FFCC LIMITED

England & Wales · Charity number 1195790

Details

Other names	FOOD, FARMING AND COUNTRYSIDE COMMISSION
Status	Registered
Legal form	Charitable company
Company number	12562770
Registered	2021-09-10
Register	View on the Charity Commission register

Contact

Address	Courtenay House Pynes Hill Exeter EX2 5AZ
Phone	02071181870
Email	hello@ffcc.co.uk
Website	www.ffcc.co.uk

Activities

Objects: THE CHARITY'S OBJECTS ("OBJECTS") ARE SPECIFICALLY RESTRICTED TO PROMOTING SUSTAINABLE DEVELOPMENT FOR THE BENEFIT OF THE PUBLIC IN PARTICULAR, BUT NOT LIMITED TO, BY THE FOLLOWING MEANS:(1) THE PROMOTION OF SUSTAINABLE LAND USE, IN PARTICULAR THROUGH AGROECOLOGY;(2) THE PROMOTION OF THE PRUDENT USE OF NATURAL RESOURCES THROUGH SUSTAINABLE FOOD PRODUCTION AND FARMING PRACTICES;(3) THE PROMOTION OF SUSTAINABLE MEANS OF ACHIEVING ECONOMIC DEVELOPMENT AND REGENERATION.IN FURTHERANCE OF THE ABOVE THE CHARITY WILL PROVIDE FUNDING, MAKE GRANTS OR MAKE FINANCIAL OR OTHER AWARDS IN KIND TO INDIVIDUALS, ORGANISATIONS AND COMMUNITY GROUPS.THE CHARITY WILL USE THE FOLLOWING DEFINITION OF “SUSTAINABLE DEVELOPMENT” AS SET OUT IN THE 1987 BRUNTLAND COMMISSION REPORT: SUSTAINABLE DEVELOPMENT MEANS “DEVELOPMENT THAT MEETS THE NEEDS OF THE PRESENT WITHOUT COMPROMISING THE ABILITY OF FUTURE GENERATIONS TO MEET THEIR OWN NEEDS.

Activities: We work with partners and communities across the UK to encourage debate, catalyse change, and devise practical actions that contribute to: healthy food for everyone provided through a fair system; a transition to agroecology by 2030; and flourishing rural communities with sustainable land use, nature

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restoration, good work and affordable homes

Classification

- **How:** Provides Advocacy/advice/information, Sponsors Or Undertakes Research
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives, The Prevention Or Relief Of Poverty, Environment/conservation/heritage, Economic/community Development/employment, Other Charitable Purposes
- **Who:** Other Defined Groups, The General Public/mankind

Geography

- Northern Ireland
- Scotland
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£695,311	£2,467,464	£748,252	19
2024-03-31	£2,271,830	£1,639,618	£2,520,405	16
2023-03-31	£2,121,325	£1,351,345	£1,888,193	16
2022-03-31	£390,718	£983,376	-	-

Trustees

Name	Role	Appointed
Martin John Nye	Chair	2026-04-01
Carwyn Howell Jones		2021-02-17
DAME FIONA REYNOLDS DBE		2020-04-17
David Fursdon		2020-04-17
Dawn Jacquelyn AUSTWICK		2021-02-17
Dr Margaret Mayne		2020-04-20
Helen Browning		2020-04-17
Shirley Cramer CBE		2020-04-16
Ufuk Ibrahim		2023-01-26

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FFCC LIMITED

England & Wales - Charity number 1195790

Accounts

Registered number: 12562770
Charity number: 1195790

FFCC LIMITED

(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025



FFCC LIMITED
(A company limited by guarantee)

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FFCC LIMITED

(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2025

Trustees	F Reynolds, Chair (from 15 August 2024) (appointed 17 April 2020) H Browning (appointed 17 April 2020) I Cheshire, Chair (until August 2024) (appointed 17 April 2020, resigned 25 April 2024) S Cramer (appointed 17 April 2020) D Fursdon (appointed 17 April 2020, resigned 15 January 2025) U Ibrahim(appointed 26 January 2023) C Jones (appointed 17 February 2021) M Mayne (appointed 20 April 2020) D Austwick (appointed 17 February 2021)
Company registered number	12562770
Charity registered number	1195790
Registered office	Courtenay House Pynes Hill Exeter EX2 5AZ
Company secretaries	J Knight (appointed 2 February 2024) C Shepherd (appointed 1 January 2025, resigned 31 July 2025) C Muggridge (appointed 25 September 2025)
Key management personnel	S Pritchard (appointed 29 April 2020) D Edwards (appointed 3 January 2024) R Renfro (appointed 6 July 2020)
Independent auditors	Bishop Fleming Audit Limited Chartered Accountants Registered Auditors 10 Temple Back Redcliffe Bristol BS1 6FL
Accountants	Griffin Chartered Accountants Courtenay House Pynes Hill Exeter Devon EX2 5AZ

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2025

Chairs Statement

This year, the second of our current three year strategy, has been even more eventful than usual. The July 2024 election, multiple pressures on the countryside, and a vibrant and sometimes angry debate about the future of farming has required agile advocacy and a clear focus for FFCC's work. The new Government brought both new attention to the issues that concern us and a fast-moving political dialogue about the countryside..

Though our work programme was extensive, I believe there are three stand-out achievements to report this year.

The first was our biggest ever piece of work, our Food Conversation, which involved us engaging hundreds of citizens across the UK in a deliberative process to explore their attitudes to food and farming, and what they want from food policy. Its findings were clear: citizens are deeply concerned by the ready availability of cheap, unhealthy food and its impact on them and their families and seek leadership from the Government to tackle the harms and to enable a greener, healthier, fairer future. These findings have enabled us to conduct a new dialogue with Government ministers and officials, laying to rest the long-quoted 'nanny state' reasons why governments have hesitated to intervene in the food choices people make.

The second was Land Use. Our long-standing advocacy for a Land Use Framework to enable better, more sustainable decision-making about land was rewarded in January 2025 when Defra finally published a consultation paper on land use and sought our involvement in the consultation process. Drawing on our extensive previous work, including our pilots in Devon and Cambridgeshire, we hosted a number of the consultations, submitted detailed evidence to Defra and stand ready to play our part in the next steps.

Our third major priority was work on the farming transition. This remains uncomfortably in the balance, with rows about inheritance tax and Defra's pausing of one of its main support schemes for farmers – the Sustainable Farming Incentive – creating deep uncertainty in the sector. We made two contributions to the debate about the future of farming which have both had significant impact. The first, a report by Professor Tim Jackson The False Economy of Big Food estimated that unhealthy diets are costing the UK a staggering £268bn a year. The second, a research report by our own Dr Charlie Taverner, entitled Paying the Price, answered the question on everyone's lips 'why are farmers asset rich and cash poor?' demonstrating the role of a tiny number of multinational food businesses which dominate the food chain.

Meanwhile, our teams in Wales, Scotland and Northern Ireland have been innovating in projects that both tackle their own country challenges and provide insight for the whole of the UK. From Nature Service Wales to the mutualisation of natural capital payments, sharing insights on different approaches to land use decision making, to the inaugural Fields Good festival, these practical projects allow us to 'test and learn' about what works.

These are testing times for the countryside across the UK and solutions can sometimes feel far off. But solutions exist, and as we watch the rising public interest in healthy food, and the acceleration of regenerative and agroecological methods of farming, we know there are multiple opportunities to do things better. And since the Secretary of State for Defra, Steve Reed, has adopted a 25 Year Roadmap for Farming as one of his top three priorities, alongside the Land Use Framework and a new Food Strategy, we believe our expertise and commitment will continue to be needed.

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

We are a time-limited charity with a small, committed team of Commissioners, trustees and our dedicated staff, spread across the four countries of the UK and led by Sue Pritchard. Under her leadership we deploy our limited resources with skill and focus, and on behalf of the trustees and Commissioners I'd like to thank everyone for their hard work. I'd also like to thank our funders, without whose support none of our work would be possible. We are especially grateful for their support for The Food Conversation, an outstanding partnership.

Our 2019 diagnosis in Our Future in the Land remains disconcertingly relevant, and we remain committed to making real progress towards a more sustainable future for food, farming and the countryside.

Dame Fiona Reynolds
Chair

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

Introduction

The Trustees present their Annual Report together with the audited financial statements of the Charity for the period 1 April 2024 to 31 March 2025. The Annual Report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual Report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) 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). Since the Charity qualifies as small under Section 382 of the Companies Act 2006, the Strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Objectives and activities

a. Our Approach

This year we focused on delivering the key planks of our strategy; aligning leadership and citizens voices to make real progress towards a greener, healthier, fairer food system.

We work in a lean and agile way, convening diverse voices around the UK —citizens, farmers and growers, communities, business leaders—challenging outdated and counterproductive narratives and creating new coalitions for action. With a new mission-led government in Westminster, we are leveraging the relationships we've built, and deploying all our resources, to demonstrate how an integrated approach to food, farming and land use is a key plank of national prosperity nd democratic renewal.

Our work is practical, forward-thinking, and grounded in the real challenges of policy delivery. Working across all four UK nations, FFCC is well positioned to share insight and analysis across countries and regions, building on what works.

b. Our Objects

Promoting sustainable development for the benefit of the public, in particular, but not limited to, the following means:

- The promotion of sustainable land use, in particular through agroecology
- The promotion of the prudent use of natural resources through sustainable food production and farming practices.
- The promotion of sustainable means of achieving economic development and regeneration

In furtherance of the above, the Charity will provide funding, make grants or make financial or other awards in kind to individuals, organisations and community groups. The Charity will use the following definition of 'sustainable development' as set out in the 1987 Brundtland Commission Report: "development that meets the needs of the present without compromising the ability of future generations to meet their own needs".

c. Public Benefit

The Trustees are aware of the Charity Commission's guidance on public benefit and are satisfied that FFCC's work is strategically focused on its core purpose and charitable objects in order to deliver maximum public benefit with its resources.

Objectives and activities (continued)

d. Our funding

FFCC is a mission-led organisation. We are hugely grateful for the confidence placed in us by our generous funders, and to work with them in service of our shared missions and purpose. Our core work as well as some specific projects are funded by Esmée Fairbairn Foundation, the Prince of Wales's Charitable Fund (now the King Charles III Charitable Fund), the Rothschild Foundation and the Aurora Trust. In addition, we have benefitted from a gift from Animula to support The Food Conversation, and the AFN Network+ supporting our land use work.

Achievements during the year

a. Convening leadership

Core to our mission is bringing together leaders from across business, farming and civil society to hear from more diverse voices, help build consensus and unite around a call for ambitious, coherent policy action. FFCC also continues to work with progressive UK businesses to ensure their voices influence national strategy, backing citizen and farmer priorities into practical, systemic change.

- The Hope Farm Statement, published in May 2024, brought together leaders from food businesses, farming, environment and civil society groups behind six simple policy asks.
- In the autumn, FFCC brought together civil society partners at Labour Party Conference to encourage the government to 'make food a mission'. Speakers included Baroness Barbara Young, Lord Carwyn Jones, Claire Hazelgrove MP, Andy Cato, James Rebanks, and Sophie Gregory. Minister of State, Daniel Zeichner MP, also attended.

"The best fringe event I attended at conference." Chris Brown (Climatise)

Impact story: Aligning Leadership at Oxford Farming Conferences

In January, we partnered with Pasture for Life and Hodmedods to co-host a landmark dinner launching the Oxford Food Conferences. The event brought together leaders from the Oxford Farming Conference (OFC) and Oxford Real Farming Conference (ORFC) for the first time.

Supported by OFC, ORFC, the Foundation for Common Land, and Farming the Future, the sold-out event welcomed nearly 200 participants—including farmers, policymakers, entrepreneurs, and researchers. Keynotes from Tony Juniper, Catherine Stephenson, James Rebanks, and a Somerville student brought powerful reflections on the role of place, land, and leadership. The event was widely celebrated and looks set to become an annual tradition.

Achievements during the year (continued)

b. Implementing recommendations

Food and Health

The Food Conversation, the UK's largest ever citizen dialogue on food systems, has helped position citizen voice at the heart of government thinking on food. Overturning long held assumptions that citizens feared a nanny state telling them what to eat, the project has provided compelling and convinced evidence of citizens' views that cannot be ignored.

- The methodology and design of the process has impressed people across the sector and across government – drawing people at the highest levels to take part
- Data gathered throughout the 18 months continues to be cited in key reports, like the House of Lords Recipe for Health report, and in parliamentary debate
- Extensive media coverage has been generated throughout the project, a highlight being FFCC Commissioner Prof Tim Jackson's report The False Economy of Big Food. The shocking conclusion that unhealthy food costs the UK £268 billion annually made national news across a range of publications – including the front page of The Guardian which alone has an estimated reach of over 21 million people. It continues to generate extensive national media and is frequently cited in policy and public debates about food.
  "I was really shocked with the figure that came up in that report - £268bn cost of junk food to the UK public realm and it's clearly something we all need to take very seriously" - Eluned Morgan, Wales First Minister
- The Citizen Food Summit in November 2024 attracted a compelling mix of 'experts' including Dr Rowan Williams, Dr Chris van Tulleken, Mary Portas, Andy Cato and parliamentarians, including Dr Beccy Cooper MP and Baroness Walmsley, who spoke alongside Food Conversation participants.
- Ongoing meetings, supported by the FFCC team, between citizens and their MP/ MSP/ MS and other local leaders are helping to focus on specific issues in each community
- In March 2025, citizens presented their manifesto directly to Defra Minister Daniel Zeichner at the House of Lords. He confirmed that the citizens' insight and expertise was crucial for the development of the government's new food strategy.

Citizens involved	345
Hours spent by citizens in deliberation	6,600
Citizen deliberations	12
Invitations sent	118,000
Expert speaders	70+
Film views	140,000

Impact: Changing the narrative on foods

Largely thanks to the robust nature of The Food Conversations methodology, the numbers of people involved, and the authenticity of a process, it is now accepted by government that the public wants change. This is a hard-won development, following years of thinking by many in government that tackling food was too difficult, too contested and too unpopular.

Creative advocacy and communications, including engaging short films and events, has put citizens in direct contact with parliamentarians and other civil society leaders enabling them to hear directly the issues that concern citizens. This personal contact with citizens has proved compelling and helped break through many long-held assumptions.

Achievements during the year (continued)

c. Farming Transition

At a time when confidence in agriculture is falling and the sector is more polarised than ever, FFCC's work focuses on changing the political and public conversation about the future of farming. Guided by our Farming Leadership Group, we have raised the profile of issues such as resilience and brought attention to diverse and positive voices.

- Resilience in farming is now widely discussed by mainstream media, farming groups and government, including at Farm to Fork summit at Downing Street. This followed our briefing notes, media activity and blogs on the importance of building a resilient food and farming system
- FFCC's Paying the Price report was featured as an exclusive in The Guardian – and continues to be cited in parliament and national media outlets
- FFCC was appointed as secretariat for the All-Party Parliamentary Group on Farming, providing an opportunity to present a wide range of perspectives on the future of agriculture to MPs and peers at Westminster
- Building on FFCC's landmark Farming for Change research, we supported a scoping study funded by the AFN+ Flexfund to apply the model of an agroecological transition to specific regions, specifically Shropshire and North Lancashire

Impact story: Fairer Farming Economics

In November 2024, we held a symposium for members of FFCC's Farming Leadership Group and invited experts to discuss the precarious economics of farming and the uneven distribution of power and profit throughout the food system. This discussion was the impetus for a new FFCC report, 'Paying the Price: cheap food, big business and the cost to farming and food security', published in March 2025. Following Prof Tim Jackson's analysis of the high cost of unhealthy diets, this report found that farming incomes have been squeezed for decades, that the value of British produce has been diminished and that action to change this was required beyond Defra. The report was featured on the front page of the Guardian website and was covered extensively in agricultural media. It was also cited by Efra committee chair Alastair Carmichael during a debate in Parliament.

"The power imbalance between supermarkets at the top and farmers at the bottom is more pronounced than any other market… just last week a new report from the Food, Farming & Countryside Commission found that real incomes of farmers have stayed stock still for the past 50 years." - Alistair Carmichael MP, Chair of the EFRA Committee.

Achievements during the year (continued)

d. Countryside For All

FFCC work on Land Use continues to centre on shaping a multifunctional, systems-led approach to land use policy and brokering engagement across government, professional and academic experts, civil society, and regional leadership.

- The Defra Secretary of State launched a Land Use consultation in January 2025, citing FFCC's work in his announcement.
- Multifunctionality is a key part of conversations about land use and The Land Use Framework, following multiple reports and extensive briefing, media and blogs.
- FFCC's deep expertise in the area, earned through years of pilots and other work in place, meant that we were invited to run a series of workshops following the launch of the Land Use Consultation in early 2025 by the Defra team (see impact story)

"We have taken recommendations from... the Food, Farming & Countryside Commission... to consult on a Land Use Framework for England" Defra Secretary of State Steve Reed

Impact story: Government-commissioned workshops for Land Use Consultation

Government requested FFCC's support to bring structured, inclusive and transparent 'place-led' input into its Land Use Consultation in early 2025. Working with local networks and partners, we convened workshops in Cumbria & Northumberland, Cambridgeshire, Gloucestershire, and Devon.Attendees, including farmers, planners, environmental groups, local businesses, and policymakers, praised a process focused on understanding the ways a Land Use Framework (LUF) can improve decision-making.

There was a high level of enthusiasm and interest in the workshops. Key take outs from the participants included that:

- land use decisions are highly context specific and need local and regional perspectives
- decisions must take account of all sectors and land types
- value is seen in a mechanism to integrate multiple policy intentions – the final framework must not focus on single policy objectives or models
- there is a desire for a clear national mission statement around which to organise
- the delivery mechanisms need discussion and work
- these questions are best resolved through place-based trials

Achievements during the year (continued)

e. Resourcing Resilient Communities

Much of the work of FFCC focuses on devolved policy areas. FFCC is distinctive in our expertise in place. Country Directors lead programmes relevant to the nations of the UK and provide insights to the wider team about the ways in which devolved governments are leading the way on many food, farming and land use issues.

Wales

FFCC Wales has given particular focus this year to amplifying Welsh citizen voices and the agricultural transition and nature recovery.

- Future Generations Commissioner, Derek Walker, committed to using The Food Conversation as a tool to progress his work on food following Food Conversations in North and South Wales.
- Sustainable Food Places in Carmarthenshire and Cardiff adopted the Food Conversation toolkit.
- The Nature Service in Wales continues to build momentum as a movement to develop skills in the nature-based economy, supported by Esmee Fairbairn Foundation.
- FFCC's work has been instrumental in building momentum and consensus amongst the leadership of the representative farming and land-owner organisations in Wales which is driving a collaborative and co-operative approaches to green and nature finance.
- Meetings with Welsh Government Cabinet Secretary and Deputy First Minister Huw Irranca-Davies MS in January set out to land proposals and support and enhance the Sustainable Farming Scheme.

"The results from the two FFCC-led Food Conversations in Wales have helped inform our work to create a better food system for current and future generations – and we'll be using The Food Conversation process as a tool to ensure the voices of Welsh citizens are reflected in our work on food." - Derek Walker, Future Generations Commissioner for Wales.

Northern Ireland

FFCC Northern Ireland continues to work on a range of established projects as well as major new initiatives.

- The GrowIN network expanded its peer-to peer learning work with farmers to include a partnership with Soil Association to enable young farmers to build their entrepreneurial skill through the Organic Entrepreneurs Programme.
- Next-Gen-ReGen began to build links with other young farmers in Scotland and Wales.
- Hundreds attended a new regenerative farming festival, Fields Good (see impact story).
- Food Conversation participants in Northern Ireland helped bring the NI context to conversations across the UK.
- A cross-departmental and cross-sectoral Land Use Working Group explored how a framework could work in NI and worked with the Department of Agriculture, Environment and Rural Affairs.
- Facilitated by the NI team, King Charles III's visit in Northern Ireland in early 2025 gave him a chance to meet soil, agro-forestry and local food experts – as well as FFCC's NextGen-ReGen cohort.

Achievements during the year (continued)

Scotland

The Food Conversation became a strong focus for FFCC Scotland alongside its other work on land use and the agricultural transition.

- Following Scottish Food Conversations in Caithness, Sutherland, Ross, Orkney and Lothians, meetings between citizens and influential figures (including EFRA Chair Alistair Carmichael MP, Minister for Housing Paul McLennan MSP, and new Scottish Food Commission Chair, Dennis Overton) helped land key messages specific to the Scottish context and raised awareness of the project.
- An audience of MSPs, civil servants and leading voices in food, health and agriculture joined the Scottish launch of the Citizen Manifesto to Fix Food meeting citizens from across Scotland and hearing directly their views on changing food in Scotland.
- The Scottish Agroecology Partnership, a strategic coalition of organisations including FFCC, is working collaboratively to build a more powerful voice for agroecology against the backdrop of the implementation of the new Agriculture and Rural Communities Act.
- Work continues to explore solutions for small and mid-sized farmers and crofters working from the 'Agriculture of the middle' (AOTM) research initiative in the North Highlands.

Impact story: Fields Good

In September 2024, the Northern Ireland team helped launch the inaugural Fields Good festival. Supported by Esmée Fairbairn, the festival replicates the success of regenerative events in other parts of the UK, like Groundswell. Nearly 500 people gathered to build skills and connections – and imagine what a better future for farming could look like. The event attracted the headline speaker Greg Judy, a regenerative rancher from Missouri, as well as an impressive cross section of people from the food and farming world in Northern Ireland. Minister for Agriculture, Environment and Rural Affairs Andrew Muir also came for the whole day, taking part in discussions and spending much of his time chatting with participants, leaving full of praise and enthusiasm for the project.

Esmée Fairbairn and the other funders, Aurora Trust and the Lifes2good Foundation, were satisfied to see Fields Good providing a grassroots platform for regenerative agriculture. It is widely felt that progress has been made to embed regenerative thinking into the mainstream and build connections right across the food and farming system. The success of the event means funding is secured for 2025.

"I'm delighted to be here, Northern Ireland's first regenerative farming conference. This is absolutely crucial as we chart a future ahead for agriculture... Today is about engagement and sharing ideas and knowledge." - Andrew Muir, Minister for Agriculture at EFRA.

Achievements during the year (continued)

Working for Diversity, Equity and Inclusion across the sector

FFCC is committed to anti-racism, inclusion, equity, and diversity, celebrating these qualities as essential principles of a fair and sustainable society. We take positive, practical and radical actions to deliver our mission of a fair and sustainable future for all.

Highlights this year include:

- In our public-facing work, such as the Field Guide for the Future and the Food Conversation, we are careful to include and make visible the work and the voices of women, people of colour and LGBTQI+ people to illuminate and amplify their own work for change.
- The Food Conversation advocacy work is increasingly presenting opportunities to coach participants into leadership roles advocating for change within their communities and at a national level.
- We see an increasingly high volume of applicants for the annual intern role which is exclusively open to applicants from Black, Asian and minority ethnic or mixed-race backgrounds. We believe this is down to the visibility of diverse groups in our public facing work and our perseverance in targeting.
- Funding continues for a PhD studentship in the Centre for Research in Ethnic Minority Entrepreneurship at Aston University. The current holder of this award has joined and is engaged in UKRI's AFN Network+.

Impact Story: Maki Ramaditya
"My internship offered a broad and expansive introduction to communications within the NGO sector, including podcasts, film, social media, website management, and much more, all within the context of food and farming systems change. Opportunities like these are vital - particularly when they aim to open doors to those historically excluded. Over the past year, it's been valuable to witness how organisations like FFCC navigate equity in practice and, when paired with structural reflection, to recognise the potential of such schemes. I'm grateful for the experience and hope to see these initiatives continue to evolve so that inclusion moves beyond presence, toward shared power and meaningful co-creation."

Maki Ramaditya, Communications Assistant intern 2024-2025

Achievements during the year (continued)

f. Strategy, Impact and Future Plans

In 2025/26 we will focus on delivering our strategic plan, bringing new coalitions of leaders together, and amplifying citizens' and grass roots voices, in effective and collective advocacy.

More people are aligning behind a greener, healthier, fairer future for food and farming, and want to work together to make real progress. The burning platform for change is getting hotter – from climate change affecting weather patterns and crops, to geopolitical shocks through wars and tariffs, to spiralling diet related ill-health and rising inequalities. Citizens, farmers, businesses alike want to lean into the challenges and explore seriously the radical and practical alternatives.

They want more fresh thinking, and new perspectives, working together to tackle the root causes.

Four projects demonstrate how we will help with this.

- Citizens in the Food Conversation are delighted to be involved in shaping the government's food strategy, alongside the Food Foundations Ambassadors. We will be working with them, and with people in places around the country, to ensure their aspirations are clearly heard, and the plans and policies are designed to make a real difference on the things that matter to them.
- As the turbulent farming transition continues – in the UK and globally - we're working with the farmers and businesses who are leading change and want to shape a more sustainable future for farming. We're helping to ensure their ideas and perspectives are influencing government and business policies, as well as giving their colleagues confidence to make changes in their own businesses.
- Land use decisions remain central to tackling national critical challenges. We will support government to help deliver a truly ambitious, transparent, inclusive and evidence led land use framework.
- We'll be investigating measures that will grow the 'real economy', exposing the shortcomings of the current political economy of food systems, and proposing ways to invest in and resource resilient communities and prosperous places around the UK

The landscape for civil society organisations and 'think tanks' like ours is changing. Demands on philanthropy are growing fast, across many sectors, and calls for our contributions are growing too. We are working with some of our core funders, and partner NGO chief executives and directors, in a new 'radical collaboration', to explore new ways of working together – funders and CSOs alike – both to maximise our use of a scarce and precious resource and to increase and accelerate our collective impact.

Looking back on the last few years – marked by turbulence in global geopolitics, the rising impacts of a changing climate and the shock of a global pandemic – it is important to bank successes. FFCC's purpose is to help deliver the recommendations in our 2019 report Our Future in the Land; healthy food for everyone everywhere, a transition plan for more sustainable farming, and a countryside that works for all. Now we are working with this government, with citizens, businesses and stakeholders to help design and deliver a food strategy, the farming roadmap and a land use framework, for a greener, healthier, fairer future.

In this, the final year of our 2023-26 strategy, FFCC board members, commissioners, staff and stakeholders will review our own contribution and impact, before deciding on a next three-year strategic plan.

Achievements during the year (continued)

Financial review

a. Going concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

b. Reserves policy

Our policy is to set a target level for unrestricted reserves based on the following components:

- Estimated costs of an orderly and solvent dissolution in the event that there is insufficient prospect of continuing to deliver public benefit.
- Prudent provision for parental leave and sickness pay.
- Contingency for unforeseen expenses.

The Trustees have recently reviewed the likely costs of dissolution and the predictability of both income and expenditure in the operational model. The reserve review has shown that the minimum unrestricted reserve level should increase slightly to a range of between £65,000 to £90,000.

c. Overview of financial year

The Charity's funding model is to seek grants from charitable foundations, government bodies and other organisations that wish to help the Charity deliver its objectives. Its first three years of existence were mainly funded by a core grant from Esmée Fairbairn Foundation, recognised in previous accounting periods. At the start of the year, the Charity held reserves of £2,520,405 thanks to multi-year funding accounted for in previous years. During the year, the Charity received additional income of £695,311 and had total expenditure of £2,467,464, creating a net deficit in funds of £1,772,153. Reserves at the end of the year thus stood at £748,252. Of these £637,652 were unrestricted, well above the minimum reserves policy.

Income

The income for the current year £695,311 was significantly lower than prior year (2024 - £2,271,830,) as we reached the end of various multi- year core grant funding agreements. During the year we received grants from the following funders: Esmée Fairbairn Foundation, the Prudence Trust, the Rothschild Foundation, the Aurora Trust, the King Charles III Charitable Trust, Lifes2Good Foundation Company, the James Hutton Institute (LUNZ Hub), the University of the West of England (AFN Network+) and the North East Combined Authority. Additionally, £7,000 was received in donations.

Expenditure

The operating model of the Charity is to employ a core team with the skills and experience to deliver the charitable activities, and to enhance the scale and scope of work through the deployment of specialist contractors and partner organisations. In the current financial year the expenditure is greater than income, due to the reserves held at the end of the prior financial year 31st March 2024. Total expenditure in the year ended 31st March 2025, was £2,467,464, the two largest categories of expenditure are on staff (£897,965) and contractors (£908,739). Further detail is set out in notes 4, 5 and 6 to the financial statements.

Structure, governance and management

a. Constitution

FFCC was incorporated on 17 April 2020 as charitable company limited by guarantee registered in England and Wales as company number 12562770, and is a registered charity number 1195790. The company has adopted the model articles of association for charitable companies published by the Charity Commission for England and Wales.

b. Methods of appointment or election of Trustees

There are currently nine Trustees, six of whom are Commissioners. Trustees are appointed by the board on the basis of the essential skills and diverse experiences they bring to the governance of the organisation. Committees and Terms of Reference.

Structure, governance and management (continued)

c. Committees and terms of reference

The Board is supported in discharging its responsibilities by three Committees that report to the Board. Their terms of reference and composition are described below:

The Commission

The Commission currently comprises nineteen Commissioners. For the financial year 2024 to 2025 it was Chaired by the Chair of the Board, Fiona Reynolds. The Commission is responsible for oversight of programme strategy and activities to deliver the Charity's objectives.

Audit And Risk Committee

The Audit and Risk Committee comprises four Trustees and is Chaired by the Treasurer, Dr Marg Mayne. It is responsible for oversight of financial management, risk and compliance.

People And Governance Committee

The People and Governance Committee comprises three Trustees and is Chaired by Dawn Austwick, OBE. It is responsible for oversight of organisational and staff wellbeing, including equity, diversity and inclusion and compliance with employment legislation.

d. Key management

The day-to-day delivery of the Charity's work is delegated to the Chief Executive and supported by key management. During the year, the management team included the following personnel:

Sue Pritchard	Chief Executive (appointed 29 April 2020)
David Edwards	Deputy Chief Executive (appointed 3 January 2024)
Rebecca Renfro	Director of External Relations (appointed 6 July 2020)

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

Statement of Trustees' responsibilities

The Trustees (who are also the directors of the Charity for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of its incoming resources and application of resources, including its income and expenditure, for that period.

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements 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.

Disclosure of information to auditors

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charity's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

Auditors

The Trustees will consider the appointment of auditors during the year.

Approved by order of the members of the board of Trustees and signed on their behalf by:

.....

F Reynolds

Chair of Trustees

Date: 20 November 2025

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF FFCC LIMITED

Opinion

We have audited the financial statements of FFCC Limited (the 'charitable company') for the year ended 31 March 2025 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2022.

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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council'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 charitable company'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 Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' report thereon. The Trustees are responsible for the other information contained within the Annual report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Trustees' report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of 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 the Trustees 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 charitable company'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 charitable company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

We have been appointed as auditor under section 145 of the Charities Act 2022 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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 Auditors' 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 is detailed below:

- We have considered the nature of the sector, control environment and financial performance;
- We have considered the results of enquiries with management and trustees in relation to their own identification and assessment of the risk of irregularities within the entity;
- We have reviewed the documentation of key processes and controls and performed walkthroughs of transactions to confirm that the systems are operating in line with documentation; and
- We have considered the matters discussed among the audit engagement team regarding how and where fraud might occur in the financial statements and potential indicators of fraud.

As a result of these procedures, we have considered the opportunities and incentives that may exist within the organisation for fraud and identified the highest area of risk to be in relation to revenue recognition, with a particular risk in relation to year-end cut off. In common with all audits under ISAs (UK) we are also required to perform specific procedures to respond to the risk of management override.

We have also obtained understanding of the legal and regulatory frameworks that the Charity operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context included the Charities Act 2022, Charity SORP 2019, FRS 102 and the terms and conditions attaching to material grants received by the Charity.

In addition, we considered the provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which may be fundamental to the Charity's ability to operate or avoid a material penalty. These included data protection regulations, health and safety regulations and employment legislation.

Our procedures to respond to the risks identified included the following:

- Reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- Performing analytical procedures to identify unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- Review of board minutes;
- Enquiring of management in relation to actual and potential claims and litigations;
- Performing detailed transactional testing in relation to the recognition of revenue, specifically grants, with a particular focus around year-end cut off;
- In addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments.

We also communicated identified laws and regulations and potential fraud risks to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

As a result of the inherent limitations of an audit, there is a risk that not all irregularities, including a material misstatement in the financial statements or non-compliance with laws and regulations, will not be detected by us. The risk increases the further removed compliance with a law or regulation is from the events and transactions reflected in the financial statements, given we will be less likely to be aware of it, or should the irregularity occur as a result of fraud rather than a one off error, as this may involve intentional concealment, forgery, collusion, omission or misrepresentation.

Our audit procedures have reviewed for evidence of management override, any ongoing legal cases, completeness of related party transactions, as well as an ongoing consideration of fraud and irregularities during the whole audit process.

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 Auditors' report.

Use of our report

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an Auditors' 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 charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

David Butler FCA DChA (Senior Statutory Auditor)
for and on behalf of
Bishop Fleming Audit Limited
Chartered Accountants
Registered Auditors
10 Temple Back
Redcliffe
Bristol
BS1 6FL

Date:

Bishop Fleming Audit Limited are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

FFCC LIMITED

(A company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2025

	Note	Restricted funds 2025 £	Unrestricted funds 2025 £	Total funds 2025 £	*Total funds 2024 £*
Income from:					
Donations and legacies	4	**180,544**	**416,785**	**597,329**	*2,271,830*
Charitable activities	5	**63,273**	**34,709**	**97,982**	*-*
Total income		**243,817**	**451,494**	**695,311**	*2,271,830*
Expenditure on:					
Charitable activities	6	**1,899,023**	**568,441**	**2,467,464**	*1,639,618*
Total expenditure		**1,899,023**	**568,441**	**2,467,464**	*1,639,618*
Net (expenditure)/income		**(1,655,206)**	**(116,947)**	**(1,772,153)**	*632,212*
Transfers between funds	14	**52,305**	**(52,305)**	**-**	*-*
Net movement in funds		**(1,602,901)**	**(169,252)**	**(1,772,153)**	*632,212*
Reconciliation of funds:					
Total funds brought forward		**1,713,501**	**806,904**	**2,520,405**	*1,888,193*
Net movement in funds		**(1,602,901)**	**(169,252)**	**(1,772,153)**	*632,212*
Total funds carried forward		**110,600**	**637,652**	**748,252**	*2,520,405*

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 26 to 43 form part of these financial statements.

FFCC LIMITED

(A company limited by guarantee)
REGISTERED NUMBER: 12562770

BALANCE SHEET
AS AT 31 MARCH 2025

	Note		2025 £		*2024* *£*
Fixed assets					
Tangible assets	11		**512**		*769*
			512		*769*
Current assets					
Debtors	12	**522,873**		*723,608*	
Cash at bank and in hand		**426,663**		*2,023,803*	
		949,536		*2,747,411*	
Creditors: amounts falling due within one year	13	**(201,796)**		*(227,775)*	
Net current assets			**747,740**		*2,519,636*
Total assets less current liabilities			**748,252**		*2,520,405*
Net assets excluding pension asset			**748,252**		*2,520,405*
Total net assets			**748,252**		*2,520,405*
Charity funds					
Restricted funds	14		**110,600**		*1,713,501*
Unrestricted funds	14		**637,652**		*806,904*
Total funds			**748,252**		*2,520,405*

BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2025

The entity was entitled to exemption from audit under section 477 of the Companies Act 2006.

The Charity has opted to have a voluntary audit in accordance with section 145 of the Charities Act 2011.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees on and signed on their behalf by:



F Reynolds
(Chair of Trustees)

Date: 20 November 2025

The notes on pages 26 to 43 form part of these financial statements.

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2025

	2025 £	*2024* *£*
Cash flows from operating activities		
Net cash used in operating activities	**(1,597,140)**	*1,708,599*
Cash flows from investing activities		
Purchase of tangible fixed assets	**-**	*(1,026)*
Net cash provided by/(used in) investing activities	**-**	**(1,026)**
Cash flows from financing activities		
Net cash provided by financing activities	**-**	**-**
Change in cash and cash equivalents in the year	**(1,597,140)**	**1,707,573**
Cash and cash equivalents at the beginning of the year	**2,023,803**	*316,230*
Cash and cash equivalents at the end of the year	**426,663**	*2,023,803*

The notes on pages 26 to 43 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

1. General information

FFCC Limited is a private company limited by guarantee without share capital, registered in England and Wales. The registered office is Courtenay House, Pynes Hill, Exeter, England, EX2 5AZ.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

FFCC Limited 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.

2.2 Going concern

The Trustees assess whether the use of going concern is appropriate i.e. whether any material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The Trustees make this assessment in respect of a period of at least 12 months from the date of authorisation for issue of the financial statements and have concluded that the charity has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the charity's ability to continue as a going concern, thus they will continue to adopt the going concern basis of accounting in preparing the financial statements.

2.3 Income

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

2. Accounting policies (continued)

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Charity's objectives, as well as any associated support costs.

2.5 Tangible fixed assets and depreciation

Tangible fixed assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

Computer equipment	- 3 year straight line

2.6 Debtors

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

2.7 Cash at bank and in hand

Cash at bank and 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.

2.8 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

2. Accounting policies (continued)

2.9 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.

2.10 Pensions

The Charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Charity to the fund in respect of the year.

2.11 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

3. Critical accounting estimates and areas of judgment

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The Charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results.

4. Income from donations and legacies

	Restricted funds 2025 £	Unrestricted funds 2025 £	Total funds 2025 £
Donations	-	7,000	**7,000**
Grants	180,544	409,785	**590,329**
	180,544	416,785	**597,329**

	Restricted funds 2024 £	*Unrestricted funds 2024 £*	*Total funds 2024 £*
Donations	*-*	*5,000*	*5,000*
Grants	*2,266,830*	*-*	*2,266,830*
	2,266,830	*5,000*	*2,271,830*

5. Income from charitable activities

	Restricted funds 2025 £	Unrestricted funds 2025 £	Total funds 2025 £	*Total funds 2024 £*
Income from charitable activities	63,273	34,709	**97,982**	-

6. Analysis of expenditure on charitable activities

Summary by fund type

	Restricted funds 2025 £	Unrestricted funds 2025 £	Total 2025 £
Convening leadership	206,011	35,058	**241,069**
Implementing recommendations	1,581,189	258,925	**1,840,114**
Resourcing communities	111,823	274,458	**386,281**
	1,899,023	568,441	**2,467,464**

	Restricted funds 2024 £	*Unrestricted funds 2024 £*	*Total 2024 £*
Convening leadership	*96,925*	*85,268*	*182,193*
Implementing recommendations	*407,835*	*764,785*	*1,172,620*
Resourcing communities	*282,144*	*2,661*	*284,805*
	786,904	*852,714*	*1,639,618*

7. Analysis of expenditure by activities

	Activities undertaken directly 2025 £	Support costs 2025 £	Total funds 2025 £
Convening leadership	200,526	40,543	**241,069**
Implementing recommendations	1,681,043	159,071	**1,840,114**
Resourcing communities	344,777	41,504	**386,281**
	2,226,346	241,118	**2,467,464**

7. Analysis of expenditure by activities (continued)

	Activities undertaken directly 2024 £	*Support costs 2024 £*	*Total funds 2024 £*
Convening leadership	*138,063*	*44,130*	*182,193*
Implementing recommendations	*886,502*	*286,118*	*1,172,620*
Resourcing communities	*215,973*	*68,832*	*284,805*
	1,240,538	*399,080*	*1,639,618*

Analysis of direct costs

	Convening leadership 2025 £	**Implementing recommendations 2025 £**	**Resourcing communities 2025 £**	**Total funds 2025 £**
Staff costs	147,219	533,118	127,481	**807,818**
Programme costs - contractors	-	769,708	139,031	**908,739**
Programme costs - other	52,777	374,148	77,411	**504,336**
Fundraising costs	530	4,069	854	**5,453**
	200,526	1,681,043	344,777	**2,226,346**

	Convening leadership 2024 £	*Implementing recommendations 2024 £*	*Resourcing communities 2024 £*	*Total funds 2024 £*
Staff costs	*79,685*	*249,137*	*51,227*	*380,049*
Programme costs - contractors	*3,783*	*166,293*	*118,151*	*288,227*
Programme costs - other	*54,595*	*471,072*	*46,595*	*572,262*
	138,063	*886,502*	*215,973*	*1,240,538*

7. Analysis of expenditure by activities (continued)

Analysis of support costs

	Convening leadership 2025 £	Implementing recommendations 2025 £	Resourcing communities 2025 £	Total funds 2025 £
Staff costs	23,408	49,399	17,340	**90,147**
Depreciation	-	257	-	**257**
Communications & engagement	8,157	59,227	13,874	**81,258**
Office costs	1,189	8,071	1,576	**10,836**
Professional fees	6,067	29,487	6,092	**41,646**
Governance costs	1,722	12,630	2,622	**16,974**
	40,543	159,071	41,504	**241,118**

	Convening leadership 2024 £	*Implementing recommendations 2024 £*	*Resourcing communities 2024 £*	*Total funds 2024 £*
Staff costs	*31,982*	*206,841*	*49,802*	*288,625*
Depreciation	*28*	*184*	*45*	*257*
Communications & engagement	*5,511*	*34,998*	*8,426*	*48,935*
Office costs	*1,798*	*11,016*	*2,652*	*15,466*
Professional fees	*3,105*	*22,025*	*5,246*	*30,376*
Governance costs	*1,706*	*11,054*	*2,661*	*15,421*
	44,130	*286,118*	*68,832*	*399,080*

8. Auditors' remuneration

	2025 £	*2024 £*
Fees payable to the Charity's auditor for the audit of the Charity's annual accounts	**10,644**	*10,140*

9. Staff costs

	2025 £	*2024* *£*
Wages and salaries	**749,207**	*564,955*
Social security costs	**74,693**	*49,208*
Contribution to defined contribution pension schemes	**74,065**	*54,511*
	897,965	*668,674*

The average number of persons employed by the Charity during the year was as follows:

	2025 No.	*2024* *No.*
Employees	**19**	*16*

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2025 No.	*2024* *No.*
In the band £60,001 - £70,000	**1**	-
In the band £70,001 - £80,000	**1**	-
In the band £80,001 - £90,000	**1**	*1*

The key management personnel of the charity comprise the Trustees and the senior management team. The total amount of employee benefits (including employer pension contributions) received by key management personnel for their services to the charity was £245,286 (2024: £277,324).

10. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits *(2024 - £NIL)*.

During the year ended 31 March 2025, expenses totalling £3,507 (2024: £1,746) were reimbursed or paid directly to 4 Trustees (2024 - 4).

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

11. Tangible fixed assets

	Office equipment £
Cost or valuation	
At 1 April 2024	**1,026**
At 31 March 2025	**1,026**
Depreciation	
At 1 April 2024	**257**
Charge for the year	**257**
At 31 March 2025	**514**
Net book value	
At 31 March 2025	**512**
At 31 March 2024	*769*

12. Debtors

	2025 £	*2024 £*
Due within one year		
Trade debtors	**23,643**	-
Prepayments and accrued income	**499,230**	*723,608*
	522,873	*723,608*

13. Creditors: Amounts falling due within one year

	2025 £	*2024 £*
Trade creditors	**49,049**	*181,952*
Other taxation and social security	**17,367**	*17,963*
Other creditors	**13,560**	*13,778*
Accruals and deferred income	**121,820**	*14,082*
	201,796	*227,775*

	2025 £	*2024 £*
Resources deferred during the year	**100,000**	*-*

Income received from King Charles III Charitable Fund for the period begining 1 April 2025.

14. Statement of funds

Statement of funds - current year

	Balance at 1 April 2024 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2025 £
Unrestricted funds					
General Funds	**55,000**	**41,709**	**(4,647)**	**(27,062)**	**65,000**
Esmée Fairbairn - (new core grant)	**651,904**	**209,785**	**(488,744)**	**(25,243)**	**347,702**
The Rothschild Foundation (core grant)	**100,000**	**-**	**(75,050)**	**-**	**24,950**
The Prudence Trust	**-**	**200,000**	**-**	**-**	**200,000**
	806,904	**451,494**	**(568,441)**	**(52,305)**	**637,652**

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

14. Statement of funds (continued)

Restricted funds					
Esmée FairBairn - Cumbria	-	-	(900)	900	-
Esmée Fairbairn - NI Next Gen	-	15,680	(7,375)	-	8,305
Esmée FairBairn - EFF The Nature Service in Wales	-	90,000	(27,327)	-	62,673
Esmée Fairbairn - NI FieldGood	60,000	-	(80,113)	20,113	-
Agrifood network champion	48,000	3,034	(64,130)	13,096	-
Animula	1,540,835	-	(1,519,758)	-	21,077
The Aurora Trust - Grant for Northern Ireland	64,666	-	(70,260)	5,594	-
Aurora Trust	-	15,000	(15,502)	502	-
The Rothschild Foundation - Food	-	-	(90)	90	-
The Rothschild Foundation / LWA local food	-	8,802	(20,349)	11,547	-
The James Hutton Institute	-	30,140	(22,571)	-	7,569
Lifes2good Foundation Company	-	17,888	(6,912)	-	10,976
The North East Combined Authority	-	63,273	(63,273)	-	-
Defra	-	-	(463)	463	-
	1,713,501	243,817	(1,899,023)	52,305	110,600
Total of funds	2,520,405	695,311	(2,467,464)	-	748,252

14. Statement of funds (continued)

ESMÉE FAIRBAIRN FOUNDATION

2023-26 Core Grant:
A three-year grant for funding core and support costs of £1,250,000.

Cumbria:
A grant of £33,650 received on 21 January 2022 for a feasibility study for a Land and Nature Skills Service for Cumbria.

Northern Ireland Next Generation:
Supporting a development programme for 20-25 young innovators in regenerative agriculture and agroecology in Northern Ireland. Awarded £59,435 across three years (£28,075 received in year one, and £15,680 in years two and three, between October 2023 and October 2024). The last instalment has not yet been received.

The Nature Service in Wales
£90,000 towards project costs to lead the development of The Nature Service in Wales.

Northern Ireland FieldsGood
A grant for £60,000 received on 25 April 2024 towards project costs towards FieldsGood NI.

Cost of Living Uplift Grant (April 23):
£60,000 towards salary increases onwards to mitigate the effects of the cost-of-living increases.

Land Use:
A grant of £30,000 received on 17 April 2023 to assess the feasibility of a Groundswell type event for Northern Ireland (leading to FieldsGood NI).

AGRIFOOD NETWORK CHAMPION

Funding of £48,000 across 2024 for the Champion appointment in the AgriFood4NetZero Network.

ANIMULA

A grant of £2,100,000 in November 2023 to fund FFCC's National Conversation About Food.

THE AURORA TRUST

Grant for Northern Ireland
Grant of £15,000 received on 16 August 2024 to support the FieldsGood 2024 festival.

£194,000 awarded in May 2022 over three years, to support the transition to agroecology in Northern Ireland.

THE **ROTHSCHILD FOUNDATION**

Core Funding:
A two-year grant of £200,000 for core and support costs.

Food:
A grant of £20,000 received as £18,000 on 31 August 2022 and £2,000 received on 3 April 2023 to support the Hunger and Hardship and Beyond Charitable Food Aid projects.

14. Statement of funds (continued)

LWA local Food:
A two-year grant from May 2023 of £17,604 to support partnership work to enable the scaling out of local and short supply chains in the UK.

THE PRUDENCE TRUST

A two-year grant of £200,000 in February 2024 towards core funding and support costs.

THE JAMES HUTTON INSTITUTE

Funding of £28,800 received between 1 October 2024 and 24 May 2025 for a rapid response collaboration agreement to convene and facilitate a Northern Ireland Land Use and Land Use Change working group.

LIFES2GOOD FOUNDATION COMPANY

Grant funding of £17,888 received in two payments (£16,132 on 22 August 2024 and £956 received on 13 January 2025) to support the FieldsGood regenerative agriculture festival in September 2024.

THE **NORTH EAST COMBINED AUTHORITY**

Grant funding of £63,273 received on 21 August 2024 from North of Tyne Stewardship and Rural Growth Investment Plan for the development of a Food Strategy and Action plan

14. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2023 £	*Income* £	*Expenditure* £	*Transfers in/out* £	*Balance at 31 March 2024* £
Unrestricted funds					
General Funds	*55,540*	*5,000*	*(24,277)*	*18,737*	*55,000*
Prince of Wales Charitable Foundation	*112,174*	-	*(70,341)*	*(41,833)*	-
Esmée FairBairn - Program grant	*60,000*	-	*(60,000)*	-	-
Esmée Fairbairn - (new core grant)	*1,250,000*	-	*(598,096)*	-	*651,904*
The Rothschild Foundation (core grant)	*200,000*	-	*(100,000)*	-	*100,000*
	1,677,714	*5,000*	*(852,714)*	*(23,096)*	*806,904*

14. Statement of funds (continued)

Restricted funds					
Esmée FairBairn - Cumbria	*5,115*	*-*	*(16,636)*	*11,521*	*-*
Esmée Fairbairn - Land Use	*8,861*	*-*	*(8,861)*	*-*	*-*
Esmée Fairbairn - NI Groundswell	*-*	*10,000*	*(10,000)*	*-*	*-*
Esmée Fairbairn - NI Next Gen	*-*	*28,075*	*(29,660)*	*1,585*	*-*
Esmée Fairbairn - NI FieldGood	*-*	*60,000*	*-*	*-*	*60,000*
The Aurora Trust - Grant for Northern Ireland	*168,572*	*-*	*(103,906)*	*-*	*64,666*
Geospatial Commission (Extension)	*20,670*	*-*	*(27,581)*	*6,911*	*-*
Geospatial Commission	*-*	*980*	*(3,695)*	*2,715*	*-*
Local Trust (Beyond the Foodbank)	*2,873*	*-*	*(2,873)*	*-*	*-*
Rothschild Foundation	*4,388*	*-*	*(4,752)*	*364*	*-*
The Rothschild Foundation/LWA local food	*-*	*8,802*	*(8,802)*	*-*	*-*
Agrifood network champion	*-*	*48,000*	*-*	*-*	*48,000*
Animula	*-*	*2,100,000*	*(559,165)*	*-*	*1,540,835*
Devon County Council - DRIP	*-*	*10,973*	*(10,973)*	*-*	*-*
	210,479	*2,266,830*	*(786,904)*	*23,096*	*1,713,501*
Total of funds	*1,888,193*	*2,271,830*	*(1,639,618)*	*-*	*2,520,405*

15. Summary of funds

Summary of funds - current year

	Balance at 1 April 2024 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2025 £
General funds	**806,904**	**451,494**	**(568,441)**	**(52,305)**	**637,652**
Restricted funds	**1,713,501**	**243,817**	**(1,899,023)**	**52,305**	**110,600**
	2,520,405	**695,311**	**(2,467,464)**	**-**	**748,252**

Summary of funds - prior year

	Balance at 1 April 2023 £	*Income £*	*Expenditure £*	*Transfers in/out £*	*Balance at 31 March 2024 £*
General funds	*1,677,714*	*5,000*	*(852,714)*	*(23,096)*	*806,904*
Restricted funds	*210,479*	*2,266,830*	*(786,904)*	*23,096*	*1,713,501*
	1,888,193	*2,271,830*	*(1,639,618)*	*-*	*2,520,405*

16. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Restricted funds 2025 £	Unrestricted funds 2025 £	Total funds 2025 £
Tangible fixed assets	512	-	**512**
Current assets	147,411	802,125	**949,536**
Creditors due within one year	(37,323)	(164,473)	**(201,796)**
Total	110,600	637,652	**748,252**

16. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	Restricted funds 2024 £	*Unrestricted funds 2024 £*	*Total funds 2024 £*
Tangible fixed assets	*769*	*-*	*769*
Current assets	*1,940,507*	*806,904*	*2,747,411*
Creditors due within one year	*(227,775)*	*-*	*(227,775)*
Total	*1,713,501*	*806,904*	*2,520,405*

17. Reconciliation of net movement in funds to net cash flow from operating activities

	2025 £	*2024 £*
Net income/expenditure for the year (as per Statement of Financial Activities)	**(1,772,153)**	*632,212*
Adjustments for:		
Depreciation charges	**257**	*257*
Decrease in debtors	**200,735**	*1,044,981*
Increase/(decrease) in creditors	**(25,979)**	*31,149*
Net cash provided by/(used in) operating activities	**(1,597,140)**	*1,708,599*

18. Analysis of cash and cash equivalents

	2025 £	*2024 £*
Cash in hand	**426,663**	*2,023,803*
Total cash and cash equivalents	**426,663**	*2,023,803*

19. Analysis of changes in net debt

	At 1 April 2024	Cash flows	At 31 March 2025
	£	£	£
Cash at bank and in hand	**2,023,803**	**(1,597,140)**	**426,663**
	2,023,803	**(1,597,140)**	**426,663**

20. Pension commitments

The group operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the group in an independently administered fund. The pension cost charge represents contributions payable by the group to the fund and amounted to £3,768 (2024: £23,323). £8,804 (2024: £8,472) was payable to the fund at the balance sheet date and is included in creditors.

21. Related party transactions

Commissioners are eligible for Honorarium payments for work carried out for the Commission and can claim £250 a day up to a maximum of £3,000 per annum.

During the year, the total honorarium paid to all commissioners was £21,000 (2024: £15,349). This included payments to the following Trustees, made wholly in respect of their work as Commissioners:

David Fursdon £2,750 (2024: £2,250)

Helen Browning £2,250 (2024: £1,600)

Carwyn Jones £1,250 (2024: £NIL)

There were no payments made to Trustees in respect of their duties as Trustees.

FFCC LIMITED

England & Wales - Charity number 1195790

Accounts

Registered number: 12562770
Charity number: 1195790

FFCC LIMITED

(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024



FFCC LIMITED
(A company limited by guarantee)

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FFCC LIMITED

(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2024

Trustees	D Austwick H Browning I Cheshire, Chair (resigned 25 July 2024) S Cramer E Fursdon U Ibrahim C Jones M Mayne F Reynolds, Interim Chair (from 25 July 2024)
Company registered number	12562770
Charity registered number	1195790
Registered office	1-3 Gloucester Road Bishopston Bristol BS7 8AA
Company secretary	J Knight (appointed 2 February 2024) D Finch (resigned 13 October 2024)
Key management personnel	S Pritchard D Edwards (appointed 3 January 2024) R Renfro Dr C Scott (resigned 7 June 2024) S Arndt (appointed 15 April 2024) D Finch (resigned 13 October 2023)
Independent auditors	Bishop Fleming LLP Chartered Accountants Registered Auditors 10 Temple Back Redcliffe Bristol BS1 6FL
Accountants	Griffin Chartered Accountants Courtenay House Pynes Hill Exeter Devon EX2 5AZ

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2024

Chairs Statement

The Food, Farming and Countryside Commission (FFCC) is a time-limited charity. Set up with support from funders and strategic partners, we help accelerate progress towards more sustainable food, farming and land use in a just transition to a healthier, greener, fairer, and more prosperous future.

We are grateful for the continued support from our core funders. This annual report accounts for the first year of a new three-year strategic plan, from 2023-26. Our focus in this plan is first to bring together more leaders from different sectors and places, united in calls for ambitious food systems change; and second to hear from and amplify grassroots and community voices, often those seldom heard in these discussions.

In last year's annual report, I told you that we would be embarking on a first-of-its-kind programme of citizen engagement across the UK, The Food Conversation, asking people: what do you really want from food? Thanks to a generous donation, we have been able to run a 'gold standard' programme of citizen inquiry and deliberation around the UK.

We decided to do this in part through frustration that so much excellent research – including the National Food Strategy – was not leading to actions commensurate with the scale of the problem. We observed that the narratives around food policy – no one wants a nanny state, people just want cheap food, businesses can't afford to change in a cost of living crisis – get in the way of action, yet do not match up with what we hear in our work in communities. The Food Conversation has tackled this contradiction head on. Through this ambitious and important project, citizens are telling us that they want and expect governments and business leaders to take food systems seriously. They want change, and a plan to tackle rising diet-related ill health and food insecurity, loss of nature and habitats, and climate change.

Alongside The Food Conversation, we have been helping coordinate the Hope Farm Project. Leaders from business, farming, green groups, civil society and research have been meeting and reflecting on how we can work together more effectively for more ambition on food systems change. Facilitated by Sir David Nabarro, and hosted by former Unilever CEO Paul Polman, this group of leaders produced the Hope Farm Statement, the first time that business leaders have joined the call for serious legislative and regulatory change.

The statement backs several FFCC proposals: legally binding targets for food and coherent metrics for a level playing field, specific measures to tackle junk food and make healthy food easily available for everyone, serious and consistent support to farmers to transition to more sustainable farming practices, a Land Use Framework to mediate and accelerate better land use decisions. Perhaps most importantly it shows that progressive businesses back citizens in calls for government to focus on food.

Meanwhile, the team carries on our thematic work. Our Farming Futures programme has led work on fairer supply chains, and the critical importance of food system resilience in a volatile and uncertain world. We continue to lead debates on land use, calling for a Multifunctional Land Use Framework (MLUF) that integrates national priorities, local aspirations and capacity for delivery. We convened a very successful high level Five Jurisdictions Conference for home nations and the Republic of Ireland, sharing insight and experience of land use priorities and decisions.

We are a UK charity, working around the country and in the devolved nations, backing practical projects that make a real difference. In Wales, *Nature Service Wales (NSW)* benefitted from a government grant to develop this Wales-wide movement with partners. It joins our Cumbria project - the *Land and Nature Skills Service* – which transitioned across to new local leadership, all growing the network of skills in service of nature's recovery. In Northern Ireland, the GrowIN project – a lively network of innovative farmers – goes from strength to strength in a part of the UK which sometimes feels neglected.

This will be my last foreword as Chair, as I step down in July. I will, however, stay on as a Commissioner, to support and advise. I joined the Food, Farming and Countryside Commission as its Chair for two years, and it is a mark of my enthusiasm for the project that this turned into seven. I remain profoundly grateful to our funders and partners who make our work possible; to my fellow Commissioners and advisers for their much-valued contributions; and to our team whose passion, commitment and capacity for work never ceases to impress me.

Sir Ian Cheshire
Food, Farming and Countryside Commission

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

Introduction

The trustees present their Annual report together with the audited financial statements of the Charity for the period 1 April 2023 to 31 March 2024. The Annual Report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) 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).

Since the Charity qualifies as small under Section 382 of the Companies Act 2006, the Strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Objectives and activities

a. Our Objects

Promoting sustainable development for the benefit of the public, in particular, but not limited to, by the following means:

- The promotion of sustainable land use, in particular through agroecology
- The promotion of the prudent use of natural resources through sustainable food production and farming practices.
- The promotion of sustainable means of achieving economic development and regeneration

In furtherance of the above, the Charity will provide funding, make grants or make financial or other awards in kind to individuals, organisations and community groups. The Charity will use the following definition of 'sustainable development' as set out in the 1987 Brundtland Commission Report: "development that meets the needs of the present without compromising the ability of future generations to meet their own needs".

b. Public Benefit

The Trustees are aware of the Charity Commission's guidance on public benefit and are satisfied that FFCC's work is strategically focused on its core purpose and charitable objects in order to deliver maximum public benefit with its resources.

c. Our funding

FFCC is a mission-led organisation. We are hugely grateful for the confidence placed in us by our generous funders, and to work with them in service of our shared missions and purpose. Our core work as well as some specific projects are funded by Esmée Fairbairn Foundation, the Prince of Wales's Charitable Fund (now the King Charles III Charitable Fund), the Rothschild Foundation and the Aurora Trust. In addition, we have benefitted from a gift from Animula to support The Food Conversation, and the AFN Network+ supporting our land use work.

Achievements during the year

a. Convening leadership

Core to our mission is bringing together leaders from across business, farming and civil society, to hear from more diverse voices, help build consensus and unite around a call for ambitious, coherent policy action. An ever-increasing number of studies – economic, social and environmental – call for a step change in food, farming and land use policy. However, the political will in government to prioritise the issue, or to grip the whole system challenge, has been lacking. When decision makers have questions, our aim is to help provide evidence and answers. The anticipation of a general election in 2024 made this work even more critical, as FFCC invested in and expanded our work involving citizens – the most under-represented part of the food system. Our work set out to ensure that the changes needed in food and farming policy were at the forefront of the political agenda for the next government.

Through our Farming Transition Symposia, FFCC brought farming leaders together with those from the environment, food poverty and health agendas to help recalibrate the Food Security discourse away from its narrow focus on yields, productivity and intensification, and towards the importance of a broader definition of 'resilience.' This reframing includes local and regional food systems and people's access to healthy food. It seeds confidence in a new narrative and challenges taken-for-granted assumptions about the current political economy of food. Ultimately, it better serves the interests of citizens, farmers and business. We took this message into our contributions to COP28, the Environmental Audit Committee on environmental change and food security, the Groundswell regenerative agriculture festival and the Oxford farming conferences.

We continue to convene leadership from across the UK nations; hosting experts from across the UK and the Republic of Ireland at a high level Five Jurisdictions Conference on Land Use (four home nations plus the Republic of Ireland) in Edinburgh; as well as helping to convene the Hope Farm Project with Paul Polman, Sir David Nabarro and Food and Land Use Coalition (FOLU) colleagues. In an article in the Times in May 2024, Henry Dimbleby described the initiative as having led to "a fundamental quantum shift" in the advocacy of big business for food system change.

Impact story: Hope Farm Project

Over 12 months from April 2023, an unusual collection of CEOs from food businesses, banks, civil society organisations, academics, think tanks and farmers groups met. They are interested in what they can collectively do to make progress towards a healthier, more sustainable UK food system. Conceived as a 'High Ambition Coalition' similar to the one which was behind the Paris Agreement on climate change, the intention is to help create the political conditions for food systems change. The aim is to demonstrate strong support, from a range of players who have never before spoken with one voice, for tackling the challenges in the UK's food and farming system.

Inspired by the clear call to action from citizens engaged in FFCC's The Food Conversation, and mindful of the political opportunity presented by the general election due in 2024, the group has challenged itself to articulate a common set of policy asks. These are designed to eliminate political inertia and provide the government with unequivocal backing for the legislative and regulatory shifts required.

The Hope Farm Statement calls on politicians to introduce new legally binding food system targets and a joined-up suite of policies. These policies are designed to improve public health, boost farm resilience, and protect nature and the environment.

Achievements during the year (continued)

b. Implementing recommendations

FFCC's core work progresses the recommendations in FFCC's 2019 report, Our Future in the Land: Food and Health, Farming Transition, Countryside for All, and Resourcing Resilient Communities in all the nations of the UK.

Food and Health

This year, the Food Futures team led a cross-cutting project to understand and challenge entrenched narratives around food systems. Setting out to understand better the public perception of food systems and their appetite for change, we worked with Sortition Foundation, Hopkins Van Mil and TPXimpact to pilot a gold standard citizen inquiry process. Alongside this we produced films, social media content and briefings for policymakers to tell the story of the project. The pilot project helped secure significant new funding, enabling us to roll out a national Food Conversation in 2024, starting with a gathering in London of citizens from all four countries of the UK.

The Food Conversation is putting citizens at the heart of food systems debates and, alongside the work of our partners, changing the way politicians and businesses are engaging with issues around food, farming, land use and inequalities. We see this in support for campaigns on specific policies like junk food advertising, free school meals, school food standards, local food, and ultra-processed food (UPF) regulations.

Key moments of impact include:

- Briefing the House of Lords Select Committee on Food, Diet and Obesity with evidence of citizens' concerns about UPF, school meals and other key policies

- Bring attention to the UPF debate with a public event chaired by Rachel Sylvester (The Times) and featuring Baroness Boycott, Dr Chris van Tulleken, Professor Tim Benton, Eddie Abbew and Rob Percival. The film became one of FFCC's most watched pieces of content for the year – generating shares and comment from key political influencers and contributing to lively and thoughtful engagement on the issues

The Food Futures team also continued its work to support community-led change. Key moments include:

- Launching our Beyond Charitable Food Aid report, in collaboration with Local Trust and International Futures Forum. The report explains how civil society can lead the way in delivering food to those who need it most, while tackling the triple challenges of climate, nature and health.

- Partnering with Sustain, Landworkers' Alliance, Pasture for Life and the Sustainable Food Trust to launch The Local Food Plan, a project that will enable development of an action plan to deliver a vibrant and beneficial local food system.

Achievements during the year (continued)

Impact story: The Food Conversation pilots

To test how The Food Conversation could have most impact, we ran two pilot projects in the summer of 2023. Two locations were chosen – Birmingham and Cambridgeshire – to include urban and rural perspectives and to take advantage of local ties and relationships already developed by FFCC in both places.

Working closely with Sortition Foundation, we gathered citizens who broadly reflected the political leanings, socio-economic backgrounds, and ethnicities of their place. 28,000 invitations went out resulting in 30-40 citizens attending each workshop. These sessions informed The Food Conversation and each group spends over 20 hours together in workshops online and in person discussing and debating the future of the food system. They review a wide range of existing research including The National Food Strategy, and Food Foundation, Sustainable Food Trust, and UKRI-funded research programmes, among others. They hear from speakers, explore in-depth case studies and seek to understand how the food system needs to change. Through their deliberations, they produce their 'manifestos' for food systems change.

Backed up by a nationwide poll of 2,044 people by More in Common, we have found, so far, that people want a healthier, greener food environment, with support for farmers to farm more sustainably. They want taxes and regulations to hold big food businesses to account, and redistribution of revenues to help citizens eat more healthily and sustainably. Citizens also want visible cross-government action.

Including the well-received report, covered by national media, the animations and films about the project reached almost 220,000 views by March 2024. The data from the polling and research developed into briefings for over 50 MPs (which took place in early 2024 and continue through the project). The work has been cited by Sarah Dyke MP, Anthony Mangnall MP, Anna Taylor (Executive Director at The Food Foundation) and others in parliament.

The learnings from the pilots have been instrumental in helping develop The Food Conversation that is now underway.

Achievements during the year (continued)

c. Farming Transition

The Farming Futures team aims to influence and shape the debate about the transition towards a more sustainable, equitable farming sector and food resilient future. We describe the current issues and blocks to change, suggesting policy recommendations rooted in practical insights from farmers in different sectors and parts of the country. This year, we contributed this analysis to research and events including the Oxford farming conferences, AFN Network+, the South of England Farming Conference, the Royal Welsh Show and Groundswell, among many others. The Farming Leadership Group helps shape our programme, including the topics we tackle in the Farming Transition Symposia series. These events consistently attract people, like then shadow minister Daniel Zeichner MP, who are in a position to influence change.

Key moments include:

- Two Farming Transition Symposia attended by leaders from agriculture, NGOs and business. These events helped to focus attention on local supply chains and to shape a new narrative around food resilience (see Impact story).

- Strong FFCC presence at the Oxford farming conferences – with events at both OFC and ORFC. A Food Conversation film was screened on the main stage at OFC, helping to reach a new audience, and our social media engagement across this period drove visits to the FFCC website up 28% year on year.

- Blogs, media interviews and other content highlighting the lack of resources to support farmers to invest in major operational changes, the fragmented policy landscape and the challenges of measuring the transition. Field Guide case studies highlighted transformative practices in the farming supply chain.

- A partnership with Foundation for Common Land, Pasture for Life and the AHDB formed to take forward the Upland Farmer Toolkit, ensuring this resource will continue to have an impact without FFCC's ongoing involvement.

Impact story: Farming Transition Symposia

The FFCC Farming Leadership Group curated two more symposia tackling the intractable issues in farming. These rich discussions, inviting both expert speakers, farmers and business leaders, focus on key topics around the transition towards more sustainable practices in UK food and farming. Creating Fair and Equitable Supply Chains explored how to distribute risk and profit within the system more fairly. From Food Security to Food Resilience debated the urgent need to shift from a food system based on maximising short-term production to one with more capacity to adapt to challenges such as climate change. The discussions confirm the importance of building resilience: a headline summary was rapidly distributed to attendees at major political events, and the resilience theme received a higher profile in media and academic conversations around food and farming.

Achievements during the year (continued)

d. Countryside For All

The Countryside Team continues to focus on leading debate and supporting the implementation of a Multifunctional Land Use Framework. FFCC's work over the last few years has been instrumental in ensuring commitment across all political parties to a Land Use Framework in England. Our reports provide vital insights and reflect deep experience in testing land use frameworks. Many of our conclusions are widely accepted, including by the Geospatial Commission and others involved in the detail, but there is still much work to be done to ensure that the government is able to deliver a Multifunctional Land Use Framework with the joined-up approach, both across government and with communities, that is essential for growth and environmental protection.

Key moments include:

- Land Use Framework pilots completed in Devon and Cambridgeshire; report published in December 2023.
- FFCC invited to convene a high level Five Jurisdictions Conference, for home nations and the Republic of Ireland, sharing insight and experience of land use priorities and decisions.
- Building a Community of Practice with local authorities and subnational actors interested in a Multifunctional Land Use Framework.

Impact story: Multifunctional Land Use Framework

In our report on our Land Use Framework pilots in Devon and Cambridgeshire in June 2023, we included 'Multifunctional' in the title to emphasise our core principles and the differences between how we approach an LUF (as a governance process focused on delivering public value) and how others do. The report was well received by interested parties and partners. The report, and its accompanying *Rough Guide to the Multifunctional Land Use Framework,* has been viewed over 4,000 times.

The government's LUF was due to be published by October 2023, then by the end of the year, and then finally by summer recess 2024 – but was stymied by the election. We continue to work with government ministers and key officials in Defra, to argue for an approach led by principles and practices that is 'guidance for decision-makers' rather than a prescriptive strategy.

Following pilots in Devon and Cambridgeshire, we are focusing on engaging local authorities, who are at the forefront of applying a LUF lens, in a Community of Practice. In March, we were invited by leaders in the devolved nations to host a Five Jurisdictions Conference, chaired by Dame Fiona Reynolds, for organisations working on land use governance at the subnational and devolved level across the UK and Ireland. It was very successful and generated huge energy for a Community of Practice in the countries.

Achievements during the year (continued)

e. Resourcing Resilient Communities

Amplifying innovation in different parts of the UK (on what are often devolved policy areas) is a distinctive FFCC contribution, and our Country Directors lead programmes relevant to the nations of the UK. They also provide insights to others in the team about the ways in which devolved governments are leading the way on many food, farming and land use issues and share good practice from country to country.

Wales

Growing a movement for nature and addressing skills gaps in the nature and environment sector is core to the continued development of Nature Service Wales, with funding secured from Welsh Government to take it forward.

Our work in Wales has focused on promoting discussion around financing the agricultural transition. With the Sustainable Farming Scheme being reset with a new Cabinet Secretary coming into post, we have developed our work on natural capital financing to build consensus with key stakeholders on aggregated models that are designed in Wales, to meet Welsh targets for net zero.

Closely linked to both NSW and natural capital financing has been our contribution into net zero commitments for farming to help identify practical solutions to accelerate pathways to lowering carbon emissions. Bringing FFCC's expertise in multifunctional land use frameworks to these discussions has brought fresh thinking on how the existing Future Wales 2040 land use strategy is being implemented, and consideration of a more engaged approach with citizens in decision-making.

Northern Ireland

Our farmer-to-farmer peer learning Growing Innovation Network, known as GrowIN, has evolved a new approach by establishing three focused farmer clusters on horticulture, agroforestry and soil biology. We aim to deliver high-quality engagement and support for a small group and then expand according to demand.

The GrowIN team also supported our first NextGen-Regen week-long residential course on regenerative practice and leadership for 18 young leaders in farming. We were rewarded with some very positive feedback, and the course continues with a three-year series of learning days.

Many of us who would love to attend the Groundswell festival of regenerative agriculture find distance is a barrier. FFCC, in partnership with eight other organisations, commissioned a feasibility study for a local version and now the partnership has commissioned Northern Ireland's first event of this kind in September 2024.

In policy, we have been working with the Department of Agriculture, Environment and Rural Affairs to establish a Land Use Framework Working Group to make recommendations to our new Minister on land use decision-making.

Scotland

We encouraged the Scottish Government to implement the progressive legislation required to support a just transition to agroecology through this year's introduction of the Agriculture and Rural Communities Bill and draft of the first National Good Food Nation Plan in Scotland. FFCC used these opportunities to bring in recommendations from our supported SEFARI fellowship report on agroecology and insights from The Food Conversation.

Achievements during the year (continued)

With a focus on food resilience, we partnered with SEFARI Gateway, the North Highland Initiative (NHI), Scottish Crofting Federation (SCF) and Scottish Agricultural Organisation Society (SAOS) to research ways that crofts and small-to-medium sized farms and their markets in the North Highlands could become more resilient. The findings recognised the need for support of nature-friendly practices already undertaken, current challenging distance from processors and full understanding of the movement of livestock within and outside of the area. Partnership work continues, finding ways to implement practical solutions to these challenges.

We continued to work with partners sharing insights into multifunctional land use decision-making, particularly from Scotland's Land Use Strategy and the evolving role of Regional Land Use Partnerships (RLUPs). In April 2024, the Scottish Government announced that RLUPs will be 'established as an initiative with coverage across Scotland by the end of the next Parliamentary term. This is beginning with the recruitment of up to three new areas over the next year, recognising successful partnership must be driven by communities from the bottom up.

Impact story: Next Generation Regenerative Farming Leadership Course (NextGen-Regen)

With so much change in the food and farming system over the next 10 years, the role of young leaders will be critical. While many young farmers are enthusiastic about regenerative approaches to agriculture, they often have to overcome some resistance at home and innovate in a world where policy and practice is slow to recognise the value of what they want to achieve. They often have to face this challenge alone, without colleagues to share both the burden and the rewards, and often without strong, visible leaders to follow.

Thus, leadership and expertise in regenerative practice was the focus for 18 younger farmers from across Northern Ireland who spent a week together at Belle Isle Estate in Co Fermanagh at the beginning of March.

With 19 different tutors and experienced regenerative farmers to guide them from across the UK and Ireland, and Joel Williams even calling in from Australia, the students learned about subjects ranging from soil and livestock health to financial planning and leadership through systems change.

Eight follow-up single days over the next three years will further build their team spirit. We owe a big thank you to the Esmée Fairbairn Foundation for supporting this work.

Working for Diversity, Equity and Inclusion across the sector

FFCC is committed to anti-racism, inclusion, equity, and diversity, celebrating these qualities as essential principles of a fair and sustainable society. We acknowledge and draw attention to the interconnections between the nature, climate and public health crises and social justice. We take positive, practical and radical actions to deliver our mission of a fair and sustainable future for all.

Progress this year includes:

- Elevating the diverse voices of citizens through our Food Conversation work, including supporting them to become leadership voices playing key roles in our advocacy work and demonstrating that food system change is important to everyone.

- Promoting the importance of diversity in farming through our sponsorship and convening work with the Oxford farming conferences, helping move the conversation from fringe in 2020 to main stage visibility in 2024.

- Maintaining our proactive recruitment policies to encourage BAME applications for all team roles, through

Achievements during the year (continued)

which we are seeing an increasing number of well-qualified applicants. We believe this is down to the visibility of diverse groups in our public facing work and our perseverance in targeting.

- Funding a PhD studentship in the Centre for Research in Ethnic Minority Entrepreneurship at Aston University. The current holder of this award has joined and is engaged in UKRI's AFN Network+.

- Our People and Governance board committee includes Diversity, Equality and Inclusion on its agenda, providing board oversight for this work. Diversity and inclusion were highlighted in our board effectiveness review and came to the board for further discussion in May.

- Continuing to seek ways to support progress in this area, for example by making an open-access database of diverse voices available to sector colleagues.

Our focus is on practical advocacy and grounded leadership. Our self-assessment in the Race Report card was rigorous and self-reflexive, and we recognise that we have more to do, ourselves and as good allies and leaders for change.

Impact story: FFCC's elevation of diverse citizen voices

We have used our short films and assets produced for The Food Conversation to confound widely held assumptions about how diverse groups perceive food and food systems change. They are a vivid and impactful demonstration of our common experiences around food, and ensure people from under-represented communities are visible in leadership roles.

Strategy, impact and future plans

The new parliament - likely running to 2029 - is highly consequential. Our strategic intention is to support and accelerate change by aligning the leadership in business, finance and governments behind citizens' and farmers' urgent call for a fairer, healthier and more sustainable food and farming system. Our plan galvanises a broad-based movement for change to ensure that a coherent and comprehensive approach to Food, Farming and the Countryside becomes a political priority, but also to provide policymakers with robust implementation pathways – curating really practical solutions to give confidence to government that change is possible and indeed is being demanded by a progressive consensus from across business, finance, farming and civil society.
Our approach integrates cross-cutting and systemic activity (influencing policy change, aligning leadership and amplifying citizen voices) with thematic programmes that focus on food, farming and countryside matters. Our goal is to shift unhelpful narratives, demonstrating not only that citizens want radical and practical action that tackles climate, nature, health and equity crises – but that businesses and farmers are looking for clear and coherent policy from governments to provide them with the confidence and support required to act boldly to transform our food and farming system.

Building on our national Food Conversation with citizens across the UK, we will develop communication and advocacy assets of the highest quality and production value to provide a step change in the seriousness and authenticity of citizens' call for an urgent prioritisation of food and farming policy. We will continue to tackle the structural problems in the food system, synthesising insight from around the UK and from further afield to illustrate how resilience and health can be designed back into the system, including by confronting the challenges and inequities of the status quo – for example, the way markets are skewed against the interests of farmers, or towards our increasing reliance on unhealthy ultra-processed foods.

At the same time, we will help chart ways forward. We will research and demonstrate the potential that exists to support more innovative sustainable and localised food systems; ways of producing, distributing and consuming

Achievements during the year (continued)

food that not only enhance the resilience of our food security against climate, nature and economic shocks – but also regenerate a fairer, healthier and more vibrant food and farming culture.
Addressing the imperative of a more strategic approach to the UK's land and water resources our work on land use will seek to ensure the government's Land Use Framework reflects a diverse multifunctional approach, rather than a top-down and compartmentalised approach. We will establish a Community of Practice of senior leaders, to support implementation and learning, and advocate for the necessary resources to be provided to local authorities to ensure participatory governance of the planning and decision-making processes. We will also focus on making the economic, strategic and social value case for initiatives that promote economic wellbeing and equity in rural communities – including affordable housing, improved infrastructure and equitable access to services.

Across all of our work, we show how resources and money can flow to where it is needed – strengthening the case for investments with positive public benefits, and a shift away from harmful business practices. We are seeing significant challenges to the consensus for action on the climate and nature crisis, ostensibly driven by worries about the economic downturn and food and energy security. Publicly stated reasons for the lack of government action have centred on so-called 'consumer attitudes' – "no one wants a nanny state"; "we can't afford this in a cost of living crisis". Through The Food Conversation we will show that these distracting and polarising narratives are inconsistent with the authentic views of citizens, farmers and progressive businesses who are clear about the need for coherent and systemic intervention to enable the changes needed.

FFCC was set up in an uncertain and volatile time for the UK, to help shape a fairer, more sustainable future for all of us. Focusing on food, farming, countryside and land use, we connect quality research and diverse citizens' voices to map out the pathways for a just transition, aligning and growing the leadership to back them. Our next phase of work follows a general election for a government that will be in the driving seat for the decisive years to 2030. Actions taken now will determine whether we are on track to tackle the climate, health and nature crises, and how we must adapt to a changing world. Our work aims to keep our collective attention firmly on that imperative, helping steer the debate away from distractions, and aligning it towards ambitious, hopeful, radical and practical action.

Financial review

a. Going concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

b. Reserves policy

Our policy is to set a target level for unrestricted reserves based on the following components:

- Estimated costs of an orderly and solvent dissolution in the event that there is insufficient prospect of continuing to deliver public benefit;
- Prudent provision for parental leave and sickness pay;
- Contingency for unforeseen expenses.

The Trustees have recently reviewed the likely costs of dissolution and the predictability of both income and expenditure in the operational model. This review has shown that the minimum unrestricted reserve level of £55,000 remains adequate.

c. Principal risks and uncertainties

The Trustees maintain a risk register to assist with the prudent management of the Charity's affairs which monitors a range of risks which are common for an organisation of the Charity's size and type. The principal risks and uncertainties faced by the Charity are:

- Failure to secure sufficient grant funding to deliver the activities required to deliver the charitable objectives. To address this, management maintain a forward pipeline of funding applications and monitor income and expenditure closely.
- Failure to reach target audiences with messages and information, given the crowded news agenda and multiple concerns facing the UK government. To address this, staff liase regularly with commissioners to gain insights into the upcoming news agenda and has invested in media training for key staff.

d. Overview of financial year

The Charity's funding model is to seek grants from charitable foundations, government bodies and other organisations that wish to help the Charity deliver its objectives. Its first three years of existence were mainly funded by a core grant from Esmee Fairbairn Foundation, recognised in previous accounting periods. This was supplemented in the year by a variety of project specific grants.

At the start of the year, the Charity held reserves of £1,888,193 thanks to multi-year funding accounted for in previous years. During the year, the charity received additional income of £2,271,830 and had total expenditure of £1,639,618, creating a net surplus of £632,212. Reserves at the end of the year thus stood at £2,520,405. Of these £806,904 were unrestricted, well above the minimum reserves policy.

Income

The income for the year includes £2,266,830 of grants from the following funders: Esmée Fairbairn Foundation, Animula, AFN Network, The Land Workers Alliance and The Geospatial Commission. Additionally, £5,000 was received in donations.

Expenditure

The operating model of the Charity is to employ a core team with the skills and experience to deliver the charitable activities, and to enhance the scale and scope of work through the deployment of specialist contractors and partner organisations. Accordingly, the two largest categories of expenditure are on staff (£668,674) and contractors (£288,227). Charitable programe costs totalled £572,262 and other support costs were £110,455. Further detail is set out in notes 4,5 and 6 to the financial statements.

Structure, governance and management

a. Constitution

FFCC was incorporated on 17th April 2020 as charitable company limited by guarantee registered in England and Wales as company number 12562770, and is a registered charity number 1195790. The company has adopted the model articles of association for charitable companies published by the Charity Commission for England and Wales.

b. Methods of appointment or election of Trustees

There are currently nine trustees, six of whom are commissioners. Trustees are appointed by the board on the basis of the essential skills and diverse experiences they bring to the governance of the organisation.

c. Committees and terms of reference

The Board is supported in discharging its responsibilities by three Committees that report to the Board. Their terms of reference and composition are described below:

The Commission

The Commission currently comprises nineteen Commissioners. For the financial year 2023 to 2024 it was Chaired by the Chair of the Board, Sir Ian Cheshire. The commission is responsible for oversight of programme strategy and activities to deliver the Charity's objectives.

Audit and Risk Committee

The Audit and Risk Committee comprises four trustees and is Chaired by the Treasurer, Dr Marg Mayne. It is responsible for oversight of financial management, risk and compliance.

People and Governance Committee

The People and Governance Committee comprises three trustees and is Chaired by Dawn Austwick, OBE. It is responsible for oversight of organisational and staff wellbeing, including equality, diversity and inclusion and compliance with employment legislation.

d. Key management

The day-to-day delivery of the Charity’s work is delegated to the Chief Executive and supported by key management. During the year, the management team included the following personnel:

Sue Pritchard	Chief Executive
David Edwards	Deputy Chief Executive (joined 3 January 2024)
Rebecca Renfro	Director of External Relations
Dr Courtney Scott	Head of Policy and Research (resigned 7 June 2024)
Susan Arndt	Chief Operating Officer (joined 15 April 2024)
Diana Finch	Finance Director (resigned 13 October 2023)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

Statement of Trustees' responsibilities

The Trustees (who are also the directors of the Charity for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements 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.

Disclosure of information to auditors

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charity's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

Auditors

The Trustees will consider the appointment of auditors during the year.

Approved by order of the members of the board of Trustees and signed on their behalf by:

.....
F Reynolds
Interim Chair of Trustees

Date: 11 December 2024

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF FFCC LIMITED

Opinion

We have audited the financial statements of FFCC Limited (the 'charitable company') for the year ended 31 March 2024 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council'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 charitable company'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 Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' report thereon. The Trustees are responsible for the other information contained within the Annual report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Trustees' report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of 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 the Trustees 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 charitable company'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 charitable company or to cease operations, or have no realistic alternative but to do so.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF FFCC LIMITED (CONTINUED)

Auditors' responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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 Auditors' 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 is detailed below:

- We have considered the nature of the sector, control environment and financial performance;
- We have considered the results of enquiries with management and trustees in relation to their own identification and assessment of the risk of irregularities within the entity;
- We have reviewed the documentation of key processes and controls and performed walkthroughs of transactions to confirm that the systems are operating in line with documentation; and
- We have considered the matters discussed among the audit engagement team regarding how and where fraud might occur in the financial statements and potential indicators of fraud.

As a result of these procedures, we have considered the opportunities and incentives that may exist within the organisation for fraud and identified the highest area of risk to be in relation to revenue recognition, with a particular risk in relation to year-end cut off. In common with all audits under ISAs (UK) we are also required to perform specific procedures to respond to the risk of management override.

We have also obtained understanding of the legal and regulatory frameworks that the Charity operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context included the Charities Act 2011, Charity SORP 2019, FRS 102 and the terms and conditions attaching to material grants received by the Charity.

In addition, we considered the provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which may be fundamental to the Charity's ability to operate or avoid a material penalty. These included data protection regulations, health and safety regulations and employment legislation.

Our procedures to respond to the risks identified included the following:

- Reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- Performing analytical procedures to identify unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- Review of board minutes;
- Enquiring of management in relation to actual and potential claims and litigations;
- Performing detailed transactional testing in relation to the recognition of revenue, specifically grants, with a particular focus around year-end cut off;
- In addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments.

We also communicated identified laws and regulations and potential fraud risks to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

As a result of the inherent limitations of an audit, there is a risk that not all irregularities, including a material misstatement in the financial statements or non-compliance with laws and regulations, will not be detected by us. The risk increases the further removed compliance with a law or regulation is from the events and transactions reflected in the financial statements, given we will be less likely to be aware of it, or should the irregularity occur as a result of fraud rather than a one off error, as this may involve intentional concealment, forgery, collusion, omission or misrepresentation.

Our audit procedures have reviewed for evidence of management override, any ongoing legal cases, completeness of related party transactions, as well as an ongoing consideration of fraud and irregularities during the whole audit process.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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 Auditors' report.

Use of our report

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an Auditors' 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 charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF FFCC LIMITED (CONTINUED)



David Butler FCA DChA (Senior Statutory Auditor)
for and on behalf of
Bishop Fleming LLP
Chartered Accountants
Registered Auditors
10 Temple Back
Redcliffe
Bristol
BS1 6FL

Date: 20 December 2024

Bishop Fleming LLP are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

FFCC LIMITED

(A company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2024

	Note	Restricted funds 2024 £	Unrestricted funds 2024 £	Total funds 2024 £	*Total funds 2023 £*
Income from:					
Donations and legacies	4	**2,266,830**	**5,000**	**2,271,830**	*2,121,325*
Total income		**2,266,830**	**5,000**	**2,271,830**	*2,121,325*
Expenditure on:					
Charitable activities	5	**786,904**	**852,714**	**1,639,618**	*1,351,345*
Total expenditure		**786,904**	**852,714**	**1,639,618**	*1,351,345*
Net income/(expenditure)		**1,479,926**	**(847,714)**	**632,212**	*769,980*
Transfers between funds	14	**23,096**	**(23,096)**	**-**	*-*
Net movement in funds		**1,503,022**	**(870,810)**	**632,212**	*769,980*
Reconciliation of funds:					
Total funds brought forward		**210,479**	**1,677,714**	**1,888,193**	*1,118,213*
Net movement in funds		**1,503,022**	**(870,810)**	**632,212**	*769,980*
Total funds carried forward		**1,713,501**	**806,904**	**2,520,405**	*1,888,193*

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 26 to 45 form part of these financial statements.

FFCC LIMITED

(A company limited by guarantee)
REGISTERED NUMBER: 12562770

BALANCE SHEET
AS AT 31 MARCH 2024

	Note		2024 £		As restated 2023 £
Fixed assets					
Tangible assets	10		**769**		-
			769		-
Current assets					
Debtors	11	**723,608**		*1,768,589*	
Cash at bank and in hand		**2,023,803**		*316,230*	
		2,747,411		*2,084,819*	
Creditors: amounts falling due within one year	12	**(227,775)**		*(196,626)*	
Net current assets			**2,519,636**		*1,888,193*
Total assets less current liabilities			**2,520,405**		*1,888,193*
Net assets excluding pension asset			**2,520,405**		*1,888,193*
Total net assets			**2,520,405**		*1,888,193*
Charity funds					
Restricted funds	14		**1,713,501**		*210,479*
Unrestricted funds	14		**806,904**		*1,677,714*
Total funds			**2,520,405**		*1,888,193*

BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2024

The entity was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006.

However, an audit is required in accordance with section 144 of the Charities Act 2011.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees on the eleventh of December twenty twenty four and signed on their behalf by:



F Reynolds
Interim Chair of Trustees

The notes on pages 26 to 45 form part of these financial statements.

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2024

	2024 £	*2023* *£*
Cash flows from operating activities		
Net cash used in operating activities	**1,708,599**	*48,850*
Cash flows from investing activities		
Purchase of tangible fixed assets	**(1,026)**	-
Net cash (used in)/provided by investing activities	**(1,026)**	**-**
Cash flows from financing activities		
Net cash provided by financing activities	**-**	**-**
Change in cash and cash equivalents in the year	**1,707,573**	**48,850**
Cash and cash equivalents at the beginning of the year	**316,230**	*267,380*
Cash and cash equivalents at the end of the year	**2,023,803**	*316,230*

The notes on pages 26 to 45 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

1. General information

FFCC Limited is a private company limited by guarantee without share capital, registered in England and Wales. The registered office is 1-3 Gloucester Road, Bishopston, Bristol, England, BS7 8AA.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

FFCC Limited 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.

2.2 Going concern

The Trustees assess whether the use of going concern is appropriate i.e. whether any material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The Trustees make this assessment in respect of a period of at least 12 months from the date of authorisation for issue of the financial statements and have concluded that the charity has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the charity's ability to continue as a going concern, thus they will continue to adopt the going concern basis of accounting in preparing the financial statements.

2.3 Income

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

2. Accounting policies (continued)

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Charity's objectives, as well as any associated support costs.

2.5 Tangible fixed assets and depreciation

Tangible fixed assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

Computer equipment	- 3 year straight line

2.6 Debtors

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

2.7 Cash at bank and in hand

Cash at bank and 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.

2.8 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

2. Accounting policies (continued)

2.9 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.

2.10 Pensions

The Charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Charity to the fund in respect of the year.

2.11 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

3. Critical accounting estimates and areas of judgment

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The Charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results.

4. Income from donations and legacies

	Restricted funds 2024 £	Unrestricted funds 2024 £	Total funds 2024 £
Donations	-	5,000	**5,000**
Grants	2,266,830	-	**2,266,830**
	2,266,830	5,000	**2,271,830**

	As restated Restricted funds 2023 £	*As restated Unrestricted funds 2023 £*	*As restated Total funds 2023 £*
Donations	*-*	*540*	*540*
Grants	*610,785*	*1,510,000*	*2,120,785*
	610,785	*1,510,540*	*2,121,325*

5. Analysis of expenditure on charitable activities

Summary by fund type

	Restricted funds 2024 £	Unrestricted funds 2024 £	Total 2024 £
Convening leadership	96,925	85,268	**182,193**
Implementing recommendations	407,835	764,785	**1,172,620**
Resourcing communities	282,144	2,661	**284,805**
	786,904	852,714	**1,639,618**

5. Analysis of expenditure on charitable activities (continued)

Summary by fund type (continued)

	Restricted funds 2023 £	*Unrestricted funds 2023 £*	*Total 2023 £*
Convening leadership	*234,077*	*45,641*	*279,718*
Implementing recommendations	*394,938*	*-*	*394,938*
Resourcing communities	*670,792*	*5,897*	*676,689*
	1,299,807	*51,538*	*1,351,345*

6. Analysis of expenditure by activities

	Activities undertaken directly 2024 £	**Support costs 2024 £**	**Total funds 2024 £**
Convening leadership	138,063	44,130	**182,193**
Implementing recommendations	886,502	286,118	**1,172,620**
Resourcing communities	215,973	68,832	**284,805**
	1,240,538	399,080	**1,639,618**

	Activities undertaken directly 2023 £	*Support costs 2023 £*	*Total funds 2023 £*
Convening leadership	*234,415*	*45,303*	*279,718*
Implementing recommendations	*288,406*	*106,532*	*394,938*
Resourcing communities	*513,965*	*162,724*	*676,689*
	1,036,786	*314,559*	*1,351,345*

6. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Convening leadership 2024 £	Implementing recommendations 2024 £	Resourcing communities 2024 £	Total funds 2024 £
Staff costs	79,685	249,137	51,227	**380,049**
Programme costs - contractors	3,783	166,293	118,151	**288,227**
Programme costs - other	54,595	471,072	46,595	**572,262**
	138,063	886,502	215,973	**1,240,538**

	Convening leadership 2023 £	*Implementing recommendations 2023 £*	*Resourcing communities 2023 £*	*Total funds 2023 £*
Staff costs	*67,956*	*209,370*	*154,888*	*432,214*
Programme costs - contractors	*130,858*	*61,341*	*282,570*	*474,769*
Programme costs - other	*35,601*	*17,695*	*76,507*	*129,803*
	234,415	*288,406*	*513,965*	*1,036,786*

6. Analysis of expenditure by activities (continued)

Analysis of support costs

	Convening leadership 2024 £	Implementing recommendations 2024 £	Resourcing communities 2024 £	Total funds 2024 £
Staff costs	31,982	206,841	49,802	**288,625**
Depreciation	28	184	45	**257**
Communications & engagement	5,511	34,998	8,426	**48,935**
Office costs	1,798	11,016	2,652	**15,466**
Professional fees	3,105	22,025	5,246	**30,376**
Governance costs	1,706	11,054	2,661	**15,421**
	44,130	286,118	68,832	**399,080**

	Convening leadership 2023 £	*Implementing recommendations 2023 £*	*Resourcing communities 2023 £*	*Total funds 2023 £*
Staff costs	*28,066*	*65,997*	*100,808*	*194,871*
Communications & engagement	*180*	*423*	*646*	*1,249*
Office costs	*12,135*	*28,535*	*43,587*	*84,257*
Professional fees	*4,637*	*10,903*	*16,654*	*32,194*
Governance costs	*285*	*674*	*1,029*	*1,988*
	45,303	*106,532*	*162,724*	*314,559*

7. Auditors' remuneration

	2024 £	*2023 £*
Fees payable to the Charity's auditor for the audit of the Charity's annual accounts	**8,450**	*8,300*

8. Staff costs

	2024 £	*2023* *£*
Wages and salaries	**564,955**	*523,883*
Social security costs	**49,208**	*48,401*
Contribution to defined contribution pension schemes	**54,511**	*54,801*
	668,674	*627,085*

The average number of persons employed by the Charity during the year was as follows:

	2024 No.	*2023* *No.*
Employees	**16**	*16*

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2024 No.	*2023* *No.*
In the band £60,001 - £70,000	**-**	*1*
In the band £80,001 - £90,000	**1**	*1*

The key management personnel of the charity comprise the Trustees and the senior management team. The total amount of employee benefits (including employer pension contributions) received by key management personnel for their services to the charity was £277,324 (2023: £299,003).

9. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits *(2023 - £NIL)*.

During the year ended 31 March 2024, expenses totalling £1,746 (2023:£2,222) were reimbursed or paid directly to Trustees.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

10. Tangible fixed assets

	Office equipment £
Cost or valuation	
Additions	**1,026**
At 31 March 2024	**1,026**
Depreciation	
Charge for the year	**257**
At 31 March 2024	**257**
Net book value	
At 31 March 2024	**769**
At 31 March 2023	-

11. Debtors

	2024 £	2023 £
Due within one year		
Prepayments and accrued income	**723,608**	*1,768,589*
	723,608	*1,768,589*

12. Creditors: Amounts falling due within one year

	2024 £	2023 £
Trade creditors	**181,952**	*147,641*
Other taxation and social security	**17,963**	*13,459*
Other creditors	**13,778**	*10,428*
Accruals and deferred income	**14,082**	*25,098*
	227,775	*196,626*

13. Prior year adjustments

The classification of 3 grants received in the prior year totalling £1,510,000 have been restated from restricted funds to unrestricted funds. This adjustment has had no effect on the prior years surplus.

14. Statement of funds

Statement of funds - current year

	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2024 £
Unrestricted funds					
General Funds	**55,540**	**5,000**	**(24,277)**	**18,737**	**55,000**
Prince of Wales Charitable Foundation	**112,174**	**-**	**(70,341)**	**(41,833)**	**-**
Esmee Fairbairn - Cost of Living uplift	**60,000**	**-**	**(60,000)**	**-**	**-**
Esmee Fairbairn - (new core grant)	**1,250,000**	**-**	**(598,096)**	**-**	**651,904**
Rothschild (core grant)	**200,000**	**-**	**(100,000)**	**-**	**100,000**
	1,677,714	**5,000**	**(852,714)**	**(23,096)**	**806,904**

14. Statement of funds (continued)

Restricted funds

Esmee FairBairn - Cumbria	**5,115**	**-**	**(16,636)**	**11,521**	**-**
Esmee Fairbairn - Land Use	**8,861**	**-**	**(8,861)**	**-**	**-**
Esmee Fairbairn - NI Groundswell	**-**	**10,000**	**(10,000)**	**-**	**-**
Esmee Fairbairn - NI Next Gen	**-**	**28,075**	**(29,660)**	**1,585**	**-**
Esmee Fairbairn - NI FieldGood	**-**	**60,000**	**-**	**-**	**60,000**
Aurora Trust - Grant for Northern Ireland	**168,572**	**-**	**(103,906)**	**-**	**64,666**
Geospatial Commission (Extension)	**20,670**	**-**	**(27,581)**	**6,911**	**-**
Geospatial Commission	**-**	**980**	**(3,695)**	**2,715**	**-**
Local Trust (Beyond the Foodbank)	**2,873**	**-**	**(2,873)**	**-**	**-**
Rothschild	**4,388**	**-**	**(4,752)**	**364**	**-**
Rothschild/ LWA local food	**-**	**8,802**	**(8,802)**	**-**	**-**
Agrifood network champion	**-**	**48,000**	**-**	**-**	**48,000**
Animula	**-**	**2,100,000**	**(559,165)**	**-**	**1,540,835**
Devon County Council - DRIP	**-**	**10,973**	**(10,973)**	**-**	**-**
	210,479	**2,266,830**	**(786,904)**	**23,096**	**1,713,501**
Total of funds	**1,888,193**	**2,271,830**	**(1,639,618)**	**-**	**2,520,405**

14. Statement of funds (continued)

ESMÉE FAIRBAIRN FOUNDATION

2020–23 Core Grant:
A three-year grant awarded in April 2020 for a total of £2,454,972 for the part funding of the Charity's activities including support costs.

2023-26 Core Grant:
A three-year grant for the part funding of the Charity's activities including support costs from April 2023 onwards.

Cost of Living Uplift Grant (2023-2026):
A further £60,000 towards salary increases from April 2023 onwards to mitigate the effects of the cost-of-living increase for staff.

Cumbria:
A grant of £33,650 awarded in January 2022 towards the project costs of a feasibility study for a Land and Nature Skills Service for Cumbria.

SWAF:
A grant of £60,000 towards the establishment of the South West Agroecological Development Fund.

Land Use:
A grant of £30,000 towards the cost of encouraging the UK government to develop a Land Use Framework for England.

Northern Ireland Groundswell:
A £10,000 grant to assess the feasibility of a Groundswell type event for Northern Ireland.

Northern Ireland Next Generation:
A three-year grant totalling £59,435 for the Next Generation NI project to develop a community of practice in agroecology of 20 young innovators.

AFN NETWORK

AFN Network Champion Grant:
This £48,000 grant from the Agrifood Network funds Georgie Barber as an AFN Champion for one year.

ANIMULA

This grant of £2,100,000 is to fund FFCC's National Conversation About Food.

AURORA TRUST

Project 1:
£60,000 awarded in July 2021, for work in Northern Ireland to support the transition to agroecology.

Project 2:
£194,000 awarded in May 2022, for continued work in Northern Ireland to support the transition to agroecology.

14. Statement of funds (continued)

DEVON COUNTY COUNCIL

A final grant of £10,973 over the financial year as part funding for the Devon Land Use Framework pilot.

GEOSPATIAL COMMISSION

Original:
£40,548 granted to part fund the Devon Land Use Framework pilot.

Extension:
£93,000 additional grant to further support the Devon Land Use Framework pilot, and to fund visualisation software for the Cambridgeshire Land Use Framework pilot.

WWF

A grant of £16,150 for the Listening to Cambridgeshire project, an inclusive outreach project to capture community aspirations about land, food, and nature.

CUMBRIA FiPL

Project 1:
A grant of £2,000 to part fund the Farming Smarter Toolkit project in Cumbria.

Project 2:
A grant of £47,833 to fund the development of the Upland Farmer Toolkit in Cumbria.

LANDWORKERS ALLIANCE

Short Supply Chains Grant:
This £17,604 grant funds FFCC's contribution to a two-year project to support the strategic development of local and short supply chain food systems in the UK

LOCAL TRUST

A grant of £19,000 to part fund the Beyond Charitable Food Aid project (previously called Beyond the Foodbank), convening funders to consider a future beyond food banks and emergency food support.

ROTHSCHILD FOUNDATION

Food:
A grant of £20,000 to support the Hunger and Hardship and Beyond Charitable Food Aid project (previously called Beyond the Foodbank) projects.

Core Funding:
A two-year grant of £200,000 for the part funding of the Charity’s activities including support costs from April 2023 onwards.

14. Statement of funds (continued)

THE A TEAM FOUNDATION

Project 1:
A grant of £10,000 towards partnership work to establish the South West Agroecological Development Fund.

Project 2:
A grant of £5,000 to support the Beyond Charitable Food Aid project (previously called Beyond the Foodbank).

WCVA (WALES COUNCIL FOR VOLUNTARY ACTION)

A grant of £29,970 towards the development of a National Nature Service in Wales.

PRINCE OF WALES CHARITABLE FOUNDATION

Unrestricted funds received in prior years.

14. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2022 £	*As restated Income* £	*Expenditure* £	*Transfers in/out* £	*As restated Balance at 31 March 2023* £
Unrestricted funds					
General Funds	*55,000*	*540*	-	-	*55,540*
Prince of Wales Charitable Foundation	*175,000*	-	*(51,538)*	*(11,288)*	*112,174*
Esmee Fairbairn - Cost of Living uplift	-	*60,000*	-	-	*60,000*
Esmee Fairbairn - (new core grant)	-	*1,250,000*	-	-	*1,250,000*
Rothschild (core grant)	-	*200,000*	-	-	*200,000*
	230,000	*1,510,540*	*(51,538)*	*(11,288)*	*1,677,714*

14. Statement of funds (continued)

Restricted funds					
Esmee FairBairn - Cumbria	*28,516*	*-*	*(23,401)*	*-*	*5,115*
Esmee Fairbairn - Land Use	*-*	*30,000*	*(21,139)*	*-*	*8,861*
Esmee Fairbairn - Core grant	*825,648*	*-*	*(833,360)*	*7,712*	*-*
Esmee Fairbairn - SWAF	*-*	*60,000*	*(60,000)*	*-*	*-*
Aurora - Project 1	*34,049*	*-*	*(32,196)*	*(1,853)*	*-*
Aurora Trust - Project 2	*-*	*193,999*	*(27,280)*	*1,853*	*168,572*
Geospatial Commission - Original	*-*	*40,584*	*(43,284)*	*2,700*	*-*
Geospatial Commission - Extension	*-*	*93,000*	*(72,330)*	*-*	*20,670*
WWF	*-*	*16,150*	*(16,150)*	*-*	*-*
Cumbria FiPL -Project 1	*-*	*2,000*	*(2,876)*	*876*	*-*
Cumbria FiPL -Project 2	*-*	*47,833*	*(47,833)*	*-*	*-*
Rothschild Foundation - Food	*-*	*20,000*	*(15,612)*	*-*	*4,388*
A Team - Project 1	*-*	*10,000*	*(10,000)*	*-*	*-*
A Team - Project 2	*-*	*5,000*	*(5,000)*	*-*	*-*
Devon County Council	*-*	*43,249*	*(43,249)*	*-*	*-*
WCVA	*-*	*29,970*	*(29,970)*	*-*	*-*
Local Trust	*-*	*19,000*	*(16,127)*	*-*	*2,873*
	888,213	*610,785*	*(1,299,807)*	*11,288*	*210,479*
Total of funds	*1,118,213*	*2,121,325*	*(1,351,345)*	*-*	*1,888,193*

15. Summary of funds

Summary of funds - current year

	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2024 £
General funds	**1,677,714**	**5,000**	**(852,714)**	**(23,096)**	**806,904**
Restricted funds	**210,479**	**2,266,830**	**(786,904)**	**23,096**	**1,713,501**
	1,888,193	**2,271,830**	**(1,639,618)**	**-**	**2,520,405**

Summary of funds - prior year

	Balance at 1 April 2022 £	*As restated Income £*	*Expenditure £*	*Transfers in/out £*	*Balance at 31 March 2023 £*
General funds	*230,000*	*1,510,540*	*(51,538)*	*(11,288)*	*1,677,714*
Restricted funds	*888,213*	*610,785*	*(1,299,807)*	*11,288*	*210,479*
	1,118,213	*2,121,325*	*(1,351,345)*	*-*	*1,888,193*

16. Analysis of net assets between funds

Analysis of net assets between funds - current period

	Restricted funds 2024 £	Unrestricted funds 2024 £	Total funds 2024 £
Tangible fixed assets	769	-	**769**
Current assets	1,940,507	806,904	**2,747,411**
Creditors due within one year	(227,775)	-	**(227,775)**
Total	1,713,501	806,904	**2,520,405**

16. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior period

	As restated Restricted funds 2023 £	*As restated Unrestricted funds 2023 £*	*Total funds 2023 £*
Current assets	*403,605*	*1,681,214*	*2,084,819*
Creditors due within one year	*(193,126)*	*(3,500)*	*(196,626)*
Total	*210,479*	*1,677,714*	*1,888,193*

17. Reconciliation of net movement in funds to net cash flow from operating activities

	2024 £	*2023 £*
Net income for the period (as per Statement of Financial Activities)	**632,212**	*769,980*
Adjustments for:		
Depreciation charges	**257**	*-*
Decrease/(increase) in debtors	**1,044,981**	*(832,486)*
Increase in creditors	**31,149**	*111,356*
Net cash provided by operating activities	**1,708,599**	*48,850*

18. Analysis of cash and cash equivalents

	2024 £	*2023 £*
Cash in hand	**2,023,803**	*316,230*
Total cash and cash equivalents	**2,023,803**	*316,230*

19. Analysis of changes in net debt

	At 1 April 2023	Cash flows	At 31 March 2024
	£	£	£
Cash at bank and in hand	316,230	1,707,573	2,023,803
	316,230	1,707,573	2,023,803

20. Pension commitments

The group operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the group in an independently administered fund. The pension cost charge represents contributions payable by the group to the fund and amounted to £23,323 (2023: £54,801). £8,472 (2023: £6,797) was payable to the fund at the balance sheet date and is included in creditors.

21. Related party transactions

Commissioners are eligible for Honorarium payments for work carried out for the Commission and can claim £250 a day up to a maximum of £3000 per annum.

During the year, the total honorarium paid to all commissioners was £15,349 (2023: £11,750). This included payments to the following Trustees, made wholly in respect of their work as Commissioners:

David Fursdon £2,250 (2023: £3,000)

Helen Browning £1,600 (2023: £3,000)

There were no payments made to Trustees in respect of their duties as Trustees.

FFCC LIMITED

England & Wales - Charity number 1195790

Accounts

Food, Farming
& Countryside
Commission

Annual Report 2022–2023

Radical and practical – our report of progress





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SIR IAN CHESHIRE
FOOD, FARMING AND
COUNTRYSIDE COMMISSION

This Annual report covers the final year of our 2020 strategic plan. It is almost impossible to overstate the volatile, uncertain and complex conditions that characterised the context of our work since then. A global pandemic, exiting the European Union, war in Ukraine and the subsequent economic challenges – these are extraordinary times. Meanwhile the urgent imperative to tackle the crises in climate and nature, health and equity has been brought home to us yet again, with food supply chains further disrupted by weather extremes, leading to gaps on shelves, price hikes and even more people struggling to find and afford healthy food, produced sustainably.

In spite of – perhaps because of – this turbulence, we are seeing many examples of creative, innovative and practical leadership, where people are resolutely getting on with the things that make a real difference. We need more of this collaborative and courageous leadership – across businesses, governments and civil society – to face the difficult issues with a radical pragmatism.

I'm pleased to say that our work with our partners is having a positive and practical impact.

Making better land use decisions is fundamental to achieving public policy goals, from net zero to nature, flood management to food security, and rural housing to renewable energy. Insights from our Land Use Framework pilots in Devon and Cambridgeshire demonstrate the value of involving a broad cross-section of citizens and stakeholders in land use decisions. I'm pleased to see many of our recommendations appearing

in important reports, from the Royal Society, the Geospatial Commission and the House of Lords land use inquiry, among others.

Our Beyond Charitable Food Aid project tackled another critical issue – rising food insecurity and food bank use. Working with funders and food aid charities, we explored long-term strategies for fair, sustainable and dignified responses to food insecurity. Solutions proposed by citizens and communities are imaginative, respectful and eminently practical.

Working with colleagues in banking, finance and economics, and with our farming transition leadership group, we've identified the resources farmers need to transition towards more sustainable farming. Here, too, the ideas and solutions developed by the farmers on that journey give me optimism that we can solve our problems, with the right conditions and resources in place. Do look at our **Field Guide stories** to find out more.

Inspired by what we see and hear around the country, this coming year FFCC will be majoring on our new project – a national conversation about food. Food is fundamental to human health and wellbeing, and yet it is also at the nexus of the climate, nature, health and equity crises. When we ask citizens "what do we really want from food?" they tell us that these questions really matter to them, they want brave leadership in government and in business, and they want urgent action for a fairer, more sustainable future. Most importantly they have some radical and practical ideas to help us all get there. I look forward to sharing much more about this important and enlightening project throughout the year ahead.

Thank you – as ever – to our funders, especially to Esmée Fairbairn Foundation who continue to contribute the substantial proportion of our core funding, my board and commissioners, our partners and the staff team who continue to go above and beyond in their work for our shared goals.



SIR IAN CHESHIRE
FOOD, FARMING AND COUNTRYSIDE COMMISSION

Trustees' Report for the Period Ended 31 March 2023

INTRODUCTION

The Trustees present their Annual report together with the audited financial statements of the Charity for the period 1 April 2022 to 31 March 2023. The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) 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).

Since the Charity qualifies as small under section 382 of the Companies Act 2006, the Strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Purpose and Principles

Our Approach

Our Principles

- Mission led
- Outcomes oriented
- Systems focused
- Practical

How we Work

- We convene leadership
- We communicate the research
- We support learning through action
- We engage and involve citizens

Our Purpose

is to build a future where:

- Healthy food is everybody's business
- Farming is a force for change
- The countryside works for everyone
- Resources flow to where they are needed

Our Objects

Promoting sustainable development for the benefit of the public, in particular, but not limited to, by the following means:

- **The promotion of sustainable land use, in particular through agroecology.**
- **The promotion of the prudent use of natural resources through sustainable food production and farming practices.**
- **The promotion of sustainable means of achieving economic development and regeneration.**

In furtherance of the above, the Charity will provide funding, make grants or make financial or other awards in kind to individuals, organisations and community groups. The Charity will use the following definition of 'sustainable development' as set out in the 1987 Brundtland Commission Report: "development that meets the needs of the present without compromising the ability of future generations to meet their own needs".

Public Benefit

The Trustees are aware of the Charity Commission's guidance on public benefit and are satisfied that FFCC's work is strategically focused on its core purpose and charitable objects in order to deliver maximum public benefit with its resources.

Our Funding

FFCC is a mission-led organisation, here only as long as needed to support leadership and action to help implement recommendations in our 2019 report *Our future in the land*. Our core work as well as some specific projects are funded by Esmée Fairbairn Foundation, Prince of Wales Charitable Foundation and Rothschild Foundation, while other projects have been funded over the year by Local Trust, Aurora Trust, A Team Foundation, WCVA, WWF, Devon County Council, Geospatial Commission and Farming in Protected Landscapes.

THE PRINCE OF WALES'S CHARITABLE FUND

Department for Environment Food & Rural Affairs

Farming In Protected Landscapes Programme

Geospatial Commission

WWF

Aurora Trust Helping restore the planet

Esmée Fairbairn FOUNDATION

Local Trust

THE A TEAM FOUNDATION

WCVA CGGC

Devon County Council

ROTHSCHILD FOUNDATION

Achievements during the Year

Convening Leadership

Over the last three years, FFCC has prioritised bringing together leaders to build consensus around the challenging issues affecting food and farming, land use and the countryside. This year, the work became all the more critical. With the war in Ukraine continuing, and the world responding to the political and economic upheaval, we also saw another rise in populist and polarising narratives.

We responded through initiatives such as FFCC's Farming Transition Symposia series and the National Land Use Framework group, bringing leaders together to refocus attention on the things we agree on and places where we can make practical progress. This includes protecting and restoring nature; reducing and sequestering carbon; ensuring a just transition; paying farmers properly for providing public goods; and making it good business to produce healthy food in agroecological systems.

As well as our own work, we bring our leadership to support others, including:

- Supporting the global Food and Land Use Coalition in their work at the Food Systems Pavilion at COP27 with a series of curated stories from the Field Guide. Three news stories and 30+ posts made us the second biggest voice within this hashtag, and our film generated more than 550 views.
- Working with RSPB, National Trust and WWF on their People's Plan for Nature, contributing to their citizen's assembly and promoting the project across our social channels.
- Co-signing a letter from over 50 international parties to strengthen the inclusion of food systems in the UN's Koronivia process.
- Hosting discussions and appearing on panels at events and conferences, including the International Regenerative Alliance conference, the Anthropy event at Eden Project, the 7th Nature of Prosperity Dialogue from the Centre for the Understanding of Sustainable Prosperity (CUSP), and a panel on the transformative role of ecocide law alongside Stop Ecocide International and the Soil Association, among others.





IMPACT STORY: ORIGINS OF THE NATIONAL CONVERSATION ABOUT FOOD

In the summer of '22, senior leaders from food and farming, nature and environment, academic and civil society organisations met to take stock of progress towards our shared goals to tackle the climate and nature emergencies. We were concerned that, despite their stated intentions to act on climate, nature, health and 'levelling up', government and businesses were starting to row back from their commitments. We were especially frustrated by the underwhelming responses to the government-commissioned National Food Strategy. All too often, the inaction has been justified by ideas of what consumers want – "people don't want a nanny state", "consumers just want cheap food", "we can't afford action on climate and nature in a cost-of-living crisis" – and so on. Yet this wasn't our experience – neither from the member organisations nor from our discussions with citizens. With the National Trust, RSPB and WWF about to launch a campaign alongside the Wild Isles documentaries, including a citizen assembly, we also explored the potential to follow up with a big national conversation asking, "what do we really want from food?"

FFCC supported the work of the People's Plan for Nature assembly, contributing our research and insights on food and health, land use, farming and nature. The citizens responded with great interest. One of their key recommendations in their report was to have a national conversation about food and diet. Building on this recommendation and working with other partners working in food systems, we developed the idea further and in Spring 2023 we launched a National Conversation about Food.

Implementing Recommendations

At the core of FFCC's work are programmes that progress the recommendations in *Our future in the land*, led by experts in food, farming and countryside issues. They are linked by our 'cross-cutting' programmes, aligning leadership, promoting policy changes, and amplifying citizens' voices and positive stories of innovation around the UK.

Food and Health

This year, we directed the food and health programme to address the national debate about the cost-of-living crisis and food-price inflation. Having previously published evidence about affordability and how the food debate tends to be framed (for example, in the run-down to the publication of Henry Dimbleby's National Food Strategy), we were well positioned to focus on projects related to poverty and emergency food aid.

Highlights include:

- Partnering with Local Trust and International Futures Forum to host meetings between funders and charitable food providers to improve understanding of the funding landscape (see impact story).
- Convening the Hunger and Hardship Steering Group and Network (which focuses on food insecurity and poverty) and developing assets, including a website and social media tools to help align messages between the organisations involved.
- Collaborating in a conference with the Centre for Research in Ethnic Minority Entrepreneurship (CREME) at Aston University, highlighting people's work to develop resilient and sustainable Bangladeshi food businesses. FFCC staff and Commissioners contributed to the conference, and we also created a short film widely shared on social media.
- Bringing together partners to plan for a large-scale, citizen-led conversation about food.

> "We know the food system is broken. But if we're going to change things, it needs to be a collaboration between many different actors. FFCC's evidence and research is a vital piece of this puzzle."
>
> DENISE BENTLEY, FOUNDER OF FIRST LOVE FOUNDATION & FFCC COMMISSIONER



IMPACT STORY: BEYOND CHARITABLE FOOD AID

The Beyond Charitable Food Aid project, in partnership with Local Trust and International Futures Forum, was designed to deepen understanding of the funding landscape, exploring the inherent tensions between the growing need for emergency food aid provision and developing a more resilient food system, in which food aid is the exception.

FFCC conducted eight one-to-one interviews with funders and engaged 52 funders and community groups across five workshops – three in London, one in Manchester and one in Glasgow.

We were able to bring new voices to discussions and steer the conversation in ways that the participants found extremely helpful. The final report, shared by key parliamentary stakeholders, including Baron Nigel Crisp and Jo Gideon MP, was featured in Local Trust's newsletter (reaching 1.5k people) and has been downloaded nearly 1,000 times from the FFCC website. An accompanying podcast to share the findings has had over 3,500 downloads.

Farming Transition

Our farming transition work focused on opportunities to build agreement and shared commitment to the agroecological transition. Food security dominated debates, pitted against the fragile consensus around farming for climate and nature. Drawing on our research, we continued to argue that this is a false dichotomy; robust food security depends on agriculture that works in harmony with nature and acts on climate change.

Highlights include:

- Launching the Farming Transition Symposia series (see impact story for more).
- Commissioning Chatham House's Sustainable agriculture and food systems which generated nearly 5,000 views in the first week of publication, resulting in twice the average number accessing the Chatham House website.
- Hosting events at the Oxford farming conferences, which brought together some of the most influential figures in the debate about land use and natural capital markets.
- Helping develop the Consensus on Food and Farming, initiated by the Soil Association and RSPB, and co-signed by a growing group of farmer, green and citizen organisations.
- Completing the design phase of the Upland Farmer Toolkit in partnership with others.
- Reinforcing our core messages at a range of events including the Anthropy conference in Cornwall; the Nature, Net Zero and Food Security conference; and Groundswell – strengthening the influence of our recommendations in alliance with partners, producing compelling content and more.
- Supporting partners through co-signing a letter with Green Alliance and WWF on trade standards, contributing to the Geospatial Commission's launch of its National Land Data Programme, and helping ECIU to launch their report on food prices.

"I recommend the wonderful Food, Farming and Countryside Commission to anyone who does not know its work. Its conclusions are really heartening."

BARONESS ROSIE BOYCOTT, HOUSE OF LORDS, 25 JULY 2023







IMPACT STORY: FARMING TRANSITION SYMPOSIA SERIES

The farming leadership group met throughout Covid-19 as an online forum, sharing insight, experience and advice with the programme team. In January 2023, they initiated a series of in-person meetings, bringing together diverse and expert perspectives from farming and finance (and other sectors) to tackle the problematic issues in food, farming and land use.

Our inaugural event focused on financing the transition to agroecology. FFCC Commissioners Helen Browning and David Fursdon chaired the event which was attended by FFCC Chair Sir Ian Cheshire, Defra minister Lord Benyon and senior figures from Triodos Bank, the Green Finance Institute, the NFU and others, as well as farmers already working towards more sustainable farming.

The first of a series of working papers, *Finding the finance for growth*, was well received when published in March 2023. These symposia will continue to explore the critical areas of the farming transition and provide insights into the innovative approaches adopted by farm businesses and how to break down the barriers that hinder progress.

Countryside for All

A breakthrough year for the countryside programme, FFCC recommendations from *Our future in the land* edged into concrete policy intentions.

Highlights include:

- The Devon and Cambridgeshire local Land Use Framework pilots, which tested how Land Use Frameworks could address the real concerns and challenges in communities.
- The work of the national Land Use Framework leadership group led by FFCC Commissioner Dame Fiona Reynolds, which played a critical role in bringing together stakeholders and helping to unify understanding and awareness of the issues.
- The report from the House of Lords Committee on Land Use in England, the result of tireless work from their Lordships, including FFCC Commissioner Baroness Young of Old Scone. FFCC provided research background and gave evidence to the committee (see more in the impact story).
- Substantial progress towards a National Nature Service in Wales and in Cumbria. In Wales, with co-Chair Peter Davies, then Chair of Wales Council for Voluntary Action, we worked with partners RSPB, the Future Generations Commissioner, National Resources Wales, Groundwork Wales and Valleys Regional Park (VRP) to co-design and promote a demonstrator project for Nature Service Wales (NSW). This will offer targeted support and opportunities to those facing barriers to employment in environmental and conservation work. In Cumbria, we finalised the development of a blueprint for a Land and Nature Skills Service.





IMPACT STORY: LAND USE FRAMEWORK

This year, the government committed to publishing a Land Use Framework for England. We first suggested the idea in Our future in the land and have since built a broad alliance around the concept of a multifunctional, land-led, transparent and inclusive Land Use Framework, and have tested the mechanisms to make it work. The House of Lords report, the Royal Society's Living Landscape report, the Glover Review and the Geospatial Commission's report, which all came out during the year, were, among others, all instrumental in building momentum.

Our pilot projects in Devon and Cambridgeshire helped central and local government decision makers to understand how a Land Use Framework could work in practice (and conversations began in Northern Ireland for a similar framework there).

- In Devon, David Fursdon and Sir Michael Barber co-chaired the local leadership group. We partnered with the Environment Agency, the Geospatial Commission, the British Geological Survey and others to design and test land use decision-making mechanisms.
- In Cambridgeshire, Dame Fiona Reynolds and Gavin Shelton co-chaired the local leadership group. Inclusive listening events around the county helped us understand and explore local priority issues related to land use decisions, including developing an exciting new spatial mapping tool which collates disparate datasets to aid land use decision-making.

FFCC submitted evidence to the House of Lords Land Use Committee – evidence arising from insights from the pilots, and supported by our leadership groups. When the committee published its report, its recommendations for a Land Use Framework (chapter 5) reflected many of FFCC's recommendations, including that the framework's focus is multifunctional, broad and inclusive.

An event at the Oxford Farming Conference, hosted by FFCC, brought together senior decision makers and experts, and allowed people to ask questions and helped build consensus around the rationale for the framework. Our briefing documents have become key resources for partners (featuring on RSPB's Nature Advocacy blog) and government stakeholders.

Work continues to ensure the adoption of a broad and comprehensive Land Use Framework, which could enable government departments to work together and find fair and sustainable solutions to challenges across transport, energy, infrastructure, renewables, food production, housing and more.

> **"The best example of a Land Use Framework has been created by the Food, Farming and Countryside Commission"**
>
> HENRY DIMBLEBY, ENVIRONMENTAL AUDIT COMMITTEE, 19 APRIL 2023

Finance

Throughout the year the cost of food and energy increased dramatically, with some people struggling to afford the basic requirements for a healthy life. Meanwhile, some businesses saw record profits, raising serious questions about whether resources are directed effectively to tackle fairly and equitably the crises in climate, nature and health. We turned our attention to those areas where FFCC can convene finance and market expertise alongside grassroots experience of resource constraints which are limiting progress in the agroecological transition.

We established a finance leadership group, chaired by FFCC Commissioner Professor Tim Jackson, which helped focus the work on financing sustainable agriculture, natural capital research and collaborations with partners. We commissioned South West Mutual to conduct a feasibility study for an Agroecology Development Fund pilot in southwest England. We were invited by LSE's Financing a Just Transition programme to co-lead a strand of work assessing the social implications of land management transition in the UK, and we contributed to the publication of LSE's *Just nature* briefing.







IMPACT STORY: NATURAL CAPITAL

As policymakers, businesses and farmers look for ways to achieve action on climate and nature, the conversation increasingly turns towards the potential of natural capital markets to deliver these. FFCC, supported by the Prince of Wales' Charitable Fund, identified a need to understand better how these markets would work for farmers, particularly the small- and medium-size family farms. We commissioned Professor Fergus Lyon and Dr Amy Burnett from Middlesex University to investigate.

Their *Natural capital markets: What farmers and policymakers need to know* and accompanying briefing paper explore the complex and rapidly changing territory, and questions the role government should take in shaping these markets. It identifies a missed opportunity for global leadership by the UK government in making natural capital more appealing and accessible to farmers. Over 1,300 people have visited the report pages on our website, and 250 have read the accompanying working paper. The project has also fostered collaboration and partnership with influential organisations, such as the GFI and Bankers for Net Zero.

Alongside this work, FFCC contributed to *Financing a farming transition*, published by Green Finance Institute (GFI), which outlined a roadmap to unlock private finance for a fair, sustainable farming transition; and the Bankers for Net Zero's *Fertile ground: Accelerating the transition to net zero agriculture*. Taken together, this body of reports, consistent in their messaging, helped shape the government's response in their publication, *Nature markets: A framework for scaling up private investment in nature recovery and sustainable farming*, published in March 2023.

Resourcing Resilient Communities

Scotland

Work in Scotland focused on establishing a just transition plan for agroecological farming, food and diets, and amplifying the voices of young, diverse and underrepresented stakeholders, empowering their participation in decision-making processes.

Building on the success of the FFCC-supported SEFARI Fellowship report on agroecology, we published the findings with a broad range of audiences. This research has proven influential, presented at prominent events such as the Royal Highland Show, the World Congress on Soil Science, and Arable Scotland, and discussed with policymakers at the Scottish Parliament, Holyrood. Moreover, our work has led to fruitful cooperation with researchers in the new Scottish Government's Strategic Research Portfolio, and at the European Committee of the Regions and Scotland Europa.

Wales

The Nature Service Wales (NSW) partnership secured Welsh Government funding for the initial scoping phase of the programme in the South Wales region, helping to progress the development of a National Nature Service in Wales.

Through the Valleys Regional Park, the demonstrator project will offer targeted support and opportunities to those facing barriers to employment in environmental and conservation work. Confronting the nature and climate emergencies, building a green economy and plugging the current skills gap in critical sectors, NSW is a remarkable opportunity to empower the next generation and create a greener and more equitable future for all. The steering group continues its progress, advocating and promoting NSW, and exploring funding and partnering opportunities.

Outside our work for NSW, our focus in Wales has been on partnering and supporting the many collaborative initiatives working towards a more resilient and sustainable future for Wales' food and farming landscape. Our collaboration with University of Wales Trinity St David's Tir Glas team has focused on creating a sustainable farming and food network at its Lampeter Campus, leveraging an e-hub to disseminate vital information and best practices. We actively engage with Food Policy Alliance Cymru partners, developing our collective advocacy towards a more aligned and sustainable food system. We participated in events such as 'Feeding Wales from the Ground Up', for sustainable procurement and practices.

Northern Ireland

This year we raised significant funds to progress FFCC's Northern Ireland work programme. The Aurora Trust (formerly Ashden Trust) committed to supporting the Growing Innovation Network (GrowIN) – a network of farmers with the shared purpose of peer-to-peer learning and exchange – for three years (see impact story for more).

Interest in land use decisions also rose up the agenda, giving the team the opportunity to share our insights from our work in England. In early 2023, we organised a roundtable discussion with policymakers in Scotland, England and the Republic of Ireland, publishing a working paper to share the discussions that took place. One of its key recommendations was the creation of a Land Use Framework Working Group, which Northern Ireland's Department of Agriculture, Environment and Rural Affairs (DAERA) is now discussing. Over the year, the team held a series of meetings and dinners with the policymakers and stakeholders to build consensus and action related to the nation's food and farming sectors.

Work also began on funding proposals to Esmée Fairbairn for a leadership programme for young innovators in the food and farming sector and for a feasibility study for a Groundswell-inspired event in Northern Ireland, both of which were ultimately successful.





IMPACT STORY: GROWING INNOVATION NETWORK (GrowIN) IN NORTHERN IRELAND

As regenerative and agroecological approaches gain traction in Northern Ireland's farming communities, the GrowIN network continues to facilitate collaborations and the sharing of experience, ideas and knowledge between farmers. Funding from the Aurora Trust (formerly Ashden Trust) has made it possible to have sufficient resources to deliver effective network engagement.

The FFCC's GrowIN team delivered the Farm Biology campaign as a three-part series of online discussions with farmers covering soil, pasture and livestock – and shortlisted 11 students for the Innovation Competition with the College of Agriculture, Food and Rural Enterprise (sponsored by Germinal) to seek out innovations from the next generation of farmers, land managers and entrepreneurs in the sector.

After relaunching the steering group as a collaborative enterprise, joint funding bids strengthened relationships with organisations such as the Nature-Friendly Farming Network and National Trust, and enabled us to deliver valuable events such as Farm Carbon Training and Trees on Farms. Over the next three years, GrowIN will continue engaging with stakeholders, providing educational campaigns, fostering innovation and organising regular events for knowledge exchange and skill development.

Working for Diversity, Equity and Inclusion Across the Sector

FFCC is committed to inclusion, equity and diversity, celebrating these qualities as essential principles of a fair and sustainable society. We work with our partners and demonstrate leadership and progress by consistently opting for practical actions in our team, our ways of working, our recruitment and our choice of projects.

Progress this year includes:

- Showcasing stories in our Field Guide for the Future which are led by a diverse group of people.
- Increasing the diversity of our team – including advertising positive action roles open only to candidates of Black, Asian, minority ethnic or mixed-race background.
- Increasing the diversity of our governance, including our board and commissioners.
- Creating stronger relationships and partnerships with aligned organisations, including taking part in the RACE Report work to address diversity in the environmental, climate and sustainability charity sector.

There are signs of progress, but change can feel frustratingly slow, and there is a great deal more that needs to be done in years to come.



IMPACT STORY: FFCC'S WORK WITH THE CENTRE FOR RESEARCH IN ETHNIC MINORITY ENTREPRENEURSHIP

With our Research Advisory Fellows, we are highlighting projects where people of colour are already fully engaged in, and leading work on, food systems issues. We are working with the Centre for Research in Ethnic Minority Entrepreneurship at Aston University on two projects. The first is a funded PhD programme for a student to research food systems transformation (this year, a doctoral student of Black, Asian, minority ethnic or mixed-race background was recruited to undertake this). The second is a project with Bangladeshi food entrepreneurs on food systems resilience in the curry and catering sectors. It aims to broker new relationships between food entrepreneurs and food producers and demonstrate their shared interest in developing more sustainable food and farming systems.

Our Field Guide for the Future series curates stories from farmers, community leaders, food businesses and many others who are working to build a better future.



Cambridge ACRE told us about the struggles they face to build affordable rural housing in Cambridgeshire



Citizens in the Peak District shared the challenges of navigating land decisions for sustainable transport



RSPB's Georgie Bray shared the results of their nature-friendly flagship farm



In Herefordshire, sustainable construction professional Merry Albright talked about rivers, housing and community leadership



Kent Farmer Fidelity Weston talked about being paid to provide environmental benefits



Garth Clark, then of the Rothschild Estate, talked about Wildfarmed's innovative pasture cropping system



We took curry house entrepreneurs to visit Five Acres community farm in Birmingham



Oxfordshire farmer Martin Hamer
"Maybe we should be accounting for public goods in equal measure to profit and yield"

Throughout the year, we talk to people around the UK to learn how they are working to tackle the food, climate and nature crises. These interviews and stories are featured on our website and attract a significant following. Go to ffcc.co.uk/field-guide-for-the-future to read about the people featured here (and many others) in more detail.



Neil Marshall, Director of Growing with Grace in Yorkshire, explained how small-scale, sustainable farming can help build more resilient supply chains



Dominic Acland explained how a Land Use Framework can improve the health of the River Culm in Devon



Groundwork's Katy Stevenson shared the experiences of young people in Wales and what a National Nature Service would mean for them



Livi and Sammy from Middle Ground Growers in Bath talked about how community business models can attract new entrants into farming



Agroforestry on Upland Farms



"We really do grow people alongside produce", Prospect Trust's Snakehall Farm, Cambridgeshire

Strategy and Future Plans

Future Plans

This Annual report covers the final year in our three-year plan set out in 2020 when we first became an independent charity. It is a period characterised by unprecedented challenges – a pandemic, the war in Ukraine, exiting the EU and the subsequent changes in international trading relations, and growing climate, nature and health crises. This year, we've prioritised work that bolsters policy gains, strengthens the consensus for an agroecological transition, shapes new and positive narratives around food, and delivers our landmark projects.

Before considering the options to continue our work for a further term, FFCC Commissioners tested support for this with funders and partners. They told us that FFCC still plays an important role in the collective advocacy for food systems change. We have now received a proportion of our core funding for 2023–26 from Esmée Fairbairn Foundation, Rothschild Foundation and the Prince of Wales' Charitable Fund.

In the next three years, our intention is to accelerate food systems change by aligning the strategic leadership in business, finance and governments, and by involving citizens in setting out their ambitions and priorities for fair and sustainable food and farming.

Our approach integrates cross-cutting and systemic activity (influencing policy change, aligning leadership and amplifying citizen voices) with thematic programmes focusing on food, farming and countryside matters. In this next phase, we are directing our resources towards aligning collective leadership and amplifying citizen voices to accelerate structural change in the food system. Our goal is to shift unhelpful narratives undermining action for change and to demonstrate how citizens want and expect radical and practical action that tackles climate, nature, health and equity crises.

The programmes will continue to build on the success of the last three years. We will demonstrate evidence of citizens' appetite for a new version of the future where healthy food is everybody's business. We will continue to tackle the structural problems in the food system – including the rise in emergency food aid and ultra-processed foods' impact on health – and research the potential for innovative sustainable and localised food systems.

We will continue to build consensus around broad, inclusive pathways towards agroecology. Working with leaders and farmers across the sector, we will identify barriers to change, and how to overcome them; bank the areas where there is agreement; and find practical ways to resolve difficult issues. We will curate and help communicate the research and evidence that supports the agroecological transition. Overall, our focus is to demonstrate how farmers are a force for positive change in tackling the triple challenge of climate, nature and health.

We will build on the success of moving forward proposals for a multifunctional Land Use Framework and initiatives promoting economic wellbeing and equity in rural communities – including affordable housing, improved infrastructure and equitable access to services.

Across all of our work, we will examine how money flows to where it is most needed – strengthening the case for investments with positive public benefits, and a shift away from harmful business practices.

Looking back over the last year and ahead to the year to come, we are seeing significant challenges to the consensus for action on the climate and nature crisis, ostensibly driven by worries about the economic downturn and food and energy security. Food is at the crux of some of the most critical challenges, and this is why concerted global action on food systems is an essential lever to tackle these interconnected crises. Publicly stated reasons for the lack of government action have centred on so-called 'consumer attitudes' – "no one wants a nanny state"; "we can't afford this in a cost-of-living crisis". Yet these distracting and polarising narratives are inconsistent with our experience working with citizens in their communities and serve to polarise and distract from where the real work is needed.

Through the 'doorway' of food – in which every one of us has a stake – FFCC is setting out to explore and test these widely stated assumptions in a National Conversation about Food. We are working with experts in narrative frames and participatory processes, with the programme starting in mid-2023 and continuing throughout the next year and beyond.

FFCC was set up in an uncertain and volatile time for the UK, to help shape a fairer, more sustainable future for all of us. Focusing on food, farming, countryside and land use, we connect quality research and diverse citizens' voices to map out the pathways for a just transition, aligning and growing the leadership to back them. The next year is critical, with a general election for a government that will be in the driving seat for the decisive years to 2030.

Actions taken now will determine whether we are on track to tackle the climate, health and nature crises, and how we must adapt to a changing world. Our work aims to keep our collective attention firmly on that imperative, helping steer the debate away from distractions, and aligning it towards ambitious, hopeful, radical and practical action.

Financial Review

Overview of Financial Year

The Charity's funding model is to seek grants from charitable foundations, government bodies and other organisations that wish to help the Charity deliver its objectives. Its first three years of existence were mainly funded by a core grant from Esmée Fairbairn Foundation, recognised in previous accounting periods. This was supplemented in the year by a variety of project-specific grants.

At the start of the year, the Charity held reserves of £1,118,213 thanks to multi-year funding accounted for in previous years. During the year, the Charity received additional income of £2,121,325 and had total expenditure of £1,351,345 – creating a net surplus of £769,980. Reserves at the end of the year thus stood at £1,888,193. Of these, £167,714 were unrestricted, well above the minimum reserves policy. Core income for the year ahead had been secured by the end of the year, creating a strong start to the new year.

Income

The income for the year includes £610,785 of project-specific grants from the following funders: Esmée Fairbairn Foundation, Local Trust, Aurora Trust, Rothschild Foundation, The A Team Foundation, WCVA, Geospatial Commission, Farming in Protected Landscapes, WWF and Devon County Council. Core grants of £1,510,000 for future years were also received, of which £1,310,000 was from Esmée Fairbairn Foundation, and £200,000 from Rothschild Foundation. Additionally, £540 was received in donations.

Expenditure

The operating model of the Charity is to employ a core team with the skills and experience to manage and deliver the charitable activities, and to enhance the scale and scope of work through the deployment of specialist contractors and partner organisations. Accordingly, the two largest categories of expenditure are on staff (£627,085) and contractors (£474,769). Other costs of charitable activities totalled £129,803. This expenditure broadly covers the costs of meetings, events and publications to disseminate information. The remaining £119,688 represents other support costs to enable the Charity to function effectively and to govern itself, including professional fees, commissioners' honoraria, and the costs of hosting of co-working spaces and team meetings, necessitated as the Charity's staff members are geographically dispersed and the Charity has no central office. Further detail is set out in notes 5, 6 and 8 to the financial statements.

Going Concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

Reserves Policy

Our policy is to set a target level for unrestricted reserves based on the following components:

- **Estimated costs of an orderly and solvent dissolution in the event that there is insufficient prospect of continuing to deliver public benefit.**
- **Prudent provision for parental leave and sickness pay.**
- **Contingency for unforeseen expenses.**

The Trustees have recently reviewed the likely costs of dissolution and the predictability of both income and expenditure in the operational model. This review has shown that the minimum unrestricted reserve level of £55,000 remains adequate.

Governance and Management

Constitution

FFCC was incorporated on 17th April 2020 as charitable company limited by guarantee registered in England and Wales as company number 12562770, and is a registered charity number 1195790. The company has adopted the model articles of association for charitable companies published by the Charity Commission for England and Wales.

Methods of Appointment or Election of Trustees

There are currently nine trustees, six of whom are commissioners. Trustees are appointed by the board on the basis of the essential skills and diverse experiences they bring to the governance of the organisation.

Committees and Terms of Reference

The Board is supported in discharging its responsibilities by three Committees that report to the Board. Their terms of reference and composition are described below:

THE COMMISSION

The commission currently comprises 17 Commissioners. It is chaired by the Chair of the Board, Sir Ian Cheshire, and is responsible for oversight of programme strategy and activities to deliver the Charity's objectives.

AUDIT AND RISK COMMITTEE

The A&R committee comprises four trustees and is Chaired by the Treasurer, Dr Marg Mayne. It is responsible for oversight of financial management, risk and compliance.

PEOPLE AND GOVERNANCE COMMITTEE

The P&G committee comprises three trustees and is Chaired by Dawn Austwick, OBE. It is responsible for oversight of organisational and staff wellbeing, including equality, diversity and inclusion, and compliance with employment legislation.

Key Management

The day-to-day delivery of the charity's work is delegated to the chief executive supported by key management as follows:

Sue Pritchard	Chief Executive
Rebecca Renfro	Director of External Relations
Dr Courtney Scott	Director of Policy and Research
Tom Burston	Deputy Director (left in March 23)
Tony Greenham	Finance Director and Company Secretary (left in February 23)

Statement of Trustees' Responsibilities

The Trustees (who are also the directors of the Charity for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- **select suitable accounting policies and then apply them consistently;**
- **observe the methods and principles of the Charities SORP (FRS 102);**
- **make judgments and accounting estimates that are reasonable and prudent;**
- **state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;**
- **prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.**

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements 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.

Disclosure of Information to Auditors

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- **so far as that Trustee is aware, there is no relevant audit information of which the Charity's auditors are unaware, and**
- **that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the Charity's auditors are aware of that information.**

Auditors

The Trustees will consider the appointment of auditors during the year.

Approved by order of the members of the board of Trustees on and signed on their behalf by:

I Cheshire
Chair of Trustees

M Mayne
Treasurer

Independent Auditors' Report to the Members of FFCC Limited

Opinion

We have audited the financial statements of FFCC Limited (the 'charitable company') for the year ended 31 March 2023 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- **give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;**
- **have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and**
- **have been prepared in accordance with the requirements of the Charities Act 2011.**

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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council'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 charitable company'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 Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' report thereon. The Trustees are responsible for the other information contained within the Annual report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- **the information given in the Trustees' report is inconsistent in any material respect with the financial statements; or**
- **sufficient accounting records have not been kept; or**
- **the financial statements are not in agreement with the accounting records and returns; or**
- **we have not received all the information and explanations we require for our audit.**

Responsibilities of 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 the Trustees 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 charitable company'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 charitable company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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 Auditors' 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 is detailed below:

Our audit procedures have reviewed for evidence of management override, any ongoing legal cases, completeness of related party transactions, as well as an ongoing consideration of fraud and irregularities during the whole audit process.

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 Auditors' report.

Use of our report

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an Auditors' 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 charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

David Butler FCA DchA (Senior Statutory Auditor) for and on behalf of
Bishop Fleming LLP
Chartered Accountants
Registered Auditors
10 Temple Back Redcliffe
Bristol BS1 6FL

Date: 18th September 2023

Bishop Fleming LLP are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

Financial Statements for the Year Ended 31 March 2023

Statement of financial activities (incorporating income and expenditure account) for the year ended 31 March 2023

	Note	Restricted funds 2023 £	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Income from:					
Donations and legacies	4	**2,120,785**	**540**	**2,121,325**	390,718
Total income		**2,120,785**	**540**	**2,121,325**	390,718
Expenditure on:					
Charitable activities	5	**1,299,807**	**51,538**	**1,351,345**	983,376
Total expenditure		**1,299,807**	**51,538**	**1,351,345**	983,376
Net income/(expenditure)		**820,978**	**(50,998)**	**769,980**	(592,658)
Transfers between funds	12	**11,288**	**(11,288)**	**-**	-
Net movement in funds		**832,266**	**(62,286)**	**769,980**	(592,658)
Reconciliation of funds:					
Total funds brought forward		**888,213**	**230,000**	**1,118,213**	1,710,871
Net movement in funds		**832,266**	**(62,286)**	**769,980**	(592,658)
Total funds carried forward		**1,720,479**	**167,714**	**1,888,193**	1,118,213

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 52 to 68 form part of these financial statements.

Balance sheet for the year ended 31 March 2023

	Note		2023 £		2022 £
Current assets					
Debtors	10	**1,768,589**		936,103	
Cash at bank and in hand		**316,230**		267,380	
		2,084,819		1,203,483	
Creditors: amounts falling due within one year	11	**(196,626)**		(85,270)	
Net current assets			**1,888,193**		1,118,213
Total assets less current liabilities			**1,888,193**		1,118,213
Total net assets			**1,888,193**		1,118,213
Charity funds					
Restricted funds	12		**1,720,479**		888,213
Unrestricted funds	12		**167,714**		230,000
Total funds			**1,888,193**		1,118,213

The entity was entitled to exemption from audit under section 477 of the Companies Act 2006.

The Charity has opted to have a voluntary audit in accordance with section 144 of the Charities Act 2011.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees on 18th September 2023 and signed on their behalf by:

I Cheshire
Chair of Trustees

M Mayne
Treasurer

The notes on pages 52 to 68 form part of these financial statements.

Statement of cash flows for the period ended 31 March 2023

	2023 £	2022 £
Cash flows from operating activities		
Net cash used in operating activities	**48,850**	(30,740)
Cash flows from investing activities		
Net cash provided by investing activities	**-**	-
Cash flows from financing activities		
Net cash provided by financing activities	**-**	-
Change in cash and cash equivalents in the year	**48,850**	(30,740)
Cash and cash equivalents at the beginning of the year	**267,380**	298,120
Cash and cash equivalents at the end of the year	**316,230**	267,380

The notes on pages 52 to 68 form part of these financial statements.

Notes to the financial statements for the period ended 31 March 2023

1. General Information

FFCC Limited is a private company limited by guarantee without share capital, registered in England and Wales. The registered office is 1–3 Gloucester Road, Bishopston, Bristol, England, BS7 8AA.

2. Accounting policies

2.1 BASIS OF PREPARATION OF FINANCIAL STATEMENTS

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) – 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

FFCC Limited 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.

2.2 GOING CONCERN

The Trustees assess whether the use of going concern is appropriate, i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the Charity to continue as a going concern. The Trustees make this assessment in respect of a period of at least 12 months from the date of authorisation for issue of the financial statements and have concluded that the Charity has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the Charity's ability to continue as a going concern, thus they will continue to adopt the going concern basis of accounting in preparing the financial statements.

2.3 INCOME

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received, and the amount of income receivable can be measured reliably.

Grants are included in the Statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

2.4 EXPENDITURE

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Charity's objectives, as well as any associated support costs.

2.5 DEBTORS

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

2.6 CASH AT BANK AND IN HAND

Cash at bank and 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.

2.7 LIABILITIES AND PROVISIONS

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

2.8 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.

2.9 PENSIONS

The Charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Charity to the fund in respect of the year.

2.10 FUND ACCOUNTING

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

3. Critical accounting estimates and areas of judgment

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The Charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results.

4. Income from donations and legacies

	Restricted funds 2023 £	Unrestricted funds 2023 £	Total funds 2023 £
Donations	-	540	**540**
Grants	2,120,785	-	**2,120,785**
	2,120,785	540	**2,121,325**

	Restricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
Grants	190,718	200,000	390,718

5. Analysis of expenditure on charitable activities

Summary by fund type

	Restricted funds 2023 £	Unrestricted funds 2023 £	Total funds 2023 £
Convening leadership	234,077	45,641	**279,718**
Implementing recommendations	394,938	-	**394,938**
Resourcing communities	670,792	5,897	**676,689**
	1,299,807	51,538	**1,351,345**

	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £
Convening leadership	73,462	25,000	**98,462**
Implementing recommendations	539,211	-	**539,211**
Resourcing communities	345,703	-	**345,703**
	958,376	25,000	**983,376**

6. Analysis of expenditure by activities

	Activities undertaken directly 2023 £	Support costs 2023 £	Total funds 2023 £
Convening leadership	234,415	45,303	**279,718**
Implementing recommendations	288,406	106,532	**394,938**
Resourcing communities	513,965	162,724	**676,689**
	1,036,786	314,559	**1,351,345**

	Activities undertaken directly 2022 £	Support costs 2022 £	Total funds 2022 £
Convening leadership	9,643	88,819	98,462
Implementing recommendations	95,351	443,860	539,211
Resourcing communities	171,440	174,263	345,703
	276,434	706,942	983,376

It should be noted that in the financial year ended 31 March 2023, there was an increase in the range of grants provided to the organisation to undertake specific projects. To improve reporting in line with this, staff time on charitable projects is now split out and allocated to specific projects. This change in bookkeeping practices means that prior year comparisons of charitable and support costs, particularly in relation to staff salaries, are not fully representative.

Analysis of direct costs

	Convening leadership 2023 £	Implementing recommendations 2023 £	Resourcing communities 2023 £	Total funds 2023 £
Programme costs – staff	67,956	209,370	154,888	**432,214**
Programme costs – contractors	130,858	61,341	282,570	**474,769**
Programme costs – other	35,601	17,695	76,507	**129,803**
	234,415	288,406	513,965	**1,036,786**

	Convening leadership 2022 £	Implementing recommendations 2022 £	Resourcing communities 2022 £	Total funds 2022 £
Programme costs – contractors	1,540	63,802	151,702	**217,044**
Programme costs – other	8,103	31,549	19,738	**59,390**
	9,643	95,351	171,440	**276,434**

Analysis of support costs

	Convening leadership 2023 £	Implementing recommendations 2023 £	Resourcing communities 2023 £	Total funds 2023 £
Staff costs	28,066	65,997	100,808	**194,871**
Communications and engagement	180	423	646	**1,249**
Office costs	12,135	28,535	43,587	**84,257**
Professional fees	4,637	10,903	16,654	**32,194**
Governance costs	285	674	1,029	**1,988**
	45,303	106,532	162,724	**314,559**

	Convening leadership 2022 £	Implementing recommendations 2022 £	Resourcing communities 2022 £	Total funds 2022 £
Staff costs	66,290	396,398	153,507	616,195
Communications and engagement	12,015	15,753	6,098	33,866
Office costs	2,233	15,147	10,517	27,897
Professional fees	5,494	10,987	2,747	19,228
Governance costs	2,787	5,575	1,394	9,756
	88,819	443,860	174,263	706,942

7. Auditors' remuneration

	2023 £	2022 £
Fees payable to the Charity's auditor for the audit of the Charity's annual accounts	**8,300**	7,956

8. Staff costs

	2023 £	2022 £
Wages and salaries	**523,883**	518,605
Social security costs	**48,401**	46,317
Contribution to defined contribution pension schemes	**54,801**	51,273
	627,085	616,195

The average number of persons employed by the Charity during the period was as follows:

	2023 No.	2022 No.
Employees	**16**	16

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2023 No.	2022 No.
In the band £60,001–£70,000	**1**	1
In the band £70,001–£80,000	**-**	1
In the band £80,001–£90,000	**1**	-

The key management personnel of the Charity comprise the Trustees and the senior management team. The total amount of employee benefits (including employer pension contributions) received by key management personnel for their services to the Charity was £299,003 (2022: £224,157).

9. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2022 – £NIL).

During the year ended 31 March 2023, expenses totalling £2,222 (2022: £Nil) were reimbursed or paid directly to Trustees.

10. Debtors

	2023 £	2022 £
Due within one year		
Prepayments and accrued income	**1,768,589**	936,103
	1,768,589	936,103

11. Creditors: Amounts falling due within one year

	2023 £	2022 £
Trade creditors	**147,641**	34,753
Other taxation and social security	**13,459**	-
Other creditors	**10,428**	10,150
Accruals and deferred income	**25,098**	40,367
	196,626	85,270

12. Statement of funds – current year

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2023 £
Unrestricted funds					
General Funds	55,000	540	—	—	55,540
Prince of Wales Charitable Fund	175,000	-	(51,538	(11,288)	112,174
	230,000	540	(51,538)	(11,288)	167,714
Restricted funds					
Esmée Fairbairn (2020–23 Core Grant)	825,648	-	(833,360)	7,712	-
Esmée Fairbairn (Cost of Living Uplift Grant)	-	60,000	-	-	60,000
Esmée Fairbairn (2023–26 Core Grant)	-	1,250,000	-	-	1,250,000
Esmée Fairbairn (Cumbria)	28,516	-	(23,401)	-	5,115
Esmée Fairbairn (SWAF)	-	60,000	(60,000)	-	-
Esmée Fairbairn (Land Use)	-	30,000	(21,139)	-	8,861
Aurora Trust (Project 1)	34,049	-	(32,196)	(1,853)	-
Aurora Trust (Project 2)	-	194,000	(27,280)	1,853	168,572
Devon County Council	-	43,249	(43,249)	-	-
Geospatial Commission (Original)	-	40,584	(43,284)	2,700	-
Geospatial Commission (Extension)	-	93,000	(72,330)	-	20,670
WWF	-	16,150	(16,150)	-	-
Cumbria FiPL (Project 1)	-	2,000	(2,876)	876	-
Cumbria FiPL (Project 2)	-	47,833	(47,833)	-	-
Local Trust	-	19,000	(16,127)	-	2,873
Rothschild Foundation (Food)	-	20,000	(15,612)	-	4,388
Rothschild Foundation (Core Funding)	-	200,000	-	-	200,000
A Team (Project 1)	-	10,000	(10,000)	-	-
A Team (Project 2)	-	5,000	(5,000)	-	-
WCVA	-	29,970	(29,970)	-	-
	888,213	2,120,785	(1,299,807)	11,288	1,720,479
Total of funds	1,118,213	2,121,325	(1,351,345)	-	1,888,193

ESMÉE FAIRBAIRN FOUNDATION

2020–23 Core Grant:
A three-year grant awarded in April 2020 for a total of £2,454,972 for the part funding of the Charity's activities including support costs.

Cost of Living Uplift Grant:
A further £60,000 towards salary increases from April 2023 onwards to mitigate the effects of the cost-of-living increase for staff.

2023–26 Core Grant:
A three-year grant for the part funding of the Charity's activities including support costs from April 2023 onwards.

Cumbria:
A grant of £33,650 awarded in January 2022 towards the project costs of a feasibility study for a Land and Nature Skills Service for Cumbria.

SWAF:
A grant of £60,000 towards the establishment of the South West Agroecological Development Fund.

Land Use:
A grant of £30,000 towards the cost of encouraging the UK government to develop a Land Use Framework for England.

AURORA TRUST

Project 1:
£60,000 awarded in July 2021, for work in Northern Ireland to support the transition to agroecology.

Project 2:
£194,000 awarded in May 2022, for continued work in Northern Ireland to support the transition to agroecology.

DEVON COUNTY COUNCIL

A grant of £43,249 over the financial year as part funding for the Devon Land Use Framework pilot.

GEOSPATIAL COMMISSION

Original:
£40,548 granted over the year to part fund the Devon Land Use Framework pilot.

Extension:
£93,000 additional grant to further support the Devon Land Use Framework pilot, and to fund visualisation software for the Cambridgeshire Land Use Framework pilot.

WWF

A grant of £16,150 for the Listening to Cambridgeshire project, an inclusive outreach project to capture community aspirations about land, food and nature.

CUMBRIA FiPL

Project 1:
A grant of £2,000 to part fund the Farming Smarter Toolkit project in Cumbria.

Project 2:
A grant of £47,833 to fund the development of the Upland Farmer Toolkit in Cumbria.

LOCAL TRUST

A grant of £19,000 to part fund the Beyond Charitable Food Aid project (previously called Beyond the Foodbank), convening funders to consider a future beyond food banks and emergency food support.

ROTHSCHILD FOUNDATION

Food:
A grant of £20,000 to support the Hunger and Hardship and Beyond Charitable Food Aid project (previously called Beyond the Foodbank) projects.

Core Funding:
A two-year grant of £200,000 for the part funding of the Charity's activities including support costs from April 2023 onwards.

THE A TEAM FOUNDATION

Project 1:
A grant of £10,000 towards partnership work to establish the South West Agroecological Development Fund.

Project 2:
A grant of £5,000 to support the Beyond Charitable Food Aid project (previously called Beyond the Foodbank).

WCVA (WALES COUNCIL FOR VOLUNTARY ACTION)

A grant of £29,970 towards the development of a National Nature Service in Wales.

PRINCE OF WALES CHARITABLE FOUNDATION

Unrestricted funds received in prior years.

13. Statement of funds – prior year

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2022 £
Unrestricted funds					
General Funds	55,000	—	—	—	55,000
Prince of Wales Charitable Fund	—	200,000	(25,000)	—	175,000
	55,000	200,000	(25,000)	—	230,000
Restricted funds					
Esmée Fairbairn (Core Funding)	1,650,471	—	(824,823)	—	825,648
Local Trust (Big Local)	5,400	3,178	(8,578)	—	—
Aurora Trust	—	60,000	(25,951)	—	34,049
Devon County Council	—	44,778	(44,778)	—	—
Geospatial Commission	—	28,830	(28,830)	—	—
Esmée Fairbairn (Cumbria)	—	33,650	(5,134)	—	28,516
Natural Resources Wales	—	7,546	(7,546)	—	—
Nourish Scotland	—	5,596	(5,596)	—	—
Local Trust (Beyond the Foodbank)	—	7,140	(7,140)	—	—
	1,655,871	190,718	(958,376)	—	888,213
Total of funds	1,710,871	390,718	(983,376)	—	1,118,213

14. Summary of funds

Summary of funds – current year

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2023 £
General funds	230,000	540	(51,538)	(11,288)	167,714
Restricted funds	888,213	2,120,785	(1,299,807)	11,288	1,720,479
	1,118,213	2,121,325	(1,351,345)	-	1,888,193

Summary of funds – prior year

	Balance at 1 April 2021 £	Income £	Expenditure £	Balance at 31 March 2022 £
General funds	55,000	200,000	(25,000)	230,000
Restricted funds	1,655,871	190,718	(958,376)	888,213
	1,710,871	390,718	(983,376)	1,118,213

15. Analysis of net assets between funds

Analysis of net assets between funds – current year

	Restricted funds 2023 £	Unrestricted funds 2023 £	Total funds 2023 £
Current assets	1,913,605	171,214	**2,084,819**
Creditors due within one year	(193,126)	(3,500)	**(196,626)**
Total	1,720,479	167,714	**1,888,193**

Analysis of net assets between funds – prior year

	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £
Current assets	973,483	230,000	1,203,483
Creditors due within one year	(85,270)	—	(85,270)
Total	**888,213**	**230,000**	**1,118,213**

16. Reconciliation of net movement in funds to net cash flow from operating activities

	2023 £	2022 £
Net income/expenditure for the year (as per Statement of Financial Activities)	**769,980**	(592,658)
Adjustments for:		
Decrease/(increase) in debtors	**(832,486)**	550,050
Increase in creditors	**111,356**	11,868
Net cash provided by/(used in) operating activities	**48,850**	(30,740)

17. Analysis of cash and cash equivalents

	2023 £	2021 £
Cash in hand	**316,230**	267,380
Total cash and cash equivalents	**316,230**	267,380

18. Analysis of changes in net debt

	At 1 April 2022 £	Cash flows £	At 31 March 2023 £
Cash at bank and in hand	**267,380**	**48,850**	**316,230**
	267,380	**48,850**	**316,230**

19. Pension commitments

The group operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the group in an independently administered fund. The pension cost charge represents contributions payable by the group to the fund and amounted to £54,801 (2022: £51,273). £6,797 (2022: £6,892) was payable to the fund at the balance sheet date and is included in creditors.

20. Related party transactions

Commissioners are eligible for honorarium payments for work carried out for the Commission and can claim £250 a day up to a maximum of £3,000 per annum.

During the year, the total honorarium paid to all commissioners was £11,750 (2022: £14,625). This included payments to the following Trustees, made wholly in respect of their work as Commissioners:

David Fursdon £3,000 (2022: £3,000)
Helen Browning £3,000 (2022: £1,250)
There were no payments made to Trustees in respect of their duties as Trustees.

In the prior year, the Charity procured accommodation and meals for a staff workshop for the sum of £623 from Helen Browning (Eastbrook Farm) trading as Helen Browning's Royal Oak. Helen Browning is a Trustee of the Charity.

Several other venues were assessed for price, location and cancellation charges/booking flexibility and the Royal Oak was considered to offer best value for the Charity.

In 2022 the Charity was awarded a grant of £200,000 from the Prince of Wales Charitable Fund ('PWCF'). Sir Ian Cheshire is the Chair of the Charity and also the Chair of PWCF. The Trustees have been informed that in order to prevent a conflict of interest arising, when PWCF were considering the grant award to the Charity, Sir Ian recused himself from the discussion and decision.

Reference and Administrative Details of the Charity, its Trustees and Advisers for the Period Ended 31 March 2023

TRUSTEES

H Browning (appointed 17 April 2020)
I Cheshire, Chair (appointed 17 April 2020)
S Cramer (appointed 17 April 2020)
D Fursdon (appointed 17 April 2020)
U Ibrahim (Appointed 26 January 2023)
C Jones (appointed 17 February 2021)
M Mayne (appointed 20 April 2020)
F Reynolds, Vice Chair (appointed 17 April 2020)

COMPANY REGISTERED NUMBER

12562770

REGISTERED CHARITY NUMBER

1195790

REGISTERED OFFICE

1–3 Gloucester Road
Bishopston
Bristol
BS7 8AA

COMPANY SECRETARY

T Greenham (resigned 28 February 2023)
D Finch (appointed 1 March 2023)

KEY MANAGEMENT PERSONNEL

S Pritchard (appointed 29 April 2020)
R Renfro (appointed 6 July 2020)
C Scott (appointed 1 Sept 2020)
T Burston (resigned 1 March 2023)
T Greenham (resigned 28 February 2023)

INDEPENDENT AUDITORS

Bishop Fleming LLP
Chartered Accountants
Statutory Auditors
10 Temple Back
Bristol
BS1 6FL

ACCOUNTANTS

Griffin
Chartered Accountants
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Countryside Commission
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Registered in
England and Wales

Company no. 12562770
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Registered charity number 1195790

The Food, Farming and Countryside Commission focuses on food and farming, climate, nature and the public's health, for a just transition to a greener, fairer world. With partners in governments, businesses and communities, we generate radical ideas and practical actions to transform our countryside and our economy. We help convene collective leadership on the difficult questions and resource communities to become more resilient and adaptable for the challenges ahead.

FFCC LIMITED

England & Wales - Charity number 1195790

Accounts

Food, Farming
& Countryside
Commission

Annual Report 2021–2022

Radical and practical – our report of progress





Food, Farming
& Countryside
Commission

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“While seismic shifts continue, our core focus remains to bring people together, to act on the important issues and to support and amplify citizen voices.”

SIR IAN CHESHIRE
FOOD, FARMING AND COUNTRYSIDE COMMISSION

Foreword



SIR IAN CHESHIRE
FOOD, FARMING AND
COUNTRYSIDE COMMISSION

The Food, Farming and Countryside Commission was set up in 2017, after the Brexit vote, to help shape a new and shared version of a more sustainable future for the food system. Our work concentrates on the important and fundamentally interconnected issues: food security and public health; farming and land use; financing a just transition and flourishing rural economies; and the climate and nature crises.

In 2020, in our first year of operation as an independent charity, the global pandemic started. In our second year, covered by this Annual Report, the war in Ukraine is having a serious global impact on food and energy security. Meanwhile, extreme weather events and further loss of nature and wildlife remind us that the climate and nature crises are accelerating.

The cumulative impact means our work remains front and centre stage. And while we note some positive gains, we’re also clear that enormous challenges lie ahead, to turn policy intentions into practical and deliverable actions.

Some of our recommendations, such as a Land Use Framework for England, are moving rapidly forward. We are seeing solid gains in the adoption of agroecology and regenerative agriculture as a pre-eminent organising principle for farming. We are working with partners and community groups to understand more about what citizens want from their food, which is challenging the idea that all people care about is easy access to cheap food.

As a small and agile organisation, we're able to respond fast to work with partners on critical issues – trade relations, fair finance and global events, like COP26 – which you can read about in this report. We have strengthened our teams in the devolved nations – Wales, Scotland and Northern Ireland – to learn from their distinctive policy approaches and directions of travel, and to carry out the work programmes set out by our leadership advisory groups in each country.

So, while seismic shifts continue, our core focus remains:

- **to bring people together across sectors, disciplines and interests, to develop and share expertise and perspectives, with a focus on what we can do together to act on the important issues.**
- **to support and amplify the grassroots work of farmers, citizens and businesses who are getting on with their vital work and taking a lead in their communities and sectors.**

Looking forward, the one thing we can be sure of is that there is more turbulence ahead. From the start, FFCC has aimed to be radical and practical; big, bold ideas are important, but we also have to be able to make them work. I take inspiration from the perseverance and resilience of those people who are getting on with the painstaking work and incremental steps towards a more sustainable future. We will continue to work with governments, businesses, NGOs and civil society for a fairer, healthier and more sustainable future for food, farming and the countryside.

As ever I want to express my gratitude to our funders and partners who support our work, my colleague commissioners and members of our advisory groups, who continue to contribute their time and expertise so generously, and the staff team, whose energy and commitment to our shared mission has kept going through extended lockdowns, and virtual and remote working.



SIR IAN CHESHIRE
FOOD, FARMING AND COUNTRYSIDE COMMISSION

Trustees' Report for the Period Ended 31 March 2022

INTRODUCTION

The Trustees present their Annual Report together with the audited financial statements of the Charity for the period 1 April 2021 to 31 March 2022. The Annual Report serves the purposes of both a trustees' report and a directors' report under company law. The Trustees confirm that the Annual Report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) 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). Since the Charity qualifies as small under section 382 of the Companies Act 2006, the strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Food, Farming
& Countryside
Commission

Purpose and Principles







> “The breadth of what FFCC has been doing has been incredibly useful... its long fingers into communities has been fantastically helpful”
>
> **HENRY DIMBLEBY**
> NATIONAL FOOD STRATEGY





Our Approach

Our Principles

- Mission led
- Outcomes oriented
- Systems focused
- Practical

How we Work

- We convene leadership
- We communicate the research
- We support learning through action
- We engage and involve citizens

Our Purpose

is to build a future where:

- Healthy food is everybody's business
- Farming is a force for change
- The countryside works for everyone
- Resources flow to where they are needed

Our Objects

The Charity's objects ('objects') are specifically restricted to promoting sustainable development for the benefit of the public, in particular, but not limited to, by the following means:

- **The promotion of sustainable land use, in particular through agroecology.**
- **The promotion of the prudent use of natural resources through sustainable food production and farming practices.**
- **The promotion of sustainable means of achieving economic development and regeneration.**

In furtherance of the above the Charity will provide funding, make grants or make financial or other awards in kind to individuals, organisations and community groups. The Charity will use the following definition of 'sustainable development' as set out in the 1987 Brundtland Commission Report: "development that meets the needs of the present without compromising the ability of future generations to meet their own needs".

Public Benefit

The Trustees are aware of the Charity Commission's guidance on public benefit and are satisfied that FFCC's work is strategically focused on its core purpose and charitable objects in order to deliver maximum public benefit with its resources.

Our Funding

FFCC is a mission-led organisation, here only as long as needed to support leadership and action to help implement recommendations in our 2019 report *Our Future in the Land*. Our core work is supported by Esmée Fairbairn Foundation who provides a grant of £2,454,972 over three years. We have received an additional £390,718 during the year from other funders including Prince of Wales Charitable Fund, Aurora Trust (formerly known as Ashden Trust), the Environment Agency through Devon County Council, the Cabinet Office through the Geospatial Commission, the Scottish Government through Nourish Scotland, Natural Resources Wales and Local Trust.

THE PRINCE OF WALES'S CHARITABLE FUND

Department for Environment Food & Rural Affairs

Environment Agency

Flood and coastal resilience innovation programme

Part of the Flood and coastal resilience innovation fund

Geospatial Commission

Cyfoeth Naturiol Cymru Natural Resources Wales

Aurora Trust
Helping restore the planet

Esmée Fairbairn FOUNDATION

Local Trust

Scottish Government
Riaghaltas na h-Alba
gov.scot

NOURISH SCOTLAND

Project funded by the Knowledge Transfer and Innovation Fund (KTIF), which is funded by the Scottish Government.

Food, Farming
& Countryside
Commission

Achievements during the Year







"We know the food system – in this country and across the world – is fundamentally broken. But if we're going to change things, it needs to be a collaboration between many different actors. FFCC's evidence and research is a vital piece of this puzzle."

DENISE BENTLEY
FIRST LOVE FOUNDATION
AND FFCC COMMISSIONER





1 Convening Leadership



"Young people are going to save the planet... we have to make it easier for them to get on the ladder and start farming."

LUKE WILSON
FIR FARM

As global institutions and structures face fundamental questions about relevance and competence, the public discourse often centres around who can lead and who can solve the multiple crises the world faces.

At FFCC, our aim is to find leaders at all levels, in all sectors and all places – people who are willing to collaborate, innovate and make things happen. FFCC Commissioners, academic experts and established leaders of eminent organisations help to steer our programme and are involved in leadership groups focused on specific elements of our work. We also seek out community and lesser-heard voices who are already working on new approaches and new solutions. This approach shapes our work on the Land Use pilots in Devon and Cambridge, as well as projects like the National Nature Service in Wales and the Land and Nature Skills Service in Cumbria – where we're working with diverse groups of businesses and organisations to make practical progress, and learn from the process.

Impact Story: Land Unlocked

Working with our UK and global partners, we agreed to focus our advocacy work, in the months leading to COP26, on three key areas: agroecology as a nature-based solution, financing a just transition and resourcing resilient communities.

Under the heading 'Land Unlocked' we put together a comprehensive programme of activity designed to bring the actions of citizens in front of leaders heading to COP26, working closely with partner organisations to amplify their work.

Activity included:

- **Land Unlocked Bike Tour:** encouraged by partners to capture stories of change and bring them to COP26, we sent the FFCC team around the country on their bikes to meet farmers, activists, community food workers and more (reprising the successful bike tour which informed Our Future in the Land). We worked closely with the National Trust, RSPB, Soil Association, Sustainable Food Trust, and Nature Friendly Farmers Network to feature their stories alongside others to showcase their work and grow the network.
- **Land Unlocked film:** a short film of the bike tour was created and showcased by partners at COP26.
- **Land Unlocked podcasts:** in partnership with the Farm Gate podcast, we featured leading figures, including Christiana Figueres, Tim Jackson, Emma Howard-Boyd among others, talking about global leadership, corporate power, environmental risks and more.
- **Briefings** to parliamentarians ahead of COP26 focused on our key themes and centred around a Land Unlocked 'hub' on the FFCC website – featuring articles and blogs by Baroness Young and others.
- We co-ordinated a **joint letter to government** from the Chief Executives and Chairs of National Trust, Soil Association, Sustainable Food Trust, RSPB, WWF and FFCC, outlining five 'no regrets' actions that governments could take during its 'Year of Climate Action'.

2,738
TOTAL AUDIENCE FOR LAND UNLOCKED PODCAST

2.2 million
VIEWS

450+
POSTS

140+
STAKEHOLDER STORIES

1,500
ENGAGED VIA HASHTAGS

LAND UNLOCKED FILM FEATURED AT
COP26



ANDY CATO
CO-FOUNDER, WILDFARMED GRAIN



PROF CARWYN JONES
FORMER FIRST MINISTER OF WALES



CHETNA MAKAN
FOOD INFLUENCER, CHEF AND AUTHOR



NIKKI YOXALL
HEAD OF RESEARCH, PASTURE FOR LIFE
AGROECOLOGY PRACTITIONER



HENRY DIMBLEBY
INDEPENDENT LEAD, NATIONAL FOOD STRATEGY

> "We need to get away from the cheap food paradigm"

PROF TIM BENTON
RESEARCH DIRECTOR,
CHATHAM HOUSE



GEORGE EUSTICE MP
FORMER SECRETARY OF STATE FOR DEFRA



JANET HUGHES
PROGRAMME DIRECTOR, DEFRA



PROF TIM BENTON
RESEARCH DIRECTOR, CHATHAM HOUSE



SARAH MUKHERJEE
OXFORD FARMING CO-CHAIR 2022



SOPHIE HOWE
FUTURE GENERATIONS COMMISSIONER FOR WALES

> "We can do all of this from tomorrow"

ANDY CATO
CO-FOUNDER, WILDFARMED GRAIN



TOMASINA MIERS
COOK, WRITER AND RESTAURATEUR



HELEN BROWNING
CEO, SOIL ASSOCIATION



STUART ROBERTS
FORMER DEPUTY PRESIDENT, NFU



PROF JOHN GILLILAND
QUEEN'S UNIVERSITY BELFAST



2 Implementing Recommendations

We work with and through partners across the food system, growing a powerful movement for sustainable change.

Thanks to this collective effort, increasingly, agroecology is accepted as a viable option, land use is debated at the highest level, food affordability narratives are being questioned, vital financing discussions are happening – and more. One measure of the impact of FFCC's work, and how successfully we are implementing recommendations, is the extent to which our research and evidence is picked up and used by others. Our work is now regularly cited in research, articles and books, and reports, like *Farming for Change*, are a key reference point for many partners and allies. We are regularly included in important industry and government initiatives and advisory bodies.

Yet, for every step forward, there is the risk of many steps back. COP26 reminded us that it has been a perilously slow path to arrive at a fragile global consensus on the ecological crises we now face. And then, in early 2022, as the pandemic continued, Russia invaded Ukraine. In food and farming, the impact has been seismic. At a time when we need to press fast-forward, there are many forces pushing for a pause.

Food and Health

Over the last year, the Food and Health programme focused on analysing barriers to a healthier and more just food system. Shaped by a gathering of key voices from the sector in June 2021 at St George's House, we investigated the role that alternative food systems play.

- *Food Builds Community: From Crisis to Transformation* (in partnership with Local Trust) involved 143 communities spread across the UK. It highlighted the critical role that food plays in community culture and the importance of access to land in enabling community resilience.
- In the run up to the publication of the National Food Strategy (NFS), our research into citizens' appetite for government intervention in food systems included YouGov polling of 5,299 UK adults and 10 focus groups. Among other things, the polling showed that 62% see that it is government's responsibility to set policies and regulations so that it is easier to eat healthy food.
- In addition to supplying research to NFS, we ran a workshop on this work for partners to help contribute the findings to the wider sector.
- *Hungry for Health* investigated assumptions around citizens' desire for 'cheap' food, catching timely national conversations about the cost-of-living crisis, and helped draw new audiences to our reports (see impact story).
- We brought together funders, emergency food providers, community groups and other partners to discuss how communities are designing more sustainable local food systems and the role trusts and foundations can play in accelerating these.

1,000+

PEOPLE ENGAGED ON SOCIAL MEDIA

around FFCC's National Food Strategy response within first week

143

LOCAL TRUST COMMUNITIES ENGAGED

in *Food Builds Community* research

5,299

PEOPLE POLLED FOR NATIONAL FOOD STRATEGY FRAMING

+ 10 focus groups

"Whether it's growing it, cooking it, sharing it, or ensuring that people have enough of it, this research shows that food is at the heart of bringing communities together."

JAMES GOODMAN, DIRECTOR OF PARTNERSHIPS
FIRST LOVE FOUNDATION AND FFCC COMMISSIONER

Impact Story: *Hungry for Health*

Hungry for Health: what citizens really want from food **involved working closely with participants in the Food in Community programme to understand the stories behind the statistics and analyse the meaning of 'affordable' – especially those experiencing food insecurity.**

When the research was launched, we were able to link to a national conversation about the cost-of-living crises which helped to draw a new audience to the work. This research adds to a growing body of work by partners and food providers and shows that the food system works against people's efforts to get good quality, fresh foods in front of their families and that affordability means more than price even to those most financially limited.

The report was shared widely by partners including Sustainable Food Trust and Esmée Fairbairn, and influencers like Louisa Britain and Rob Hopkins of the transition movement. Over 750 people visited the report pages to download the report during the week following its publication.



Farming Transition

The Farming Transition work programme continued to build evidence for an agroecological transition. The Farming Leadership Group, chaired by our commissioners Helen Browning and David Fursdon, steered the work and provided a vital sounding board to receive and digest insights from leaders across the sector.

- FFCC engaged farmers directly in the research at *Routes to Action* workshops in Wales, Scotland and Northern Ireland – helping to connect the theoretical modelling to the experience of real farmers 'on the ground'.
- The final *Farming for Change* report launched during COP26's 'farm day' (a focus of activity for many in the sector during the event).
- Over 5,000 people saw messaging on social media and on FFCC's website over the week of COP26.
- Key MPs received COP briefings and latest *Farming for Change* data to coincide with 'farm day'.
- New *Farming for Change* assets launched at ORFC, for use by partners.
- New research and activity building on *Farming for Change* launched – including SEFARI (Scottish Environment, Food and Agriculture Research Institutes) research fellowship in Scotland, the GrowIN project in Northern Ireland.

> "[There is] a growing consensus that agroecology… is the optimal route for the majority of our land. That momentum and endorsement is evidenced by great reports from the Food, Farming and Countryside Commission."

HELEN BROWNING OBE
SOIL ASSOCIATION AND FFCC COMMISSIONER

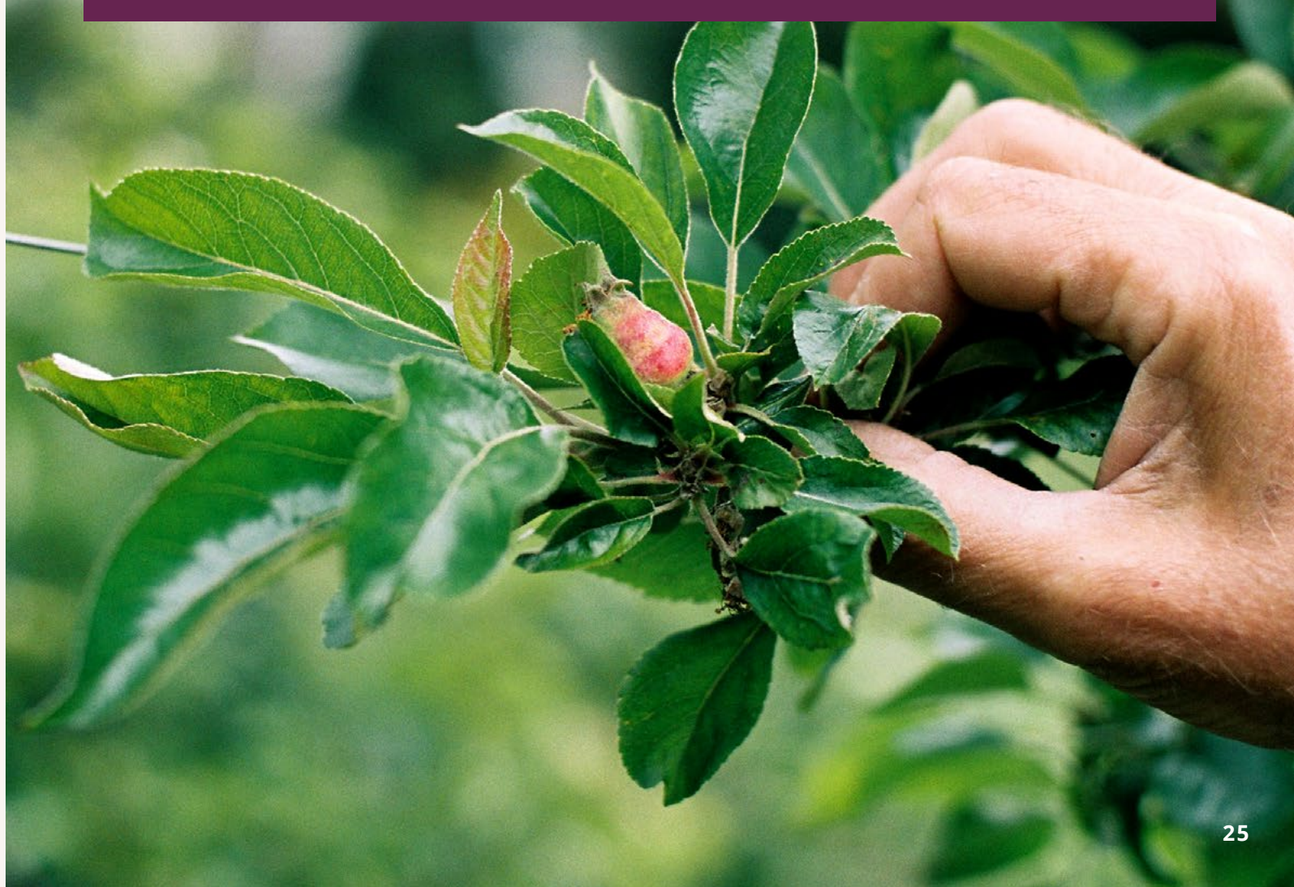
Impact Story: *Farming for Change*

The *Farming for Change* research was initially launched in January 2021, introducing a working paper applying the technical modelling by research institute IDDRI to the UK

This highly anticipated initial modelling was shared and developed with farmers, land managers and researchers over the year that followed in a series of *Routes to Action* workshops. These workshops connected the theoretical modelling with farmers' real challenges 'on the ground'. The final report was published during COP26 and supported similar initiatives from other nations, strengthening the sense of a growing worldwide movement for agroecology.

The report continues to be read and to influence the work of others.

- **7,800** visits to download the *Farming for Change* report on the FFCC website.
- **Cited in the National Food Strategy** in July 2021and supporting the work of the **Sustainable Food Trust** and **WWF** (to be published in 2022).
- Featured at the **Oxford Farming Conferences** in 2021 and 2022.
- Multiple pieces of **national press coverage** referencing the report.

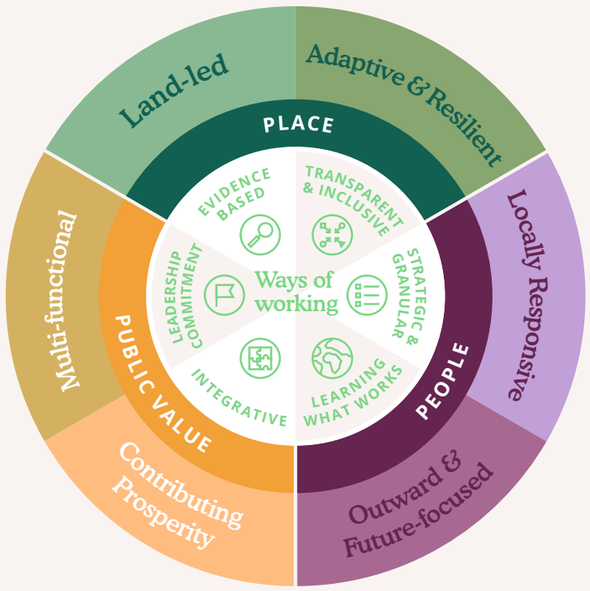


Countryside for All

One of our key recommendations was to introduce a Land Use Framework for England. Over the last year, this work has taken shape and moved forward significantly.

- The Land Use National Group shaped the work, led by FFCC Commissioner Fiona Reynolds, with high level representation from government, NGOs and professional leaders.
- Action research projects in Devon and Cambridgeshire began to provide insights into how local government, farmers, landowners and others can help design Land Use Frameworks for their areas.
- A visualisation of the Land Use Framework was published helping to socialise and communicate our broad and inclusive version of the concept.
- The House of Lords Committee on Land Use was set up, driven by the determination of FFCC Commissioner, Baroness Young.
- FFCC was invited to give evidence to the Lords Committee.

> "As official support for a Land Use Framework in England grows, FFCC is making a unique and vital contribution in our pilots in Devon and Cambridgeshire. It's great to see real progress."
>
> **DAME FIONA REYNOLDS DBE**
> FFCC COMMISSIONER



Impact Story: Cambridge Pilot Project

This year, Land Use Pilots in Devon and Cambridgeshire began in earnest. One of the first concrete 'outputs' from the pilots was a series of 'listening events' across Cambridgeshire and Peterborough, initiated by the Cambridgeshire Leadership Group. The discussions, touching on people's views about the places where they live, their relationships with land and nature, and their hopes, aspirations and fears about potential land use changes which would affect their and their children's futures, are shaping the development of the pilot.

Including diverse and grassroots voices in decision-making about land and land use is central to a Land Use Framework that centres public value. The insights can be integrated with the perspectives of established stakeholders to influence longer term decision-making that will impact lives and livelihoods.



Image courtesy of the CoFarm Foundation, which runs CoFarm Cambridge, the city's first community farm.

Finance

A key recommendation in *Our Future in the Land* was the establishment of an agroecology development bank to direct patient, mission-led finance to farmers and other actors in the food system, to enable a just and speedy transition to agroecology. Further reports, *Farming for Change* and *Farming Smarter*, made the case that the transition to agroecology is both economically and agronomically plausible and fair, while setting out prospective arrangements for an agroecology development bank to overcome the barriers some farmers face in finding investment.

This year we convened a Finance Leadership Group to examine the opportunities for progress in financing a just transition. The group includes leaders in the finance and funding sectors, to share insights and take stock of the current environment, and to develop a focused work programme for directing new money into the sector.

> “The question of how to get money flowing to where it is really needed is a vital one – good to see FFCC focusing on this work”

PROFESSOR TIM JACKSON
UNIVERSITY OF SURREY
AND FFCC COMMISSIONER

Impact Story: Natural Capital Markets research

In late 2021 we partnered with The Prince’s Countryside Fund to commission an action research project on the emerging investment markets around natural capital. Natural capital markets are emerging as a vehicle for new economic partnerships in agriculture and are developing quickly in a complex space. They represent significant investment opportunities for the work of farmers and growers who pursue more sustainable agriculture and food production.

There are also potential risks associated with these new markets. Questions remain about how the benefits will be equally accessed by farmers and growers across the country. Funded by The Prince of Wales’s Charitable Fund and led by researchers from the University of Middlesex, this project will critically evaluate these markets. The work will bridge the gap between large scale, sustainable financial investment and everyday farming practice, with the aim of enabling small and family famers to benefit financially from the natural capital revolution.





3 Resourcing Resilient Communities

FFCC's work in countries and counties reflects our understanding of the importance of place-based action and local knowledge in choosing solutions that work in different places. What began as a series of inquiries to understand the needs of different parts of the United Kingdom has evolved into work programmes and projects led by leaders in Scotland, Northern Ireland, Wales and in three distinctive England counties.

Scotland

The team in Scotland focused on two key projects including the publication of the SEFARI Fellowship Report and a series of Knowledge Transfer events. The SEFARI Fellowship Report was a partnership with the James Hutton Institute, Countryside Commission, Scottish Agricultural Organisation and Soil Association Scotland. It examined the transition to agroecology in Scotland and concluded that while the term 'agroecology' was still poorly understood by farmers, long-held practices by farmers and crofters align with agroecological principles, providing a strong foundation for an agroecological transition in Scotland.

The second project, entitled 'Agroecology: Facilitating Mindset Change', was funded through the Scottish Government's Knowledge Transfer and Innovation Fund and consisted of 15 learning events (10 in-person and 5 online) and more than 300 farmers, crofters and growers signed up to participate. It was delivered in partnership with Soil Association Scotland, Nature Friendly Farming Network, Nourish Scotland, Land Works Alliance, and Pasture Fed Livestock.

In spring 2022 a new co-chair, Professor Sarah Skerratt, and Scottish Director, Angus Yarwood, were appointed to join existing chair, Lorna Dawson. Together, they will progress a range of projects – including taking forward conversations with the Scottish National Development Bank (SNIB) on the recommendation of an Agroecology Development Bank in Scotland.

Northern Ireland

The team, led by Patrick Casement OBE and John Woods, was busy with a number of projects throughout the year. One of the most significant was the Growing Innovation Network (GrowIN), funded by Aurora Trust (formerly known as Ashden Trust) and in collaboration with partners including Nature Friendly Farming Network, ARCZero and the National Trust. The network is designed to bring together experts and active farmers to support peer-to-peer learning and exchange between farmers. An interactive website enables members to engage on a range of issues from soil health to sustainable livestock systems and its first event in February 2022 focused on sharing experience and knowledge of regenerative practices.

FFCC also hosted the Northern Ireland Food, Farming and Land Convention, along with other partners, with a particular focus on giving a platform to young, innovative farmers and growers. The convention gathered farmers, producers and policymakers to understand how food and farming can play a role in building a more resilient future in Northern Ireland and included a well-attended session led by FFCC on the potential of public procurement as a driver for local supply of healthy, sustainable food.

In the policy space, FFCC contributed to Sir Peter Kendall's independent review of the agri-food sector and Northern Ireland's Future Agricultural Policy, partnering with the British Embassy in Dublin on its review of research and innovation in sustainable agriculture across the UK and Ireland and joining the Irish Government's Working Group on Agriculture and Climate Action as an international member.

Wales

FFCC's team continued to contribute to Wales's Green recovery through participation in the Green Recovery Taskforce, chaired by Sir David Henshaw. Through this, and with the backing of more than 100 stakeholder groups, one of the key recommendations from *Our Future in the Land*, a National Nature Service, has made significant progress in Wales this year. FFCC co-led the core project team with WCVA, RSPB and the Office of the Future Generations Commissioner, to develop a proposal, and Welsh Government has committed to support demonstrator projects to trial the scheme. FFCC launched the website, gwasanaethnaturcenedlaethol.cymru, supported by content from the core team.

The FFCC team in Wales has also been developing and evolving. Chris Nott stepped into the role of the new Chair of FFCC Wales – taking over from Jane Davidson who had helped to establish the work of FFCC Wales. Chris is developing a new leadership group, to take forward the progress on the National Nature Service Wales, discussions about an agroecology bank for Wales and supporting the development of Wales's agri-environmental schemes and food systems policies.





England

CUMBRIA

The team in Cumbria, chaired by Professor Julia Aglionbly, drove forward two significant projects. The first, the Land and Nature Skills Service (LANSS), builds on the FFCC recommendation of a national nature service and fills a gap left by the closure of Newton Rigg College. It focuses on bringing together land and nature-based partnerships, businesses, communities, young people, educational institutions, NGOs and statutory bodies to map out the detail of a service relevant to the county. The second FFCC project in Cumbria, the Upland Farmer Toolkit, was designed to help farming advisors and upland farmers to navigate options and support available to them for profitable and sustainable farm businesses while adapting to ELMs. It continues to be shaped by a group of farmers, farming support organisations and other farming related professionals (vets, accountants, land agents) brought together by FFCC.

DEVON

In Devon the work, led by David Fursdon, included both progressing a Land Use Framework Pilot and pushing forward the Food Citizenship Programme. The work underway on the Land Use Framework Pilot involves designing, developing, testing and reviewing a framework for land use decision-making across the county. As part of this, a partnership with the Geospatial Commission enabled the project to gather land use data stories as part of the British Geological Survey. The second of the Devon projects, the Food Citizenship Programme, built on the initial Devon Inquiry with the aim of supporting students to engage with food and farming. Work with South Devon College has involved exploring opportunities for bringing food and farming into the curriculum and enrichment activities for students. This has led to a collaboration with partners, such as LEAF Education, to demonstrate pathways into food and farming careers for the students.

CAMBRIDGESHIRE

The Land Use Pilot in Cambridge took shape this year and was the focus of the Cambridge team's time and effort, led by Dame Fiona Reynolds. They focused on convening local authorities, farmers, environmental agencies, NGOs and other interested groups. In practical terms, it involved co-ordinating the first of a series of 'Listening to Cambridgeshire' events to understand better the particular local needs and dynamics in Cambridgeshire and Peterborough (see impact story on page 27).





Food, Farming
& Countryside
Commission

Strategy and Future Plans

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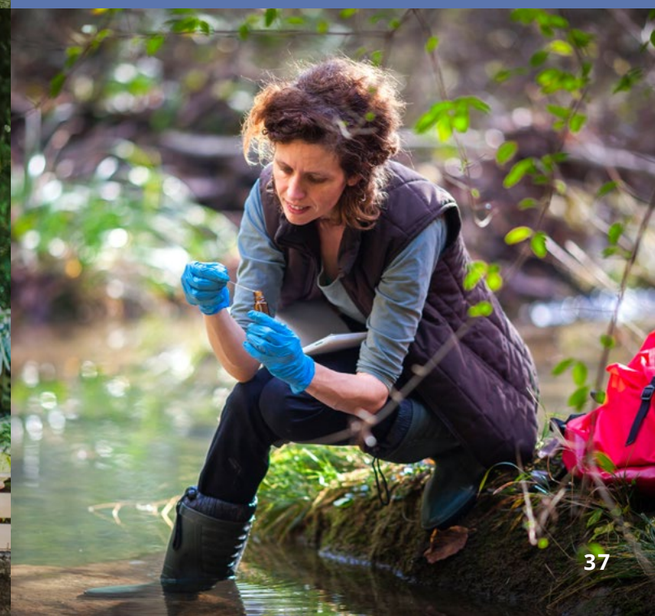




"Rather than ask 'how can we produce more' perhaps we should ask 'what should we grow, how much, where and how' and design the market better to produce that."

PROFESSOR TIM BENTON
RESEARCH DIRECTOR,
CHATHAM HOUSE





FFCC was established at a time of polarising and populist politics. Working across the system, we work with and through partners to improve collaboration, and to develop evidence-led consensus on the critical challenges – tackling the climate, nature and health crises through a fairer and more sustainable food system.

The impacts of climate change, the global pandemic and deadly conflicts demonstrate that, while the need for action is ever more urgent, the political consensus about the pace and scale of change is fragile. Yet our work tells us that citizens, communities and businesses want and expect their governments to take bold action, to tackle the difficult issues, to establish a fair and level playing field and to invest now so that the next generations are not stuck with even bigger problems.

FOOD AND HEALTH

We're investigating the dominant narratives behind demand-led diets and 'cheap food', commissioning a new report into food security, UK production and competing demands. We will work closely with colleagues in the emergency food sector, to rethink the way the sector operates. We're reaching out to the people most affected, involving more diverse voices and perspectives in thinking about food systems change.

FARMING TRANSITION

There have been significant steps forward in the transition to agroecology, but barriers remain. One such is the extent to which both policy and farm business choices rely on untested assumptions about the role of markets and governments. The Chatham House report reveals that food and farming decisions are values-led, as well as science-led. We plan to strengthen the broad consensus backing agroecology and regenerative farming, in the UK and internationally, demonstrating, with practical examples, how it supports fair, balanced progress across a comprehensive and inclusive range of goals.

COUNTRYSIDE

Developing and implementing a Land Use Framework for England is now within reach in 2022–2023. We are contributing to the House of Lords Special Inquiry (due in November 2022) and sharing the emerging findings from our pilots in Devon and Cambridge with policymakers and stakeholders. Our demonstrator projects with partners, in Wales and England, are establishing a national nature service, showing the role of the countryside in creating good green jobs, with investment in nature recovery.

FINANCE

Ensuring that money flows to farmer and community-led agroecology enterprises is vital. Our new portfolio of work, overseen by our Finance Leadership Group, started with a partnership with The Prince's Countryside Fund, exploring how farmers can engage equitably with natural capital markets, reporting in 2022. Working with South West Mutual, and other providers, we are helping to establish an Agroecology Development Fund. This project will both help us to deliver against that key recommendation from *Our Future in the Land* and test some of the practical barriers to change.

FOUR NATIONS WORKING

Much of our work is in devolved matters, with distinctive policy intentions in each of the four nations. Our new directors in Wales, Scotland and Northern Ireland ensure our work supports practical and relevant outcomes in each nation. Across all nations, we're helping to convene open and inclusive leadership on the tricky issues; telling stories of real progress – on farms, in communities, in businesses; and working with people across the UK to shape and attain the future they want.

Food, Farming & Countryside Commission

Financial Review

OVERVIEW OF THE FINANCIAL YEAR

The Charity's funding model is to seek grants from charitable foundations, government bodies and other organisations that wish to help the Charity deliver its objectives.

The core three-year grant from Esmée Fairbairn Foundation funds delivery of the core programme of work, and additional grants enable the Charity to expand the scale and scope of its activities and impact.

During the year, the Charity received total income of £390,718 (2021: £2,532,972) and made total expenditure of £983,376 (2021: £822,101) giving a deficit of £692,658 (2021: surplus of £1,710,871)

Income - £390,718

In accordance with accounting rules, the whole of the three-year core grant of £2,454,972 from Esmée Fairbairn Foundation was shown as income in the previous year. As a result, the income for years ending 31 March 2022 and 2023 will be substantially lower than in the year ended 31 March 2021.

An unrestricted grant of £200,000 to fund activity over two years was received from the Prince of Wales Charitable Fund, and a further eight grants amounting to £190,718 in total were received for projects relating mostly to place-based work in Northern Ireland, Wales, Scotland, Devon and Cumbria. Full details are set out in note 11 of the Financial Statements.

Expenditure - £983,376

The operating model of the Charity is to employ a core team with the skills and experience to manage the deliver the charitable activities and enhance the scale and scope of work with specialist contractors and partner organisations. Accordingly, the largest category of expenditure is staff costs. The completion of recruitment plans and the first financial year with a full complement of staff led to an increase in staff costs to £616,195 (2021: £394,452).

The next highest category of expenditure is on direct programme costs £276,434 (£2021: £248,790) of which £217,044 (2021: £219,417) was on contractors engaged to deliver specific projects and contribute specialist expertise.

Communications and engagement costs were £33,866. Previous year's costs of £74,507 included expenditure of £44,802 on creating the Charity's website and related digital assets.

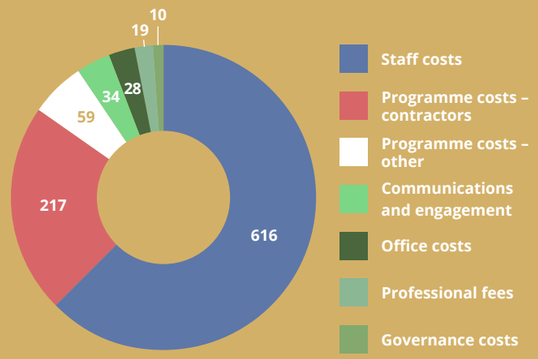
Office costs were essentially unchanged at £27,897 (2021: £28,369) reflecting the Charity's operating model of employing staff from around the UK and offering them a flexible choice of home working and use of local co-working office facilities. The Charity has moved its registered office to a workspace in Bristol focused on social enterprises, which was considered more in line with its values than the previous registered office. The directors continue to review the balance of virtual and in-person working and engagement in the light of the continued evolution of working practices driven by the Covid-19 pandemic.

Professional fees of £19,228 were significantly lower than the previous year (£66,288) which included one-off expenses of establishing the Charity.

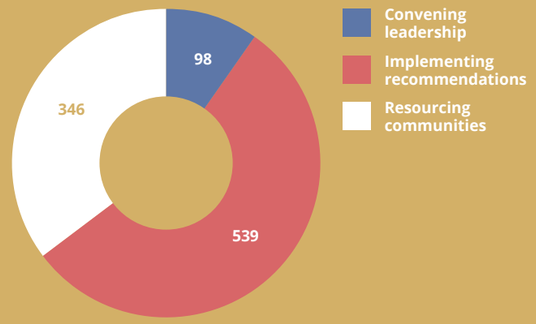
Governance costs of £9,756 (2021: £9,695) relate mostly to audit fees.

The split between different categories of expenditure is shown in the figure on the next page (left). The expenditure was applied across the three areas of charitable activities as shown in the figure on the next page (right). Further detail is set out in notes 4, 5 and 6 to the financial statements.

Expenditure by type (£'000)



Expenditure by activity (£'000)



Funds - £1,118,213

The total funds of the Charity were 1,118,213 (2021: £1,710,871) at the year end, comprising £888,213 of restricted reserves and a general (unrestricted) reserve of £230,000 made up of £175,000 from the Prince of Wales Charitable Fund, which is intended to be spent on charitable activities in the forthcoming financial year, and a general fund of £55,000 which is kept unallocated in line with the Trustees' Reserve Policy.

Further details on the Charity's funds are set out in notes 11 and 12 to the financial statements.

RESERVES POLICY

Our policy is to set a target level for unrestricted reserves based on the following components:

- Estimated costs of an orderly and solvent dissolution in the event that there is insufficient prospect of continuing to deliver public benefit.
- Prudent provision for parental leave and sickness pay.
- Contingency for unforeseen expenses.

Given the stable and predictable income provided by the grant funding model of the Charity, the Trustees set the target unrestricted reserve at £55,000 for the year ended 31 March 2022, in line with previous years.

PRINCIPAL RISKS AND UNCERTAINTIES

The Trustees maintain a risk register to assist with the prudent management of the Charity's affairs which monitors a range of risks which are common for an organisation of the Charity's size and type. The principal risks and uncertainties faced by the Charity are:

- Uncertainty about the scale of the Charity's operations after April 2023 when the existing core funding from Esmée Fairbairn Foundation comes to an end. The Charity is in the process of applying to a number of funders, including Esmée Fairbairn, for further multi-year grant funding. Together with existing and anticipated funding for specific projects, the Trustees have a reasonable expectation that the Charity will have sufficient resources to continue its activities, although the scale and scope of those activities will depend on the outcome of funding applications.
- The risk that the research, best practice and methods for delivering more sustainable farming practices and healthy food that are identified and developed by the Charity are not taken up by businesses and other organisations leading to lack of improvement in outcomes for the Charity's beneficiaries. To mitigate this risk, the Charity employs a broad range of engagement and communication methods and channels, from national level events, meetings, publications, social media and digital communications, to working with local partners to effect change in nations and regions across the UK.

GOING CONCERN

After making appropriate enquiries, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

Food, Farming & Countryside Commission

Structure, Governance and Management

A. CONSTITUTION

FFCC was incorporated on 16 April 2020 as charitable company limited by guarantee registered in England and Wales as company number 12562770, and is a registered charity number 1195790.
The company has adopted the model articles of association for charitable companies published by the Charity Commission for England and Wales.

B. METHODS OF APPOINTMENT OR ELECTION OF TRUSTEES

The company was incorporated with four founding directors and members who had all served as commissioners in the RSA Food Farming and Countryside Commission. The Chair of the RSA Commission, Sir Ian Cheshire was appointed as the Chair of the Board on 17 April 2020.

A further three trustees, including one in the role of Treasurer, were appointed taking into account the required balance and range of skills and experience for the Board to function effectively. None of these trustees had any connection with the previous RSA Commission and bring a fresh perspective to the work of the Charity.

Dame Fiona Reynolds was appointed to the new role of Vice Chair of the Charity in May 2022.

C. COMMITTEES AND TERMS OF REFERENCE

The Board is supported in discharging its responsibilities by three Committees that report to the Board. Their terms of reference and composition are described below:

The Commission
The Commission comprises 5 trustees and 9 appointed experts. It is Chaired by the Chair of the Board, Sir Ian Cheshire, and is responsible for oversight of programme strategy and activities to deliver the Charity's objectives. In addition to Sir Ian Cheshire, the Commission members include Judith Batchelar OBE, Denise Bentley, Helen Browning OBE, Shirley Cramer CBE, David Fursdon, Professor David Hill CBE, Ufi Ibrahim, Professor Tim Jackson, Ann Jones, Dr David Pencheon OBE, Dame Fiona Reynolds DBE, Andrew Selley, Baroness Barbara Young and Sue Pritchard.

Audit and Risk Committee
The A&R committee comprises 4 trustees and is Chaired by the Treasurer, Marg Mayne. It is responsible for oversight of financial management, risk and compliance.

People and Culture Committee
The P&C committee comprises 3 trustees and is Chaired by Dawn Austwick. It is responsible for oversight of organisational and staff wellbeing, including equality, diversity and inclusion and compliance with employment legislation.

The composition of the Board and sub-committees is as follows:

BOARD OF TRUSTEES	COMMISSION	AUDIT & RISK	PEOPLE & CULTURE
SIR IAN CHESHIRE, CHAIR	Chair		
DAME FIONA REYNOLDS, VICE CHAIR	Member		Member
DR MARG MAYNE, TREASURER		Chair	
DAWN AUSTWICK OBE			Chair
HELEN BROWNING OBE	Member		Member
DAVID FURSDON	Member	Member	
SHIRLEY CRAMER CBE	Member	Member	
PROFESSOR RT HON CARWYN JONES		Member	

The Board met 5 times during the period ended 31 March 2022, the Commission met 5 times, the Audit and Risk Committee met 4 times and the People and Culture Committee met twice.

The Board is supported by the Company Secretary, who is not a Trustee or Director of the Charity.

D. KEY MANAGEMENT

The day-to-day delivery of the Charity's work is delegated to and led by the Chief Executive and supported by key management as follows:

Sue Pritchard, Chief Executive

Tom Burston, Director of Policy and Research

Rebecca Renfro, Director of External Relations

Tony Greenham, Finance Director and Company Secretary

E. EQUALITY, DIVERSITY AND INCLUSION

FFCC is committed to diversity, equality and inclusion, and celebrates these qualities as essential principles of a fair and sustainable society. We understand that our organisation, along with the sectors in which we work, is not representative of the diversity of people living across the UK and we are taking steps to address this.

Plans for future periods
See 'Strategy, impact and future plans' section.

Statement of Trustees' Responsibilities

The Trustees (who are also the directors of the Charity for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial period. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- **select suitable accounting policies and then apply them consistently;**
- **observe the methods and principles of the Charities SORP (FRS 102);**
- **make judgments and accounting estimates that are reasonable and prudent;**
- **state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;**
- **prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.**

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements 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.

Disclosure of Information to Auditors

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- **so far as that Trustee is aware, there is no relevant audit information of which the Charity's auditors are unaware, and**
- **that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the Charity's auditors are aware of that information.**

Auditors

The auditors, Bishop Fleming LLP, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

Approved by order of the members of the board of Trustees on 30 November 2022 and signed on their behalf by:

I Cheshire
Chair of Trustees

M Mayne
Treasurer



Food, Farming & Countryside Commission

Independent Auditor's Report on the Financial Statements to the Trustees of FFCC Limited

Opinion

We have audited the financial statements of FFCC Limited (the 'charitable company') for the year ended 31 March 2022 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- **give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;**
- **have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and**
- **have been prepared in accordance with the requirements of the Charities Act 2011.**

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 Auditors' 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 United Kingdom, including the Financial Reporting Council'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 charitable company'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 Trustees with respect to going concern are described in the relevant sections of this report.

Other Information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' report thereon. The Trustees are responsible for the other information contained within the Annual Report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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.

Matters on Which we are Required to Report by Exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- **the information given in the Trustees' report is inconsistent in any material respect with the financial statements; or**
- **sufficient accounting records have not been kept; or**
- **the financial statements are not in agreement with the accounting records and returns; or**
- **we have not received all the information and explanations we require for our audit.**

Responsibilities of 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 the Trustees 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 charitable company'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 charitable company or to cease operations, or have no realistic alternative but to do so.

Auditors' Responsibilities for the Audit of the Financial Statements

We have been appointed as auditor under section 145 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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 Auditors' 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 is detailed below:

Our audit procedures have reviewed for evidence of management override, any ongoing legal cases, completeness of related party transactions, as well as an ongoing consideration of fraud and irregularities during the whole audit process.

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 Auditors' report.

Use of our Report

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an Auditors' 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 charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

David Butler FCA DChA (Senior Statutory Auditor)
for and on behalf of
Bishop Fleming LLP
Chartered Accountants
Registered Auditors
10 Temple Back
Redcliffe
Bristol
BS1 6FL

Date: 30 November 2022

Bishop Fleming LLP are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

Food, Farming & Countryside Commission

Financial Statements for the Year Ended 31 March 2022

Statement of financial activities (incorporating income and expenditure account) for the year ended 31 March 2022

	Note	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Income from:					
Donations and legacies	3	**190,718**	**200,000**	**390,718**	2,532,972
Total income		**190,718**	**200,000**	**390,718**	2,532,972
Expenditure on:					
Charitable activities	4	**958,376**	**25,000**	**983,376**	822,101
Total expenditure		**958,376**	**25,000**	**983,376**	822,101
Net movement in funds		**(767,658)**	**175,000**	**(592,658)**	1,710,871
Reconciliation of funds:					
Total funds brought forward		**1,655,871**	**55,000**	**1,710,871**	—
Net movement in funds		**(767,658)**	**175,000**	**(592,658)**	1,710,871
Total funds carried forward		**888,231**	**230,000**	**1,118,213**	1,710,871

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 60 to 71 form part of these financial statements.

Balance sheet for the year ended 31 March 2022

	Note		2022 £		2021 £
Current assets					
Debtors	9	**936,103**		1,486,153	
Cash at bank and in hand		**267,380**		298,120	
		1,203,483		1,784,273	
Creditors: amounts falling due within one year	10	**(85,270)**		(73,402)	
Net current assets			**1,118,213**		1,710,871
Total assets less current liabilities			**1,118,213**		1,710,871
Total net assets			**1,118,213**		1,710,871
Charity funds					
Restricted funds	11		**888,231**		1,655,871
Unrestricted funds	11		**230,000**		55,000
Total funds			**1,118,213**		1,710,871

The entity was entitled to exemption from audit under section 477 of the Companies Act 2006.

The Charity has opted to have a voluntary audit in accordance with section 145 of the Charities Act 2011.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees on 30 November 2022 and signed on their behalf by:

I Cheshire
Chair of Trustees

M Mayne
Treasurer

The notes on pages 60 to 71 form part of these financial statements.

Statement of cash flows for the period ended 31 March 2022

	2022 £	2021 £
Cash flows from operating activities		
Net cash used in operating activities	**(30,740)**	298,120
Cash flows from investing activities		
Net cash provided by investing activities	**—**	**—**
Cash flows from financing activities		
Net cash provided by financing activities	**—**	**—**
Change in cash and cash equivalents in the year	**(30,740)**	298,120
Cash and cash equivalents at the beginning of the year	**298,120**	**—**
Cash and cash equivalents at the end of the year	**267,380**	298,120

The notes on pages 60 to 71 form part of these financial statements.

Notes to the financial statements for the period ended 31 March 2022

1. General Information

FFCC Limited is a private company limited by guarantee without share capital, registered in England and Wales. The registered office is 1-3 Gloucester Road, Bishopston, Bristol, England, BS7 8AA.

2. Accounting policies

2.1 BASIS OF PREPARATION OF FINANCIAL STATEMENTS

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) – 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

FFCC Limited 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.

2.2 GOING CONCERN

The Trustees assess whether the use of going concern is appropriate, i.e. whether any material uncertainties related to events or conditions that may cast significant doubt on the ability of the Charity to continue as a going concern. The Trustees make this assessment in respect of a period of at least 12 months from the date of authorisation for issue of the financial statements and have concluded that the Charity has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the Charity's ability to continue as a going concern, thus they will continue to adopt the going concern basis of accounting in preparing the financial statements.

2.3 INCOME

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued and included in debtors as accrued income.

This policy has a material effect because a large proportion of the Charity's income for April 2020 to April 2023 was received in the first year but is planned to be expended over three years.

2.4 EXPENDITURE

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Charity's objectives, as well as any associated support costs.

2.5 DEBTORS

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

2.6 CASH AT BANK AND IN HAND

Cash at bank and 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.

2.7 LIABILITIES AND PROVISIONS

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

2.8 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.

2.9 PENSIONS

The Charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Charity to the fund in respect of the year.

2.10 FUND ACCOUNTING

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

3. Income from donations and legacies

	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £
Grants	190,718	200,000	**390,718**

	Restricted funds 2021 £	Total funds 2021 £
Grants	2,532,972	2,532,972

4. Analysis of expenditure on charitable activities

Summary by fund type

	Convening leadership £	Implementing recommendations £	Resourcing communities £	Total £
2022				
Restricted funds	73,462	539,211	345,703	**958,376**
Unrestricted funds	25,000	—	—	**25,000**
	98,462	539,211	345,703	**983,376**
2021				
Restricted funds	163,069	471,290	187,742	**822,101**

5. Analysis of expenditure by activities

	Convening leadership 2022 £	Implementing recommendations 2022 £	Resourcing communities 2022 £	Total 2022 £
Activities undertaken directly	9,643	95,351	171,440	**276,434**
Support costs	88,819	443,860	174,263	**706,942**
	98,462	539,211	345,703	**983,376**
Breakdown of Activities undertaken directly				
Programme costs – contractors	1,540	63,802	151,702	**217,044**
Programme costs – other	8,103	31,549	19,738	**59,390**
	9,643	95,351	171,440	**276,434**
Breakdown of Support costs				
Staff costs	66,290	396,398	153,507	**616,195**
Communications and engagement	12,015	15,753	6,098	**33,866**
Office costs	2,233	15,147	10,517	**27,897**
Professional fees	5,494	10,987	2,747	**19,228**
Governance costs	2,787	5,575	1,394	**9,756**
	88,819	443,860	174,263	**706,942**

	Convening leadership 2021 £	Implementing recommendations 2021 £	Resourcing communities 2021 £	Total 2021 £
Activities undertaken directly	13,869	129,773	105,148	**248,790**
Support costs	149,200	341,517	82,594	**573,311**
	163,069	471,290	187,742	**822,101**
Breakdown of Activities undertaken directly				
Programme costs – contractors	9,987	108,407	101,023	**219,417**
Programme costs – other	3,882	21,366	4,125	**29,373**
	13,869	129,773	105,148	**248,790**
Breakdown of Support costs				
Staff costs	93,671	246,567	54,214	**394,452**
Communications and engagement	23,534	39,331	11,642	**74,507**
Office costs	6,737	17,733	3,899	**28,369**
Professional fees	22,026	33,039	11,223	**66,288**
Governance costs	3,232	4,847	1,616	**9,695**
	149,200	341,517	82,594	**573,311**

6. Auditors' remuneration

	2022 £	2021 £
Fees payable to the Charity's auditor for the audit of the Charity's annual accounts	**7,956**	7,800

7. Staff costs

	2022 £	2021 £
Wages and salaries	**518,605**	333,126
Social security costs	**46,317**	28,544
Contribution to defined contribution pension schemes	**51,273**	32,782
	616,195	394,452

The average number of persons employed by the Charity during the period was as follows:

	2022 No.	2021 No.
Employees	**16**	10

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2022 No.	2021 No.
In the band £60,001 - £70,000	**1**	1
In the band £70,001 - £80,000	**1**	—

The key management personnel of the Charity comprise the Trustees and the senior management team. The total amount of employee benefits (including employer pension contributions) received by key management personnel for their services to the Charity was £224,157 (2021: £163,840).

8. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2021 – £NIL).

During the year ended 31 March 2022, expenses totalling £NIL were reimbursed or paid directly to Trustees.

9. Debtors

	2022 £	2021 £
Due within one year		
Trade debtors	—	9,000
Prepayments and accrued income	936,103	1,477,153
	936,103	1,486,153

10. Creditors: Amounts falling due within one year

	2022 £	2021 £
Trade creditors	34,753	15,573
Other taxation and social security	—	24,361
Other creditors	10,150	6,220
Accruals and deferred income	40,367	27,248
	85,270	73,402

11. Statement of funds

Statement of funds – current year

	Balance at 1 April 2021 £	Income £	Expenditure £	Balance at 31 March 2022 £
Unrestricted funds				
General Funds	55,000	—	—	55,000
Prince of Wales Charitable Fund	—	200,000	(25,000)	175,000
	55,000	200,000	(25,000)	230,000
Restricted funds				
Esmée Fairbairn (Core Funding)	1,650,471	—	(824,823)	825,648
Local Trust (Big Local)	5,400	3,178	(8,578)	—
Aurora Trust	—	60,000	(25,951)	34,049
Devon County Council	—	44,778	(44,778)	—
Geospatial Commission	—	28,830	(28,830)	—
Esmée Fairbairn (Cumbria)	—	33,650	(5,134)	28,516
Natural Resources Wales	—	7,546	(7,546)	—
Nourish Scotland	—	5,596	(5,596)	—
Local Trust (Beyond the Foodbank)	—	7,140	(7,140)	—
	1,655,871	190,718	(958,376)	888,213
Total of funds	1,710,871	390,718	(983,376)	1,118,213

Prince of Wales Charitable Fund
An unrestricted grant of £200,000 was awarded by the Prince of Wales Charitable Fund in July 2021. The grant was received in two instalments: £100,000 was received during the financial year, and £100,000 after the balance sheet date which is included in accrued income.

Esmée Fairbairn Foundation (Core Funding)
A three-year grant awarded in April 2020 for a total of £2,454,972 for the part funding of the Charity's activities including support costs. The grant is paid in instalments as follows: £977,819 in the year ended March 2021, £728,301 in the year ended March 2022 and £748,852 in the year ending March 2023.

Local Trust (Big Local)
A grant of £18,000 awarded in November 2020, and a further grant of £3,178 awarded in November 2021 for analysis of, and engagement with, Big Local communities' food activity.

Aurora Trust (formerly known as Ashden Trust)
A grant of £60,000 awarded in July 2021 for a project in Northern Ireland to build the networks, evidence base, learning and leadership for a transition to regenerative farming/agroecology.

Devon County Council
A grant of £44,778 in November 2021 from Devon County Council for participation in the Flood and Coastal Resilience and Innovation Programme to support early studies of potential interventions to improve flood resilience in Devon.

Geospatial Commission
A grant of £28,830 awarded in December 2021 by the Cabinet Office acting through the Geospatial Commission for the delivery of a blueprint in Devon for land use data improvement priorities and the evidence about how to overcome the data access challenges.

Esmée Fairbairn Foundation (Cumbria)
A grant of £33,650 awarded in January 2022 towards the project costs of a feasibility study for a Land and Nature Skills Service for Cumbria.

Natural Resources Wales
A grant of £7,546 in March 2022 for engagement, research and development for a National Nature Service for Wales.

Nourish Scotland
A grant of £5,596 awarded in March 2022 for a multi-partner project to help a wide range of farmers and crofters in Scotland to share practical knowledge about agroecology.

Local Trust (Beyond the Foodbank)
A grant of £7,140 awarded in March 2022 to convene funders to discuss potential alternatives to food banks and how to transition beyond emergency food support.

Statement of funds – prior year

	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2021 £
Unrestricted funds				
General Funds	—	—	55,000	55,000
Restricted funds				
Core grant	2,454,972	(749,501)	(55,000)	1,650,471
IDDRI	60,000	(60,000)	—	—
Local trust	18,000	(12,600)	—	5,400
	2,532,972	(822,101)	(55,000)	1,655,871
Total of funds	**2,532,972**	**(822,101)**	**—**	**1,710,871**

12. Summary of funds

Summary of funds – current year

	Balance at 1 April 2021 £	Income £	Expenditure £	Balance at 31 March 2022 £
General funds	55,000	200,000	(25,000)	230,000
Restricted funds	1,655,871	190,718	(958,376)	888,213
	1,710,871	**390,718**	**(983,376)**	**1,118,213**

Summary of funds – prior year

	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2021 £
General funds	—	—	55,000	55,000
Restricted funds	2,532,972	(822,101)	(55,000)	1,655,871
	2,532,972	**(822,101)**	**—**	**1,710,871**

13. Analysis of net assets between funds

Analysis of net assets between funds – current year

	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £
Current assets	973,483	230,000	1,203,483
Creditors due within one year	(85,270)	—	(85,270)
Total	**888,213**	**230,000**	**1,118,213**

14. Reconciliation of net movement in funds to net cash flow from operating activities

	2022 £	2021 £
Net income/expenditure for the year (as per Statement of Financial Activities)	**(592,658)**	1,710,871
Adjustments for:		
Decrease/(increase) in debtors	**550,050**	(1,486,153)
Increase in creditors	**11,868**	73,402
Net cash provided by/(used in) operating activities	**(30,740)**	298,120

15. Analysis of cash and cash equivalents

	2022 £	2021 £
Cash in hand	267,380	298,120
Total cash and cash equivalents	**267,380**	298,120

16. Analysis of changes in net debt

	At 1 April 2021 £	Cash flows £	At 31 March 2022 £
Cash at bank and in hand	298,120	**(30,740)**	**267,380**
	298,120	**(30,740)**	**267,380**

17. Pension commitments

The Charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the group in an independently administered fund. The pension cost charge represents contributions payable by the Charity to the fund and amounted to £51,273 (2021: £32,782). £6,892 (2021: £5,565) was payable to the fund at the balance sheet date and is included in creditors.

18. Related party transactions

Commissioners are eligible for Honorarium payments for work carried out for the Commission and can claim £250 a day up to a maximum of £3000 per annum.

During the year, the total honorarium paid to all commissioners was £14,625. This included payments to the following Trustees, made wholly in respect of their work as Commissioners:

David Fursdon £3,000

Helen Browning £1,250

There were no payments made to Trustees in respect of their duties as Trustees.

In June 2021 the Charity procured accommodation and meals for a staff workshop for the sum of £623 (2021: £3,214) from Helen Browning (Eastbrook Farm) trading as Helen Browning's Royal Oak. Helen Browning is a Trustee of the Charity.

Several other venues were assessed for price, location and cancellation charges/booking flexibility and the Royal Oak was considered to offer best value for the Charity.

The Charity was awarded a grant of £200,000 from the Prince of Wales Charitable Fund ('PWCF'). Sir Ian Cheshire is the Chair of the Charity and also the Chair of PWCF. The Trustees have been informed that in order to prevent a conflict of interest arising, when PWCF were considering the grant award to the Charity, Sir Ian recused himself from the discussion and decision.



Reference and Administrative Details of the Charity, its Trustees and Advisers for the Period Ended 31 March 2022

TRUSTEES

D Austwick (appointed 17 February 2021)
H Browning (appointed 17 April 2020)
I Cheshire, Chair (appointed 17 April 2020)
S Cramer (appointed 17 April 2020)
D Fursdon (appointed 17 April 2020)
C Jones (appointed 17 February 2021)
M Mayne (appointed 20 April 2020)
F Reynolds, Vice Chair (appointed 17 April 2020)

COMPANY REGISTERED NUMBER

12562770

REGISTERED CHARITY NUMBER

1195790

REGISTERED OFFICE

1–3 Gloucester Road
Bishopston
Bristol
BS7 8AA

COMPANY SECRETARY

T Greenham (appointed 17 April 2020)

KEY MANAGEMENT PERSONNEL

S Pritchard (appointed 29 April 2020)
T Greenham (appointed 17 April 2020)
T Burston (appointed 10 August 2020)
R Renfro (appointed 6 July 2020)

INDEPENDENT AUDITORS

Bishop Fleming LLP
Chartered Accountants
Statutory Auditors
10 Temple Back
Bristol
BS1 6FL

ACCOUNTANTS

Griffin
Chartered Accountants
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Devon
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Registered in
England and Wales

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The Food, Farming and Countryside Commission focuses on food and farming, climate, nature and the public's health, for a just transition to a greener, fairer world. With partners in governments, businesses and communities, we generate radical ideas and practical actions to transform our countryside and our economy. We help convene collective leadership on the difficult questions and resource communities to become more resilient and adaptable for the challenges ahead.