and enhance the visitor experience	New displays and activities	MD, CLO + Volunteer Teams	31.03.2026	Ongoing
	Review & revise audience feedback collection and analysis	Document review/revision	MD + CLO	03.02.2026	Ongoing
	Further develop the Community Hub café as a source of income, to increase dwell time and to diversify use of the Hub	Supply Chain Agreements	Denise R + MD	30.01.2023	Ongoing
To maintain healthy governance of the museum	Recruit, appoint, induct & train new trustees as required to maintain a robust, diverse and effective board	New Trustees/Trustee Training	Trustees + MD	01.06.2023 - 31.10.2026	Ongoing
Objective	Action	Methods	Responsibility	Frequency	Progress
Aim 2: Sustainability Manage natural resources to ensure the long term survival of the Museum and its surroundings					
Monitor and minimise the Museum's Carbon Footprint	Continue to replace low efficiency heating and lighting equipment with higher efficiency technology as is practicable and commercially viable	Purchasing Guidelines/Decisions/Funding	MD + Trustees	Ongoing	Ongoing
	Review sources of supply for utilities, packaging, consumables, waste handling, etc. to ensure best Triple Bottom Line outcome	Routine review	Staff + Volunteer Team	Ongoing	Ongoing
Champion the museum's green credentials	Encourage low carbon modes of transport to the museum in marketing and social media material, and by providing suitable facilities on site (e.g. bike park)	Marketing Strategy/Media	MD	Ongoing	Ongoing
	Build environmental sensitivity, and green technologies, into the Museum's education and Outreach programme	Documents/Media	MD + CLO	Ongoing	Ongoing
	Continue to liaise with Lelston Town Council, East Suffolk Council, The Environment Agency, EDF, and local community groups to maximise opportunities to educate and inform	Communications	MD + CLO	Ongoing	Ongoing

THE LONG SHOP MUSEUM
TRUSTEES REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

Strategic	Business	Strategic	Business	Strategic	Business
Aim 3: Visitors					
Understand our audience and offer a valuable rewarding experience.					
Capture, analyse and evaluate the needs and interests of our audience and continually improve the visitor experience we provide.	Implement an Audience Finder hybrid Survey Plan	Plan confirmed and in use	MD	Ongoing	Ongoing
	Collect, analyse, and interpret data from Survey Plan. Disseminate findings and plan developments	Data and analysis based proposals	MD	Ongoing 03.02.2023	To be used to inform new Marketing Strategy
Ensure the museum displays and interpretation are maintained, improved and developed to a high standard.	Perform daily checks to ensure that all displays, models and interactives are working correctly	Procedures & Training	Staff and F&H Team	Ongoing	Ongoing
	Continuously improve the presentation of the Collection by reviewing the layout and structure of elements of the displays	Routine inspections and responses to feedback	Display & Collections Teams + MD	Ongoing	Ongoing
	Develop annual plans for improvements and temporary displays linked to local and national initiatives and in partnership with others.	Policy and Plan	Display & Collection Teams + MD	Ongoing	Ongoing
	Increase the number of Temporary, and Offsite displays and events tailored to specific audience interests and topical issues to encourage repeat visits.	Calendar	MD + CLO + AEO	Ongoing	Ongoing
Improve access to the museum so more people can enjoy all that it has to offer.	Based on the findings of the Independent access audit, produce, and deliver an access plan to improve visitor experience.	Document	MD	28.02.2022	Plan complete, implementation ongoing and linked to repair and refurbishment project.
	Introduce CCTV, tactile tours, audio/virtual tours via smart phones, quiet times, individual guided tours for hearing/sight impaired visitors, sensory maps and visitor packs	Proposals, risk assessments & Plan	MD	26.02.2022 - 31.10.2025	Ongoing

THE LONG SHOP MUSEUM
TRUSTEES REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

Objective	Activities	Responsible	Responsible	Timeline	Progress
Aim 4: The Collection Develop, preserve, and interpret artefacts to enrich audience engagement					
Document, manage and use information about the Collections.	Revise Collection Documentation Procedures in line with Spectrum 5.1, and new Catalogue Management System Manage the transfer of Collection data to the new CMS. Digitize the Collection & Archive Publish Catalogue Online	Catalogue Update Procedures	MD + Collection Team	Ongoing	CMS operational, Catalogue Update on Schedule
Develop the scope of the Collections responsibly in accordance with ethical guidelines.	Revise, approve and implement a Collections Development Policy to reflect a broader range of themes.	Documents, training	MD + Collection Team	Ongoing	Policy complete, Implementation ongoing
	Continue to liaise with other local museums regarding their Collections Development Plans and Acquisitions Policies	Communications	MD + Collection Team	Ongoing	Ongoing
Ensure that the museum Collections and buildings are managed and interpreted to a high standard.	Use the decant related to the Repair and Refurbishment project as a Conservation, Object Handling, and Object Location Training opportunity	Appoint Accredited Conservator to assist with planning and delivery of decant	MD + Decant Team	30.03.2026	Ongoing, on schedule
	Review Emergency Plan and deliver training on implementation.		MD + Trustees	30.08.2025	After 2nd Phase of Repair & Refurb
	Conduct Security Review	Review Plan	MD		Plan reviewed after completion of MEND project, scheduled for Jan 2026
	Follow, and regularly review museum's Maintenance Plan	Asset and policy review	MD + MA + Volunteer Teams	30.03.2026	Ongoing


THE LONG SHOP MUSEUM
TRUSTEES REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

Objectives	Activities	Methods	Responsible	Frequency	Resources
Aim 5: Education and Outreach Develop resources and strategies that encourage learning by groups of all ages, interests and abilities					
Expand and improve our education & outreach programme.	Continually review, revise and deliver the museum's outreach programme and activity plan, liaising with the Learning, Collections and Display Teams to ensure that exhibitions & displays serve the programme.	Regular Reviews, revised documents	MD and CLO	Ongoing	
	Produce annual plans for interpretation improvements and temporary displays linked to local and national initiatives and in partnership with others.	Post Event Reviews	MD + CLO + Volunteer Teams	Ongoing	
	Review and respond to event feedback and modify future event programmes accordingly.				

THE LONG SHOP MUSEUM
TRUSTEES REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

Objectives	Actions	Measures	Responsibility	Timeline	Progress
Aim 6: Partnerships To leverage collaborations with local and thematically related institutions to serve the aims above.					
Develop and manage contact with heritage sector institutions that might impact on, or be impacted by, the museum's activities.	Liaise with other local museums regarding their Collections Development Plans and Acquisitions Policies.	Communications policy	MD	Ongoing	
	Liaise with local and national heritage sector groups and thematically linked museums to keep up to date with sector legislation, guidelines and trends and to share ideas and best practice procedures.	Network with other Curators	MD + Collection Team	Ongoing	
Develop involvement in the Museum Sector.	Attend AFSM, MDSE, and AIM training courses and conferences.	Museum/Event/ Course attendance	MD, CLO, AEO, Volunteers	Ongoing	

The trustees report was approved by the Board of Trustees.



A Leonard
Trustee

10 November 2025



R Rainger
Trustee

THE LONG SHOP MUSEUM

Independent Examiner's Report to the Trustees of The Long Shop Museum

I report to the Charity Trustees on my examination of the accounts of the charity for the year ended 31 March 25 which consists of the statement of financial activities, balance sheet and the related notes.

Responsibilities and basis of report

As the charity's trustees you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the charity's accounts carried out under section 145 of the Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent Examiner's Statement

The charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of ICAEW, which is one of the listed bodies.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination which gives me cause to believe that in, any material respect:

- (1) the accounting records were not kept in accordance with section 130 of the Charities Act; or
- (2) the accounts did not accord with the accounting records; or
- (3) the accounts did not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



Karl Jermyn FCA
Jermyn & Co

Unit 3, Hill Farm
Kirby Road
Kirby Bedon
Norwich
NR14 7DU

Dated: 10 NOVEMBER 2025

THE LONG SHOP MUSEUM

**STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2025**


		Unrestricted funds	Restricted funds	Total	Unrestricted funds	Restricted funds - Restated	Total
		2025	2025	2025	2024	2024	2024
	Notes	£	£	£	£	£	£
Income and endowments from:							
Donations and legacies	3	38,844	448,612	487,456	31,511	709,561	741,072
Charitable activities	4	18,057	0	18,057	24,425	0	24,425
Other trading activities	5	6,552	0	6,552	7,593	0	7,593
Investments	6	7,397	0	7,397	6,216	0	6,216
Total income		70,850	448,612	519,462	69,745	709,561	779,306
Expenditure on:							
Raising funds	8	17,311	0	17,311	16,304	0	16,304
Charitable activities	9	123,229	69,078	192,307	97,442	2,526	99,968
Total expenditure		140,539	69,078	209,617	113,746	2,526	116,272
Net gains / (losses) on Investments	13	(2,308)	0	(2,308)	6,366	0	6,366
Net income / (expenditure)		(71,997)	379,534	307,537	(37,635)	707,035	669,400
Transfers between funds		587,471	(587,471)	0	395,111	(395,111)	0
Net movement in funds		515,474	(207,937)	307,537	357,476	311,924	669,400
Reconciliation of funds:							
Fund balances at 1 April 2024		555,754	449,587	1,005,341	198,278	137,663	335,941
Fund balances at 31 March 2025		1,071,228	241,650	1,312,879	555,754	449,587	1,005,341

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

THE LONG SHOP MUSEUM
BALANCE SHEET
AS AT 31 MARCH 2025

	Notes	2025	£	£	2024	£	£
					Restated		
Fixed Assets							
Tangible assets	15		1,199,141			631,031	
Investments	17		119,217			121,524	
			<u>1,318,358</u>			<u>752,554</u>	
Current assets							
Stocks	18	2,378			2,973		
Debtors	19	37,884			73,953		
Cash at bank and in hand		101,534			308,276		
		<u>141,796</u>			<u>385,202</u>		
Creditors: amounts falling due within one year	20	(147,270)			(132,412)		
Net current assets			<u>(5,474)</u>			<u>252,790</u>	
Total assets less current liabilities			<u>1,312,879</u>			<u>1,005,341</u>	
The funds of the CIO							
Restricted income funds	22	241,650			449,587		
Unrestricted funds	23	1,071,228			555,754		
		<u>1,312,879</u>			<u>1,005,341</u>		

The financial statements were approved by the trustees on 10 November 2025.



A Leonard
Trustee



R Rainger
Trustee

THE LONG SHOP MUSEUM
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2025

	Notes	£	2025 £	£	2024 £
				Restated	
Cash flows from operating activities					
Cash generated from / (absorbed by) operations	28		359,550		712,931
Investing activities					
Purchase of tangible fixed assets		(573,689)		(540,924)	
Investment income received		7,397		6,216	
Net cash used in investing activities			(566,293)		(534,708)
Net cash generated from financing activities			0		0
Net increase / (decrease) in cash and cash equivalents			(206,743)		178,223
Cash and cash equivalents at beginning of the year			308,276		130,052
Cash and cash equivalents at end of the year			<u>101,534</u>		<u>308,276</u>

THE LONG SHOP MUSEUM
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

Charity Information

The Long Shop Museum is a charitable incorporated organisation, registered with the Charity Commission in England and Wales. The CIO's registered office is 17 King Edward Road, Leiston, Suffolk, IP16 4HQ

1.1 Accounting convention

The financial statements have been prepared in accordance with the CIO's governing document, the Charities Act 2011, FRS102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS102" and the Charities SORP "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 (FRS102)" (effective 1 January 2019). The CIP is a Public Benefit Entity as defined by FRS102.

The financial statements have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a true and fair view. This departure has involved following the statement of Recommended Practice for charities applying FRS102 rather than the version of the Statement of Recommended Practice which is referred to in the Regulations but which has since been withdrawn.

The financial statements are prepared in sterling, which is the functional currency of the CIO. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, modified to include the revaluation of the listed investments. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the CIO has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives. The unrestricted funds, include the revaluation fund.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

Income is recognised when the CIO is legally entitled to do it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received. This includes grants received from local authorities.

Cash donations are recognised on receipt. Other donations are recognised once the CIO has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of donation.

Legacies are recognised on receipt of otherwise if the CIO has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

Other income is recognised at the point of sale or receipt.

THE LONG SHOP MUSEUM
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

1.5 Expenditure

Expenditure is recognised when a present legal or constructive obligation exists at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefits will be required to settle the obligation, and the amount can be estimated reliably. It is inclusive of VAT which cannot be recovered.

Direct costs are those costs which directly attribute to its activities. Wages and salaries are allocated to direct costs based on an estimate of time spent on charitable activities by staff members.

Support costs include staff costs and are those which do not produce a direct output. Staff costs relate to specific activities and this is reflected in the allocation of payroll costs based on the percentage of time spent.

All costs, including governance costs, are allocated between the expenditure categories of the charity on a basis designed to reflect the use of the resource. Costs relating to a particular activity are charged directly; others are apportioned on an appropriate basis.

Support costs and overheads have been calculated by allocating staff time to the level of involvement in the various activities of the Charity.

1.6 Tangible Fixed Assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Where restoration work has been carried out in restoring a heritage asset this has been included within museum exhibits.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives as follows:

Freehold land and buildings	Straight line over 25 years
Plant and equipment	Straight line over 10 years
Museum exhibits	Not being depreciated

The gain or loss arising on the disposal of an asset is determined as the difference between sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Heritage assets

The charity has heritage assets, that is, non-monetary assets with historic, artistic, scientific, technological, geophysical or environmental qualities that are held and maintained principally for their contribution to knowledge and culture.

The heritage assets held are historic in nature and have no cost basis. Given the unique nature of many of the items in the collection, a reliable valuation is impracticable and due to this they are excluded from the financial statements.

1.8 Fixed asset investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred.

1.9 Impairment of fixed assets

At each reporting end date, the CIO reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such impairment exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.10 Stocks

Stocks held for sale as part of non-charitable trade are measured at the lower cost or net realisable value.

Net realisable value is the estimated selling price less all estimated costs of completion and cost to be incurred in marketing, selling and distribution.

THE LONG SHOP MUSEUM
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

Accounting policies

1.1 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.1 Financial instruments

The CIO has elected to apply the provisions of Section 11 "Basic Financial Instruments" and Section 12 "Other Financial Instruments Issues" of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the CIO's balance sheet when the CIO becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Derecognition of financial liabilities

Financial liabilities are derecognised when the CIO's contractual obligations expire or are discharged or cancelled.

1.1 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised as an expense when the CIO is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.1 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

1.2 Leases

Rentals payable under operating leases, including any lease incentives received, are charged as an expense on a straight line basis over the term of the relevant lease.

1.3 Prior Year Restatement

During the year ended 31 March 25, it was identified that costs incurred in prior years (2022 - 2024) relating to the MEND project, which met the criteria for capitalisation under the charity's accounting policy, had been expensed in error. The 2024 comparative figures have therefore been restated to recognise these items as fixed assets rather than expenditure.

The effect of this restatement is as follows:

	As previously stated	Adjustment	Restated value
	£	£	£
Unrestricted funds at 1 April 24	175,057	23,221	198,278
Expenditure 2024 - Restricted Funds	397,637	(395,111)	2,526
Cashflows from operating activities	317,819	395,111	712,931
Assets under the course of construction - cost at 31 March 24	-	564,145	564,145
Freehold land & buildings - cost at 31 March 24	249,130	(145,813)	103,317

The restatement has no impact on cash flows for the year ended 31 March 2025

THE LONG SHOP MUSEUM
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

There are no estimates and assumptions which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities.

Heritage assets

The heritage assets are excluded from the financial statements due to their unique nature and the difficulties this presents in order to get a reliable valuation. If these were valued the asset base of the CIO would likely be significantly higher than shown in these financial statements

3 Donations and legacies

	Unrestricted funds	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
	2025	2025	2025	2024	2024	2024
	£	£	£	£	£	£
Donations and gifts	4,273	2,125	6,398	4,950	56	5,006
Grant income	34,571	446,487	481,058	26,561	709,505	736,066
	<u>38,844</u>	<u>448,612</u>	<u>487,456</u>	<u>31,511</u>	<u>709,561</u>	<u>741,072</u>
Grants receivable						
Magnox	-	25,400	25,400	-	31,400	31,400
Norfolk County Council	-	5,770	5,770	-	3,000	3,000
Suffolk County Council	13,821	-	13,821	14,821	-	14,821
East Suffolk Council	-	-	-	-	3,136	3,136
Arts Council England	-	373,728	373,728	-	653,969	653,969
ACE Lottery	-	18,000	18,000	-	-	-
Leiston Town Council	10,000	200	10,200	10,000	-	10,000
Leiston Community Land Trust	10,000	-	10,000	-	-	-
EDF	-	-	-	1,000	-	1,000
Sizewell C	750	4,700	5,450	-	-	-
The Headley Trust	-	18,000	18,000	-	18,000	18,000
Other	0	690	690	740	-	740
	<u>34,571</u>	<u>446,487</u>	<u>481,058</u>	<u>26,561</u>	<u>709,505</u>	<u>736,066</u>

THE LONG SHOP MUSEUM
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

4 Charitable activities

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Museum and event admission	18,057	24,425

5 Income from other trading activities

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Fundraising events	-	-
Shop income	4,459	5,586
Letting and licensing arrangements	250	79
Sponsorships and social lotteries	1,843	1,928
Other trading activities	6,552	7,593

6 Income from investments

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Income from listed investments	7,397	4,748
Interest receivable	-	1,468
	7,397	6,216

7 Prior Year Adjustments

Legal, professional, consultancy costs and other project specific costs have been capitalised in 2025 in accordance with the terms of the Arts Council England Grant. Costs relating to 2024 and earlier have been capitalised via a Prior Year Adjustment.

Impact on Financial statements:

Previously reported in Financial Statements for year ended 31 March 24

Costs from 2022	20,231
Costs from 2023	2,990
Costs from 2024	395,111

Revised balances in Financial Statements for year ended 31 March 25

Surplus reported in 2024	Opening General Funds at 1 April 24	Fixed Assets	Unrestricted Funds 1 April 24
274,289	104,428	212,697	137,422
-	20,231	20,231	20,231
-	-	2,990	2,990
395,111	-	395,111	395,111
669,400	127,649	631,031	555,754

THE LONG SHOP MUSEUM
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

8 Expenditure on raising funds

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Fundraising and publicity		
Staging fundraising events	2,888	3,101
Advertising	8,570	11,129
Other fundraising costs	919	782
	<u>12,377</u>	<u>15,012</u>
Trading costs		
Operating charity shops	4,933	1,292
	<u>17,311</u>	<u>16,304</u>
Total Costs		

9 Expenditure on charitable activities

	2025 £	2024 £ Restated
Direct costs		
Staff costs	80,811	61,037
Curatorial activities	1,467	938
Learning and outreach	14,548	948
Engine operation and restoration	1,206	1,507
Museum expenses	18,506	3,029
	<u>116,537</u>	<u>67,459</u>
Share of support and governance costs (see note 10)		
Support	70,120	27,109
Governance	5,650	5,400
	<u>192,307</u>	<u>99,968</u>
Analysis by fund		
Unrestricted funds	123,229	97,442
Restricted funds	69,078	2,526
	<u>192,307</u>	<u>99,968</u>

THE LONG SHOP MUSEUM
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

10 Support costs

	Support costs	Governance costs	2025	Support costs - Restated	Prior Year Adjustment	Governance costs - Restated	2024
	£	£	£	£	£	£	£
Depreciation	5,579	-	5,579	5,580	-	-	5,580
Refurbishment costs	-	-	-	268,800	(281,736)	-	(12,936)
Property expenses	11,755	-	11,755	9,917	-	-	9,917
Insurance	15,121	-	15,121	13,625	-	-	13,625
iZettle fees	373	-	373	499	-	-	499
Printing, postage & stationery	2,350	-	2,350	2,766	-	-	2,766
IT Software and consumables	1,518	-	1,518	1,224	-	-	1,224
Legal, professional, consultancy and health and safety fees	17,262	-	17,262	113,375	(113,375)	-	-
Telephone and internet	6,858	-	6,858	801	-	-	801
Travel and subsistence	334	-	334	143	-	-	143
General expenses	8,968	-	8,968	5,490	-	-	5,490
Accountancy		5,650	5,650			5,400	5,400
	<u>70,120</u>	<u>5,650</u>	<u>75,770</u>	<u>422,220</u>	<u>(395,111)</u>	<u>5,400</u>	<u>32,509</u>
Analysed between Charitable activities	<u>70,120</u>	<u>5,650</u>	<u>75,770</u>	<u>422,220</u>	<u>(395,111)</u>	<u>5,400</u>	<u>32,509</u>

Legal, professional, consultancy costs were capitalised in 2025 in accordance with the terms of the Arts Council England Grant. Costs relating to 2024 and earlier have been capitalised via a Prior Year Adjustment.

Included within accountancy fees are £5,650 (2024:£3,000) relating to the independent examination fees.

11 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the CIO during the year.

12 Employees

	2025 Number	2024 Number
	<u>3</u>	<u>3</u>
Employment costs	2025	2024
Wages and salaries	77,082	59,237
Social security costs	1,416	23
Other pension costs	2,313	1,777
	<u>80,811</u>	<u>61,037</u>

THE LONG SHOP MUSEUM
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

12 Employees (continued)

There were no employees whose annual remuneration was more than £60,000.

Remuneration of key management personnel

The remuneration of key management personnel was as follows:

	2025 £	2024 £
Aggregate compensation	38,651	38,315

13 Gains and losses on investments

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
(Losses) / Gains arising on:		
Revaluation of investments	(2,308)	6,366

14 Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

Value added tax is accounted for on an accruals basis.

15 Tangible fixed assets

	Freehold property £	Assets under the course of construction- Restated £	Plant and machinery £	Museum Exhibits £	Total £
Cost					
At 1 April 2024	103,317	564,145	17,740	29,909	715,111
Additions - FY25	-	569,185	-	4,504	573,689
At 31 March 25	103,317	1,133,331	17,740	34,413	1,288,800
Depreciation and impairment					
Brought forward	55,550	-	7,084	21,447	84,080
Charge	4,133	-	1,447	-	5,579
Carried forward	59,682	-	8,531	21,447	89,660
Carrying amount					
As at 31 March 2025	43,635	1,133,331	9,209	12,966	1,199,141
As at 31 March 2024	47,768	564,145	10,656	8,462	631,031

Included in museum exhibits is £12,966 relating to heritage assets being restored.

Included in freehold land and buildings is £1,133,331 relating to assets under construction, therefore not depreciated in the year.

<u>Restatement of Opening Cost:</u>	Freehold Property £	Assets under the course of construction £
Previously Reported	249,130	-
Moved to Assets under the course of construction	(145,813)	145,813
Prior year adjustment - 2022 & 2023	-	23,221
Prior year adjustment - 2024	-	395,111
Restated Opening Cost 1 April 24	103,317	564,145

THE LONG SHOP MUSEUM
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

16 Heritage assets

The CIO owns over 8,000 heritage assets which are housed at The Long Shop and are preserved to a high standard.

The nature, range and provenance of many of the items in the collection renders it impracticable to obtain reliable valuations in a cost effective manner. The assets range from steam engines to thimbles and include a large number of documents and images.

As the heritage assets have not been able to be valued and have no historic cost, they are excluded from these financial statements.

The cost of restoration of historic assets is included in fixed assets under museum exhibits.

17 Fixed Asset Investments

**Listed
Investments**

£

Cost or valuation
At 1 April 2024
Valuation changes

121,525
(2,308)

At 31 March 2025

119,217

Carrying amount
At 31 March 2025

119,217

At 31 March 2024

121,524

2025
£

2024
£

Investments at fair value comprise:

M&G Charifund units
ColF Charity fund units

39,157
80,060
119,217

37,552
83,972
121,524

Fixed asset investments revalued

Investments are in listed units and therefore are valued at their listed market value as at 31 March 2025. The revaluation movements are posted to the revaluation fund within unrestricted funds, which at 31 March 2025 amounted to £74,687 (2024: £76,995). This historic cost of the investments is £44,529.

18 Stocks

2025
£

2024
£

Finished goods and goods for resale

2,378

2,973

THE LONG SHOP MUSEUM
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

19 Debtors

	2025	2024
	£	£
Amounts falling due within one year:		
Other Debtors	37,884	73,073
Prepayments and accrued income	-	880
	<u>37,884</u>	<u>73,953</u>

20 Creditors : amounts falling due within one year

	2025	2024
	£	£
Other taxation and social security	4,190	1,868
Trade Creditors	34,369	102,842
Other Creditors	16,433	403
Accruals & deferred income	92,278	27,299
	<u>147,270</u>	<u>132,412</u>

21 Retirement benefit scheme

Defined contribution schemes	2025	2024
	£	£
Charge to the profit or loss in respect of defined contribution schemes	<u>2,313</u>	<u>1,777</u>

The CIO operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from

22 Restricted Funds

	At 1 April 2024	Incoming resources	Resources expended	Transfers	At 31 March 2025
	£	£	£	£	£
Un-named balance from prior year	(22,090)	-	-	22,090	-
Arts Council England / PIOTS Refurbishment	350,215	373,728	(14,862)	(569,185)	139,895
Buick Project	5,007	-	(162)	-	4,845
Trolley Bus	8,727	2,125	(1,199)	-	9,653
Magnox	44,317	25,400	(18,090)	-	51,627
Foyle Community Hub	44,461	-	(1,884)	(42,577)	-
NCC - Recovery grant SME for low energy heating	3,000	-	-	-	3,000
Norfolk CC - Museum at Risk	-	5,000	(770)	-	4,230
Norfolk CC - Skill Builder	-	770	-	-	770
The Headley Trust	15,950	18,000	(15,950)	-	18,000
East Suffolk - Garden Project	-	-	(2,202)	2,202	-
Scappors - Restoration	-	490	-	-	490
Sizewell - Weathervane	-	4,700	-	-	4,700
Assoc for SU AFSM grant	-	200	(200)	-	-
ACE Lottery	-	18,000	(13,759)	-	4,241
Leiston-cum-Sizewell Town Council	-	200	-	-	200
	<u>449,587</u>	<u>448,612</u>	<u>(69,078)</u>	<u>(587,471)</u>	<u>241,650</u>

THE LONG SHOP MUSEUM
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

22 Restricted Funds (continued)

Previous year :	At 1 April 2023	Incoming resources	Resources expended - Restated	Transfers - Restated	At 31 March 2024 - Restated
	£	£	£	£	£
Un-named balance from prior year	-	-	(22,090)	-	(22,090)
Arts Council England / PIOTS Refurbishment	55,928	653,969	35,429	(395,111)	350,215
Buick Project	5,513	-	(506)	-	5,007
Trolley Bus	10,100	56	(1,429)	-	8,727
Magnox	19,608	31,400	(6,691)	-	44,317
Foyle Community Hub	46,314	-	(1,853)	-	44,461
NCC - Recovery grant SME for low energy heating	-	3,000	-	-	3,000
Arts Friends Suffolk - Display mannequins	200	-	(200)	-	-
East Suffolk	-	3,136	(3,136)	-	-
The Headley Trust	-	18,000	(2,050)	-	15,950
	137,663	709,561	(2,526)	(395,111)	449,587

Description of restricted funds below:

Arts Council England / PIOTS Refurbishment - the MEND funded refurbishment programme

Buick Project - Donations used to support the restoration of a 1932 Buick motor car that was once owned by Garrett Engineering - once complete this vehicle will become part of the museums collection.

Trolley Bus - Donations used to support the restoration of a 1923 Trolleybus built at Garretts - Once complete this vehicle will become part of the museums collection.

Magnox (revenue) - Grant funds covering the full cost of employment of the Communities & Learning Officer for a 36 month period.

Magnox (capital) - Grant funds covering the costs of materials and services required to deliver the agreed activities associated with the CLO role.

Foyle Community Hub - Grant used to support the building of a new kitchen facility for the Community Hub.

NCC - Recovery grant SME for low energy heating - Grant funds to be used to install high-efficiency heating in the restoration workshop. This work is planned for Autumn / Winter 2024 /25.

Norfolk County Council - Museum at Risk Grant - one off grant to support the costs of repairing the roof of the museum's Archive Store

Norfolk County Council - Skills Builder Grant - one off grant to be used to support staff training costs

The Headley Trust - Grant funds covering 50% of Museum Directors salary over a 36 month period.

East Suffolk - Grant fund for Garden Project

Arts Friends Suffolk - Display mannequins, grant funds from small cultural support group used to develop a new museum display focused on Women in Agriculture.

SCCAPORS Restoration - one off grant to support purchase of conservational care of museum objects

Sizewell C. Weathervane - one off payment to meet the cost of the repair of the museum's weathervane

Assoc for SU AfSM Grant - grant used to purchase storage containers for objects temporarily removed from display during the MEND refurbishment project.

ACE Lottery - Grant for the Long Shop Sound Machine project, a collaborative project with Orchestras Live that worked with local primary schools to create and perform original music based on themes inspired by the museum. The project is scheduled for completion in November 2025.

Lelston-cum-Sizewell Town Council - a grant for 50% of the cost of having a large 19th century map of the town professionally photographed for digital preservation

THE LONG SHOP MUSEUM
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

23 Unrestricted funds

The unrestricted fund is made up as follows:

	At 1 April 2024 £	Prior Year Adjustment £	Incoming resources £	Resources expended £	Transfers £	Gains and losses £	At 31 March 2025 £
General funds	478,759		70,850	(140,539)	587,471		996,541
Revaluation reserve	76,995					(2,308)	74,687

Previous year - Restated

	At 1 April 2023 £	Prior Year Adjustment £	Incoming resources £	Resources expended £	Transfers £	Gains and losses £	At 31 March 2024 £
General funds	104,428	23,221	69,745	(113,746)	395,111		478,759
Revaluation reserve	70,629					6,366	76,995

24 Analysis of net assets between funds

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £
At 31 March 2025:			
Tangible assets	121	1,199,020	1,199,141
Investments	119,217		119,217
Current assets / (liabilities)	4,243	(9,720)	(5,477)
	<u>123,581</u>	<u>1,189,300</u>	<u>1,312,879</u>

	Unrestricted funds 2024 £	Restricted funds 2024 £	Prior Year Adjustment 2022 & 2023 £	2024 £	Revised Restricted Funds £	Total 2024 £
At 31 March 2024:						
Tangible assets	137	212,560	23,221	395,111	630,892	631,031
Investments	121,524	-	-	-	-	121,524
Current assets / (liabilities)	15,761	237,027	-	-	237,027	252,788
	<u>137,422</u>	<u>449,587</u>	<u>23,221</u>	<u>395,111</u>	<u>867,919</u>	<u>1,005,341</u>

THE LONG SHOP MUSEUM
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FOR THE YEAR ENDED 31 MARCH 2025

25 Operating lease commitments

Lessee

At the reporting end date the CIO had outstanding commitments for future minimum lease payments under non -cancellable operating leases, which fall due as follows:

	2025	2024
	£	£
Within one year	1,356	924
Between two and five years	339	462
	<u>1,695</u>	<u>1,386</u>

26 Capital commitments

The charity had capital and refurbishment expenditure commitments at the year end as follows:

	2025	2024
	£	£
Acquisition of property	0	25,555
Refurbishment expenditure	30,000	596,438
	<u>30,000</u>	<u>621,993</u>

The commitment above relates to the MEND project and is externally funded by Arts Council England.

27 Related party transactions

Related party donation made by a trustee of £1,000 during the year (2024 - £1,000).

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NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

28 Cash generated from / (absorbed by) operations	2025 £	2024 Restated £
Surplus / (deficit) for the year	307,537	274,289
Prior Year Adjustment		395,111
Restated Surplus / (deficit) for the year	<u>307,537</u>	<u>669,400</u>
Adjustments for:		
Investment income recognised in statement of financial activities	(7,397)	(6,216)
Fair value gains and losses on investments	2,308	(6,366)
Depreciation and impairment of tangible fixed assets	5,579	5,580
Movements in working capital:		
Decrease / (increase) in stocks	595	27
(Increase) / decrease in debtors	36,069	(69,925)
Increase / (decrease) in creditors	14,858	120,430
Cash generated from / (absorbed by) operations	<u>359,550</u>	<u>712,931</u>