

Registered number: 01819676

Charity number: 293033

**THE FOOD MUSEUM**  
(Formerly known as  
Museum of East Anglian Life)  
(A company limited by guarantee)  
**DIRECTORS' REPORT AND**  
**FINANCIAL STATEMENTS**  
FOR THE YEAR ENDED 31 MARCH 2022

**GMS FC LIMITED**  
Chartered Certified Accountants  
1 London Road  
Ipswich  
Suffolk  
IP1 2HA

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**THE FOOD MUSEUM**  
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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY,  
ITS TRUSTEES AND ADVISERS  
FOR THE YEAR ENDED 31 MARCH 2022**

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<b>Directors</b>	Mr A V W Bone (resigned 22 October 2021) Dr S A Goddard (Chair) Mrs V M Trevelyan Mr S Dukes Councillor Mrs L Baxter Mr J M Pattle Ms K Boardman-Hims (resigned 23 April 2021) Mr N C B Macpherson Ms J H Cousins Ms A C Harrison Ms M J Appleby Dr C K Barlow Mr J H Brighton Mr A R T Butler-Zagni Mr S K Hooton
<b>Company registered number</b>	01819676
<b>Charity registered number</b>	293033
<b>Registered office</b>	The Food Museum Stowmarket Suffolk IP14 1DL
<b>Website</b>	foodmuseum.org.uk
<b>Company Secretary</b>	Ms A C Harrison
<b>Museum Director</b>	Ms. J Cousins
<b>Independent auditors</b>	GMS FC Limited Chartered Certified Accountants & Statutory Auditors 1 London Road Ipswich Suffolk IP1 2HA
<b>Bankers</b>	Barclays Bank Plc 13 Market Place Stowmarket  Suffolk IP14 1DL

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**CHAIR'S STATEMENT**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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Chair's Report Year Ending 31 March 2022

As the chair it gives me great pleasure to present this report on the work of the Museum for 2021-22.

2021 saw the Museum emerge in good heart from the COVID-19 Pandemic. However, like all other cultural organisations the Museum continued to face challenges of economic and participation uncertainty with audiences understandably cautious about returning to pre-pandemic activities.

The key focus of the year was delivering our vision through planning and preparing for the evolution of the Museum of East Anglian Life into The Food Museum. As well as rebranding we began the process of taking in-house our events and café operations and creating the Hedgerow Exhibition in the refurbished Bone Building as a contemporary gallery space complete with tasting kitchen – the centrepiece of the Food Museum. This shift in focus will enable collections to be interpreted holistically in ways which respond to the interests and concerns of contemporary audiences, gathering wide support from audiences, and community and funder organisations, and enable new and innovative partnerships. These partnerships are supporting the museum in playing a key role in delivering across a range of agendas including health and wellbeing, protecting and enhancing the environment, and diversity and inclusion. All of this is delivered by a small, dedicated, talented team, supported by volunteers, which enables this institution to be resilient and agile. However growing the potential of the Food Museum over the longer term will need investment in more staff and infrastructure.

I would like to highlight just a few instances which have marked the museum out during the last year.

**Community engagement:** Through innovative exhibitions and new partnerships, the museum has celebrated the contribution of the LGBTQ+ community and black innovators in the Abbot's Hall dining room and explored food production in the Community Galleries. We have enabled refugee communities to share their food heritage and helped children learn cooking skills during the holidays in the new outside bread oven and dining area. The creation of a new community allotment with individual sheds and composting toilet enables local people to grow their own food and enjoy the estate. Partnerships, for example with Stowmarket Eco Future Group and Stow Culture Group are contributing to local community initiatives.

**Collections and Estate:** Estate-wide interpretation, enhanced animal area, the development of the *Grow* area and the huge amount of work undertaken on the river area with new footpaths are having a big impact on the offer for audiences and protecting living heritage. The Museum's work on biodiversity has gathered pace. We have participated in RSPB's Operation Turtle Dove project, provided an owl release area, nest boxes for swifts, a badger watching hide and carried out a balsam bash on the River Rat. Work to record, research and conserve our collections through the *Search for the Stars* programme is proving invaluable in safeguarding precious items and enabling our collections to be available online.

The Museum continued to deliver a wide range of opportunities for people to share and develop their skills and to support individual wellbeing. Kickstarters, trainees and interns have all benefited from their placements and the Museum has benefited from their involvement. Volunteering continues to be an impressive hallmark of this Museum and through partnerships with local organisations including the NHS social prescribing initiative we are reaching wider groups of people. As ever, our Development Board and Trustee Board volunteers have been ready and willing to contribute their expertise, enthusiasm, advocacy, help and support which continues to contribute to our strength as an organisation.

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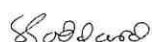
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**CHAIR'S STATEMENT**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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We have delivered well during 2021 but we still have a way to go to fully recover from the pandemic and to fulfil the full potential of our ten-year vision. We continue to identify funding streams for specific projects but finding more core funding in an era of tight fiscal control and a sluggish economy is challenging. However, I am confident that the museum has a Board of Trustees, staff and volunteers who can rise to this challenge.



Dr Sharon Goddard  
Chair of Trustees, The Food Museum

30 September 2022

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**TRUSTEES REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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The Directors (who are also the Charity Trustees) have pleasure in presenting their report and the financial statements of the Charity for the ended 31 March 2022.

**CONSTITUTION AND OBJECTIVES**

The museum was opened in 1967 in Stowmarket by the Suffolk Local History Society and the then East Suffolk County Council. It was enhanced and developed jointly by the Abbot's Hall Trust and Suffolk County Council, each of which is responsible for part of the land and appoints a delegate to the Board of Trustees. The museum now occupies 84 acres of arable land, water meadow and woodland straddling the River Rattlesden and has 25 buildings, some of which are themselves historic artefacts, providing display, working space and storage areas for 40,000 objects.

In 1985 the Museum was incorporated as a company limited by guarantee and was given charitable status. The company was formed under a Memorandum of Association which established the objects and powers of the Charitable Company and is governed by Articles of Association, which are available at Companies House. In April 2022, the Museum rebranded as the Food Museum.

The Directors consider the Museum's assets sufficient to fulfil the purposes of the charity. The Museum's revenue is derived from its own earnings and from the profits of a wholly-owned subsidiary trading company, the Stowmarket Museum Trading Company Limited, which gift aids its taxable profit. It also receives financial support from Arts Council England, Suffolk County Council, Mid Suffolk District Council and Stowmarket Town Council, as well as the Abbot's Hall Trust. In addition, it benefits directly or indirectly from a number of other charitable trusts, commercial and industrial companies and the efforts of over 250 volunteers.

The principal activities of the Museum are to preserve, research and display its collection of historic buildings and objects, and to provide particular displays and events to attract a wide cross-section of visitors for amenity and educational purposes. The museum makes a significant contribution to the cultural, social and economic wellbeing of Stowmarket and Suffolk.

**ORGANISATION**

The affairs of the museum are controlled by the Board of Directors. The directors also act as Trustees for the charitable activities of the company. The Board has the power to appoint new Trustees as and when a vacancy exists. Trustees are then formally elected at the next general meeting. The Board meets a minimum of four times a year. The day-to-day management of the museum is undertaken by the Director.

The Museum is a company, limited by guarantee with no share capital, registered number 01819676. In the event of the company being wound up, each Member is liable to contribute a sum not exceeding £1 towards the company's debts and liabilities.

Details of the company's registered office and other current company information are set out on page 1. The company is also a registered charity, number 293033.

**THE DIRECTORS AND TRUSTEES**

The Directors and Trustees who served the charity during the year were:

- Sharon Goddard (Chair)
- Vanessa Trevelyan (Vice-Chair)
- Anne Harrison (Treasurer and Company Secretary)
- Anthony Bone (resigned 22 October 2021)
- Simon Dukes
- Cllr Linda Baxter
- Jonathan Pattle
- Nigel Macpherson
- Melinda Appleby

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**TRUSTEES REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**THE DIRECTORS AND THE TRUSTEES (Continued)**

- Simon Hooton
- Alexander Butler-Zagni
- Jon Brighton
- Clare Barlow
- Jenny Cousins

It is the policy of the Board to appoint individuals who have specialist knowledge relevant to the furtherance of the trust's objectives and strategy. In addition, training is available from time to time from the Suffolk Museums Association, Association of Independent Museums and SHARE East.

No expenses were reimbursed to Trustees during the year.

**OUR VISION, MISSION AND VALUES**

**Museum mission:**

To connect people with where food comes from and the impact of our choices: past, present and future.

**The content we cover:**

We explore the impact of food production and consumption on:

Health and wellbeing  
Society and culture  
Industry and technology  
Nature and the environment

**Geographical and chronological boundaries**

Britain's diet has been altered over the centuries through interaction with other cultures. Our perspective is international, but weighted towards the UK and East Anglia because of our location and founding collection. We are not aiming to relate a comprehensive history of food, rather to explore themes connected by food. We will focus (initially) on creating high-quality experiences on specific topics, e.g. bread, brewing. As we grow and opportunities to collaborate arise, we will broaden our range and scope.

**Our values – we are:**

1. Relevant:

- We make our collections relatable to a 21st-century audience.
- We cater for people at different levels of understanding and create layered interpretation appropriate to their needs.
- Everyone should be able to see themselves reflected somewhere in what we display, collect and programme.

2. Challenging:

- We encourage people to debate and give them the tools and information to make up their own minds.
- We affirm people in the things they care about and help with the things that challenge them.
- We help people appreciate their own power to effect change.
- We raise awareness of uncomfortable or challenging stories and reflect multiple points of view

3. Sustainable:

- We explore human impact on the natural world.
- We work towards a sustainable world in our management of resources and people.

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**TRUSTEES REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**WHAT WE HAVE ACHIEVED**

The Covid-19 pandemic continued in 2021 with impacts on the museum:

- Due to government restrictions, the museum was closed to paying visitors until 19 July 2021.
- Our visitor numbers recovered to 41,560, despite the 3½-month period in which only the grounds were open. This was better than our pre-Covid 2019-20 performance (36,244) and nearly double the numbers we saw in 2020-21 (21,862). School and group visits have been slow to recover.
- Events continued to be heavily impacted by Covid. Most weddings had rescheduled from 2020 to the same date in 2021. This meant further moves and cancellations for the weddings in the spring and summer period. We moved the date of our Beer Festival from early July to mid-August. The delayed Primadonna festival ran in late July just after restrictions were relaxed. It ran successfully but was impacted by the 'Pingdemic' of Covid exposure alerts which led to many event line-up changes.
- The work to restore Alton Watermill went ahead but was delayed due to lockdown, materials shortages and rising prices.
- We continued to use the furlough scheme on an ad hoc basis for our visitor services team. Along with government grants and support from Arts Council England, Suffolk County Council and Mid Suffolk District Council, we were able to focus on recovery.

Despite the challenges, we succeeded in delivering for our community and responding to the changes in a positive and effective way. The work we delivered included the following:

- Community amenity/outdoor space: We opened the museum grounds to the community for free as an amenity up until the restrictions changed in July and we were able to resume our full offer.
- Health and wellbeing: We hosted an NHS Covid testing clinic from 12 February to 28 May. We offered a lockdown fitness trail, tree trail and family trails in the museum grounds. We continued to support social prescribing. We maintained volunteering for vulnerable groups where this was possible, based on responding to individual needs. This included people in their 70s, 80s and 90s who wanted to keep working in the gardens which is their usual form of exercise.
- Outdoor summer programmes: From July to September, we delivered 'In The Trees' evenings of food and music in collaboration with the John Peel Centre for Creative Arts, including offering free places to say thank you to lockdown community heroes.
- Digital volunteering: our Search for the Stars project, supported by the Esmée Fairbairn Collections Fund and the Headley Trust, came into its own during lockdown. The project transfers the museum's collection data onto an online database and involves many voices in cataloguing. Over 600 people have now volunteered on the project – the opportunity to get involved particularly appealed to people in their 20s as it provided career development and a way of maintaining positive mental health during lockdown. We also reached an international audience – our volunteers were based in 25 different countries from the USA to Singapore. We shared our learning with others in the sector through case studies and through direct consultation.
- Kickstart: We led a consortium of museums and arts organisations (National Horse Racing Museum, Modece Architects, Fox Yard Studio, the John Peel Centre, Bawdsey Radar Trust, Dacorum Heritage Trust, Hitchin British Schools Trust, Landguard Fort Trust and Mid Suffolk Axis) to deliver Kickstart placements through the Department of Work & Pensions' Kickstart scheme which aimed to combat youth unemployment as a result of the pandemic. The first placements began in April 2021. Over 18 months, we recruited 49 Kickstarters at our museum and a further 30 across the portfolio. Support from Mid Suffolk District Council, Suffolk County Council and the Association for Suffolk Museums jointly funded a Kickstart Officer post to coordinate the scheme.
- Skills Kitchen: We delivered programmes with Suffolk Refugee Support and with HomeStart families in which they learned and shared cooking skills using our new outdoor bread oven whilst also accessing other support.
- Thrills & Grills: We delivered the first museum 'HAF' programme (Holiday Activity and Food) aimed at children in receipt of Free School Meals. Sessions were delivered over summer based around our bread oven and the programme was oversubscribed.
- Exhibitions: 'Walking with Henslow', our co-curated exhibition with the villagers of Hitcham about the inspirational 19th-century reverend and his impact on education and the community, continued until the summer and was followed by 'Fruit Full', a photographic exhibition by artist Francoise Sergy on sugar and jam-making which took visitors into the fields, labs and Tiptree factory. The Abbot's Hall exhibition space also hosted 'Every Garden Matters: How to Change the World One Garden at a Time', a creative exhibition co-curated with the Stowmarket Eco Future Group. Downstairs in the Dining Room we hosted 'Dining with Pride',

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**TRUSTEES REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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telling LGBTQ+ stories in collaboration with Pride in Suffolk's Past and Suffolk Archives, which linked in with performances of *The Stars Are Brighter Here* by theatre company Turn of Phrase, inspired by rural LGBTQ+ testimony. This was followed by *Dining with US Innovators: Black People Who Changed Food History*.

- Events: We delivered a successful Beer Festival and a sell-out Bonfire Night. We also supported the Primadonnas to deliver their first festival at the museum. The Primadonna Festival gives prominence to voices from women, LGBTQ+ and people of colour.
- Capital work: We began the refurbishment of the Bone Building as a space for large changing exhibitions to complement the community space in Abbot's Hall. Work to restore Alton Watermill to working order also continued throughout the year, including the repair of the mill pond which was drained and relined with blue clay.
- Conservation work: With support from AIM and the Barbara Whatmore Trust, we worked with Kickstarters and volunteers to carry out a detailed conservation project on 10 of our large objects, including the Gypsy & Traveller vehicles.
- Nature conservation: Several projects took place along the river, including introducing owl rehabilitation with the Suffolk Owl Sanctuary, balsam bashing, habitat restoration and creation, planting of trees along the river with the Suffolk Wildlife Trust and through the Town Council's Biodiversity 100 initiative. We opened up new paths and offered badger-watching evenings in a newly-built hazel hide.
- Farm: We acquired a second Suffolk Punch, Faith, as well as five English goats and a pair of peacocks.
- Crack Wood and the Allotments: We took a lease on a further 9 acres of land which encompassed the allotment site at Combs Ford. After looking at the options for addressing issues, including persistent flooding, we decided to relocate the allotments to a higher piece of land. We installed a toilet, water, parking area, sheds and fencing, marked out new plots and helped the plot-holders to relocate. We set up a new allotment committee.
- Bridges and paths: Through the ScottishPower River for All project, we were able to begin work on opening up new paths, including replacing two damaged bridges and laying the groundwork for improving access to the river trail.
- Brand: We commissioned Southwold-based practice Spring to design our new Food Museum brand and create a new website. It launched at the beginning of April 2022. We upgraded our external buildings interpretation to make our largest exhibits part of the food story and created a new orientation leaflet in the new style.
- BBC series: We were featured in the Radio 4 series, *The Museums That Make Us*, presented by Neil MacGregor, which was broadcast in March 2022 as we made the name change.
- Staff: We redesigned the daily programme to deliver more interactions between visitors and staff. We restructured in March to introduce new front of house roles and recruit more people to our learning team and our new café.
- Sector and local engagement: We continued to participate in SHARE East forums, the LEP Cultural Board and others. Our Director chaired Museums East of England and the Stowmarket Culture Group, which began collaboration on the *Jubilant!* youth arts festival for Summer 2022.

### Thanks

The museum's Directors would like to thank all those who have supported us and partnered with us throughout the year, including:

- All our volunteers
- Arts Council England
- Suffolk County Council
- Mid Suffolk District Council
- Stowmarket Town Council
- NHS England
- DCMS
- Museums Association and the Esmée Fairbairn Collections Fund
- National Lottery Heritage Fund
- ScottishPower Foundation
- The Barbara Whatmore Charitable Trust
- The Art Fund
- New Anglia Local Enterprise Partnership
- The Headley Trust

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**TRUSTEES REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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- The Linbury Trust
- The British Museum
- Ransomes Jacobsen
- Abbot's Hall Trust
- Mrs L D Rope's Third Charitable Settlement
- Association of Independent Museums
- Alfred Williams Charitable Trust
- Geoffrey Burton Trust
- Association for Suffolk Museums
- Jayne Austin
- Stowmarket Eco Future Group
- WM Brokers Ltd
- Stowe Veterinary Group
- Jayne Knight
- Terry Hunt
- Richard Lister
- Alan Ridealgh
- Tim Passmore
- Judith Shallow
- Nigel Oakley
- Penny Stevens
- Liz Downie
- John Dugmore and the Suffolk Chamber of Commerce
- Brian and Wendy Hurr
- Susan Ostick and Tony Cousins
- Judith Thompson
- SHARE East
- The BBC
- CAMRA
- Suffolk Community Foundation
- Tesco and Groundwork UK
- DWP, particularly the local team and Gemma Edwards
- Paul Read and the Suffolk Traditional Orchards Group
- Professor Tom Williams, UEA

## **WHAT WE WILL DO**

Our two-year business plan for 2021-22 identified the steps necessary for our transition from the Museum of East Anglian Life to the Food Museum. We made good progress in the first year, laying the groundwork for change. Having now made the name change, we will continue to deliver against this strategy to embed our new identity in 2022-23. This includes launching the new visitor experience and opening new exhibits, including the refurbished Bone Building, watermill and new sculpture trail. It also includes taking our café back in house to build secondary spend.

At the same time as delivering development activities, we will keep fulfilling our existing commitments, delivering targeted audience-focused programmes and to be agile enough to take advantage of opportunities as they arise, especially in this era of uncertainty.

Our priorities for the year fall under the following themes: collections, digital, visitor experience, resilience and communities.

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**TRUSTEES REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**RESERVES POLICY**

It is the policy of the charity to hold the equivalent of eight weeks of expenditure in reserve. This currently equates to £90,000. The museum should seek to retain a minimum of £90,000 in reserves in a restricted account. Other reserves are maintained for specific restricted or designated projects of the charity and are set out in the notes to the financial statements. We are currently holding reserves at £20,000. We aim to continue to build reserves to ensure sufficient funds to cover management, administration, support costs and to respond to emergencies.

**INVESTMENT POLICY**

It is the policy of the Directors/Trustees to use any surplus funds for the advancement of the charity's objectives. This has been achieved by the addition of land, buildings and exhibits which the charity includes within fixed assets except for a number of exhibits for which it is not practical to obtain a valuation.

**RISK MANAGEMENT**

The Directors and Trustees continue to review the major strategic, business and operational risks which the charity faces using an established system for ongoing assessment which is reviewed at each board meeting. Identified risks are mitigated where possible.

Financial sustainability has been identified as an ongoing risk. A key element of managing this risk is the regular review of available liquid funds to enable the settlement of debts as they fall due, management of trade debtor and creditor balances and liaison with core funders. Non-financial risks arising from fire, health and safety of staff and volunteers, the public and visitors to the Museum are also considered. These risks are managed by ensuring accreditation is up-to-date, robust policies and procedures are in place and staff are offered appropriate training.

**RESULTS AND FINANCIAL REVIEW**

The results for the year and the charity's financial position at the end of the year are shown in the attached financial statements.

The Board continues to monitor costs and look for innovative ways to increase its income in order to achieve a positive year-end position. The Board is aware in the present economic climate, that this will continue to be a challenging task.

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**TRUSTEES REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**BOARD OF DIRECTORS/ TRUSTEES**

**Sharon Goddard (Chair)**

Sharon's career encompasses teaching and senior leadership roles in further and higher education, and policy and funding roles nationally with the Department for Education. Between 2000 and 2006 she led education, skills and volunteering policy development at the Heritage Lottery Fund and set up the Young Roots and Skills Bursary funding schemes. She is a Director of Oakmere Solutions heritage consultancy, a Director of the Heritage Education Trust, a member of the Learning Advisory Panel of the Historic Houses Association, an advisor with the Heritage Lottery Fund and a Trustee of Suffolk Family Carers.

**Vanessa Trevelyan (Deputy chair)**

Vanessa Trevelyan has 37 years' experience in the museum sector, most recently as director of Norfolk Museums & Archaeology Service. Vanessa is a longstanding supporter of the Museums Association. She was Convener of the MA's Ethics Committee from 2001-09, and President of the Museums Association 2010-13. Vanessa retired from NMAS in 2013 and now undertakes a range of advisory work, particularly helping small independent museums through organisational change. She is President of the Norfolk Costume & Textiles Society, a member of the SHARE Museums East Advisory Forum, and an active member of the Norwich Society leading on social media and event programming.

**Anne Harrison (Company Secretary and Treasurer)**

Originally from Kent, Anne has lived in Suffolk for nearly 40 years. She is a qualified accountant and has worked across all types of industries within East Anglia, developing a wide range of business skills. She part-owns and is a Director of Colour Marketing Services Ltd. She has a long-standing interest in local history and in the past has volunteered at both the Museum of East Anglian Life and Pakenham Watermill. She is a trustee of several local charities and is actively involved in her local church as treasurer and churchwarden.

**Mr Jon Pattle**

Jon studied at the University of Bristol and qualified as an architect in 1980. Following private practices in London and Sheffield, and a period with Sheffield City Council, Jon returned to Suffolk in the late 1980s to become a partner in Poole & Pattle, a new architectural practice based in Ipswich. He has extensive experience in projects of a wide variety of types and scales, with particular enthusiasm for conservation-related work and innovative design. Jon has volunteered at the museum for many years, and was made a Life Member in 2007. He has been very active in many local organisations, including Stowmarket's Civic Society, Stowmarket Town Forum, the Pickerel Project, Red Gables, and as advisor to Mid Suffolk Access Group.

**Councillor Mrs Linda Baxter**

Linda was elected to Stowmarket Town Council in 2015, and is the town's representative on the Board of Trustees. She was Mayor of Stowmarket from 2018-19. Linda has been a Community Mental Health Nurse for 28 years. She now works in the Phoenix Counselling Practice as the Practice Lead and as a counsellor. She also has a private practice in Ipswich. Linda has always had an interest and commitment to her local community and is involved in a variety of activities. She is passionate about environmental issues both locally and globally.



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**TRUSTEES REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**Nigel Macpherson**

Nigel represents the Abbot's Hall Trust which holds the freehold of the museum site. He is a director of Zynergy, which builds, owns and operates solar power farms in India, manufactures solar panels and provides solar power services to industrial clients. He studied at Durham University, served in the Life Guards and had a long career in investment banking including Swiss Bank Corp, Merrill Lynch and Banque Paribas.

**Clare Barlow**

Clare is Curator Team Lead, Exhibitions at the Science Museum, London. Previously, she curated 'Being Human', a new permanent gallery that opened at Wellcome Collection in 2019, which explores trust, identity and health in a changing world. She was also curator of 'Queer British Art, 1863-1967' at Tate Britain, 2017, the first show on this topic. She has worked for a range of cultural organisations and has a long-standing interest in how museums can work to welcome the widest possible range of people as staff and visitors.

**Jon Brighton**

Jon has lived most of his life in Norfolk and Suffolk, and for the last 30 years in Stowmarket. He is a retired senior police officer working across the county and region. He has recently carried out work for the Home Office nationally and chaired a local housing association. He is currently chair of governors at Stowmarket High School. He is passionate in making Stowmarket a great place to live and work in, and believes the museum is a hidden gem for the town and county.

**Simon Hooton**

Simon's association with Suffolk goes back to the mid-1970s and he has lived in the county for over 35 years. His countryside management career – from hands-on experience to strategic thinking – has covered most East Anglian landscapes including the Brecks, Broads and coast. He's lectured and tutored for many bodies and his passion for environmental interpretation has included radio and TV. Very active in his community he has been town councillor, school governor, local wildlife group chair, fundraiser, project manager, pantomime dame and arts centre director.

**Melinda Appleby**

Melinda works as a writer/researcher specialising in creative connections to nature and place, following a career in sustainable land management. Melinda graduated in Rural Environmental Studies (Wye College) and became the first New Agricultural Landscapes Project Officer piloting farm conservation advisory work in Suffolk. She worked for both the NFU and RSPB and then as an independent consultant advising on Eat the View projects, Tastes of Beds and regional rural proofing policies. Melinda won Country Living's Best Writer Award and changed direction from environmental policy to focus on writing, exploring the nature and culture of land. She has served on the Boards of English Nature, Natural England, CPRE and the Consumer Council for Water. Melinda is on the Management Committee of Waveney & Blyth Arts with whom she develops art and landscape projects.

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**TRUSTEES REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**Alex Butler-Zagni**

Alex was called to the bar (barrister) in 2002 and qualified as a solicitor in 2010. At that time, he was the NFU East Anglia Policy Adviser and, over his seven years at the NFU, he gained an excellent technical knowledge of agricultural policy, farming and the food chain.

Alex completed a master's degree in Law (LL.M) in 2005 and was admitted as a Fellow of the Agricultural Law Association in 2016. He has lived in Ixworth, in West Suffolk for over 13 years and works in Ipswich for Gotelee Solicitors, advising on a broad range of commercial and rural property transactions.

**Anthony Bone**

Tony Bone was appointed to the Board of Trustees in 2001. His career was spent in the IT industry, starting in the late 1960s when computers were in their relative infancy. In 1988, with three others, he started a project management and consultancy business and following the sale of the business in 1999, he moved to Aldeburgh in 2001. Now his interests lie not only with technology but also with our history and heritage. Tony, as well as being a trustee of the Museum of East Anglian Life, is the Chairman of Aldeburgh Museum Charitable Trust and the Aldeburgh and District Local History Society. He is also President of the Aldeburgh Society and the League of Friends of Aldeburgh Hospital.

**Simon Dukes**

Originally from Norfolk and now living in Essex and London, Simon is CEO of the ethical finance provider, Fair For You. Prior to this, he was the Chief Negotiator for all community pharmacies and the NHS and Department of Health and Social Care for the provision of pharmaceutical services in England. For many years, Simon was Chief Executive of Cifas, the UK's Fraud Prevention Service, and before that, Deputy Director of the Centre for the Protection of National Infrastructure. His early career was in the UK public sector where he held senior roles in defence and security as well as government communications and public affairs. Simon is also Chair of the medical research charity Antibiotic Research UK.

**Jenny Cousins**

Jenny became Director of the Museum of East Anglian Life in September 2016. She studied history at Balliol College and history of film at Birkbeck. She has worked for museum design firm Event Communications, English Heritage and the Imperial War Museum. Major exhibition projects included Charles Darwin's home, Down House, Lullingstone Roman Villa and Dover Castle's Secret Wartime Tunnels. At IWM, Jenny led the redevelopment of the American Air Museum at Duxford, and the creation of [www.americanairmuseum.com](http://www.americanairmuseum.com), a website crowdsourcing information about the air war. Jenny served on the Heritage Lottery Fund's London Committee from 2014–2019. She is chair of Museums East of England and Stowmarket Culture Group. She sits on the boards of the Suffolk Chamber of Commerce, New Anglia Culture Board and the John Milton Academy Trust.

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**THE FOOD MUSEUM**  
**(Formerly known as Museum of East Anglian Life)**  
**(A company limited by guarantee)**

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**TRUSTEES REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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## **RELATED PARTY**

The Company is related to its wholly-owned subsidiary company, Stowmarket Museum Trading Company Limited, which sells merchandise and services either directly or through franchises in order to enhance the financial position of the Museum. The results of the trading company are consolidated with those of the Museum in these financial statements.

## **FIXED ASSETS**

The changes in fixed assets are shown in notes 13 and 14 to the financial statements. In accordance with the requirements of Financial Reporting Standard No. 102, the Museum has assumed a valuation as being the deemed cost of donated assets in relation to the heritage steam collections and the Justin Partyka collections of local prints.

## **RELIANCE ON VOLUNTEERS**

The charity has a significant number of unpaid volunteers who assist in the day to day running of the Museum in addition to paid staff.

## **MEMBERS OF THE COMPANY**

The Ordinary Members of the Company comprise the Directors and Trustees. There are also life Members and Honorary Members without voting rights.

## **DIRECTORS' AND TRUSTEES' RESPONSIBILITIES STATEMENT**

The Charity Trustees (who are also the Directors of the charitable company) are responsible for preparing the Annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). The Trustees are Responsible for preparing this report and must approve it.

Company law requires the Directors to prepare financial statements for each financial year. Under company law the Directors 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 charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable group will continue in operation.

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**THE FOOD MUSEUM**  
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**TRUSTEES REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company and the group's transactions and disclose with reasonable accuracy at any time the financial position of the charitable group 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 charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**PUBLIC BENEFIT**

The Trustees who are also the Directors of the charitable company have complied with the duty in section 4 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charities Commission.

**DISCLOSURE OF INFORMATION TO AUDITORS**

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

- so far as that the Directors are aware, there is no relevant audit information of which the charitable group's auditors are unaware, and
- that the Directors have taken all the steps that ought to have been taken as Directors in order to be aware of any information needed by the charitable group's auditors in connection with preparing their report and to establish that the charitable group's auditors are aware of that information

In preparing this report, the Directors have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

This report was approved by the Directors on 30 September 2022 and signed on their behalf by:

A . C . H -

Ms A C Harrison  
Company Secretary

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**THE FOOD MUSEUM**  
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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF  
MUSEUM OF EAST ANGLIAN LIFE**

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## **Opinion**

We have audited the financial statements of Museum of East Anglian Life (the "charitable company") for the year ended 31 March 2022 which comprise the consolidated statement of financial activity, the consolidated and company balance sheets, a consolidated statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

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

## **Basis for opinion**

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

## **Conclusions relating to going concern**

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the entity'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 auditor's 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.



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**THE FOOD MUSEUM**  
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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF  
MUSEUM OF EAST ANGLIAN LIFE**

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**Opinions on other matters prescribed by the Companies Act 2006**

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

- the information given in the trustees' report and chairman's statement, which includes the directors' report prepared for company law purposes, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report and chairman's statement has been prepared in accordance with applicable legal requirements.

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

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report and chairman's statement.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees' were not entitled to take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report

**Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement set out on pages 14 to 15, 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.

**Auditor's responsibilities for the audit of the financial statements**

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

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

***Explanations as to what extent the audit was considered capable of detecting irregularities, including fraud***

- Key parts of the legal and regulatory framework applicable to the Charity are the Charities Act 2011, the Companies Act 2006 and the Financial Reporting Standard 102. The audit team gained an understanding of the legislation.

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**THE FOOD MUSEUM**  
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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF  
MUSEUM OF EAST ANGLIAN LIFE**

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**Auditor's responsibilities for the audit of the financial statements**

- We understood how the charitable company is complying with those frameworks by considering the potential for override of those controls or other inappropriate influence over the financial reporting process, understanding the culture of honesty and ethical behaviour within the organisation, and observing whether a strong emphasis is placed on fraud prevention.
- We assessed the susceptibility of the charitable company's financial statements to material misstatement, by understanding which areas of the business present potential fraud risk, understanding where these risks could present themselves and subsequently identifying controls in place to prevent or detect and correct them.
- Based on the understanding gained, we designed audit procedures to identify non-compliance with laws and regulations. The procedures adopted included direct enquiries with those charged with governance, and specific analysis and testing of transactions and balances. The results of these procedures did not identify any such instance of irregularities or fraud.

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

**Use of our report**

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

GMSFC

Christopher Smith ACCA FCA (Senior statutory auditor) for and on behalf of  
GMS FC Limited  
Chartered Certified Accountants & Statutory Auditors  
1 London Road  
Ipswich  
Suffolk  
IP1 2HA

Date: 20/10/22

GMS FC Limited are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

**THE FOOD MUSEUM**  
(Formerly known as Museum of East Anglian Life)  
(A company limited by guarantee)

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES**  
(incorporating income and expenditure account)  
FOR THE YEAR ENDED 31 MARCH 2022

	Note	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
<b>INCOME FROM :</b>							
Grants, Donations and Legacies	2	463,658	879,664	1,343,322	527,040	165,314	692,354
Other trading activities	3	179,858	-	179,858	44,703	-	44,703
Charitable activities	4	61,581	-	61,581	38,441	-	38,441
Investment income	5	1	-	1	51	-	51
Other income		44,075	-	44,075	20,995	-	20,995
<b>TOTAL INCOMING RESOURCES</b>		<b>749,173</b>	<b>879,664</b>	<b>1,628,837</b>	<b>631,230</b>	<b>165,314</b>	<b>796,544</b>
<b>EXPENDITURE ON :</b>							
Raising funds and other trading activities	6	92,607	-	92,607	39,033	-	39,033
Charitable activities	7	640,090	670,833	1,310,923	487,264	149,810	637,074
Other expenditure	8	10,583	-	10,583	6,068	-	6,068
<b>TOTAL RESOURCES EXPENDED</b>	11	<b>(743,280)</b>	<b>(670,833)</b>	<b>(1,414,113)</b>	<b>(532,365)</b>	<b>(149,810)</b>	<b>(682,175)</b>
<b>NET INCOME/(EXPENDITURE) FOR THE YEAR</b>		<b>(5,893)</b>	<b>208,831</b>	<b>214,724</b>	<b>98,865</b>	<b>15,504</b>	<b>114,369</b>
Transfers	20	32,619	(32,619)	-	(11,562)	11,562	-
<i>Total funds at 1 April 2021</i>		369,414	2,695,106	3,064,520	282,111	2,668,040	2,950,151
<b>TOTAL FUNDS AT 31 MARCH 2022</b>		<b>407,926</b>	<b>2,871,318</b>	<b>3,279,244</b>	<b>369,414</b>	<b>2,695,106</b>	<b>3,064,520</b>

The notes on pages 22 to 38 form part of these financial statements.

Earnings before depreciation

2022 £
322,509

2021 £
209,287



**THE FOOD MUSEUM**  
**(Formerly known as Museum of East Anglian Life)**  
**(A company limited by guarantee)**  
**REGISTERED NUMBER: 01819676**

**CONSOLIDATED BALANCE SHEET**  
**AS AT 31 MARCH 2022**

	Note	£	2022 £	£	2021 £
<b>FIXED ASSETS</b>					
Tangible assets	13		2,285,325		2,287,055
Heritage assets	14		764,329		765,440
			<u>3,049,654</u>		<u>3,052,495</u>
<b>CURRENT ASSETS</b>					
Stocks	16	7,861		5,763	
Debtors	17	22,476		48,059	
Cash at bank and in hand		607,787		234,128	
			<u>638,124</u>	<u>287,950</u>	
<b>CREDITORS:</b> amounts falling due within one year	18	(277,889)		(219,240)	
<b>NET CURRENT ASSETS/(LIABILITIES)</b>			<u>360,235</u>		<u>68,710</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			<u>3,409,889</u>		<u>3,121,205</u>
<b>CREDITORS:</b> amounts falling due after more than one year			-		-
<b>CAPITAL GRANT RESERVE</b>	26	(130,645)		(56,685)	
<b>NET ASSETS</b>			<u>3,279,244</u>		<u>3,064,520</u>
<b>CHARITY FUNDS</b>					
Restricted funds	20		2,871,318		2,695,106
Unrestricted funds	20		407,926		369,414
<b>TOTAL FUNDS</b>			<u>3,279,244</u>		<u>3,064,520</u>

The financial statements have been prepared in accordance with the provisions applicable to small companies within Part 15 of the Companies Act 2006 and in accordance with the Charities Statement of Recommended Practice (SORP FRS 102).

The financial statements were approved by the directors on 30 September 2022 and signed on their behalf, by:

A. C. H -

.....  
Ms A C Harrison

The notes on pages 22 to 38 form part of these financial statements.

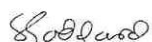
**THE FOOD MUSEUM**  
**(Formerly known as Museum of East Anglian Life)**  
**(A company limited by guarantee)**  
**REGISTERED NUMBER: 01819676**

**COMPANY BALANCE SHEET**  
**AS AT 31 MARCH 2022**

	Note	£	2022 £	£	2021 £
<b>FIXED ASSETS</b>					
Tangible assets	13		2,284,922		2,286,581
Heritage assets	14		764,329		765,440
Investments	15		100		100
			<u>3,049,351</u>		<u>3,052,121</u>
<b>CURRENT ASSETS</b>					
Debtors	17	119,214		74,212	
Cash at bank and in hand		498,071		194,285	
			<u>617,285</u>	<u>268,497</u>	
<b>CREDITORS:</b> amounts falling due within one year	18	(257,872)		(200,608)	
<b>NET CURRENT ASSETS/(LIABILITIES)</b>			359,413		67,889
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			<u>3,408,764</u>		<u>3,120,010</u>
<b>CREDITORS:</b> amounts falling due after more than one year			-		-
<b>CAPITAL GRANT RESERVE</b>	26	(130,645)		(56,685)	
<b>NET ASSETS</b>			<u>3,278,119</u>		<u>3,063,325</u>
<b>CHARITY FUNDS</b>					
Restricted funds	20		2,871,318		2,695,106
Unrestricted funds	20		406,801		368,219
<b>TOTAL FUNDS</b>			<u>3,278,119</u>		<u>3,063,325</u>

The financial statements have been prepared in accordance with the provisions applicable to small companies within Part 15 of the Companies Act 2006 and in accordance with the Charities Statement of Recommended Practice (SORP FRS 102).

The financial statements were approved by the directors on 30 September 2022 and signed on their behalf, by:



.....  
Dr S A Goddard

The notes on pages 22 to 38 form part of these financial statements.

**THE FOOD MUSEUM**  
**(Formerly known as Museum of East Anglian Life)**  
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**REGISTERED NUMBER: 01819676**

**CONSOLIDATED STATEMENT OF CASH FLOWS**  
**AS AT 31 MARCH 2022**

	Note	2022 £	2021 £
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>			
Net cash provided by (used in) operating activities	Table 1	<u>373,658</u>	<u>161,292</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>			
Purchase of fixed assets		(104,945)	(139,883)
Capital grants received		104,945	48,325
Interest received		1	51
Net cash provided by (used in) investing activities		<u>1</u>	<u>(91,507)</u>
<b>CHANGE IN CASH AND CASH EQUIVALENTS</b>		<b>373,659</b>	<b>69,785</b>
<i>Cash and cash equivalents at 1 April 2021</i>		<b>234,128</b>	<b>164,343</b>
<b>CASH AND CASH EQUIVALENTS AT 31 MARCH 2022</b>		<u><b>607,787</b></u>	<u><b>234,128</b></u>

**TABLE 1**

<b>RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES</b>		
Net income/(expenditure) for reporting period as per statement of financial activities	214,724	114,369
Adjustments:		
Interest received	1	(51)
Depreciation	107,785	94,918
Capital grant released to statement of financial activity	(30,985)	(12,493)
(Increase)/Decrease in stock	(2,099)	(347)
(Increase)/Decrease in debtors	25,583	18,270
Increase/(Decrease) in creditors	58,649	(53,374)
<b>Net cash provided by (used in) operating activities</b>	<u><b>373,658</b></u>	<u><b>161,292</b></u>

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**THE FOOD MUSEUM**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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## **1. ACCOUNTING POLICIES**

### **1.1 Basis of preparation of financial statements**

The financial statements have been prepared under the historical cost convention, and in accordance with the Charities Statement of Recommended Practice (SORP FRS102), applicable accounting standards and the Companies Act 2006. The Statement of financial activities (SOFA) and Balance sheet consolidate the financial statements of the company and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis. No separate SOFA has been presented for the company alone as permitted by section 408 of the Companies Act 2006 and Charity SORP FRS 102.

### **1.2 Company status**

The company is a company limited by guarantee. The members of the company are the Directors named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

### **1.3 Funds structure**

The charity operates restricted, designated and unrestricted funds.

#### **Restricted Funds**

These funds are restricted in their use because they relate to amounts which can be spent only on the specific projects and expenditure for which they are donated (see note 20 for further details). If a specific project requires further spending, at the Trustees' discretion, unrestricted funds may be transferred to fund the remaining expenditure. With the donor's permission funds may be transferred for another restricted or unrestricted purpose, should a surplus arise.

#### **Designated Funds**

These funds are unrestricted funds that are designated at the Trustees' discretion for specific purposes. This type of fund is disclosed as a designated fund in the balance sheet at the year end. If the Trustees decide not to proceed with the project for which it has designated funds, or if there are surplus funds after its completion, these can be reclassified as unrestricted funds.

#### **Unrestricted Funds**

These funds relate to all other funds available for the general furtherance of any of the charity's objectives.

### **1.4 Incoming resources**

All incoming resources are included in the statement of financial activities when the charity is legally entitled to income and the amount can be quantified with reasonable accuracy. For legacies, entitlement is the earlier of the charity being notified of an impending distribution or the legacy being received.

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**THE FOOD MUSEUM**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**1. ACCOUNTING POLICIES (continued)**

**1.4 Incoming resources (continued)**

Donated services or facilities, which comprise donated services, are included in income at a valuation that is an estimate of the financial cost borne by the donor where such a cost is quantifiable and measurable. No income is recognised where there is no financial cost borne by a third party. No amounts are included in the financial statements for services donated by volunteers.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation. Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

**1.5 Resources expended**

Expenditure is accounted for on an accruals basis and has been included under expense categories that aggregate all costs for allocation to activities. Where costs cannot be directly attributed to particular activities they have been allocated on a basis consistent with the use of the resources.

**1.6 Exhibits**

Exhibits loaned to the museum are not capitalised nor have those donated in the past and they are excluded from the financial statements. The exception to this relates to the donation of the steam collection that is included in the balance sheet at insurers valuation that is regarded as the best estimate of initial recognition of the deemed cost to the donor. The current policy however is to capitalise significant assets in the balance sheet at deemed cost except in rare situations where there is insufficient information to arrive at a reasonable valuation or the cost of obtaining such information would exceed the benefit of obtaining the data. The amounts shown in the balance sheet for exhibits included in heritage assets represents the cost of items and artefacts purchased together with any restoration costs.

**1.7 Investments**

The investment in the subsidiary company is shown in the Museum's own balance sheet at cost.

**1.8 Tangible fixed assets and depreciation**

The charity only capitalises assets purchased or donated with an identifiable useful life in excess of one year. Depreciation is calculated to write off the cost of an asset, less its estimated residual value, over its useful economic life as follows:

Functional estate buildings	- 2% to 5% straight line
Plant and equipment	- 15% reducing balance
Computer equipment	- 3 years straight line

No depreciation is charged on exhibits and artefacts or certain buildings as in the opinion of the directors, depreciation is not considered appropriate on such assets. The capitalised expenditure on Abbot's Hall and the Crowe Street Cottages together with the replacement of special displays will be funded from the Development Fund.

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**THE FOOD MUSEUM**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**1. ACCOUNTING POLICIES (continued)**

**1.9 Historic collections and heritage assets**

The Museum's collection comprises more than 40,000 items, almost all of which were obtained by donation. The care and preservation of these assets is managed by the Curator under the supervision of the Museum Director and in accordance with the criteria governing the museum's accreditation. From time to time items are considered to be no longer suitable for retention. No item is disposed of without the prior sanction of the Board of Directors. Where appropriate, items will be transferred to another museum which is considered to be better able to use them. The nature and provenance of the majority of items in the collection renders it impracticable to obtain or make a reliable valuation, and in consequence these items are omitted from inclusion in the financial statements. The museum possesses a collection of steam engines which is of particular historic and scientific value. These are identified in the Balance Sheet as Heritage Assets and are stated at valuation. The valuation was made internally utilising data derived from the company insurer. As a consequence of the programmed maintenance of these assets it is considered that they have indefinite lives and no depreciation is provided. The valuation is regarded as the deemed cost of the steam collection at initial recognition of these assets when they were donated.

**1.10 Taxation**

The company meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

The trading subsidiary is subject to normal taxation rules.

**1.11 Pension costs**

The Company operates a defined contribution to a money purchase scheme. Eligible employees of the company are auto enrolled into the scheme and non-eligible and entitled employees are invited to opt into the scheme.

**1.12 Financial instruments**

The company has only 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.

**1.13 Stocks**

The company holds retail stock in the trading subsidiary. Stock is valued at the lower of cost or net realisable value after making due allowance for obsolete and slow moving stock.

**1.14 Going concern**

The charity has considered its going concern position for a period in excess of 12 months from the date of approval of the financial statements and the board of directors considers that there are no material uncertainties regarding going concern.

**1.15 Grants payable**

Grants paid are made in accordance with the fund providers terms and conditions.

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**NOTES TO THE FINANCIAL STATEMENTS  
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**2. GRANTS DONATIONS AND LEGACIES**

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Arts Council England	150,218	-	150,218	150,218	-	150,218
Suffolk County Council	147,778	-	147,778	102,510	-	102,510
Mid Suffolk District Council	44,000	-	44,000	20,000	-	20,000
Stowmarket Town Council	5,500	-	5,500	5,000	-	5,000
Abbott's Hall Trust	5,000	-	5,000	5,000	-	5,000
Donations:						
Other donations	11,953	1,790	13,743	16,435	2,040	18,475
Grants:						
Arts Council England (Culture recovery)	93,160	-	93,160	143,950	36,000	179,950
Arts Council (Hedgerow Grant)	-	50,000	50,000	-	-	59,765
Mid Suffolk District Council Covid 19 and restart grants	-	30,000	30,000	59,765	-	24,162
HMRC corona virus job retention scheme	6,049	-	6,049	24,162	-	1,553
Food Business Plan	-	-	-	-	1,553	18,876
Heritage Lottery Funding	-	-	-	-	18,876	34,624
Headley Trust and Esmee Fairbairn	-	15,327	15,327	-	34,624	18,876
NHS Partnership	-	14,067	14,067	-	26,025	5,014
Colchester and Ipswich Museum Services	-	19,518	19,518	-	15,360	-
Safer Suffolk	-	217	217	-	-	-
Watnall project	-	133,304	133,304	-	-	-
Art fund	-	25,506	25,506	-	-	-
LIFT project	-	10,000	10,000	-	-	-
Scottish Power - River for all	-	122,000	122,000	-	-	-
DWP Kickstart Participant	-	268,023	268,023	-	-	-
DWP Kickstart Consortium	-	158,052	158,052	-	-	-
Suffolk County Council Youth Arts Festival	-	15,860	15,860	-	-	-
Suffolk Community Fund Skills Kitchen project	-	16,000	16,000	-	-	-
Other grants	-	-	-	-	6,946	6,946
<b>Total donated income &amp; grants</b>	<b>463,658</b>	<b>879,664</b>	<b>1,343,322</b>	<b>527,040</b>	<b>165,314</b>	<b>692,354</b>

**3. OTHER TRADING ACTIVITIES**

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Fundraising income	91,653	-	91,653	8,041	-	8,041
Subsidiary trading income	88,205	-	88,205	36,662	-	36,662
	<b>179,858</b>	<b>-</b>	<b>179,858</b>	<b>44,703</b>	<b>-</b>	<b>44,703</b>



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**4. CHARITABLE ACTIVITIES**

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Operation of the museum: Admission fees, etc.	61,581	-	61,581	38,441

**5. INVESTMENT INCOME**

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Bank interest receivable	1	-	1	51



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**6. EXPENDITURE ON OTHER TRADING ACTIVITIES**

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Fundraising and trading expenses:						
Fundraising events	48,179	-	48,179	8,515	-	8,515
Commercial trading - direct costs	44,357	-	44,357	30,435	-	30,435
support costs	71	-	71	83	-	83
	<u>92,607</u>	<u>-</u>	<u>92,607</u>	<u>39,033</u>	<u>-</u>	<u>39,033</u>

**7. EXPENDITURE ON CHARITABLE ACTIVITY  
SUMMARY BY FUND TYPE**

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Operation of the Museum	<u>640,090</u>	<u>670,833</u>	<u>1,310,923</u>	<u>487,264</u>	<u>149,810</u>	<u>637,074</u>

**SUMMARY BY EXPENDITURE TYPE**

	Staff costs 2022 £	Depreciation 2022 £	Other costs 2022 £	Total 2022 £	Staff costs 2021 £	Depreciation 2021 £	Other costs 2021 £	Total 2021 £
Direct costs	616,937	-	482,650	1,099,587	352,897	-	114,588	467,485
Support costs	-	107,714	103,622	211,336	-	94,835	74,754	169,589
Operation of the Museum	<u>616,937</u>	<u>107,714</u>	<u>586,272</u>	<u>1,310,923</u>	<u>352,897</u>	<u>94,835</u>	<u>189,342</u>	<u>637,074</u>

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**8. OTHER EXPENDITURE**

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	<i>Total funds 2021 £</i>
<b>Governance costs:</b>				
Auditors fees	3,500	-	3,500	3,500
	3,500	-	3,500	3,500
<b>Finance costs:</b>				
Bank charges	7,083	-	7,083	2,568
	7,083	-	7,083	2,568
<b>Total other expenditure</b>	10,583	-	10,583	6,068

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**9. DIRECT COSTS**

	Operation of the Museum £	Fund raising and trading £	Total 2022 £	Total 2021 £
Livestock costs	13,170	-	13,170	3,535
Rent, rates and water	5,327	-	5,327	6,071
Light and heat	25,200	-	25,200	18,883
Care of collections	6,446	-	6,446	6,159
Repairs and maintenance	21,300	-	21,300	19,930
Other projects	411,207	-	411,207	60,010
Fund raising expenditure	-	48,179	48,179	8,515
Purchases	-	44,357	44,357	30,435
Wages and salaries	616,937	-	616,937	352,897
	<b>1,099,587</b>	<b>92,536</b>	<b>1,192,123</b>	<b>506,435</b>

*Totals - 2021:*

<i>Operation of the Museum</i>	467,485	-	467,485
<i>Fund raising expenditure</i>	-	8,515	8,515
<i>Wages allocated to fund raising</i>	-	-	-
<i>Purchases</i>	-	30,435	30,435
	<b>467,485</b>	<b>38,950</b>	<b>506,435</b>

**10. SUPPORT COSTS**

	Operation of the Museum £	Commercial trading £	Total 2022 £	Total 2021 £
Cleaning	3,825	-	3,825	4,201
Insurance	22,036	-	22,036	20,356
Education	8,458	-	8,458	3,591
Marketing, stationery, web and IT costs	45,607	-	45,607	29,534
Sundry Expenses	23,695	-	23,695	17,073
Depreciation and loss on disposal of assets	107,714	71	107,785	94,918
	<b>211,335</b>	<b>71</b>	<b>211,406</b>	<b>169,673</b>

Support costs are all allocated to the operation of the Museum with the exception of depreciation of the fixed assets of the subsidiary that is charged to commercial trading activity.

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**11. NET INCOMING / (OUTGOING) RESOURCES**

This is stated after charging:

	2022	2021
	£	£
Operating lease payments	456	1,425
Depreciation and loss on disposal of tangible fixed assets - owned by the charitable group	107,785	94,918
Auditors' remuneration - audit	3,500	3,500
- non audit services	2,500	2,500
	<u>111,141</u>	<u>101,343</u>

During the year, no Directors received any benefits in kind (2021 - £NIL).

**12. STAFF COSTS**

Staff costs were as follows:

	2022	2021
	£	£
Wages and salaries:		
Gross salaries	575,058	323,193
Social security costs	34,305	23,656
Employer pension costs	7,574	6,048
	<u>616,937</u>	<u>352,897</u>

The average monthly number of employees during the year was as follows:

	2022	2021
	No.	No.
Full time staff - management and administration		
Management and administration	3	3
Service and operational staff	11	9
Governance	1	1
	<u>15</u>	<u>13</u>
Part time staff:		
Service and operational staff	7	8
Engaged under the Kickstart programme	19	-
	<u>41</u>	<u>21</u>

No employee received remuneration amounting to more than £60,000 in either year.

Key management are the unpaid board of directors and the following salaried staff members:

	2022	2021
	£	£
Museum Director	45,000	38,000

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**13. TANGIBLE FIXED ASSETS**

	Estate and buildings (long lease) £	Plant and equipment £	Total £
<b>Group</b>			
Cost			
At 1 April 2021	2,492,265	402,959	2,895,224
Additions	-	104,945	104,945
Disposals	-	(74,863)	(74,863)
At 31 March 2022	<b>2,492,265</b>	<b>433,041</b>	<b>2,925,306</b>
Depreciation			
At 1 April 2021	390,377	217,793	608,170
Charge for the year	50,728	55,563	106,291
Depreciation on disposals	-	(74,480)	(74,480)
At 31 March 2022	<b>441,105</b>	<b>198,876</b>	<b>639,981</b>
Net book value			
At 31 March 2022	<b>2,051,160</b>	<b>234,166</b>	<b>2,285,325</b>
At 31 March 2021	2,101,888	185,166	2,287,054
<b>Company</b>	<b>£</b>	<b>£</b>	<b>£</b>
Cost			
At 1 April 2021	2,492,265	399,079	2,891,344
Additions	-	104,945	104,945
Disposals	-	(74,863)	(74,863)
At 31 March 2022	<b>2,492,265</b>	<b>429,161</b>	<b>2,921,426</b>
Depreciation			
At 1 April 2021	390,377	214,386	604,763
Charge for the year	50,728	55,493	106,221
Depreciation on disposals	-	(74,480)	(74,480)
At 31 March 2022	<b>441,105</b>	<b>195,399</b>	<b>636,504</b>
Net book value			
At 31 March 2022	<b>2,051,160</b>	<b>233,762</b>	<b>2,284,922</b>
At 31 March 2021	2,101,888	184,693	2,286,581

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**14. CHARITY HERITAGE ASSETS**

<b>Group and Company</b>	<b>Steam engines £</b>	<b>Exhibits artefacts £</b>	<b>Total £</b>
Cost			
At 1 April 2021	176,000	601,564	777,564
Additions	-	-	-
At 31 March 2022	<b>176,000</b>	<b>601,564</b>	<b>777,564</b>
Impairment			
At 1 April 2021	-	12,125	12,125
Charge for the year	-	1,110	1,110
At 31 March 2022	-	<b>13,235</b>	<b>13,235</b>
Net book value			
At 31 March 2022	<b>176,000</b>	<b>588,329</b>	<b>764,329</b>
At 31 March 2021	<b>176,000</b>	<b>589,439</b>	<b>765,439</b>

Exhibits include the cost of artefacts purchased and historical buildings re-erected. Many of the exhibits have been donated over several decades and it is difficult to value at point of donation in order to establish deemed cost. The cost therefore, substantially relates to the reconstruction of buildings and structures on site and to their refurbishment.

Exhibits are not depreciated but are subject to impairment reviews should the condition of assets indicate that it is appropriate to do so. The exception to this a purpose built display structure used to house the steam engine collection that is depreciated over its estimated useful economic life.

The steam engine collection is valued at insurance valuation that is used as an estimate of deemed cost at the point of recognition of the assets when the donation was made. During this financial year, the ownership of a further steam engine that was on loan was transferred to the Museum by order of the Secretary of State at a value provided.

The donated print collection of Justin Partyka used the catalogue price of prints as deemed cost at point of donation.

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**15. FIXED ASSET INVESTMENTS**

	Shares in group undertaking
Company	£
<b>Cost</b>	
At 1 April 2021 and 31 March 2022	<u><u>100</u></u>

Fixed asset investments are the company's holding in Stowmarket Museum Trading Company Ltd, a wholly owned subsidiary of the Food Museum Limited.

The total income for the year amounted to £88,205 (2021 - £36,662) and expenditure amounted to £88,276 (2021 - £36,356) leaving a surplus of £307 (2021 - £307).

At 31st March 2022, the company's balance sheet showed net assets amounting to £1,224 (2021 - £1,295).

**16. STOCK**

	<b>Group</b>		<b>Company</b>	
	<b>2022</b>	<b>2021</b>	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Retail stock	<u><u>7,861</u></u>	<u><u>5,763</u></u>	<u><u>-</u></u>	<u><u>-</u></u>

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**17. DEBTORS**

	<b>Group</b>		<b>Company</b>	
	<b>2022</b>	<b>2021</b>	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Trade debtors	13,408	12,918	11,764	1,092
Amounts owed by group undertakings	-	-	98,090	36,222
Other debtors	7,579	33,433	7,871	35,190
Prepayments and accrued income	1,489	1,708	1,489	1,708
	<b>22,476</b>	<b>48,059</b>	<b>119,214</b>	<b>74,212</b>

**18. CREDITORS:**  
**Amounts falling due within one year**

	<b>Group</b>		<b>Company</b>	
	<b>2022</b>	<b>2021</b>	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Trade creditors	62,705	70,971	58,268	68,795
Taxation and social security	-	5,286	-	5,286
Deferred income (note 19)	207,577	135,816	191,997	120,359
Accruals and other creditors	7,607	7,167	7,607	6,168
	<b>277,889</b>	<b>219,240</b>	<b>257,872</b>	<b>200,608</b>



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**19. DEFERRED INCOME**

	<b>Group</b>		
	<b>Released in 2022</b>	<b>Deferred 2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Local Authority (core funder forward funding)	-	-	-
Project time period funding	96,818	193,497	120,359
Project performance related funding	40,786	14,080	15,457
	<b>137,604</b>	<b>207,577</b>	<b>135,816</b>
<b>(Note 18)</b>			

	<b>Company</b>		
	<b>Released in 2022</b>	<b>Deferred 2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Project time period funding	96,818	191,997	95,030
Project performance related funding	25,329	-	25,329
	<b>122,147</b>	<b>191,997</b>	<b>120,359</b>
<b>(Note 18)</b>			

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**20. STATEMENT OF FUNDS**

	Brought Forward £	Incoming resources £	Resources Expended £	Transfers in/out £	Carried Forward £
<b>Unrestricted funds</b>					
General funds	369,414	749,173	(743,280)	32,619	407,926
	<u>369,414</u>	<u>749,173</u>	<u>(743,280)</u>	<u>32,619</u>	<u>407,926</u>
<b>Restricted funds</b>					
Premises development fund	1,878,503	-	(31,986)		1,846,517
Heritage Farm project	469,685	-	(18,742)		450,943
Steam engine collection	176,000	-	-		176,000
Mortlock Building	7,875	-	(1,110)		6,765
Windpump restoration fund	2,534	-	-		2,534
Steam engine resoration	15,633	-	-		15,633
Headley Trust and Esmee Fairbairn	33,926	15,329	(28,955)		20,300
NHS Partnership	18,876	14,067	-		32,943
Colchester and Ipswich Museum Services - Skills for the Future	3,865	19,518	(19,252)		4,131
Safer Suffolk L D Rope Trust)	8,573	217	-	(8,790)	-
Watermill project	750	133,304	(108,405)		25,649
Arts Council project funding	26,669	-	(3,978)		22,691
Heritage Lottery emergency funding	18,876	-	(5,282)		13,594
Art Fund	5,874	25,506	(3,482)		27,898
Norfolk County Council LIFT project	-	10,000	(9,550)	(450)	-
Scottish Power River for All project	-	122,000	(20,457)		101,543
Arts Council England Hedgerow Grant	-	50,000	(1,943)		48,057
Mid Suffolk District Council Welcome Back and Restart	-	30,000	(28,147)		1,853
Suffolk County Council Youth Arts Festival	-	15,860	(1,002)		14,858
Suffolk County Council & Suffolk Community Fund Skills Kitchen project	-	16,000	(8,446)		7,554
DWP Kickstart Participant and Consortium project	-	426,073	(377,394)		48,679
Other working projects	27,467	1,790	(2,702)	(23,379)	3,176
Total of restricted funds	<u>2,695,106</u>	<u>879,664</u>	<u>(670,833)</u>	<u>(32,619)</u>	<u>2,871,318</u>
<b>Total of all funds</b>	<u><u>3,064,520</u></u>	<u><u>1,628,837</u></u>	<u><u>(1,414,113)</u></u>	<u><u>-</u></u>	<u><u>3,279,244</u></u>

**NOTE:**

20(1) Transfers have been made as follows:

- a. Reallocating depreciation charges related to assets that are held in specific funds
- b. Transferring funds that have now had the conditions of their restriction fulfilled due to related expenditure being charged to general unrestricted fund
- c. Allowed costs on a project that was closed and the balance of funds returned to the donor

20(2) The watermill project has been funded by the following larger donors:

Heritage Lottery Fund, Mid Suffolk District Council, Linbury Trust

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**21. ANALYSIS OF NET ASSETS BETWEEN FUNDS**

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Tangible fixed assets	212,008	2,073,317	2,285,325	156,549	2,130,506	2,287,055
Heritage assets	274,941	489,388	764,329	274,942	490,498	765,440
Current assets	95,648	542,476	638,124	56,685	231,265	287,950
Creditors due within one year	(78,784)	(199,105)	(277,889)	(102,881)	(116,359)	(219,240)
Capital grant reserve	(95,887)	(34,758)	(130,645)	(15,881)	(40,804)	(56,685)
	<b>407,926</b>	<b>2,871,318</b>	<b>3,279,244</b>	<b>369,414</b>	<b>2,695,106</b>	<b>3,064,520</b>

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**22. RELATED PARTY TRANSACTIONS**

There were no related party transactions during the year under review.

**23. COMPANY STATUS**

The Food Museum (formerly known as The Museum of East Anglian Life) is a company limited by guarantee and is incorporated in England and Wales. Each Member is responsible for the company's liabilities in the event of it being wound up, to a maximum of £1.

The Ordinary Members comprise the Board of Directors.

**24. OPERATING LEASE COMMITMENTS**

The following total operating lease payments are committed to be paid:

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Expiring:		
Between one and five years	<u><b>456</b></u>	<u><b>1,425</b></u>

**25. CAPITAL COMMITMENTS**

The charity had no other commitments to expenditure as at 31 March 2022.

**26. CAPITAL GRANT RESERVE**

The charity was in receipt of grants during the year to fund capital expenditure. Funds are released to the statement of financial activity as the assets are depreciated. The resulting balance on the grant reserve account at 31 March 2022 was:

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Balance brought forward	<b>56,685</b>	20,852
Grants received in the year	<b>104,945</b>	48,326
Amount released in the year	<b>(30,985)</b>	(12,493)
Balance carried forward	<u><b>130,645</b></u>	<u><b>56,685</b></u>

Assets have been partly funded from Arts Council England, Mid Suffolk District Council recovery funds and by a private donor.