

ASSOCIATION FOR SUFFOLK MUSEUMS

England & Wales · Charity number 293950

Details

Status Registered

Legal form Other

Registered 1986-04-14

Register [View on the Charity Commission register](#)

Contact

Address c/o SUFFOLK COUNTY COUNCIL
Endeavour House
Russell Road
Ipswich
IP1 2BX

Phone 07720213193

Email jayne.austin@suffolk.gov.uk

Website www.suffolkmuseums.org

Activities

Objects: TO ADVANCE THE EDUCATION OF THE PUBLIC IN THE COUNTY OF SUFFOLK BY THE SUPPORT AND ASSISTANCE OF PUBLIC MUSEUMS AND ART GALLERIES AND THEIR DEVELOPMENT.

Activities: The Association supports the development and standards of Suffolk museums and acts as their representative to other bodies. It works to serve the people of Suffolk and its visitors through joint museum projects, professional training of museums' staff and volunteers, along with helping the ambition and achievements of the county's museums through providing professional information and advice.

Classification

- **How:** Makes Grants To Organisations, Provides Human Resources, Provides Advocacy/advice/information, Sponsors Or Undertakes Research, Acts As An Umbrella Or Resource Body
- **What:** Education/training, Arts/culture/heritage/science, Environment/conservation/heritage, Economic/community Development/employment
- **Who:** Other Charities Or Voluntary Bodies, Other Defined Groups, The General Public/mankind

Geography

- **Area of benefit:** THE COUNTY OF SUFFOLK
- Suffolk

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£26,660	£50,593	-	-
2024-03-31	£68,419	£66,651	-	-
2023-03-31	£45,332	£100,428	-	-
2022-03-31	£111,739	£98,898	-	-
2021-03-31	£86,473	£64,299	-	-

Trustees

Name	Role	Appointed
Carole Stephanie Palmer		2023-10-17
CIr CAROLE JONES		2015-06-18
CIr JOHN MICHAEL NUNN		2015-06-18
CIr Ollie Walters		2023-10-17
Councillor Adam Rae		2026-01-16
Councillor Sarah Whitelock		2026-01-16
Fraser Hale		2022-09-29
Jayne Emma Austin		2016-11-16
Joe Carr		2020-10-20
Lisa Harris		2014-06-24
Marilyn Sayer		2023-10-17
Mark Smith		2023-06-06

ASSOCIATION FOR SUFFOLK MUSEUMS

England & Wales - Charity number 293950

Accounts



Trustees' Annual Report for the period

From	Period start date			To	Period end date		
	01	April	2023		31	March	2024

Section A Reference and administration details

Charity name Association for Suffolk Museums (AFSM)

Other names charity is known by N/A

Registered charity number (if any) 293950

Charity's principal address

c/o Suffolk County Council, Endeavour House	
Russell Road	
Ipswich	
Postcode	IP1 2BX

Names of the charity trustees who manage the charity

	Trustee name	Office (if any)	Dates acted if not for whole year	Name of person (or body) entitled to appoint trustee (if any)
1	Cllr Tony Cooper	Chair	Up to 04/05/2023	East Suffolk Council
2	Cllr Julia Ewart		From 17/10/2023	East Suffolk Council
3	Kevin Sullivan	Treasurer		
4	Jayne Austin	Secretary		
5	Cllr Bobby Bennett		Up to 06/02/2024	Suffolk County Council
6	Cllr Philip Faircloth-Mutton		From 27/02/2024	Suffolk County Council
7	Cllr Mike Chester		Up to 04/05/2023	West Suffolk Council
8	Cllr Marilyn Sayer		From 17/10/2023	West Suffolk Council
9	Cllr John Nunn			Babergh District Council
10	Cllr Carole Jones	Chair	From 17/10/2023	Ipswich Borough Council
11	Cllr Richard Meyer		Up to 04/05/2023	Mid Suffolk District Council
12	Cllr Ollie Walters		From 23/05/2023	Mid Suffolk District Council
13	Chris Turland		Up to 06/06/2023	
14	Emma Harpur		Up to 12/02/2024	
15	Lisa Harris	Vice Chair		
16	Joe Carr			
17	Fraser Hale	Chair of Network		AFSM Network
18	Alexandra Fletcher		Up to 23/05/2023	
19	Mark Smith		From 06/06/2023	
20	Patricia Hardy		From 27/02/2023	
21	Carole Stephanie Palmer		From 17/10/2023	

Names of the trustees for the charity, if any, (for example, any custodian trustees)

Name	Dates acted if not for whole year

Names and addresses of advisers (Optional information)

Type of adviser	Name	Address
Museum Projects	Lucy Maxwell	Suffolk County Council, Endeavour House, IP1 2BX
Museum Projects	Tom Beese	Suffolk County Council, Endeavour House, IP1 2BX

Name of chief executive or names of senior staff members (Optional information)

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Section B Structure, governance and management

Description of the charity’s trusts

Type of governing document (eg. trust deed, constitution)	Constitution
How the charity is constituted (eg. trust, association, company)	Association
Trustee selection methods (eg. appointed by, elected by)	Local authority representatives are appointed by their respective local authorities. All trustees are elected by the membership at the AGM.

Additional governance issues (Optional information)

<p>You may choose to include additional information, where relevant, about:</p> <ul style="list-style-type: none"> • policies and procedures adopted for the induction and training of trustees; • the charity’s organisational structure and any wider network with which the charity works; • relationship with any related parties; • trustees’ consideration of major risks and the system and procedures to manage them. 	<p>AFSM is governed by a Management Committee that includes representatives from all Suffolk local authorities, one or two independent museums representatives from each of the five local authority districts in the county, and a representative from the AFSM Network. The Management Committee meets four times each year, including the AGM. A non-voting officer from each local authority and representative from SHARE Museums East are also invited to observe.</p> <p>All museums, individuals, or bodies or groups with museum interests in Suffolk are welcome to apply to the Management Committee for membership of AFSM and are admitted to at its discretion. There are three levels of membership with a sliding scale of membership fee.</p> <ul style="list-style-type: none"> • Full Member – Accredited Museums • Member – Non-Accredited Museums • Associate Member – Individuals, bodies, or groups with museum interests <p>The trustees seek the views of members in deciding which programmes to run through AFSM Network meetings which occur four times each year. These took place both in-person and online in 2023-24. The Network appoints its own Chair, which is its trustee representative.</p> <p>The work of the AFSM is facilitated by Suffolk County Council (SCC)</p>
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officers, with support from all other local authority officers. SCC's Museum Lead is also the Secretary of the Association. The Suffolk Museum Development Officer (MDO) is funded by Arts Council England through SHARE Museums East and hosted by SCC with line management provided by SCC's Museum Lead. AFSM also commissions freelance officers to support fixed term projects who report to the MDO and/or SCC's Museum Lead.

Section C Objectives and activities

Summary of the objects of the charity set out in its governing document

The aim of the Association is to advance the education of the public in the County of Suffolk by the support and assistance of public museums and art galleries and their development.

Summary of the main activities undertaken for the public benefit in relation to these objects (include within this section the statutory declaration that trustees have had regard to the guidance issued by the Charity Commission on public benefit)

The Trustees confirm that they have paid due regard to the Charity Commission's guidance on public benefit and have strived to ensure that the Charity's activities reflect this. For the public benefit, AFSM worked with 60 museums and associate members with related interests to help make Suffolk an attractive place to live, work and visit. The organisation worked in four main areas:

1. Provide support for museums in Suffolk

The role of the Association is vital in supporting museums in Suffolk to continue to recover from the impact of Covid-19 and manage the cost-of-living crisis. AFSM listened carefully to the needs of its members to inform its planning, its focus of projects, and to provide direct support where it was needed.

2. Act as a representative and advocate for museums in Suffolk

AFSM worked closely with a range of stakeholders and external funders in 2023-24 to ensure that funding and support was invested where it was needed most. AFSM also collectively marketed the range of experiences that its members offered to residents of and visitors to Suffolk.

3. Attract and manage resources for the benefit of members

The AFSM was directly awarded **£60,327** of external funding in 2023-24 to support a range of projects that meet its aims. The Association also supported its members to secure external funding.

4. Increase access and learning in museums for people in Suffolk

AFSM delivered and supported a range of projects and programmes to ensure that a more diverse range of people had the opportunity to participate in, engage with, and visit museums.

Additional details of objectives and activities (Optional information)

You **may choose** to include further statements, where relevant, about:

- policy on grantmaking;
- policy programme related investment;
- contribution made by volunteers.

The Trustees of AFSM partner with Arts Council England, SHARE Museums East, Babergh District Council, East Suffolk Council, Ipswich Borough Council, Mid Suffolk District Council, Suffolk County Council, and West Suffolk Council and thank them for their continuing and valued support, without which the scale of activities carried out to meet its charitable objectives would be considerably reduced.

AFSM wishes to acknowledge and thank Tom Beese and Lucy Maxwell for their knowledge, creativity, commitment, and hard work on behalf of the Association this year. Their work has had a real positive impact on its members and communities they serve.

Volunteers also support the work of the Museum Development Officer to further the aims of the Charity. We warmly welcome new volunteers, including accompanied children who trial museum resources, young adults who are seeking work experience in the museum sector, and museum volunteers who help with communications.

Section D

Achievements and performance

Summary of the main achievements of the charity during the year

1. Provide support for museums in Suffolk

1.1 AFSM Network – All museum members are welcome to send representatives to the AFSM Network meetings that occur four times each year. The meetings took place in-person and online in 2023-24. They take place around the county to give members the opportunity to visit and learn from other museums. The Network appoints its own Chair, who is its representative on the AFSM Management Committee. AFSM wishes to thank Fraser Hale for carrying out this role in 2023-24. SCC's Museum Lead and the Museum Project Officers share museum news and updates. A representative from each member museum present is also invited to share an update. A guest speaker will give a presentation or lead a training session on a topical subject.

1.2 AFSM Newsflash – All AFSM member museums and associated contacts receive a weekly newsflash email with information about funding, projects, training, networking, job opportunities, and general information relevant to museums. Individuals can subscribe or unsubscribe at any time. The newsflash mailing list has increased in the last year and is now distributed to a total of 241 contacts.

1.3 AFSM Newsletter – The AFSM Newsletter is published four times each year via email. It contains articles submitted by member museums about projects, programmes, and special events. In 2023-24, there was a total of 47 museum news articles.

1.4 AFSM Website – AFSM maintains a [website](#) with general information about the Association, a profile for each full member and member museum, a form where members can upload their events information, and case studies of projects run and supported by AFSM. Videos on the website are linked to an SCC Arts & Museums [YouTube channel](#). A

digital copy of the Suffolk Museums [leaflet](#) can also be accessed via the website.

1.5 Social media – AFSM maintains a [Facebook](#) and [Twitter](#) (now known as X) profile to promote events and activities taking place in Suffolk Museums.

1.6 AFSM Training – AFSM offers free and subsidised training to all its members and works in partnership to promote and deliver the SHARE Museums East training programme. AfSM facilitated e-Hive Collections Management training for several museums. Representatives from **26** out of 36 Accredited museums attended SHARE training events and **11** museums participated in their Skills Needs Survey.

1.7 Lowestoft Museum Development – AFSM worked with the volunteers at **Lowestoft Museum** to appoint Project Officers who are supporting the museum to deliver its Arts Council England Museums Estate and Development Fund (MEND) capital project. AFSM also supports the museum on the Project Management Board for this project.

2. Act as a representative and advocate for museums in Suffolk

2.1 MarketPlace – AfSM is working as part of a Consortium that supports and challenges Babylon ARTS in its leadership and delivery of MarketPlace. This is the Creative People and Places (CPP) programme funded by Arts Council England in Fenland and the western area of West Suffolk (previously known as Forest Heath) up to March 2025.

MarketPlace aims to grow a sustainable arts infrastructure in Fenland and Forest Heath which supports and nurtures the growth of local audiences and participation in arts and cultural activity. In 2023-24, Marketplace has worked with:

- Mildenhall & District Museum
- National Horseracing Museum

More information about MarketPlace can be found [here](#).

2.2 Cultural Connections Volunteering – AFSM is on the Steering Group for the [Cultural Connections Volunteering](#) project. The project helps organisations in East Suffolk build up their volunteer numbers. They offer activation and accessibility grants to organisations to support this. AFSM has contacted museums on behalf of the Cultural Connections and several museums are now involved in project, including:

- Aldeburgh Museum
- Bawdsey Radar Museum
- Beccles Museum
- Bungay Museum
- Norfolk & Suffolk Aviation Museum
- Saxmundham Museum
- Woodbridge Museum

2.3 Lowestoft – AFSM is represented on the Lowestoft Rising Local Cultural Education Partnership (LCEP) Steering Group. The LCEP aims to find innovative ways to highlight, develop and enhance the rich cultural opportunities available to all, aged 0-19, in Lowestoft.

2.4 Annual Museum Survey (AMS) – At time of writing, the 2023-24 [Annual Museum Survey](#) data is still being collected. A total of **32** out of **36** Accredited museums participated in the AMS of 2022-23.

The AMS 2022-23 clearly demonstrates the impact of Suffolk Museums. Results were benchmarked against museums regionally and nationally. The [Suffolk Locality Report](#) shows that 52% of museums in Suffolk are run wholly by volunteers, compared to 37% in the East of England and 31% in England. The survey also shows that Suffolk Museums:

- Welcomed **370,682** visitors
- Opened to the public for **25,674** hours
- Employed **147** staff (**89** FTE)
- Supported **1,406** volunteers
- Delivered **178,580** volunteers hours valued at **£2.4m**
- Welcomed **15,892** onsite education visits
- Engaged **137** education providers
- Included **17,944** children and young people in learning activities
- Cared for over **1,000,000** objects

The economic impact of visitors to Suffolk Museums was estimated to be at least **£6,267,000** in 2022-23. AFSM continues to support museums to rebuild their visitors and ensure they continue to be a vital part of a vibrant, mixed economy.

2.5 SHARE Museums East – AFSM supported the delivery of the SHARE programme through the work of Lucy Maxwell, Museum Development Officer. SHARE awarded **£15,200** in direct grants to Suffolk museums in 2023-24. Grants supported several museums with audience development, collections care and supported recruitment and retention of volunteers. Several grants were made to Suffolk museums through the National Lottery Heritage Lottery-funded SHARE Environmentally Responsible Museums project.

2.6 Marketing – AFSM Full Members and Members were offered the opportunity to pay a £20 supplement on their membership fee to have their profile included in the Suffolk Museums [leaflet](#) and [website](#). The leaflet was redesigned and reissued in February 2024. A leaflet exchange was held for in Beccles in March 2024 and representatives of 15 museums attended.

AFSM also supports a range of joint promotional and advertising campaigns to encourage more people to visit museums. In 2023-24 AFSM placed advertising features in Families Suffolk Magazine, Kingfisher Visitor Guides, and Ipswich 24 Magazine. East Anglian Daily Times also hosted a digital banner for Summer in Suffolk Museums on their website.

2.7 Suffolk Annual Public Health Report 2023 – AFSM submitted pre-existing video material to Suffolk County Council to be part of a suite of films to support the [Annual Public Health Report 2023](#), which focuses on the role the cultural sector has in supporting health and wellbeing, either directly or indirectly. AFSM also facilitated the filming of a museum-specific volunteering film that took place at the Food Museum,

Gainsborough's House, The Long Shop Museum, Norfolk & Suffolk Aviation Museum and West Stow Anglo-Saxon Village. The films can now be found on the [Suffolk Arts & Museums](#) YouTube channel.

3. Attract and manage resources for the benefit of its members

3.1 External funding – AFSM was directly awarded **£60,327** external funding in 2023-24 to support a range of projects that meet its aims. AFSM resources were also used as match funding to help its members and partner organisations attract external funding and deliver projects for the benefit of museums in Suffolk.

3.1.1 Local Authority Contributions – All Suffolk local authorities sustained their contribution to the work of the Association for Suffolk Museums through core and project funding as follows:

Babergh District Council	£ 1,000
East Suffolk Council	£ 4,000
Ipswich Borough Council	£ 2,000
Mid Suffolk District Council	£ 1,500
Suffolk County Council	£ 2,000
West Suffolk Council	£ 2,000

Suffolk County Council also awarded AFSM **£39,500** towards projects that support museums in Lowestoft and match funding for development plans over the next three years.

3.1.2 Bluebell Fund – AFSM was awarded a grant of **£2,000** from the Bluebell Fund, via the Suffolk Community Foundation, to support HAF programmes in Suffolk Museums. This grant enabled the Food Museum to hire an assistant chef for their full-booked Thrills and Grills programme.

3.2 Arts Council England – Lucy Maxwell is employed as Museum Development Officer by Suffolk County Council, thanks to the **£33,000** grant from SHARE Museums East, including a **£2,000** contribution from AFSM.

3.3 AFSM Small Grants – In 2023-24, AFSM awarded **9** small grants of up to **£200** to the following Suffolk museums to support them with a mix of collections care and audience engagement work:

- Bawdsey Radar Museum
- Beccles & District Museum
- Food Museum
- Haverhill & District Local History Museum
- Little Hall Lavenham
- The Long Shop Museum
- Southwold Museum
- Suffolk Archives
- Suffolk Regiment Museum

3.4 Extra Time – AFSM awarded **£5,000** match funding which helped Suffolk Artlink to secure a **£139,749** grant from the National Lottery Heritage Fund to enable intergenerational reminiscence work to be developed with the following museums:

- Halesworth Museum
- Lowestoft Museum
- Suffolk Archives
- The Long Shop Museum

3.5 Warm Rooms – The East of England Co-op Lunch Club/Warm Hub Fund awarded AFSM a grant of **£2,000** in December 2022 via the Suffolk Community Foundation. This was distributed in **£250** grants by AFSM to museums who provided hot drinks, biscuits and activities for communities using the museum spaces as warm rooms. In the winter of 2023-24 AFSM supported the following museums to deliver this programme:

- National Horseracing Museum
- Sudbury Heritage Centre
- Vintage Litter Museum

3.6 Lowestoft Town Hall - Lowestoft Town Council secured £3.25m from the National Lottery Heritage Fund (NLHF) for developing the Town Hall in Lowestoft. This was supported by a **£5,000** contribution from AFSM to support their new Heritage Engagement Manager, Kate Reeder for the next five years. Kate will support the five AFSM member museums in Lowestoft to engage with the Town Hall activity programme and showcase their collections in the heritage hub and gallery space when the capital works are complete.

4. Increase access and learning in museums for people in Suffolk

4.1 Curious Minds – AFSM is working in partnership with Suffolk Artlink, the Food Museum, NHS partners within the Ipswich & East Suffolk Alliance, and Suffolk Libraries to deliver a creative health programme.

Following the pilot last year, the **Food Museum** supported a new artist-led course in Eye for patients with complex needs, referred by NHS Personalised Care. This was well attended and had a positive impact for its participants.

The project is currently delivering four 12-week programmes, led by Suffolk Artlink with funding support from Suffolk County Council. AFSM is supporting the Food Museum to provide curatorial staff support, enabling the lead artists and participants to engage with museum collections.

The first programme started in October 2023 at Felixstowe Library. This created an opportunity to include **Felixstowe Museum**, enabling participants to engage with their local collections. It will continue into next year at **The Long Shop Museum** in Leiston.

Together with our partners we are developing this programme to support reducing health inequalities for people living with hypertension, respiratory conditions, or multiple chronic conditions. A designated fund is held by AFSM to support work with more museums on this project and as match funding for a potential application for further funding.

4.2. Health and Wellbeing: Measuring our impact toolkit – This toolkit was published on the AFSM website [here](#). It is designed to support the cultural sector in Suffolk to deliver and effectively measure health and wellbeing, equality, and economic recovery benefits.

4.3 Holiday Activity and Food Programme is a Department for Education funded programme that offers support to families who receive free school meals. The programme aims to offer high quality, enriching activity and nutritional, school standard food during the school holidays.

AFSM was awarded **£1,134** by West Suffolk Council in March 2023 to support **Bury St Edmunds Guildhall** to join the HAF programme this year. The Guildhall offered family activities at Easter alongside a special exhibition.

Summer HAF activities were delivered at the **Food Museum, The Red House**, and the **National Horseracing Museum**.

There were 155 bookings at the **Food Museum** of which 78% were for children in receipt of Free School Meals. During the cookery sessions, participants learnt professional chef skills such as knife skills, preparing food, understanding flavour, health and safety in the kitchen and how to cook using a bread oven. In the morning the children prepared lunch for all the staff and participants and in the afternoon they baked an afternoon snack for everyone.

The Red House delivered sessions to fifteen 13-16 year olds. In January 2024, Arts Awards Certificates were presented to the young people who took part in the summer 2023 HAF Arts Award week. The young people spent a week working with Natural Artist, Caroline Hyde-Brown as well as exploring The Red House and gardens to create natural dyes and artwork inspired by the site. The teenagers all worked towards a Bronze Arts Award during the week (GCSE equivalent).

Three of the young people were presented with Arts Award Silver. These young people were keen to continue working with The Red House over the summer holidays to try to complete this higher-level qualification. This involved developing their own leadership project. All three developed family activity days and successfully passed their Silver Award.

More information can be found on the Suffolk Museums website:
<https://suffolkmuseums.org/projects/haf-programme/>.

4.4 Summer in Suffolk Museums – Summer in Suffolk Museum is promotional initiative showcasing all the events, activities and workshops taking place in Suffolk Museums during the school holidays. It ran for the seventh time in 2023. The initiative was supported with dedicated social media coverage and print media throughout the summer period, which successfully trafficked considerable interest to the Suffolk Museums website.

This year, **42** events at **15** museums were promoted under the banner of *Summer in Suffolk Museums* on the AfSM website. Museums that took part included:

- Aldeburgh Museum
- Bawdsey Radar
- East Anglia Transport Museum
- Food Museum
- Gainsborough's House
- Ipswich Museum
- Ipswich Transport Museum
- Little Hall Lavenham

- Martlesham Heath Control Tower Museum
- National Horseracing Museum
- Norfolk & Suffolk Aviation Museum
- Suffolk Archives
- Sudbury Heritage Centre
- The Long Shop Museum
- The Red House

4.5 Suffolk Museums Inspire, Learn & Engage (SMILE) – The SMILE Network aims to enable best practice in education, learning and engagement in Suffolk Museums by working collaboratively and sharing knowledge locally, regionally, and nationally. Membership is open to all learning leads from the Association for Suffolk Museums member museums. Meetings take place on a quarterly basis at varied locations. The network supports the development and delivery of AFSM education, learning and engagement projects.

Three online meetings and one in-person SMILE Network meeting took place this year. Network members achieved the network's annual objective of observing a learning activity being delivered in May at **The Red House** in Aldeburgh.

Two new museums joined SMILE Network in 2023: Little Hall Lavenham and Norfolk & Suffolk Aviation Museum.

SMILE Network helped to facilitate Holiday Activity and Food Programme and created the opportunity for **Little Hall** to build on its engagement with local schools by working in partnership with **Gainsborough's House**.

4.6 Power of Stories – Following the success of [Power of Stories](#) last year, AFSM wanted to show the opportunities for telling more diverse histories in Suffolk museums. For the 2023 AGM, Corinne Fowler, Professor of Colonialism and Heritage, Museum Studies, University of Leicester recorded a video presentation titled '*Country Walks through Colonial Britain...and what all this has to do with Suffolk*'. The Enclosure Walk that she took around Bungay was the example of how museums could add another interesting and often surprising layer of interpretation to their local history.

In October 2023, Professor Corinne Fowler and researcher Kate Bernstock viewed documents at Suffolk, and Corinne presented practical research tips at the AFSM Network meeting in October. There was a good response from the museums present. From this visit, we have lists of relevant collections held by Suffolk Archives, and a database of enslavers with links to Suffolk who received compensation when the enslaved people were emancipated.

We are positive that museums are interested in this area of work, and we are actively seeking funding opportunities to support training and new interpretation.

4.7 Extra Time – [Extra Time](#) is a creative intergenerational project about grassroots football in Suffolk led by Suffolk Artlink and supported by AFSM. Creative sessions are led by artists in community settings, care homes and schools. Participants explore documents from Suffolk Archives and objects from museums, whilst sharing and celebrating their own personal experiences of the sport. They create unique artworks,

Section D

Achievements and performance

vibrant interpretations of archive collections, and develop a broader understanding of Suffolk's rich footballing heritage.

The first year of activity has been based in Lowestoft. **Laxfield Museum** lent some recently acquired boots, a photograph, and a cup to use as part of a reminiscence session held at Britten Court in Lowestoft. Next year, activity will take place in Halesworth and Leiston, with support from **Halesworth Museum** and **The Long Shop Museum**. More information about ongoing activity can be found [here](#).

Section E

Financial review

Brief statement of the charity's policy on reserves

The Trustees continue to consider relevant guidance, including that provided by the Charity Commission in CC19 "Charity Reserves: Building Resilience". The continuing review examines potential risks and assesses these risks against costs to determine an appropriate and prudent level of reserves, together with an appropriate management framework.

AFSM does not currently have a reserves policy. This is an action that will be carried forward into 2024-25 and should reflect the paragraph above.

Details of any funds materially in deficit

Further financial review details (Optional information)

You **may choose** to include additional information, where relevant about:

- the charity's principal sources of funds (including any fundraising);
- how expenditure has supported the key objectives of the charity;
- investment policy and objectives including any ethical investment policy adopted.

Going Concern

Total funds on 31 March 2024 stand at £95,336. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from the date of authorising these financial statements and consider the charity will still have sufficient access to cash resources to operate in that period. The trustees therefore have a reasonable expectation that the charity can continue in operation for the next 12 months and it is appropriate to prepare the financial statements on a going concern basis.

Funds

Unrestricted funds 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.

Designated funds comprise unrestricted funds that have been set aside by the trustees for specific purposes. The aim and use of each designated fund is set out in the notes to the financial statements.


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 specific purposes. The cost 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.

Section F Other optional information

Section G Declaration

The trustees declare that they have approved the trustees' report above.

Signed on behalf of the charity's trustees

Signature(s)		
Full name(s)	Jayne Austin	Kevin Sullivan
Position (eg Secretary, Chair, etc)	Secretary	Treasurer
Date	5 June 2024	

Association for Suffolk Museums

Charity No. 293950

Trustees' Report and Unaudited Accounts

31 March 2024

**Association for Suffolk Museums
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**Association for Suffolk Museums
Trustees Annual Report**

The trustees present their report with the unaudited financial statements of the charity for the year ended 31 March 2024.

REFERENCE AND ADMINISTRATIVE DETAILS

Charity No. 293950

Principal Office

c/o Suffolk County Council
Endeavour House
Ipswich

Trustees

The following trustees served during the year:

J.E. Austin	
B. Bennett	(Resigned 6 February 2024)
J. Carr	
M. Chester	(Resigned 4 May 2023)
A.M. Cooper	(Resigned 4 May 2023)
J. Ewart	
P. Faircloth-Mutton	
A. Fletcher	(Resigned 23 May 2023)
F. Hale	
P. Hardy	
E.F. Harpur	(Resigned 12 February 2024)
L. Harris	
C. Jones	
R. Meyer	(Resigned 4 May 2023)
J.M. Nunn	
C.S. Palmer	
M. Sayer	
M. Smith	
K. Sullivan	
C. Turland	(Resigned 6 June 2023)
O. Walters	

Key Management Personnel

Chair	C Jones
Secretary	J Austin
Treasurer	K Sullivan

Accountants

Account-Wryte Limited
5 Schneider Business Park
Felixstowe
Suffolk
IP11 3SS

Bankers

CAF Bank

Statement of trustees' responsibilities in relation to the financial statements

The charity trustees are responsible for preparing a trustees' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Charities Act 2011, the applicable Charities (Accounts and Reports) Regulations, and the provisions of the Trust deed. The Trustees are also responsible for safeguarding the assets of the charity and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

A fully detailed Annual Statement has been supplied in a separate document and filed alongside these accounts. The Annual Statement covers the Structure, governance and management of the charity along with its objectives and activities and its achievements and performance covering the period of these accounts.

Signed on behalf of the charity's trustees



K. Sullivan
Trustee
27 January 2025

Association for Suffolk Museums

Independent Examiners Report

Independent Examiner's Report to the trustees of Association for Suffolk Museums

I report to the trustees on my examination of the financial statements of Association for Suffolk Museums for the year ended 31 March 2024.

Responsibilities and basis of report

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

I report in respect of my examination of the charity's financial statements carried out under section 145 of the 2011 Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

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

- the accounting records were not kept in respect of the charity as required by section 130 of the Act; or
- the financial statements do not accord with those records; or
- the financial statements do not comply with the applicable requirements concerning the form and content of financial statements set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the financial statements give a 'true and fair' view which is not a matter considered as part of an independent examination.

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



Dawn Johnson FMAAT
Account-Wryte Limited
5 Schneider Business Park
Felixstowe
Suffolk

IP11 3SS
27 January 2025

Association for Suffolk Museums
Statement of Financial Activities
for the year ended 31 March 2024

	Notes	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Income and endowments from:					
Donations and legacies	2	4,546	-	4,546	3,995
Charitable activities	3	23,961	38,445	62,406	40,840
Investments	4	1,467	-	1,467	497
Total		29,974	38,445	68,419	45,332
Expenditure on:					
Charitable activities	5	14,269	47,571	61,840	98,514
Other	7	4,811	-	4,811	1,914
Total		19,080	47,571	66,651	100,428
Net gains on investments		-	-	-	-
Net income/(expenditure)		10,894	(9,126)	1,768	(55,096)
Transfers between funds		(183)	183	-	-
Net income/(expenditure) before other gains/(losses)		10,711	(8,943)	1,768	(55,096)
Other gains and losses					
Net movement in funds		10,711	(8,943)	1,768	(55,096)
Reconciliation of funds:					
Total funds brought forward		38,725	54,443	93,168	148,264
Total funds carried forward		49,436	45,500	94,936	93,168

Association for Suffolk Museums

Balance Sheet

at 31 March 2024

Charity No. 293950

		2024	2023
		£	£
Current assets			
Debtors	9	25,075	1,815
Cash at bank and in hand		71,394	97,019
		<u>96,469</u>	<u>98,834</u>
Creditors: Amount falling due within one year	10	(1,533)	(5,666)
		<u>94,936</u>	<u>93,168</u>
Net current assets		94,936	93,168
Total assets less current liabilities		94,936	93,168
Net assets excluding pension asset or liability		94,936	93,168
Total net assets		<u>94,936</u>	<u>93,168</u>
The funds of the charity			
Restricted funds			
Restricted income funds	11	45,500	54,443
		<u>45,500</u>	<u>54,443</u>
Unrestricted funds			
General funds	11	28,674	21,352
Designated funds		20,762	17,373
		<u>49,436</u>	<u>38,725</u>
Reserves	11		
Total funds		<u>94,936</u>	<u>93,168</u>

Approved by the trustees on 27 January 2025

And signed on their behalf by:



C. Jones

Trustee

27 January 2025

Association for Suffolk Museums
Notes to the Accounts
for the year ended 31 March 2024

1 Accounting policies

Basis of preparation

The financial statements have been prepared in accordance with Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011.

Change in basis of accounting or to previous accounts

There has been no change to the accounting policies (valuation rules and method of accounting) since last year and no changes have been made to accounts for previous years.

Fund accounting

Unrestricted funds	These are available for use at the discretion of the trustees in furtherance of the general objects of the charity.
Designated funds	These are unrestricted funds earmarked by the trustees for particular purposes.
Restricted funds	These are available for use subject to restrictions imposed by the donor or through terms of an appeal.

Income

Recognition of income	Income is included in the Statement of Financial Activities (SoFA) when the charity becomes entitled to, and virtually certain to receive, the income and the amount of the income can be measured with sufficient reliability.
Income with related expenditure	Where income has related expenditure the income and related expenditure is reported gross in the SoFA.
Donations and legacies	Voluntary income received by way of grants, donations and gifts is included in the the SoFA when receivable and only when the Charity has unconditional entitlement to the income.
Investment income	This is included in the accounts when receivable.

Notes to the Accounts

Expenditure

Recognition of expenditure	Expenditure is recognised on an accruals basis. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates.
Expenditure on raising funds	These comprise the costs associated with attracting voluntary income, fundraising trading costs and investment management costs.
Expenditure on charitable activities	These comprise the costs incurred by the Charity in the delivery of its activities and services in the furtherance of its objects, including the making of grants and governance costs.
Grants payable	All grant expenditure is accounted for on an actual paid basis plus an accrual for grants that have been approved by the trustees at the end of the year but not yet paid.
Governance costs	These include those costs associated with meeting the constitutional and statutory requirements of the Charity, including any audit/independent examination fees, costs linked to the strategic management of the Charity, together with a share of other administration costs.
Other expenditure	These are support costs not allocated to a particular activity.

Taxation

The charity is exempt from tax on its charitable activities.

Trade and other debtors

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

Cash and cash equivalents

Cash and cash equivalents comprise cash at bank and on hand, demand deposits with banks and other short-term highly liquid investments with original maturities of three months or less and bank overdrafts. In the statement of financial position, bank overdrafts are shown within borrowings or current liabilities. In the Statement of Cash Flows, cash and cash equivalents are shown net of bank overdrafts that are repayable on demand and form an integral part of the company's cash management.

Trade and other creditors

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

2 Income from donations and legacies

	Unrestricted	Total 2024	Total 2023
	£	£	£
Membership	4,546	4,546	3,995
	<u>4,546</u>	<u>4,546</u>	<u>3,995</u>

Association for Suffolk Museums
Notes to the Accounts

3 Income from charitable activities

	Unrestricted	Restricted	Total 2024	Total 2023
	£	£	£	£
Project Funds	23,961	38,445	62,406	40,840
	<u>23,961</u>	<u>38,445</u>	<u>62,406</u>	<u>40,840</u>

4 Income from investments

	Unrestricted	Total 2024	Total 2023
	£	£	£
Bank Interest	1,467	1,467	497
	<u>1,467</u>	<u>1,467</u>	<u>497</u>

5 Expenditure on charitable activities

	Unrestricted	Restricted	Total 2024	Total 2023
	£	£	£	£
<i>Expenditure on charitable activities</i>	13,300	47,571	60,871	96,435
Grants made	409	-	409	1,579
<i>Governance costs</i>				
Independent Examination	560	-	560	500
	<u>14,269</u>	<u>47,571</u>	<u>61,840</u>	<u>98,514</u>

6 Analysis of grants

Activity or programme	Grants to Institutions	Total 2024	Total 2023
	£	£	£
AfSMGrant Programme	409	409	1,579
	<u>409</u>	<u>409</u>	<u>1,579</u>

Activity or programme	Grant funding of activities	Total 2024	Total 2023
	£	£	£
AfSMGrant Programme	409	409	1,579
	<u>409</u>	<u>409</u>	<u>1,579</u>

Association for Suffolk Museums
Notes to the Accounts

7 Other expenditure

	Unrestricted	Total	Total
		2024	2023
	£	£	£
Leaflet Costs	2,980	2,980	750
Subscriptions	1,771	1,771	1,092
Bank Charges	60	60	72
	<u>4,811</u>	<u>4,811</u>	<u>1,914</u>

8 Staff costs

No employee received emoluments in excess of £60,000.

9 Debtors

	2024	2023
	£	£
Trade debtors	25,075	1,815
	<u>25,075</u>	<u>1,815</u>

10 Creditors:

amounts falling due within one year

	2024	2023
	£	£
Trade creditors	1,333	3,916
Other creditors	200	1,750
	<u>1,533</u>	<u>5,666</u>

11 Movement in funds

	At 1 April 2023	Incoming resources (including other gains/losses) £	Resources expended £	Gross transfers £	At 31 March 2024 £
Restricted funds:					
Restricted income funds:					
Suffolk Museum Partnership	-	945	(945)	-	-
Lowestoft Museum					
Development	-	10,500	(5,000)	-	5,500
Creative Heritage Wellbeing Museum Development Programme	25,000	-	(25,000)	-	-
Power of Stories	-	25,000	-	-	25,000
Curious Minds	12,693	-	(12,876)	183	0
Warm Rooms	15,000	-	-	-	15,000
Holiday & Food Programme	1,750	-	(1,750)	-	-
	-	2,000	(2,000)	-	-
Total	54,443	38,445	(47,571)	183	45,500
Unrestricted funds:					
General funds	21,352	13,474	(5,969)	(183)	28,674
Designated funds:					
Museum Projects	-	14,500	(8,111)	-	6,389
Skills Programme	2,500	-	-	-	2,500
SMILE	3,355	-	-	-	3,355
Rekindling Memories	11,518	-	(5,000)	-	6,518
Lowestoft Museum Development	-	2,000	-	-	2,000
Total	17,373	16,500	(13,111)	-	20,762
Total funds	93,168	68,419	(66,651)	-	94,936

Purposes and restrictions in relation to the funds:

Restricted funds:

Suffolk Museum Partnership

Lowestoft Museum

Development

Creative Heritage Wellbeing

Museum Development

Programme

Power of Stories

Curious Minds

Warm Rooms

Association for Suffolk Museums

Notes to the Accounts

Holiday & Food Programme

Designated funds:

Museum Projects

Skills Programme

SMILE

Rekindling Memories

Lowestoft Museum

Development

12 Analysis of net assets between funds

	Unrestricted funds £	Restricted funds £	Total £
Net current assets	47,436	47,500	94,936
	<u>47,436</u>	<u>47,500</u>	<u>94,936</u>

13 Reconciliation of net debt

	At 1 April 2023 £	Cash flows £	At 31 March 2024 £
Cash and cash equivalents	97,019	(25,625)	71,394
	<u>97,019</u>	<u>(25,625)</u>	<u>71,394</u>
Net debt	<u>97,019</u>	<u>(25,625)</u>	<u>71,394</u>

Association for Suffolk Museums
Detailed Statement of Financial Activities
for the year ended 31 March 2024

	Unrestricte d funds 2024 £	Restricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Income and endowments from:				
Donations and legacies				
Membership	4,546	-	4,546	3,995
	<u>4,546</u>	<u>-</u>	<u>4,546</u>	<u>3,995</u>
Charitable activities				
Project Funds	23,961	38,445	62,406	40,840
	<u>23,961</u>	<u>38,445</u>	<u>62,406</u>	<u>40,840</u>
Investments				
Bank Interest	1,467	-	1,467	497
	<u>1,467</u>	<u>-</u>	<u>1,467</u>	<u>497</u>
Total income and endowments	29,974	38,445	68,419	45,332
Expenditure on:				
Charitable activities				
	13,300	47,571	60,871	96,435
Grants made	409	-	409	1,579
	<u>13,709</u>	<u>47,571</u>	<u>61,280</u>	<u>98,014</u>
Governance costs				
Independent Examination	560	-	560	500
	<u>560</u>	<u>-</u>	<u>560</u>	<u>500</u>
Total of expenditure on charitable activities	14,269	47,571	61,840	98,514
Other expenditure				
Leaflet Costs	2,980	-	2,980	750
Subscriptions	1,771	-	1,771	1,092
Bank Charges	60	-	60	72
	<u>4,811</u>	<u>-</u>	<u>4,811</u>	<u>1,914</u>
Total of expenditure of other costs	4,811	-	4,811	1,914
Total expenditure	19,080	47,571	66,651	100,428
Net gains on investments	-	-	-	-
Net income/(expenditure)	10,894	(9,126)	1,768	(55,096)
Transfers between funds	(183)	183	-	-
Net income/(expenditure) before other gains/(losses)	10,711	(8,943)	1,768	(55,096)
Other Gains	-	-	-	-
Net movement in funds	10,711	(8,943)	1,768	(55,096)

**Association for Suffolk Museums
Detailed Statement of Financial Activities**

Reconciliation of funds:

Total funds brought forward	38,725	54,443	93,168	148,264
Total funds carried forward	<u>49,436</u>	<u>45,500</u>	<u>94,936</u>	<u>93,168</u>

**Association for Suffolk Museums
Independent Examiners Report**

Independent Examiner's Report to the trustees of Association for Suffolk Museums

I report to the trustees on my examination of the financial statements of Association for Suffolk Museums for the year ended 31 March 2024.

Responsibilities and basis of report

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

I report in respect of my examination of the charity's financial statements carried out under section 145 of the 2011 Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

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

- the accounting records were not kept in respect of the charity as required by section 130 of the Act; or
- the financial statements do not accord with those records; or
- the financial statements do not comply with the applicable requirements concerning the form and content of financial statements set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the financial statements give a 'true and fair' view which is not a matter considered as part of an independent examination.

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



Dawn Johnson FMAAT
Account-Wryte Limited
5 Schneider Business Park
Felixstowe
Suffolk

IP11 3SS
27 January 2025

ASSOCIATION FOR SUFFOLK MUSEUMS

England & Wales - Charity number 293950

Accounts



Trustees' Annual Report for the period

From	Period start date			To	Period end date		
	01	April	2022		31	March	2023

Section A Reference and administration details

Charity name Association for Suffolk Museums (AFSM)

Other names charity is known by N/A

Registered charity number (if any) 293950

Charity's principal address c/o Suffolk County Council, Endeavour House

Russell Road

Ipswich

Postcode

IP1 2BX

Names of the charity trustees who manage the charity

	Trustee name	Office (if any)	Dates acted if not for whole year	Name of person (or body) entitled to appoint trustee (if any)
1	Cllr Tony Cooper	Chair		East Suffolk Council
2	Kevin Sullivan	Treasurer		
3	Jayne Austin	Secretary		
4	Cllr Bobby Bennett			Suffolk County Council
5	Cllr Mike Chester			West Suffolk Council
6	Cllr John Nunn			Babergh District Council
7	Cllr Carole Jones			Ipswich Borough Council
8	Cllr Richard Meyer			Mid Suffolk District Council
9	Chris Turland			
10	Emma Harpur			
11	Lisa Harris			
12	Joe Carr			
13	Fraser Hale		29 Sept 2022	
14	Alexandra Fletcher			
15				
16				
17				
18				
19				
20				

Names of the trustees for the charity, if any, (for example, any custodian trustees)

Name	Dates acted if not for whole year

Names and addresses of advisers (Optional information)

Type of adviser	Name	Address
Museum Projects	Lucy Maxwell	Suffolk County Council, Endeavour House, IP1 2BX
Museum Projects	Tom Beese	Suffolk County Council, Endeavour House, IP1 2BX
Museum Projects	Llewela Selfridge	Trenton, Cross Green, Hartest, IP29 4ED
Museum Projects	Patricia Day	Blossom Cottage, 19 Norwich Road, Lingwood, NR13 4BH

Name of chief executive or names of senior staff members (Optional information)

--

Section B Structure, governance and management

Description of the charity's trusts

Type of governing document <small>(eg. trust deed, constitution)</small>	Constitution
How the charity is constituted <small>(eg. trust, association, company)</small>	Association
Trustee selection methods <small>(eg. appointed by, elected by)</small>	Local authority representatives are appointed by their respective local authorities. All trustees are elected by the membership at the AGM.

Additional governance issues (Optional information)

You **may choose** to include additional information, where relevant, about:

- policies and procedures adopted for the induction and training of trustees;
- the charity's organisational structure and any wider network with which the charity works;
- relationship with any related parties;
- trustees' consideration of major risks and the system and procedures to manage them.

AFSM is governed by a Management Committee that includes representatives from all Suffolk local authorities, one or two independent museums representatives from each of the five local authority districts in the county, and a representative from the AFSM Network. The Management Committee meets four times each year, including the AGM. A non-voting officer from each local authority and representative from SHARE Museums East are also invited to observe.

All museums, individuals, or bodies or groups with museum interests in Suffolk are welcome to apply to the Management Committee for membership of AFSM and are admitted to at its discretion. There are three levels of membership with a sliding scale of membership fee.

- Full Member – Accredited Museums
- Member – Non-Accredited Museums
- Associate Member – Individuals, bodies, or groups with museum interests

The trustees seek the views of members in deciding which programmes to run through AFSM Network meetings which occur four times each year. These took place online in 2022-23. The Network appoints its own Chair, which is its trustee representative.

The work of the AFSM is facilitated by Suffolk County Council (SCC) officers with support from all other local authority officers. SCC's Museum Lead is also the Secretary of the Association. The Suffolk Museum Development Officer (MDO) is funded by Arts Council England through SHARE Museums East and hosted by SCC with line management provided by SCC's Museum Lead. This funding for this post has been confirmed for 2023-24. AFSM also commissions freelance officers to support fixed term projects who report to the MDO and/or SCC's Museum Lead.

Summary of the objects of the charity set out in its governing document

The aim of the Association is to advance the education of the public in the County of Suffolk by the support and assistance of public museums and art galleries and their development.

Summary of the main activities undertaken for the public benefit in relation to these objects (include within this section the statutory declaration that trustees have had regard to the guidance issued by the Charity Commission on public benefit)

The Trustees confirm that they have paid due regard to the Charity Commission's guidance on public benefit and have strived to ensure that the Charity's activities reflect this. For the public benefit, AFSM worked with 56 museums and associate members with related interests to help make Suffolk an attractive place to live, work and visit. The organisation worked in four main areas:

1. Provide support for museums in Suffolk

The role of the Association continued to be vital in supporting museums in Suffolk to recover from the impact of Covid-19 and manage the cost-of-living crisis. AFSM listened carefully to the needs of its members to inform its planning, focus of projects, and provide direct support where it was needed.

2. Act as a representative and advocate for museums in Suffolk

AFSM worked closely with SHARE Museums East, National Lottery Heritage Fund (NLHF) and Arts Council England (ACE) in 2022-23 to ensure that funding was invested where it was needed most. The ongoing cost of living crisis has an impact on their expenditure and restricted their ability to generate earned income through admissions, retail, catering, and events.

3. Attract and manage resources for the benefit of members

The AFSM was directly awarded **£41,124** of external funding in 2022-23 to support a range of projects that meet its aims.

4. Increase access and learning in museums for people in Suffolk

AFSM delivered and supported a range of projects and programmes to ensure that a more diverse range of people had the opportunity to participate in, engage with, and visit museums.

Additional details of objectives and activities (Optional information)

You **may choose** to include further statements, where relevant, about:

- policy on grantmaking;
- policy programme related investment;
- contribution made by volunteers.

The Trustees of AFSM partner with Arts Council England, SHARE Museums East, Babergh District Council, East Suffolk Council, Ipswich Borough Council, Mid Suffolk District Council, Suffolk County Council, and West Suffolk Council and thank them for their continuing and valued support, without which the scale of activities carried out to meet its charitable objectives would be considerably reduced.

AFSM wishes to acknowledge and thank Tom Beese, Lucy Maxwell, Patricia Day, and Llewela Selfridge for their creativity, commitment, and hard work on behalf of the Association this year. Their work has had a real positive impact on its members and communities they serve.

Volunteers also support the work of the Museum Development Officer to further the aims of the Charity. We warmly welcome new volunteers, including accompanied children who trial museum resources, young adults who are seeking work experience in the museum sector, and museum volunteers who help with communications.

Summary of the main achievements of the charity during the year

1. Provide support for museums in Suffolk

1.1 AFSM Network – All museum members are welcome to send representatives to the AFSM Network meetings which occur four times each year, including the AGM. All meetings took place online in 2022-23. The Network appoints its own Chair, who is its representative on the AFSM Management Committee. SCC's Museum Officers share museum news and updates. A representative from each member museum present is also invited to share an update. A guest speaker will give a presentation or lead a training session on a topical subject.

1.2 AFSM Newsflash – All AFSM member museums and associated contacts receive a weekly newsflash email with information about funding, projects, training, networking, job opportunities, and general information relevant to museums. Individuals can subscribe or unsubscribe at any time. The newsflash mailing list has increased in the last year and is now distributed to a total of 233 contacts.

1.3 AFSM Newsletter – The AFSM Newsletter is published four times each year via email. It contains articles submitted by member museums about projects, programmes, and special events. In 2022-23, there were 44 museums news articles.

1.5 AFSM Website – AFSM maintains a [website](#) with general information about the Association, a profile for each full member and member museum, a page where members can publish their events, and case studies of projects run and supported the Association. Videos on the website are linked to an Arts and Museums YouTube channel that AFSM is a part of. A digital copy of the Suffolk Museums leaflet can also be accessed via the website.

1.6 Social media – AFSM maintains a [Facebook](#) and [Twitter](#) profile to promote events and activities taking place in Suffolk Museums

1.7 AFSM Training – AFSM offers free and subsidised training to all its members and works in partnership to promote and deliver the SHARE Museums East training programme.

1.8 Museum Visits – AFSM visited several museums to learn more about their operations and issues that are important to them, providing face-to-face, email and telephone one-to-one support on a range of topics including Museum Accreditation, governance, funding applications, project development, and collections management.

2. Act as a representative and advocate for museums in Suffolk

2.1 AFSM worked closely with all local authority partners, SHARE Museums East, National Lottery Heritage Fund (NLHF) and Arts Council England (ACE) in 2022-23 to help to ensure that its members needs were understood, and funding is invested where it was needed most.

2.1.1 Arts Council England awarded at least **£2,631,434** to Suffolk Museums in 2022-23. There is additional funding that makes its way to Suffolk Museums grants to partnership projects like the Primadonna

Festival that takes place at the Food Museum.

2.1.2 SHARE Museums East awarded **£16,568** in grants to Suffolk museums in 2022-23. These grants supported museums with their development, volunteer support, review and rationalisation of collections, and Wild Escape projects. Recovery grants also helped museums with their continuing recovery from the Covid-19 pandemic.

2.2 Suffolk Museum of the Year showcases and awards excellence in Suffolk Museums. A total of 31 nominations were received, representing 15 museums. There are seven award winners:

- Large Museum of the Year: Food Museum
- Small Museum of the Year: Felixstowe Museum
- Family Friendly Award: The Red House
- Innovation Award: Bawdsey Radar
- Working with Young People Award: Halesworth Museum
- Volunteer of the Year: S Bell, Norfolk & Suffolk Aviation Museum
- Object of the Year

Winners were chosen by a panel of independent judges. The Object of the Year winner was chosen by public vote. In October 2022, AFSM held the [Suffolk Museum of the Year](#) Awards evening. Follow the link for more details.

2.3 Suffolk Show –10 AFSM members participated in ‘*Suffolk – The Platinum Years*’ exhibition at the Suffolk Show. ‘*Suffolk – The Platinum Years*’ exhibition took place on 31 May and 1 June and celebrated the Platinum Jubilee through collections to illustrate the economic, social, and technological developments made under the Queen Elizabeth II’s reign (1952 to 2022). Themes of the exhibition included, Transport & Power, Agriculture & Industry, Maritime & Coast, Food & Drink, Home & Technology, Music, Arts & Culture, Military, Sport, Education, and Community.

2.4 Annual Museums Survey – A total of **30** museums participated in the 2021-22 Annual Museums Survey, supported by SHARE Museums East. Results were benchmarked against museums regionally and nationally. The data collected is an important tool that is used by AFSM to demonstrate the impact of museums. At time of writing, the 2022-23 Annual Museum Survey data is still being collected.

2.4.1 The economic impact of visitors to Suffolk Museums in 2021-22 was estimated to be at least £5,554,000, comprising of £1,416,000 local impact and £4,138,000 day/overnight visitor impact.

2.5 Suffolk Museums Leaflet - AFSM Full Members and Members were offered the opportunity to pay a £20 supplement on their membership fee to have their profile included in the Suffolk Museums [leaflet](#) and [website](#). The leaflet was reissued in July 2022 with updated information.

2.6 Joint promotional and advertising campaigns were run by AFSM to encourage more people to visit museums. In 2022-23 AFSM placed Suffolk museums advertising features in Families Suffolk Magazine, East Suffolk Living Magazine, Kingfisher Visitor Guides, Ipswich 24 Magazine, and Raring2Go Magazine.

2.6.1 Promotional Film – AFSM created a Holiday Activity & Food programme film with Newsquest (formerly Archant) to highlight the Food Museum's offer around food production and growing in 2022. The film is now on the Suffolk Museums website for the benefit of partners and stakeholders. Watch it [here](#).

3. Attract and manage resources for the benefit of its members

3.1 Suffolk Museums Partnership - The Suffolk Museums Partnership (SMP) is a funding consortium that includes all Suffolk local authorities, Arts Council England, and SHARE Museums East.

In 2022-23 the Suffolk Museums Partnership provided **£13,000** of core revenue support for AFSM projects and programmes, including a one-off increase of £500 from Mid Suffolk District Council. All partner contributions were as follows:

Babergh District Council	£ 1,000
East Suffolk Council	£ 4,000
Ipswich Borough Council	£ 2,000
Mid Suffolk District Council	£ 2,000
Suffolk County Council	£ 2,000
West Suffolk Council	£ 2,000

This core support enables AFSM to develop partnerships, draw in additional inward investment to Suffolk from external sources for collaborative museum projects.

Arts Council England / SHARE Museums East awarded a further £31,000 to Suffolk County Council (SCC) for the Suffolk Museum Development Officer post. Lucy Maxwell delivers the SHARE Activity Plan, develops collaborative museum projects, and supports the development of Suffolk museums.

The Suffolk Museums Partnership has sustained the level of commitment to it from partners as we move forward into 2023-24. There was a £2,000 reduction on the £33,000 grant received by SCC in 2022-23. AFSM therefore has committed £2,000 in 2023-24 to mitigate this and sustain the Museum Project Officer as a 0.8 FTE post.

3.2 Small Grants Programme – Small grants of up to £200 each were awarded by AFSM to:

- Saxmundham Museum
- The Long Shop Museum
- Halesworth and District Museum
- Little Hall Lavenham
- Norfolk and Suffolk Aviation Museum
- Suffolk Regiment Museum
- Landguard Fort
- Bawdsey Radar

Saxmundham Museum used the grant to fund leaflets for a new WWI town trail. The Long Shop Museum installed an artwork in their community garden.

Halesworth Museum paid for an initial conservation assessment of the Lincolne family letters. Little Hall Lavenham's application to the AIM New Audiences grant was unsuccessful. They are reapplying in summer 2023 and hope to retain the AFSM grant as match funding.

Norfolk and Suffolk Aviation Museum plan to buy an ID card printing machine in 2023-24. Suffolk Regiment Museum have improved the storage conditions of its photographic collections.

Landguard Fort are using the grant to part-fund the renovation of an historic space. Bawdsey Radar Museum are purchasing acid-free storage boxes for their collections.

3.3 Project grants – AFSM was awarded **£28,624** external funding in 2022-23 to support a range of projects that meet its aims including the Holiday Activity & Food, Warm Rooms, Power of Stories (evaluation) and Curious Mind mental health programmes.

3.4 Extra Time – Suffolk Artlink was awarded **£139,749** from National Lottery Heritage Fund for the Extra Time project. This activates **£5,000** that AFSM pledged as match funding and will enable intergenerational reminiscence work to be developed at The Long Shop Museum, Halesworth Museum, and Lowestoft Museum.

4. Increase access and learning in museums for people in Suffolk

4.1 Kickstart – AFSM supported the development, delivery, and evaluation of the Suffolk cultural Kickstart programme. The DWP-funded Kickstart Scheme offered 6-month job placements for 16–24-year-old at risk of long-term unemployment. The Suffolk cultural programme ran from April 2021 to September 2022. The consortium comprised of 10 organisations, led by the Food Museum, and including 4 other AFSM members.

The Consortium were able to offer a wide range of roles including Estate Assistant, Retail Assistant, Social Media Assistant and Events Management. Formal and informal training was offered by most organisations in the scheme.

Videos and case studies are available to view on the Suffolk Museums website: <https://suffolkmuseums.org/projects/kickstart/>

4.2 Holiday Activity and Food is a DfE funded programme that offers support to families who receive Free School Meals (FSM). The programme aims to offer high quality, enriching activity and nutritional, school standard food during the school holidays.

The HAF programme is largely delivered by sports providers. AFSM piloted a cultural offer at two sites in 2021, established with support from Suffolk County Council. In 2022, this programme expanded:

The museums worked with outside organisations to provide high quality activity, increasing links to local organisations.

- Food Museum delivered 204 sessions – 85% were to children in receipt of FSM.
- The Red House delivered 35 sessions – 43% were to children in

receipt of FSM.

- National Horseracing Museum delivered activities to 165 children – 41% to children in receipt of FSM, and a further 12 children with Special Educational Needs.
- The Long Shop proposed 10 days of activities but withdrew from the programme.

AFSM supported the joint commercial advertising for paid placements and supported with fliers, online advertising, and adverts [Families Suffolk Magazine](#). Schools were targeted via fliers, newsletters, and direct contact. Local community groups were similarly targeted.

More information can be found on the Suffolk Museums website: <https://suffolkmuseums.org/projects/haf-programme/>.

AFSM aims to build on this in 2023 by increasing the number of museums taking part in the programme and reaching more young people across the county.

4.3 Summer in Suffolk Museums (SiSM) is a promotional initiative showcasing all the events, activities and workshops taking place in Suffolk Museums during the school holidays. It ran for the sixth time in 2022. Activity for the project included:

- 27 events held across 12 museums
- Double-page spread promoting SiSM in [Families Suffolk magazine](#).
- Print media adverts in [Ipswich 24](#), [East Suffolk Living Magazine](#) & [The Festival of Wheels](#) programme.
- SiSM Digital banner featured on the [East Anglian Daily Times](#) website.
- Dedicated social media support across AfSM Facebook and Twitter
- SiSM events promoted on Head East social media channels

4.4 Suffolk Museums Inspire, Learn & Engage (SMILE) Network aims to enable best practice in education, learning and engagement in Suffolk Museums by working collaboratively and sharing knowledge locally, regionally, and nationally. The terms of reference was amended in 2022 to extend membership to 'Anyone interested in learning in museums in Suffolk and the surrounding area.' Meetings take place on a quarterly basis at varied locations. The network supports the development and delivery of AFSM education, learning and engagement projects.

In 2022-23 the SMILE Network played a key role in generating interest in the Holiday Activity and Food Programme among museums.

4.5 Special Delivery – AFSM supported [Suffolk Artlink](#) and Halesworth & District Museum with the Special Delivery arts and reminiscence project. It was an intergenerational project that explored the art of communication through letters and other documents held in Suffolk Archives and museums.

The high quality of this project was recognised by the judges of the Museum of the Year Awards with Halesworth winning the *Working with Young People* award. The Object of the Year, the Blythburgh Coin, was chosen by Freya, a pupil at Edgar Sewter primary school. Freya chose the coin when she visited the museum as part of the Special Delivery project.

A video is available on the Suffolk Museums website highlighting Halesworth Museum's involvement [here](#).

4.6 Power of Stories started as an [exhibition at Christchurch Mansion](#) in Ipswich. It brought together three costumes from Marvel's *Black Panther* movie, along with historic museum objects and local stories to create a display exploring storytelling and identity.

Inspired by this, a group of Black community members and leaders felt it was important to make the most of the iconic film costumes being displayed in Power of Stories. They approached AFSM for support to develop the programme further.

Together with [Aspire Black Suffolk](#) and [Colchester & Ipswich Museums](#) (IBC), AFSM approached Marvel to ask for an extension of the loan of the Marvel *Black Panther* costumes. Marvel agreed to the idea of touring the costumes across museums in Suffolk. The following museums were part of the 2022-23 tour:

[Moyse's Hall Museum](#) (WSC), Bury St Edmunds, Feb to Apr 2022

[Food Museum](#), Stowmarket, Jul to Oct 2022

[Snape Maltings \(The Red House\)](#), Aldeburgh, Oct 2022 to Feb 2023

The aim of each venue was to inspire children, schools, and families to learn about and be proud of Black history in Suffolk. The touring exhibition was viewed by an audience of around 20,000 people. Three quarters of visitors were from Suffolk. Some events were much more highly attended than usual by Black audiences or those with mixed ethnicity. Feedback from audiences was upbeat, welcomed inclusion and was dominated by issues of personal identity. Formal evaluation of the tour is taking place in 2023-24.

The next stage of the programme will be to develop a research, display, and activity programme to align with the exhibition tour and activity pack. At least 12 museums have expressed an interest in taking part. They have identified many black histories that could be better researched, interpreted, and integrated into activities, displays, and publications.

4.7 Curious Minds Mental Health Programme – AFSM has established a partnership with Ipswich & East Suffolk Personalised Care team (patients with complex needs), Suffolk Libraries and Suffolk Artlink to create the Curious Minds mental health programme. Funded by Suffolk County Council, the Association is supporting a post based at the Food Museum to support the delivery of the programme.

Six artists took part in the LAB organised by Suffolk Libraries and additional training including safeguarding and mental health first aid. The artists then led a pilot project. Artists Alice-Andrea Ewing and Gillian Allard led a taster session with Suffolk Libraries Open Space group and then led a further seven sessions at the Food Museum, exploring the collection using plaster casting, photography, cyanotypes, and drawing. Another course took place at Ipswich Transport Museum.

Evaluation demonstrated a positive impact on participants' wellbeing. The aim is to use the evaluation from this programme to inform a large, more long-term programme involving more museums across the county that will reach a wider range of participants.

Section D

Achievements and performance

4.8 Warm Rooms – The Suffolk Community Foundation awarded a grant to AFSM to enable museums to offer a warm space with activities to people during the winter months, with refreshments and activities. This was offered at The Long Shop Museum, National Horseracing Museum, Sudbury Heritage Centre, The Red House, and Snape Maltings. Warm Rooms gave members of the local community a welcoming alternative to heating their own homes during the day.

4.9 CPP MarketPlace – AfSM is working as part of a Consortium that supports and challenges Babylon ARTS in its leadership and delivery of MarketPlace.

This is the Creative People and Places (CPP) programme funded by Arts Council England to run in Fenland and Forest Heath from 1st April 2022 to 31st March 2025. It aims to grow a sustainable arts infrastructure in Fenland and Forest Heath which supports and nurtures the growth of local audiences and participation in arts and cultural activity.

The Consortium's role is to ensure the vision and ambitions of MarketPlace and the wider Creative People and Places programme are met. AfSM has joined the MarketPlace Consortium in the third and final phase of a ten-year CPP commitment to audience development in Fenland and Forest Heath.

More information can be found [here](#).

4.10 COMF Evaluation – Suffolk County Council (SCC) commissioned AFSM to carry out an independent evaluation of Covid Outbreak Management Fund (COMF) investment in museums and arts organisations. COMF enabled several museums to benefit from grant awards from the Covid Continuity Fund for Culture (CCFC). The fund has enabled museums to install digital and non-digital Covid-safe infrastructure, such as contactless payments and enhanced outdoor facilities. The programme also enabled museums to support communities most impacted by Covid through programmes such as the Power of Stories, and a volunteer training programme delivered in partnership with Community Action Suffolk.

Section E

Financial review

Brief statement of the charity's policy on reserves

The Trustees continue to consider relevant guidance, including that provided by the Charity Commission in CC19 "Charity Reserves: Building Resilience". The continuing review examines potential risks and assesses these risks against costs to determine an appropriate and prudent level of reserves, together with an appropriate management framework.

AFSM does not currently have a reserves policy. This is an action that will be carried forward into 2023-24 and should reflect the paragraph above.

Details of any funds materially in deficit

N/A

Further financial review details (Optional information)

You **may choose** to include additional information, where relevant about:

- the charity’s principal sources of funds (including any fundraising);
- how expenditure has supported the key objectives of the charity;
- investment policy and objectives including any ethical investment policy adopted.

The following information should be read in conjunction with the AFSM end of year accounts 2022-23.

Going Concern

Total funds on 31 March 2023 stand at £93,653. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from the date of authorising these financial statements and consider the charity will still have sufficient access to cash resources to operate in that period. The trustees therefore have a reasonable expectation that the charity can continue in operation for the next 12 months and it is appropriate to prepare the financial statements on a going concern basis.

Funds

Unrestricted funds 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.

Designated funds comprise unrestricted funds that have been set aside by the trustees for specific purposes. The aim and use of each designated fund is set out in the notes to the financial statements.


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 specific purposes. The cost 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.

Section F Other optional information

Section G Declaration

The trustees declare that they have approved the trustees’ report above.

Signed on behalf of the charity’s trustees

Signature(s)		
Full name(s)	Jayne Austin	Kevin Sullivan
Position (eg Secretary, Chair, etc)	Secretary	Treasurer
Date	6 June 2023	

ASSOCIATION FOR SUFFOLK MUSEUMS

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

CHARITY NUMBER : 293950

ASSOCIATION FOR SUFFOLK MUSEUMS

FINANCIAL STATEMENTS YEAR ENDED 31 MARCH 2023

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ASSOCIATION FOR SUFFOLK MUSEUMS

TRUSTEES AND PROFESSIONAL ADVISERS

Registered charity name	Association for Suffolk Museums
Charity number	293950
Principal Address & Registered Office	c/o Suffolk County Council, Endeavour House, Russell Rd Ipswich IP1 2BX
Trustees	Emma Frances Harpur Richard Meyer John Michael Nunn Bobby Bennett - appointed 7th June 2022 Anthony Melvin Cooper Carole Jones Christopher Turland Mike Chester Fraser Hale - appointed 29th September 2022 Andrew Reid - resigned 7th June 2022 Lisa Harris Jayne Austin Joe Carr Kevin Sullivan
Independent Examiner	Dawn Johnson Account-Wryte Ltd 5 Schneider Close Felixstowe Suffolk IP11 3SS

ASSOCIATION FOR SUFFOLK MUSEUMS

REPORT OF THE TRUSTEES YEAR ENDED 31 MARCH 2023

The Trustees present their report and the financial statements of the Charity for the year ended 31 March 2023

Governance

The Association for Suffolk Museums (AfSM) is governed by a Management Committee that includes representatives from all Suffolk local authorities, two independent museums representatives from each of the five local authority districts in the county, and a representative from the AfSM Network. A non-voting officer from each local authority and a representative from SHARE Museums East are also invited to attend. The trustees seek the views of members in deciding which programmes to run through the AfSM Network meetings which occur four times each year.

The work of the AfSM is facilitated by Suffolk County Council (SCC) officers, with support from all other local authority officers. SCC's Museum Lead is also the Secretary of the Association. The Suffolk Museum Development Officer (MDO) is funded by Arts Council England through SHARE Museums East and hosted by SCC with line management provided by SCC's Museum Lead. This funding for this post has been confirmed for 2023-24. AfSM also commissions freelance officers to support fixed term projects who report to the MDO and/or SCC's Museum.

Objectives of the Charity

The aim of the Association is to advance the education of the public in the County of Suffolk by the support and assistance of public museums and art galleries and their development. The Trustees confirm that they have paid due regard to the Charity Commission's guidance on public benefit and have strived to ensure that the Charity's activities reflect this. For the public benefit, AfSM worked with 55 museums and associate members with related interests to help make Suffolk an attractive place to live, work and visit. The organisation works in four main areas:

1. Provide support for museums in Suffolk

The role of the Association continues to be vital in supporting museums in Suffolk to recover from the impact of Covid-19 restrictions and manage the cost-of-living crisis. AfSM listens to the needs of its members to inform its planning, focus of projects, and provide direct support where it is needed.

2. Act as a representative and advocate for museums in Suffolk

AfSM works closely with SHARE Museums East, National Lottery Heritage Fund (NLHF) and Arts Council England (ACE) to ensure that funding was invested where it was needed most. The ongoing cost-of-living crisis has an impact on expenditure and has restricted the ability to generate earned income through admissions, retail, catering, and events.

3. Attract and manage resources for the benefit of members

AfSM was directly awarded £41,124 of external funding in 2022-23 to support a range of projects that meet its aims.

4. Increase access and learning in museums for people in Suffolk

AfSM delivered and supported a range of projects and programmes to ensure that a more diverse range of people had the opportunity to participate in, engage with, and visit museums.

The Trustees of AfSM partner with Arts Council England, SHARE Museums East, Babergh District Council, East Suffolk Council, Ipswich Borough Council, Mid Suffolk District Council, Suffolk County Council, and West Suffolk Council and thank them for their continuing and valued support, without which the scale of activities carried out to meet its charitable objectives would be considerably reduced. AfSM also wishes to acknowledge Tom Beese, Lucy Maxwell, Patricia Day and Llewela Selfridge for their creativity, commitment, and hard work. Their work has had a real positive impact on its members and the communities they serve.

ASSOCIATION FOR SUFFOLK MUSEUMS

REPORT OF THE TRUSTEES YEAR ENDED 31 MARCH 2023

Review of Activities and summary of the year

Provide support for museums in Suffolk

AfSM Network - All museum members can send representatives to the AfSM Network meetings, which occur four times each year. A guest speaker will give a presentation or lead a training session on a topical subject and general updates are provided by SCC Museum Officers.

AfSM Newsflash – All AfSM member museums and associated contacts receive a weekly newsflash email with information about funding, projects, training, networking, job opportunities, and general information relevant to museums. The newsflash mailing list has increased in the last year and is now distributed to a total of 233 contacts.

AfSM Newsletter – The AfSM Newsletter is published four times each year via email. It contains articles submitted by member museums about projects, programmes, and special events, there were 44 museum's news articles in the year.

AfSM Website – AfSM maintains a website with general information about the Association, a profile for each full member and member museum, a page where members can publish their events, and case studies of projects run and supported by the Association. Videos on the website are linked to an Arts and Museums YouTube channel that AfSM is a part of. A digital copy of the Suffolk Museums leaflet can also be accessed via the website.

Social media – AfSM maintains Facebook and Twitter profiles to promote events and activities in Suffolk Museums.

AfSM Training - AfSM offers free and subsidised training to all its members and works in partnership to promote and deliver the SHARE Museums East training programme. AfSM facilitated Modes Collections Management training.

Museum Visits – AfSM visited several museums to learn more about their operations and issues that are important to them, providing face-to-face, email and telephone one-to-one support on a range of topics including Museum Accreditation, governance, funding applications, project development, and collections management.

Act as a representative and advocate for museums in Suffolk

AfSM works closely with local authority partners, SHARE Museums East, National Lottery Heritage Fund (NLHF) and Arts Council England (ACE) to ensure that members needs are understood, and funding is invested where it is needed most.

Arts Council England awarded at least **£2,631,434** to Suffolk Museums in 2022-23. There is additional funding that makes its way to Suffolk Museums through grants to partnership projects like the Primadonna Festival that takes place at the Food Museum. **SHARE Museums East** awarded **£16,568** in grants to Suffolk museums in 2022-23. These grants supported museums with their development, volunteer support, review and rationalisation of collections, and Wild Escape projects. Recovery grants also helped museums with their continuing recovery from the Covid-19 pandemic.

Suffolk Museum of the Year showcases and awards excellence in Suffolk Museums. A total of 31 nominations were received, representing 15 museums. There are seven award winners; Large Museum of the Year: Food Museum; Small Museum of the Year: Felixstowe Museum; Family Friendly Award: The Red House; Innovation Award: Bawdsey Radar; Working with Young People Award: Halesworth Museum; Volunteer of the Year: S Bell, Norfolk & Suffolk Aviation Museum and the Object of the Year: the Blythburgh Coin.

Suffolk Show –10 AfSM members participated in 'Suffolk – The Platinum Years' exhibition at the Suffolk Show. 'Suffolk – The Platinum Years' exhibition took place on 31 May and 1 June and celebrated the Platinum Jubilee through collections to illustrate the economic, social, and technological developments made under the Queen Elizabeth II's reign (1952 to 2022). Themes of the exhibition included, Transport & Power, Agriculture & Industry, Maritime & Coast, Food & Drink, Home & Technology, Music, Arts & Culture, Military, Sport, Education, and Community.

ASSOCIATION FOR SUFFOLK MUSEUMS

REPORT OF THE TRUSTEES YEAR ENDED 31 MARCH 2023

Annual Museums Survey – A total of 30 museums participated in the 2021-22 Annual Museums Survey, supported by SHARE Museums East. Results were benchmarked against museums regionally and nationally. The data collected is an important tool that is used by AfSM to demonstrate the impact of museums. At time of writing, the 2022-23 Annual Museum Survey data is still being collected. **The economic impact** of visitors to Suffolk Museums in 2021-22 was estimated to be at least £5,554,000, comprising of £1,416,000 local impact and £4,138,000 day/overnight visitor impact.

Suffolk Museums Leaflet - AfSM Members were offered the opportunity to have their profile included in the Suffolk Museums leaflet and website. The leaflet was reissued in July 2022 with updated information.

Joint promotional and advertising campaigns were run by AfSM to encourage more people to visit museums. In 2022-23 AfSM placed Suffolk museums advertising features in Families Suffolk Magazine, East Suffolk Living Magazine, Kingfisher Visitor Guides, Ipswich 24 Magazine, and Raring2Go Magazine. AfSM created a Holiday Activity & Food programme film with Newsquest (formerly Archant) to highlight the Food Museum's offer around food production and growing in 2022. The film is now on the Suffolk Museums website for the benefit of partners and stakeholders.

Attract and manages resources for the benefit of its members

Suffolk Museums Partnership - The Suffolk Museums Partnership (SMP) is a funding consortium that includes all Suffolk local authorities, Arts Council England, and SHARE Museums East. It is governed by AfSM. In 2022-23 the Suffolk Museums Partnership provided **£13,000** of core revenue support for AfSM projects and programmes. This core support enables AfSM to develop partnerships, draw in additional inward investment to Suffolk from external sources for collaborative museum projects. Arts Council England / SHARE Museums East awarded a further £31,000 to Suffolk County Council (SCC) for the Suffolk Museum Development Officer post. Lucy Maxwell delivers the SHARE Activity Plan, develops collaborative museum projects, and supports the development of Suffolk museums.

Small Grants Programme – Small grants of up to £200 each were awarded by AfSM to; Saxmundham Museum; The Long Shop Museum; Halesworth and District Museum; Little Hall Lavenham; Norfolk and Suffolk Aviation Museum; Suffolk Regiment Museum; Landguard Fort and Bawdsey Radar

Project grants – AfSM was awarded **£28,624** in external funding to support a range of projects that meet its aims including the Holiday Activity & Food, Warm Rooms, Power of Stories and Curious Mind mental health programmes.

Extra Time – Suffolk Artlink was awarded **£139,749** from National Lottery Heritage Fund for the Extra Time project. This activates **£5,000** that AfSM pledged as match funding and will enable intergenerational reminiscence work to be developed at The Long Shop Museum, Halesworth Museum and Lowestoft Museum.

Increase access and learning in museums for people in Suffolk

Kickstart – AfSM supported the development, delivery, and evaluation of the Suffolk cultural Kickstart programme. The DWP-funded Kickstart scheme offered 6-month job placements for 16–24-year-old at risk of long-term unemployment. The Suffolk cultural programme ran from April 2021 to September 2022. The consortium comprised of 10 organisations, led by the Food Museum, and included 4 other AfSM members. The Consortium was able to offer a wide range of roles including Estate Assistant, Retail Assistant, Social Media Assistant and Events Management. Formal and informal training was offered by most organisations in the scheme.

ASSOCIATION FOR SUFFOLK MUSEUMS

REPORT OF THE TRUSTEES YEAR ENDED 31 MARCH 2023

Holiday Activity and Food Programme (HAF) is a DfE funded programme that offers support to families who receive free school meals (FSM). The programme aims to offer high quality, enriching activity and nutritional, school standard food during the school holidays. The HAF programme is largely delivered by sports providers. In 2022, this programme expanded to include museums working with outside organisations to provide high quality activity, increasing links to local organisations. Food Museum delivered 204 sessions (85% to children in receipt of FSM); The Red House delivered 35 sessions (43% to children in receipt of FSM); National Horseracing Museum delivered activities to 165 children (41% to children in receipt of FSM, and a further 12 children with Special Educational Needs).

AfSM supported the joint commercial advertising for paid placements and supported with fliers, online advertising, and adverts in Families Suffolk Magazine. Schools were targeted via fliers, newsletters, and direct contact. Local community groups were similarly targeted. AfSM aims to build on this in 2023 by increasing the number of museums taking part in the programme and reaching more young people across the county.

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Special Delivery AfSM supported Suffolk Artlink and Halesworth & District Museum with the Special Delivery arts and reminiscence project. An intergenerational project that explores the art of communication through letters and other documents held in Suffolk Archives and museums. The high quality of this project was recognised by the judges of the Museum of the Year Awards with Halesworth winning the *Working with Young People* award. The Object of the Year, the Blythburgh Coin, was chosen by a pupil at Edgar Sewter primary school when they visited the museum as part of the Special Delivery project.

Power of Stories started as an exhibition at Christchurch Mansion in Ipswich. It brought together three costumes from Marvel's Black Panther movie, along with historic museum objects and local stories to create a display exploring storytelling and identity. From this developed a group of black community members and leaders who felt it important to make the most of the profile of the iconic film costumes being displayed for the benefit of the community. Together with Aspire Black Suffolk and Colchester & Ipswich Museums (IBC), AfSM approached Marvel to ask for an extension of the loan of the Marvel Black Panther costumes. Marvel agreed to the idea of touring the costumes across museums in Suffolk. The following museums were part of the 2022-23 tour: Moyse's Hall Museum (WSC), Bury St Edmunds, Feb to Apr 2022; Food Museum, Stowmarket, Jul to Oct 2022; Snape Maltings (The Red House), Aldeburgh, Oct 2022 to Feb 2023.

The aim of each venue was to inspire children, schools, and families to learn about and be proud of Black history in Suffolk. The touring exhibition was viewed by an audience of around 20,000 people. Three quarters of visitors were from Suffolk. Some events were much more highly attended than usual by Black audiences or those with mixed ethnicity.

ASSOCIATION FOR SUFFOLK MUSEUMS

REPORT OF THE TRUSTEES YEAR ENDED 31 MARCH 2023

Feedback from audiences was upbeat, welcomed inclusion and was dominated by issues of personal identity. Formal evaluation of the tour is taking place in 2023-24. The next stage of the programme will be to develop a research, display, and activity programme to align with the exhibition tour and activity pack. At least 12 museums have expressed an interest in taking part. They have identified many black histories that could be better researched, interpreted, and integrated into activities, displays, and publications.

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Warm Rooms The Suffolk Community Foundation awarded a grant to AfSM to enable museums to offer a warm space with activities to people during the winter months, with refreshments and activities. This was offered at The Long Shop Museum, National Horseracing Museum, Sudbury Heritage Centre, The Red House, and Snape Maltings. Warm Rooms gave members of the local community a welcoming alternative to heating their own homes during the day.

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COMF Evaluation Suffolk County Council (SCC) commissioned AfSM to carry out an independent evaluation of Covid Outbreak Management Fund (COMF) investment in museums and arts organisations. COMF enabled several museums to benefit from grant awards from the Covid Continuity Fund for Culture (CCFC). The fund has enabled museums to install digital and non-digital Covid-safe infrastructure, such as contactless payments and enhanced outdoor facilities. The programme also enabled museums to support communities most impacted by Covid through programmes such as the Power of Stories, and a volunteer training programme delivered in partnership with Community Action Suffolk.

Financial Review

At 31 March 2023 unrestricted funds were £38,725 and restricted funds £54,443 totalling £93,168. The trustees have considered the continuing impact of the Covid-19 pandemic and the more recent cost-of-living issues on the going concern basis for the financial statements. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from the date of authorising these financial statements and consider the charity will still have sufficient access to cash resources to operate in that period. The trustees therefore have a

ASSOCIATION FOR SUFFOLK MUSEUMS

REPORT OF THE TRUSTEES YEAR ENDED 31 MARCH 2023

reasonable expectation that the charity can continue in operation for the next 12 months and it is appropriate to prepare the financial statements on a going concern basis.

The Trustees continue to consider relevant guidance, including that provided by the Charity Commission in CC19 "Charity Reserves: Building Resilience". The continuing review examines potential risks and assesses these risks against costs to determine an appropriate and prudent level of reserves, together with an appropriate management framework, for 2022/23.

The Trustees consider the financial performance by the Charity during the year to have been satisfactory. 2022-23 has seen considerable progress on many of the key projects which has used up previously established reserves but all project costs are closely monitored and remain within budget. The Statement of Financial Activities shows that the Association's core activities are relatively small and rely on the income from member subscriptions. Most of its activities take place through funded projects. There is a healthy level of unrestricted funds. The general unrestricted fund would support the Association's core activities for 3 years.

Unrestricted funds – Free reserves, represented by net current assets within the Unrestricted Funds of the Charity, ensure the resilience and sustainability of the Charity in such circumstances as when encountering; a temporary period of reduced income; an unexpected increase in operational costs; unexpected management/overhead costs

Designated Funds – Most of the unrestricted funds are designated to support specific projects which can run over several years and will therefore not always be spent within a single financial year. As part of its review of Reserves the Trustees have confirmed the designation of Unrestricted Funds in respect of the following strategic developments included within the Trust's current strategic plans

Restricted funds – Restricted funds are secured from outside sources for specific purposes that meet the Associations aims and objectives. The funds support projects which can run over several years and will therefore not always be spent within a single financial year

Approved by the Trustees and signed on their behalf



K. Sullivan
Treasurer of the Association for Suffolk Museums

ASSOCIATION FOR SUFFOLK MUSEUMS

**STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)
YEAR ENDED 31 MARCH 2023**

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £	Total Funds 2022 £
INCOMING RESOURCES					
Incoming resources from generating funds:					
Voluntary income					
Donations and other income	2	3,995	-	3,995	4,470
Income from charitable activities					
Grants		13,000	27,840	40,840	107,133
Investment income	3	497	-	497	147
TOTAL INCOMING RESOURCES		<u>17,492</u>	<u>27,840</u>	<u>45,332</u>	<u>111,750</u>
RESOURCES EXPENDED					
Costs of generating funds:					
Charitable Activities					
Fund Raising and Advertising inc website		24,912	72,273	97,185	95,134
			-	-	227
Charitable activities	4	2,743	-	2,743	3,037
Governance costs	5	500	-	500	500
TOTAL RESOURCES EXPENDED		<u>28,155</u>	<u>72,273</u>	<u>100,428</u>	<u>98,898</u>
NET OUTGOING RESOURCES FOR THE THE YEAR					
		(10,663)	(44,433)	(55,096)	12,852
Transfers between funds		(25,704)	25,704	-	-
RECONCILIATION OF FUNDS					
Total funds brought forward		75,092	73,172	148,264	135,432
TOTAL FUNDS CARRIED FORWARD		<u><u>38,725</u></u>	<u><u>54,443</u></u>	<u><u>93,168</u></u>	<u><u>148,284</u></u>

The statement of Financial Activities includes all gains and losses in the year and therefore a statement of total recognised gains and losses has not been prepared.

All of the above amounts relate to continuing activities

The notes on pages 9 to 13 form part of these financial statements

ASSOCIATION FOR SUFFOLK MUSEUMS

**BALANCE SHEET
YEAR ENDED 31 MARCH 2023**

	Note	2023		2022	
		£	£	£	£
CURRENT ASSETS					
Debtors	6	1,815		6,853	
Cash at bank and in hand		97,019		145,454	
		<u>98,834</u>		<u>152,307</u>	
CREDITORS: Amounts falling due within one year					
	7	<u>(5,666)</u>		<u>(4,043)</u>	
NET CURRENT ASSETS			93,168		148,264
TOTAL ASSETS LESS CURRENT LIABILITIES			<u>93,168</u>		<u>148,264</u>
NET ASSETS			<u>93,168</u>		<u>148,264</u>
FUNDS					
Restricted income funds	8		54,443		73,172
Unrestricted income funds	9		38,725		75,092
TOTAL FUNDS			<u>93,168</u>		<u>148,264</u>

These financial statements were approved by the Trustees and Management Board on the 6th June 2023 and are signed on their behalf by:



K. Sullivan
Treasurer of the Association for Suffolk Museums
Registered Charity Number: 293950

The notes on pages 10 to 14 form part of these financial statements

ASSOCIATION FOR SUFFOLK MUSEUMS
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2023

1. ACCOUNTING POLICIES

General information and basis of preparation

The Charity is a non-incorporated body registered with the Charities Commission in the United Kingdom. The nature of the charity's operations and principal activities are to provide support and guidance to Museums in Suffolk.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16th July 2014 (as updated through Update Bulletin 1 published on 2nd February 2016), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), and the Charities Act 2011.

The disclosure requirements of section 1A of FRS102 have been applied other than where additional disclosure is required to show a true and fair view.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest £.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

Going Concern

The trustees have considered the impact of recent economic difficulties on the going concern basis for the financial statements. The trustees have considered the level of funds held and expected level of income and expenditure for 12 months from the date of authorising these financial statements and consider the charity will have sufficient access to cash resources to operate in that period. The trustees therefore have a reasonable expectation that the charity can continue in operation for the next 12 months and it is appropriate to prepare the financial statements on a going concern basis.

Funds

Unrestricted funds 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.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

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 cost 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.

Following a review of the Restricted Funds and the nature of the relationship between the supporters of the Association and in consultation with the Charities Commission a change has been made to the funds behind the Suffolk Museum Partnership project which are now re-classified as Unrestricted.

ASSOCIATION FOR SUFFOLK MUSEUMS

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 31 MARCH 2023

1. ACCOUNTING POLICIES (Continued)

Income recognition

All incoming resources are included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received

Expense recognition

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably.

Grants received

Income from government and other grants are recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

Grants awarded

The Association awards grants to local museums and these are paid only after the expenditure has been confirmed and after any performance conditions have been met. If entitlement is not met then these amounts are deferred at the discretion of the Trustees

Cash and cash equivalents

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

Provisions

Provisions are recognised when the charity has an obligation at the balance sheet date as a result of a past event, it is probable that an outflow of economic benefits will be required in settlement and the amount can be reliably estimated.

Debtors and creditors receivable / payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

ASSOCIATION FOR SUFFOLK MUSEUMS

**NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2023**

2. VOLUNTARY INCOME

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £	Total Funds 2022 £
DONATIONS AND OTHER INCOME				
Membership subscriptions	2,955	-	2,955	3,230
Distribution Levy	1,040	-	1,040	1,240
	<u>3,995</u>	<u>-</u>	<u>3,995</u>	<u>4,470</u>

3. INVESTMENT INCOME

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £	Total Funds 2022 £
Bank interest receivable	497	-	497	147
	<u>497</u>	<u>-</u>	<u>497</u>	<u>147</u>

4. CHARITABLE ACTIVITIES

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £	Total Funds 2022 £
Grants awarded	1,579	-	1,579	1,897
Subscriptions	1,092	-	1,092	1,044
Bank charges	72	-	72	96
	<u>2,743</u>	<u>-</u>	<u>2,743</u>	<u>3,037</u>

5. GOVERNANCE COSTS

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £	Total Funds 2022 £
Independent Examination Fee	500	-	500	500
	<u>500</u>	<u>-</u>	<u>500</u>	<u>500</u>

6. DEBTORS

	2023 £	2022 £
Trade Debtors	1,815	6,853
Prepayments	-	-
	<u>1,815</u>	<u>6,853</u>

ASSOCIATION FOR SUFFOLK MUSEUMS

**NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2023**

7. CREDITORS: Amounts falling due within one year

	2023 £	2022 £
Trade Creditors	5,666	4,043
Accruals and deferred income	-	-
	<u>5,666</u>	<u>4,043</u>

8. RESTRICTED INCOME FUNDS

	Balance at 01 Apr 2022 £	Incoming resources £	Outgoing resources £	Transfer Between Funds £	Balance at 31 Mar 2023 £
Suffolk Museums Partnership	-	350	(350)	-	-
SHARE - CIO Conversion Project	1,300		(2,400)	1,100	-
Creative Heritage Wellbeing	25,000	-	-	-	25,000
COMF Evaluation	35,000	7,000	(42,000)	-	-
Power of Stories	11,872		(10,212)	11,033	12,693
Curious Minds	-	15,000	-	-	15,000
Warm Rooms	-	2,000	(250)	-	1,750
Holiday & Food	-	3,490	(17,061)	13,571	-
	<u>73,172</u>	<u>27,840</u>	<u>(72,273)</u>	<u>25,704</u>	<u>54,443</u>

9. UNRESTRICTED INCOME FUNDS

	Balance at 01 Apr 2022 £	Incoming resources £	Outgoing resources £	Transfer Between Funds £	Balance at 31 Mar 2023 £
Designated Funds					
Suffolk Museums Partnership	-	13,000	(6,980)	(6,020)	-
Kick-start Scheme	-	-	(4,120)	4,120	-
Museum of the Year	-	-	(4,738)	4,738	-
Communcations	-	-	(6,764)	6,764	-
Summer in Suffolk	-	-	(1,560)	1,560	-
Rekindling Memories	11,518	-	-	-	11,518
Creative Heritage	11,033	-	-	(11,033)	-
Skills Programme	2,500				2,500
SMILE Network	3,355				3,355
	<u>28,406</u>	<u>13,000</u>	<u>(24,162)</u>	<u>129</u>	<u>17,373</u>
General Funds	46,686	4,492	(3,993)	(25,833)	21,352
	<u>75,092</u>	<u>17,492</u>	<u>(28,155)</u>	<u>(25,704)</u>	<u>38,725</u>

The General reserves represent the free funds of the charity which are not designated for particular purposes

ASSOCIATION FOR SUFFOLK MUSEUMS

**NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2023**

10. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Restricted Fund	Unrestricted Designated Fund	Unrestricted General Fund	Total £
	£	£	£	
Fund balances at 31 March 2023 are represented by :				
Tangible fixed assets	-	-	-	-
Net Current Assets/Liabilities	54,443	17,373	21,837	93,653
Total Funds	54,443	17,373	21,837	93,653

11. TRUSTEES EXPENSES

During the year no expenses were paid to the trustees

During the year no remuneration was paid to the trustees.

12. RELATED PARTY TRANSACTIONS

There are no related party transactions during the year (2022: Nil)

13. SUFFOLK COUNTY COUNCIL SUPPORT

The Association acknowledges the ongoing support from Suffolk County Council in terms of the provision of 3 members of staff to carry out the day to day activities of the charity. The Secretary/Museum Lead, the Arts, Libraries and Museums Project Officer and the Suffolk Museum Development Officer are funded by the Council through internal budgets and a grant from SHARE EAST paid directly to the Council and therefore not included in these accounts

The Board of Trustees also acknowledges that the Secretary/Museum Lead also holds the position of Trustee but considers that to be in the interest of the Association in terms of management and efficiency



Section A

Independent Examiner's Report

**Report to the trustees/
members of**

Charity Name
ASSOCIATION FOR SUFFOLK MUSEUMS

**On accounts for the year
ended**

31 MARCH 2023 .
**Charity no
(if any)** 293950`

Set out on pages

(remember to include the page numbers of additional sheets)

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended DD / MM / YYYY.

**Responsibilities and
basis of report**

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

I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

**Independent
examiner's statement**

I have completed my examination. I confirm that no material matters have come to my attention (other than that disclosed below *) in connection with the examination which gives me cause to believe that in, any material respect:

- accounting records were not kept in accordance with section 130 of the Act or
- the accounts do not accord with the accounting records

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

* Please delete the words in the brackets if they do not apply.

Signed:

Date:

22/6/23

Name:

DAWN JOHNSON

**Relevant professional
qualification(s) or body
(if any):**

ASSOCIATION OF ACCOUNTING TECHNICIANS
FMAAT NO. 126542

Address:

ACCOUNT WRYTE LTD, 5 SCHNEIDER CLOSE
FELIXSTOWE, SUFFOLK
IP11 3SS

ASSOCIATION FOR SUFFOLK MUSEUMS

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

CHARITY NUMBER : 293950

ASSOCIATION FOR SUFFOLK MUSEUMS

FINANCIAL STATEMENTS YEAR ENDED 31 MARCH 2023

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ASSOCIATION FOR SUFFOLK MUSEUMS

TRUSTEES AND PROFESSIONAL ADVISERS

Registered charity name	Association for Suffolk Museums
Charity number	293950
Principal Address & Registered Office	c/o Suffolk County Council, Endeavour House, Russell Rd Ipswich IP1 2BX
Trustees	Emma Frances Harpur Richard Meyer John Michael Nunn Bobby Bennett - appointed 7th June 2022 Anthony Melvin Cooper Carole Jones Christopher Turland Mike Chester Fraser Hale - appointed 29th September 2022 Andrew Reid - resigned 7th June 2022 Lisa Harris Jayne Austin Joe Carr Kevin Sullivan
Independent Examiner	Dawn Johnson Account-Wryte Ltd 5 Schneider Close Felixstowe Suffolk IP11 3SS

ASSOCIATION FOR SUFFOLK MUSEUMS

REPORT OF THE TRUSTEES YEAR ENDED 31 MARCH 2023

The Trustees present their report and the financial statements of the Charity for the year ended 31 March 2023

Governance

The Association for Suffolk Museums (AfSM) is governed by a Management Committee that includes representatives from all Suffolk local authorities, two independent museums representatives from each of the five local authority districts in the county, and a representative from the AfSM Network. A non-voting officer from each local authority and a representative from SHARE Museums East are also invited to attend. The trustees seek the views of members in deciding which programmes to run through the AfSM Network meetings which occur four times each year.

The work of the AfSM is facilitated by Suffolk County Council (SCC) officers, with support from all other local authority officers. SCC's Museum Lead is also the Secretary of the Association. The Suffolk Museum Development Officer (MDO) is funded by Arts Council England through SHARE Museums East and hosted by SCC with line management provided by SCC's Museum Lead. This funding for this post has been confirmed for 2023-24. AfSM also commissions freelance officers to support fixed term projects who report to the MDO and/or SCC's Museum.

Objectives of the Charity

The aim of the Association is to advance the education of the public in the County of Suffolk by the support and assistance of public museums and art galleries and their development. The Trustees confirm that they have paid due regard to the Charity Commission's guidance on public benefit and have strived to ensure that the Charity's activities reflect this. For the public benefit, AfSM worked with 55 museums and associate members with related interests to help make Suffolk an attractive place to live, work and visit. The organisation works in four main areas:

1. Provide support for museums in Suffolk

The role of the Association continues to be vital in supporting museums in Suffolk to recover from the impact of Covid-19 restrictions and manage the cost-of-living crisis. AfSM listens to the needs of its members to inform its planning, focus of projects, and provide direct support where it is needed.

2. Act as a representative and advocate for museums in Suffolk

AfSM works closely with SHARE Museums East, National Lottery Heritage Fund (NLHF) and Arts Council England (ACE) to ensure that funding was invested where it was needed most. The ongoing cost-of-living crisis has an impact on expenditure and has restricted the ability to generate earned income through admissions, retail, catering, and events.

3. Attract and manage resources for the benefit of members

AfSM was directly awarded £41,124 of external funding in 2022-23 to support a range of projects that meet its aims.

4. Increase access and learning in museums for people in Suffolk

AfSM delivered and supported a range of projects and programmes to ensure that a more diverse range of people had the opportunity to participate in, engage with, and visit museums.

The Trustees of AfSM partner with Arts Council England, SHARE Museums East, Babergh District Council, East Suffolk Council, Ipswich Borough Council, Mid Suffolk District Council, Suffolk County Council, and West Suffolk Council and thank them for their continuing and valued support, without which the scale of activities carried out to meet its charitable objectives would be considerably reduced. AfSM also wishes to acknowledge Tom Beese, Lucy Maxwell, Patricia Day and Llewela Selfridge for their creativity, commitment, and hard work. Their work has had a real positive impact on its members and the communities they serve.

ASSOCIATION FOR SUFFOLK MUSEUMS

REPORT OF THE TRUSTEES YEAR ENDED 31 MARCH 2023

Review of Activities and summary of the year

Provide support for museums in Suffolk

AfSM Network - All museum members can send representatives to the AfSM Network meetings, which occur four times each year. A guest speaker will give a presentation or lead a training session on a topical subject and general updates are provided by SCC Museum Officers.

AfSM Newsflash – All AfSM member museums and associated contacts receive a weekly newsflash email with information about funding, projects, training, networking, job opportunities, and general information relevant to museums. The newsflash mailing list has increased in the last year and is now distributed to a total of 233 contacts.

AfSM Newsletter – The AfSM Newsletter is published four times each year via email. It contains articles submitted by member museums about projects, programmes, and special events, there were 44 museum's news articles in the year.

AfSM Website – AfSM maintains a website with general information about the Association, a profile for each full member and member museum, a page where members can publish their events, and case studies of projects run and supported by the Association. Videos on the website are linked to an Arts and Museums YouTube channel that AfSM is a part of. A digital copy of the Suffolk Museums leaflet can also be accessed via the website.

Social media – AfSM maintains Facebook and Twitter profiles to promote events and activities in Suffolk Museums.

AfSM Training - AfSM offers free and subsidised training to all its members and works in partnership to promote and deliver the SHARE Museums East training programme. AfSM facilitated Modes Collections Management training.

Museum Visits – AfSM visited several museums to learn more about their operations and issues that are important to them, providing face-to-face, email and telephone one-to-one support on a range of topics including Museum Accreditation, governance, funding applications, project development, and collections management.

Act as a representative and advocate for museums in Suffolk

AfSM works closely with local authority partners, SHARE Museums East, National Lottery Heritage Fund (NLHF) and Arts Council England (ACE) to ensure that members needs are understood, and funding is invested where it is needed most.

Arts Council England awarded at least **£2,631,434** to Suffolk Museums in 2022-23. There is additional funding that makes its way to Suffolk Museums through grants to partnership projects like the Primadonna Festival that takes place at the Food Museum. **SHARE Museums East** awarded **£16,568** in grants to Suffolk museums in 2022-23. These grants supported museums with their development, volunteer support, review and rationalisation of collections, and Wild Escape projects. Recovery grants also helped museums with their continuing recovery from the Covid-19 pandemic.

Suffolk Museum of the Year showcases and awards excellence in Suffolk Museums. A total of 31 nominations were received, representing 15 museums. There are seven award winners; Large Museum of the Year: Food Museum; Small Museum of the Year: Felixstowe Museum; Family Friendly Award: The Red House; Innovation Award: Bawdsey Radar; Working with Young People Award: Halesworth Museum; Volunteer of the Year: S Bell, Norfolk & Suffolk Aviation Museum and the Object of the Year: the Blythburgh Coin.

Suffolk Show –10 AfSM members participated in 'Suffolk – The Platinum Years' exhibition at the Suffolk Show. 'Suffolk – The Platinum Years' exhibition took place on 31 May and 1 June and celebrated the Platinum Jubilee through collections to illustrate the economic, social, and technological developments made under the Queen Elizabeth II's reign (1952 to 2022). Themes of the exhibition included, Transport & Power, Agriculture & Industry, Maritime & Coast, Food & Drink, Home & Technology, Music, Arts & Culture, Military, Sport, Education, and Community.

ASSOCIATION FOR SUFFOLK MUSEUMS

REPORT OF THE TRUSTEES YEAR ENDED 31 MARCH 2023

Annual Museums Survey – A total of 30 museums participated in the 2021-22 Annual Museums Survey, supported by SHARE Museums East. Results were benchmarked against museums regionally and nationally. The data collected is an important tool that is used by AfSM to demonstrate the impact of museums. At time of writing, the 2022-23 Annual Museum Survey data is still being collected. **The economic impact** of visitors to Suffolk Museums in 2021-22 was estimated to be at least £5,554,000, comprising of £1,416,000 local impact and £4,138,000 day/overnight visitor impact.

Suffolk Museums Leaflet - AfSM Members were offered the opportunity to have their profile included in the Suffolk Museums leaflet and website. The leaflet was reissued in July 2022 with updated information.

Joint promotional and advertising campaigns were run by AfSM to encourage more people to visit museums. In 2022-23 AfSM placed Suffolk museums advertising features in Families Suffolk Magazine, East Suffolk Living Magazine, Kingfisher Visitor Guides, Ipswich 24 Magazine, and Raring2Go Magazine. AfSM created a Holiday Activity & Food programme film with Newsquest (formerly Archant) to highlight the Food Museum's offer around food production and growing in 2022. The film is now on the Suffolk Museums website for the benefit of partners and stakeholders.

Attract and manages resources for the benefit of its members

Suffolk Museums Partnership - The Suffolk Museums Partnership (SMP) is a funding consortium that includes all Suffolk local authorities, Arts Council England, and SHARE Museums East. It is governed by AfSM. In 2022-23 the Suffolk Museums Partnership provided **£13,000** of core revenue support for AfSM projects and programmes. This core support enables AfSM to develop partnerships, draw in additional inward investment to Suffolk from external sources for collaborative museum projects. Arts Council England / SHARE Museums East awarded a further £31,000 to Suffolk County Council (SCC) for the Suffolk Museum Development Officer post. Lucy Maxwell delivers the SHARE Activity Plan, develops collaborative museum projects, and supports the development of Suffolk museums.

Small Grants Programme – Small grants of up to £200 each were awarded by AfSM to; Saxmundham Museum; The Long Shop Museum; Halesworth and District Museum; Little Hall Lavenham; Norfolk and Suffolk Aviation Museum; Suffolk Regiment Museum; Landguard Fort and Bawdsey Radar

Project grants – AfSM was awarded **£28,624** in external funding to support a range of projects that meet its aims including the Holiday Activity & Food, Warm Rooms, Power of Stories and Curious Mind mental health programmes.

Extra Time – Suffolk Artlink was awarded **£139,749** from National Lottery Heritage Fund for the Extra Time project. This activates **£5,000** that AfSM pledged as match funding and will enable intergenerational reminiscence work to be developed at The Long Shop Museum, Halesworth Museum and Lowestoft Museum.

Increase access and learning in museums for people in Suffolk

Kickstart – AfSM supported the development, delivery, and evaluation of the Suffolk cultural Kickstart programme. The DWP-funded Kickstart scheme offered 6-month job placements for 16–24-year-old at risk of long-term unemployment. The Suffolk cultural programme ran from April 2021 to September 2022. The consortium comprised of 10 organisations, led by the Food Museum, and included 4 other AfSM members. The Consortium was able to offer a wide range of roles including Estate Assistant, Retail Assistant, Social Media Assistant and Events Management. Formal and informal training was offered by most organisations in the scheme.

ASSOCIATION FOR SUFFOLK MUSEUMS

REPORT OF THE TRUSTEES YEAR ENDED 31 MARCH 2023

Holiday Activity and Food Programme (HAF) is a DfE funded programme that offers support to families who receive free school meals (FSM). The programme aims to offer high quality, enriching activity and nutritional, school standard food during the school holidays. The HAF programme is largely delivered by sports providers. In 2022, this programme expanded to include museums working with outside organisations to provide high quality activity, increasing links to local organisations. Food Museum delivered 204 sessions (85% to children in receipt of FSM); The Red House delivered 35 sessions (43% to children in receipt of FSM); National Horseracing Museum delivered activities to 165 children (41% to children in receipt of FSM, and a further 12 children with Special Educational Needs).

AfSM supported the joint commercial advertising for paid placements and supported with fliers, online advertising, and adverts in Families Suffolk Magazine. Schools were targeted via fliers, newsletters, and direct contact. Local community groups were similarly targeted. AfSM aims to build on this in 2023 by increasing the number of museums taking part in the programme and reaching more young people across the county.

Summer in Suffolk Museums (SiSM) a promotional initiative showcasing all the events, activities and workshops taking place in Suffolk Museums during the school holidays. It ran for the sixth time in 2022 and included 27 events held across 12 museums; Double-page spread in Families Suffolk magazine.; Print media adverts in Ipswich 24, East Suffolk Living Magazine & The Festival of Wheels programme; SiSM Digital banner featured on the East Anglian Daily Times website; Dedicated social media support across AfSM Facebook and Twitter and promoted on Head East social media channels.

Suffolk Museums Inspire, Learn & Engage (SMILE) Network The SMILE Network aims to enable best practice in education, learning and engagement in Suffolk Museums by working collaboratively and sharing knowledge locally, regionally, and nationally. The terms of reference were amended in 2022 to extend membership to 'Anyone interested in learning in museums in Suffolk and the surrounding area'. Meetings take place quarterly at varied locations. The network supports the development and delivery of AfSM education, learning and engagement projects. In 2022-23 the SMILE Network played a key role in generating interest in the Holiday Activity and Food Programme amongst museums.

Special Delivery AfSM supported Suffolk Artlink and Halesworth & District Museum with the Special Delivery arts and reminiscence project. An intergenerational project that explores the art of communication through letters and other documents held in Suffolk Archives and museums. The high quality of this project was recognised by the judges of the Museum of the Year Awards with Halesworth winning the *Working with Young People* award. The Object of the Year, the Blythburgh Coin, was chosen by a pupil at Edgar Sewter primary school when they visited the museum as part of the Special Delivery project.

Power of Stories started as an exhibition at Christchurch Mansion in Ipswich. It brought together three costumes from Marvel's Black Panther movie, along with historic museum objects and local stories to create a display exploring storytelling and identity. From this developed a group of black community members and leaders who felt it important to make the most of the profile of the iconic film costumes being displayed for the benefit of the community. Together with Aspire Black Suffolk and Colchester & Ipswich Museums (IBC), AfSM approached Marvel to ask for an extension of the loan of the Marvel Black Panther costumes. Marvel agreed to the idea of touring the costumes across museums in Suffolk. The following museums were part of the 2022-23 tour: Moyse's Hall Museum (WSC), Bury St Edmunds, Feb to Apr 2022; Food Museum, Stowmarket, Jul to Oct 2022; Snape Maltings (The Red House), Aldeburgh, Oct 2022 to Feb 2023.

The aim of each venue was to inspire children, schools, and families to learn about and be proud of Black history in Suffolk. The touring exhibition was viewed by an audience of around 20,000 people. Three quarters of visitors were from Suffolk. Some events were much more highly attended than usual by Black audiences or those with mixed ethnicity.

ASSOCIATION FOR SUFFOLK MUSEUMS

REPORT OF THE TRUSTEES YEAR ENDED 31 MARCH 2023

Feedback from audiences was upbeat, welcomed inclusion and was dominated by issues of personal identity. Formal evaluation of the tour is taking place in 2023-24. The next stage of the programme will be to develop a research, display, and activity programme to align with the exhibition tour and activity pack. At least 12 museums have expressed an interest in taking part. They have identified many black histories that could be better researched, interpreted, and integrated into activities, displays, and publications.

Curious Minds Mental Health Programme AfSM has established a partnership with Ipswich & East Suffolk Personalised Care team (patients with complex needs), Suffolk Libraries and Suffolk Artlink to create the Curious Minds mental health programme. Funded by Suffolk County Council, the Association is supporting a post based at the Food Museum to support the delivery of the programme.

Six artists took part in the LAB organised by Suffolk Libraries and additional training including safeguarding and mental health first aid. The artists then led a pilot project. Artists Alice-Andrea Ewing and Gillian Allard led a taster session with Suffolk Libraries Open Space group and then led a further seven sessions at the Food Museum, exploring the collection using plaster casting, photography, cyanotypes, and drawing. Another course took place at Ipswich Transport Museum. Evaluation demonstrated a positive impact on participants' wellbeing. The aim is to use the evaluation from this programme to inform a large, more long-term programme involving more museums across the county that will reach a wider range of participants.

Warm Rooms The Suffolk Community Foundation awarded a grant to AfSM to enable museums to offer a warm space with activities to people during the winter months, with refreshments and activities. This was offered at The Long Shop Museum, National Horseracing Museum, Sudbury Heritage Centre, The Red House, and Snape Maltings. Warm Rooms gave members of the local community a welcoming alternative to heating their own homes during the day.

CPP MarketPlace – AfSM is working as part of a Consortium that supports and challenges Babylon ARTS in its leadership and delivery of MarketPlace. This is the Creative People and Places (CPP) programme funded by Arts Council England to run in Fenland and Forest Heath from 1st April 2022 to 31st March 2025. It aims to grow a sustainable arts infrastructure in Fenland and Forest Heath which supports and nurtures the growth of local audiences and participation in arts and cultural activity. The Consortium's role is to ensure the vision and ambitions of MarketPlace and the wider Creative People and Places programme are met. AfSM has joined the MarketPlace Consortium in the third and final phase of a ten-year CPP commitment to audience development in Fenland and Forest Heath.

COMF Evaluation Suffolk County Council (SCC) commissioned AfSM to carry out an independent evaluation of Covid Outbreak Management Fund (COMF) investment in museums and arts organisations. COMF enabled several museums to benefit from grant awards from the Covid Continuity Fund for Culture (CCFC). The fund has enabled museums to install digital and non-digital Covid-safe infrastructure, such as contactless payments and enhanced outdoor facilities. The programme also enabled museums to support communities most impacted by Covid through programmes such as the Power of Stories, and a volunteer training programme delivered in partnership with Community Action Suffolk.

Financial Review

At 31 March 2023 unrestricted funds were £38,725 and restricted funds £54,443 totalling £93,168. The trustees have considered the continuing impact of the Covid-19 pandemic and the more recent cost-of-living issues on the going concern basis for the financial statements. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from the date of authorising these financial statements and consider the charity will still have sufficient access to cash resources to operate in that period. The trustees therefore have a

ASSOCIATION FOR SUFFOLK MUSEUMS

REPORT OF THE TRUSTEES YEAR ENDED 31 MARCH 2023

reasonable expectation that the charity can continue in operation for the next 12 months and it is appropriate to prepare the financial statements on a going concern basis.

The Trustees continue to consider relevant guidance, including that provided by the Charity Commission in CC19 "Charity Reserves: Building Resilience". The continuing review examines potential risks and assesses these risks against costs to determine an appropriate and prudent level of reserves, together with an appropriate management framework, for 2022/23.

The Trustees consider the financial performance by the Charity during the year to have been satisfactory. 2022-23 has seen considerable progress on many of the key projects which has used up previously established reserves but all project costs are closely monitored and remain within budget. The Statement of Financial Activities shows that the Association's core activities are relatively small and rely on the income from member subscriptions. Most of its activities take place through funded projects. There is a healthy level of unrestricted funds. The general unrestricted fund would support the Association's core activities for 3 years.

Unrestricted funds – Free reserves, represented by net current assets within the Unrestricted Funds of the Charity, ensure the resilience and sustainability of the Charity in such circumstances as when encountering; a temporary period of reduced income; an unexpected increase in operational costs; unexpected management/overhead costs

Designated Funds – Most of the unrestricted funds are designated to support specific projects which can run over several years and will therefore not always be spent within a single financial year. As part of its review of Reserves the Trustees have confirmed the designation of Unrestricted Funds in respect of the following strategic developments included within the Trust's current strategic plans

Restricted funds – Restricted funds are secured from outside sources for specific purposes that meet the Associations aims and objectives. The funds support projects which can run over several years and will therefore not always be spent within a single financial year

Approved by the Trustees and signed on their behalf



K. Sullivan
Treasurer of the Association for Suffolk Museums

ASSOCIATION FOR SUFFOLK MUSEUMS

**STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)
YEAR ENDED 31 MARCH 2023**

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £	Total Funds 2022 £
INCOMING RESOURCES					
Incoming resources from generating funds:					
Voluntary income					
Donations and other income	2	3,995	-	3,995	4,470
Income from charitable activities					
Grants		13,000	27,840	40,840	107,133
Investment income	3	497	-	497	147
TOTAL INCOMING RESOURCES		<u>17,492</u>	<u>27,840</u>	<u>45,332</u>	<u>111,750</u>
RESOURCES EXPENDED					
Costs of generating funds:					
Charitable Activities					
Fund Raising and Advertising inc website		24,912	72,273	97,185	95,134
			-	-	227
Charitable activities	4	2,743	-	2,743	3,037
Governance costs	5	500	-	500	500
TOTAL RESOURCES EXPENDED		<u>28,155</u>	<u>72,273</u>	<u>100,428</u>	<u>98,898</u>
NET OUTGOING RESOURCES FOR THE THE YEAR					
		(10,663)	(44,433)	(55,096)	12,852
Transfers between funds		(25,704)	25,704	-	-
RECONCILIATION OF FUNDS					
Total funds brought forward		75,092	73,172	148,264	135,432
TOTAL FUNDS CARRIED FORWARD		<u><u>38,725</u></u>	<u><u>54,443</u></u>	<u><u>93,168</u></u>	<u><u>148,284</u></u>

The statement of Financial Activities includes all gains and losses in the year and therefore a statement of total recognised gains and losses has not been prepared.

All of the above amounts relate to continuing activities

The notes on pages 9 to 13 form part of these financial statements

ASSOCIATION FOR SUFFOLK MUSEUMS

**BALANCE SHEET
YEAR ENDED 31 MARCH 2023**

	Note	2023		2022	
		£	£	£	£
CURRENT ASSETS					
Debtors	6	1,815		6,853	
Cash at bank and in hand		97,019		145,454	
		98,834		152,307	
CREDITORS: Amounts falling due within one year					
	7	(5,666)		(4,043)	
NET CURRENT ASSETS			93,168		148,264
TOTAL ASSETS LESS CURRENT LIABILITIES			93,168		148,264
NET ASSETS			93,168		148,264
FUNDS					
Restricted income funds	8		54,443		73,172
Unrestricted income funds	9		38,725		75,092
TOTAL FUNDS			93,168		148,264

These financial statements were approved by the Trustees and Management Board on the 6th June 2023 and are signed on their behalf by:



K. Sullivan
Treasurer of the Association for Suffolk Museums
Registered Charity Number: 293950

The notes on pages 10 to 14 form part of these financial statements

ASSOCIATION FOR SUFFOLK MUSEUMS
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2023

1. ACCOUNTING POLICIES

General information and basis of preparation

The Charity is a non-incorporated body registered with the Charities Commission in the United Kingdom. The nature of the charity's operations and principal activities are to provide support and guidance to Museums in Suffolk.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16th July 2014 (as updated through Update Bulletin 1 published on 2nd February 2016), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), and the Charities Act 2011.

The disclosure requirements of section 1A of FRS102 have been applied other than where additional disclosure is required to show a true and fair view.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest £.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

Going Concern

The trustees have considered the impact of recent economic difficulties on the going concern basis for the financial statements. The trustees have considered the level of funds held and expected level of income and expenditure for 12 months from the date of authorising these financial statements and consider the charity will have sufficient access to cash resources to operate in that period. The trustees therefore have a reasonable expectation that the charity can continue in operation for the next 12 months and it is appropriate to prepare the financial statements on a going concern basis.

Funds

Unrestricted funds 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.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

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 cost 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.

Following a review of the Restricted Funds and the nature of the relationship between the supporters of the Association and in consultation with the Charities Commission a change has been made to the funds behind the Suffolk Museum Partnership project which are now re-classified as Unrestricted.

ASSOCIATION FOR SUFFOLK MUSEUMS

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 31 MARCH 2023

1. ACCOUNTING POLICIES (Continued)

Income recognition

All incoming resources are included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received

Expense recognition

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably.

Grants received

Income from government and other grants are recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

Grants awarded

The Association awards grants to local museums and these are paid only after the expenditure has been confirmed and after any performance conditions have been met. If entitlement is not met then these amounts are deferred at the discretion of the Trustees

Cash and cash equivalents

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

Provisions

Provisions are recognised when the charity has an obligation at the balance sheet date as a result of a past event, it is probable that an outflow of economic benefits will be required in settlement and the amount can be reliably estimated.

Debtors and creditors receivable / payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

ASSOCIATION FOR SUFFOLK MUSEUMS

**NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2023**

2. VOLUNTARY INCOME

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £	Total Funds 2022 £
DONATIONS AND OTHER INCOME				
Membership subscriptions	2,955	-	2,955	3,230
Distribution Levy	1,040	-	1,040	1,240
	<u>3,995</u>	<u>-</u>	<u>3,995</u>	<u>4,470</u>

3. INVESTMENT INCOME

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £	Total Funds 2022 £
Bank interest receivable	497	-	497	147
	<u>497</u>	<u>-</u>	<u>497</u>	<u>147</u>

4. CHARITABLE ACTIVITIES

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £	Total Funds 2022 £
Grants awarded	1,579	-	1,579	1,897
Subscriptions	1,092	-	1,092	1,044
Bank charges	72	-	72	96
	<u>2,743</u>	<u>-</u>	<u>2,743</u>	<u>3,037</u>

5. GOVERNANCE COSTS

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £	Total Funds 2022 £
Independent Examination Fee	500	-	500	500
	<u>500</u>	<u>-</u>	<u>500</u>	<u>500</u>

6. DEBTORS

	2023 £	2022 £
Trade Debtors	1,815	6,853
Prepayments	-	-
	<u>1,815</u>	<u>6,853</u>

ASSOCIATION FOR SUFFOLK MUSEUMS

**NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2023**

7. CREDITORS: Amounts falling due within one year

	2023 £	2022 £
Trade Creditors	5,666	4,043
Accruals and deferred income	-	-
	<u>5,666</u>	<u>4,043</u>

8. RESTRICTED INCOME FUNDS

	Balance at 01 Apr 2022 £	Incoming resources £	Outgoing resources £	Transfer Between Funds £	Balance at 31 Mar 2023 £
Suffolk Museums Partnership	-	350	(350)	-	-
SHARE - CIO Conversion Project	1,300		(2,400)	1,100	-
Creative Heritage Wellbeing	25,000	-	-	-	25,000
COMF Evaluation	35,000	7,000	(42,000)	-	-
Power of Stories	11,872		(10,212)	11,033	12,693
Curious Minds	-	15,000	-	-	15,000
Warm Rooms	-	2,000	(250)	-	1,750
Holiday & Food	-	3,490	(17,061)	13,571	-
	<u>73,172</u>	<u>27,840</u>	<u>(72,273)</u>	<u>25,704</u>	<u>54,443</u>

9. UNRESTRICTED INCOME FUNDS

	Balance at 01 Apr 2022 £	Incoming resources £	Outgoing resources £	Transfer Between Funds £	Balance at 31 Mar 2023 £
Designated Funds					
Suffolk Museums Partnership	-	13,000	(6,980)	(6,020)	-
Kick-start Scheme	-	-	(4,120)	4,120	-
Museum of the Year	-	-	(4,738)	4,738	-
Communcations	-	-	(6,764)	6,764	-
Summer in Suffolk	-	-	(1,560)	1,560	-
Rekindling Memories	11,518	-	-	-	11,518
Creative Heritage	11,033	-	-	(11,033)	-
Skills Programme	2,500				2,500
SMILE Network	3,355				3,355
	<u>28,406</u>	<u>13,000</u>	<u>(24,162)</u>	<u>129</u>	<u>17,373</u>
General Funds	46,686	4,492	(3,993)	(25,833)	21,352
	<u>75,092</u>	<u>17,492</u>	<u>(28,155)</u>	<u>(25,704)</u>	<u>38,725</u>

The General reserves represent the free funds of the charity which are not designated for particular purposes

ASSOCIATION FOR SUFFOLK MUSEUMS

**NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2023**

10. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Restricted Fund	Unrestricted Designated Fund	Unrestricted General Fund	Total £
	£	£	£	
Fund balances at 31 March 2023 are represented by :				
Tangible fixed assets	-	-	-	-
Net Current Assets/Liabilities	54,443	17,373	21,837	93,653
Total Funds	54,443	17,373	21,837	93,653

11. TRUSTEES EXPENSES

During the year no expenses were paid to the trustees

During the year no remuneration was paid to the trustees.

12. RELATED PARTY TRANSACTIONS

There are no related party transactions during the year (2022: Nil)

13. SUFFOLK COUNTY COUNCIL SUPPORT

The Association acknowledges the ongoing support from Suffolk County Council in terms of the provision of 3 members of staff to carry out the day to day activities of the charity. The Secretary/Museum Lead, the Arts, Libraries and Museums Project Officer and the Suffolk Museum Development Officer are funded by the Council through internal budgets and a grant from SHARE EAST paid directly to the Council and therefore not included in these accounts

The Board of Trustees also acknowledges that the Secretary/Museum Lead also holds the position of Trustee but considers that to be in the interest of the Association in terms of management and efficiency



Section A

Independent Examiner's Report

**Report to the trustees/
members of**

Charity Name
ASSOCIATION FOR SUFFOLK MUSEUMS

**On accounts for the year
ended**

31 MARCH 2023 . **Charity no
(if any)** 293950`

Set out on pages

(remember to include the page numbers of additional sheets)

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended DD / MM / YYYY.

**Responsibilities and
basis of report**

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

I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

**Independent
examiner's statement**

I have completed my examination. I confirm that no material matters have come to my attention (other than that disclosed below *) in connection with the examination which gives me cause to believe that in, any material respect:

- accounting records were not kept in accordance with section 130 of the Act or
- the accounts do not accord with the accounting records

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

* Please delete the words in the brackets if they do not apply.

Signed:

Date:

22/6/23

Name:

DAWN JOHNSON

**Relevant professional
qualification(s) or body
(if any):**

ASSOCIATION OF ACCOUNTING TECHNICIANS
FMAAT NO. 126542

Address:

ACCOUNT WRYTE LTD, 5 SCHNEIDER CLOSE
FELIXSTOWE, SUFFOLK
IP11 3SS

ASSOCIATION FOR SUFFOLK MUSEUMS

England & Wales - Charity number 293950

Accounts



Trustees' Annual Report for the period

From	Period start date			To	Period end date		
	01	April	2021		31	March	2022

Section A Reference and administration details

Charity name Association for Suffolk Museums (AFSM)

Other names charity is known by N/A

Registered charity number (if any) 293950

Charity's principal address c/o Suffolk County Council, Endeavour House

Russell Road

Ipswich

Postcode

IP1 2BX

Names of the charity trustees who manage the charity

	Trustee name	Office (if any)	Dates acted if not for whole year	Name of person (or body) entitled to appoint trustee (if any)
1	Cllr Tony Cooper	Chair		East Suffolk Council
2	Kevin Sullivan	Treasurer		
3	Jayne Austin	Secretary		
4	Cllr Andrew Reid			Suffolk County Council
5	Cllr Mike Chester			West Suffolk Council
6	Cllr John Nunn			Babergh District Council
7	Cllr Carole Jones			Ipswich Borough Council
8	Cllr Richard Meyer			Mid Suffolk District Council
9	Chris Turland			
10	Emma Harpur			
11	Lisa Harris			
12	Joe Carr			
13				
14				
15				
16				
17				
18				
19				
20				

Names of the trustees for the charity, if any, (for example, any custodian trustees)

Name	Dates acted if not for whole year

Names and addresses of advisers (Optional information)

Type of adviser	Name	Address
Museum Projects	Lucy Maxwell	Suffolk County Council, Endeavour House, IP1 2BX
Museum Projects	Tom Beese	Suffolk County Council, Endeavour House, IP1 2BX
Museum Projects	Llewela Selfridge	Trenton, Cross Green, Hartest, IP29 4ED
Museum Projects	Patricia Day	Blossom Cottage, 19 Norwich Road, Lingwood, NR13 4BH

Name of chief executive or names of senior staff members (Optional information)

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Section B Structure, governance and management

Description of the charity's trusts

Type of governing document
(eg. trust deed, constitution)

Constitution

How the charity is constituted
(eg. trust, association, company)

Association

Trustee selection methods
(eg. appointed by, elected by)

Local authority representatives are appointed by their respective local authorities. All trustees are elected by the membership at the AGM.

Additional governance issues (Optional information)

You **may choose** to include additional information, where relevant, about:

- policies and procedures adopted for the induction and training of trustees;
- the charity's organisational structure and any wider network with which the charity works;
- relationship with any related parties;
- trustees' consideration of major risks and the system and procedures to manage them.

AFSM is governed by a Management Committee that includes representatives from all Suffolk local authorities, two independent museums representatives from each of the five local authority districts in the county, and a representative from the AFSM Network. The Management Committee meets four times each year, including the AGM. A non-voting officer from each local authority and representative from SHARE Museums East are also invited to attend.

All museums, individuals, or bodies or groups with museum interests in Suffolk are welcome to apply to the Management Committee for membership of AFSM and are admitted to at its discretion. There are three levels of membership with a sliding scale of membership fee.

- Full Member – Accredited Museums
- Member – Non-Accredited Museums
- Associate Member – Individuals, bodies, or groups with museum interests

The trustees seek the views of members in deciding which programmes to run through AFSM Network meetings which occur four times each year. These took place online twice in 2021-22 due to Covid restrictions. The Network appoints its own Chair, which is its trustee representative.

The work of the AFSM is facilitated by Suffolk County Council (SCC) officers, with support from all other local authority officers. The Suffolk Museum Project Officer is funded through the Suffolk Museums Partnership (see below) and hosted by SCC with line management provided by SCC's Museum Development & Partnership Manager. AFSM also commissions freelance officers to support fixed term projects who report to the Museum Project Officer and/or SCC's Museum Development & Partnership Manager.

Summary of the objects of the charity set out in its governing document

The aim of the Association is to advance the education of the public in the County of Suffolk by the support and assistance of public museums and art galleries and their development.

Summary of the main activities undertaken for the public benefit in relation to these objects (include within this section the statutory declaration that trustees have had regard to the guidance issued by the Charity Commission on public benefit)

The Trustees confirm that they have paid due regard to the Charity Commission's guidance on public benefit and have strived to ensure that the Charity's activities reflect this. For the public benefit, AFSM worked with 53 museums and associate members with related interests to help make Suffolk an attractive place to live, work and visit. The organisation worked in four main areas:

1. Provide support for museums in Suffolk

The role of the Association continued to be vital in supporting museums in Suffolk to recover from the impact of ongoing Covid-19 restrictions. AFSM did not need to significantly adjust its financial or business planning, but it did need to listen carefully to the needs of its members and respond quickly to provide support where it was needed in ongoing extraordinary circumstances.

2. Act as a representative and advocate for museums in Suffolk

AFSM worked closely with SHARE Museums East, National Lottery Heritage Fund (NLHF) and Arts Council England (ACE) in 2021-22 to ensure that funding was invested where it was needed most. Museum operations were restricted by ongoing Covid regulations. This has continued to have an impact on their ability to generate earned income through admissions, retail, catering, and events.

3. Attract and manage resources for the benefit of members

The AFSM was directly awarded **£127,032** of external funding in 2021-22 to support a range of projects that meet its aims.

4. Increase access and learning in museums for people in Suffolk

AFSM delivered and supported a range of projects and programmes to ensure that a more diverse range of people had the opportunity to participate in, engage with, and visit museums.

Additional details of objectives and activities (Optional information)

You **may choose** to include further statements, where relevant, about:

- policy on grantmaking;
- policy programme related investment;
- contribution made by volunteers.

The Trustees of AFSM partner with Arts Council England, SHARE Museums East, Babergh District Council, East Suffolk Council, Ipswich Borough Council, Mid Suffolk District Council, Suffolk County Council, and West Suffolk Council and thank them for their continuing and valued support, without which the scale of activities carried out to meet its charitable objectives would be considerably reduced.

AFSM wishes to acknowledge and thank Tom Beese, Patricia Day, and Llewela Selfridge for their creativity, commitment, and hard work on behalf of the Association this year. It also welcomes the new Museum Project Officer, Lucy Maxwell who joined in February. Their work has had a real positive impact on its members and communities they serve.

Volunteers also support the work of the Museum Project Officer to further the aims of the Charity. We warmly welcome new volunteers, including accompanied children who trial museum resources, young adults who are seeking work experience in the museum sector, and museum volunteers who help with communications.

Summary of the main achievements of the charity during the year

1. Provide support for museums in Suffolk

1.1 AFSM Network - All museum members are welcome to send representatives to the AFSM Network meetings which occur four times each year. Two meetings took place online in 2021-22 due to ongoing Covid restrictions but usually take place around the county to give members the opportunity to visit and learn from other museums. The Network appoints its own Chair, who is its representative on the AFSM Management Committee. SCC's Museum Development & Partnership Manager and the Museum Project Officers share museum news and updates. A representative from each member museum present is also invited to share an update. A guest speaker will give a presentation or lead a training session on a topical subject.

1.2 AFSM Newsflash – All AFSM member museums receive a weekly newsflash email with information about funding, projects, training, networking, job opportunities, and general information relevant to museums. Individuals can subscribe or unsubscribe at any time.

1.3 AFSM Newsletter – The AFSM Newsletter is published four times each year via email. It contains articles submitted by member museums about projects, programmes, and special events.

1.5 AFSM Website – AFSM maintains a [website](#) with general information about the Association, a profile for each full member and member museum, a page where members can publish their events, and case studies of projects run and supported the Association.

1.6 Social media – AFSM maintains a [Facebook](#) and [Twitter](#) profile to promote events and activities taking place in Suffolk Museums.

1.7 AFSM Training - AFSM offers free and subsidised training to all its members and works in partnership to promote and deliver the SHARE Museums East training programme. AFSM facilitated Modes Collections Management training for several museums.

2. Act as a representative and advocate for museums in Suffolk

AFSM worked closely with all local authority partners, SHARE Museums East, National Lottery Heritage Fund (NLHF) and Arts Council England (ACE) in 2021-22 to ensure that its members needs were understood, and funding was invested where it was needed most.

A total of **28** museums participated in the Annual Museums Survey and **18** museums participated in the Skills Needs Survey supported by SHARE Museums East. Results were benchmarked against museums regionally and nationally.

ACE awarded at least **£470,749** to Suffolk Museums in 2021-22. A total of £51,735 was awarded through the Culture Recovery Fund: Continuity Support programme, £175,733 through Culture Recovery Fund: Emergency Resource Support programme, and £243,281 from the Government's Cultural Investment Fund.

SHARE Museums East awarded **£48,049** in grants to Suffolk museums

in 2021-22. Next steps grants helped museums recover from the Covid-19 pandemic. Other grants also supported several museums in making improvements to their governance, secure new acquisitions, and support recruitment and retention of volunteers.

Suffolk County Council awarded **£84,409** to 6 museums through the Covid Continuity Fund for Culture.

The economic impact of visitors to Suffolk Museums was estimated to be at least £1,432,359 in 2019-20 (2021-22 Annual Museums Survey figures still to be compiled). This is a reduction of 88 percent on the previous year, demonstrating significant impact of the Covid-19 pandemic on museums and the need for AFSM support museums to rebuild their visitors and ensure they are again able to be a vital part of a vibrant, mixed economy.

AFSM Full Members and Members were offered the opportunity to pay a £20 supplement on their membership fee to have their profile included in the Suffolk Museums [leaflet](#) and [website](#). The leaflet was redesigned and reissued to support museums as they started to rebuild visitor numbers following closures due to the global pandemic.

AFSM supports a range of joint promotional and advertising campaigns to encourage more people to visit museums. In 2021-22 AFSM placed Suffolk museums advertising features in Families Suffolk Magazine, East Suffolk Living Magazine, Celebrate Suffolk, Kingfisher Visitor Guides, Hospital Radio and Community Magazine, and Raring2Go Magazine. Editorials featured in the East Anglian Daily Times, Celebrate Framlingham, and Let's Talk Magazine.

AFSM created a [promotional film](#) with Archant to welcome people back to museums following the loosening of restrictions during the Covid pandemic. The promotional film was filmed across a selection of Suffolk Museums including Felixstowe Museum, Ipswich Transport Museum, Norfolk & Suffolk Aviation Museum, National Horseracing Museum, Little Hall Lavenham, and The Long Shop Museum. The film can be viewed on the Suffolk Museums website homepage.

3. Attract and manage resources for the benefit of its members

The AFSM was directly awarded **£127,032** external funding in 2021-22 to support a range of projects that meet its aims.

3.1 Suffolk Museums Partnership - The Suffolk Museums Partnership (SMP) is a funding consortium that includes all Suffolk local authorities, Arts Council England, and SHARE Museums East. It is governed by the Association for Suffolk Museums (AfSM).

In 2021-22 the Suffolk Museums Partnership provided **£45,500** of core revenue support for development work and collaborative projects across Suffolk Museums delivered by Project Officer Tom Beese and freelance Project Officers Llewela Selfridge and Patricia Day. Partner contributions were as follows:

Arts Council England / SHARE Museums East	£ 33,000
Babergh District Council	£ 1,000
East Suffolk Council	£ 4,000

Ipswich Borough Council	£ 2,000
Mid Suffolk District Council	£ 1,500
Suffolk County Council	£ 2,000
West Suffolk Council	£ 2,000

Patricia and Llewela were commissioned by AfSM to work on a freelance basis to help deliver Suffolk Museum Partnership projects while the Suffolk Museum Project Officer post was vacant. Lucy joined as the new Museum Project Officer in February 2022. Lucy is employed on behalf of the partnership by Suffolk County Council, thanks to the £33,000 grant from SHARE Museums East.

The Suffolk Museums Partnership has sustained the level of commitment to it from most partners as we move forward into 2022/23. There will be a £2,000 reduction in the grant from SHARE Museums East but the impact of this has been slightly eased by a one-year increase of £500 from Mid Suffolk District Council. This core support enables AfSM to develop partnerships, draw in additional inward investment to Suffolk from external sources for collaborative museum projects.

3.2 Lowestoft Museum Development – AFSM supported the volunteers at Lowestoft Museum to secure **£243,281** from the Government’s Cultural Investment Fund. Awarded by Arts Council England through the Museums Estate and Development Fund (MEND) with DCMS, it is one of only 31 organisations nationally to receive a share of £18m total investment.

Lowestoft Museum will use the grant to make urgent and vital repairs to the fabric of Grade II-listed Broad House, a local landmark in Nicholas Everitt Park in Oulton Broad. The repairs will safeguard the historically important collections of Lowestoft Museum for future generations, including the Somerleyton bronzes on loan from The British Museum, and enable Lowestoft Museum to plan with confidence for future exhibitions and welcome visitors for many years to come.

The grant includes £35,000 to appoint a Relationship Manager that will take up the role previously carried out by the Lowestoft Museum Development Officer, Patricia Day in supporting the museum to deliver this project.

4. Increase access and learning in museums for people in Suffolk

4.1 Transforming People to Transform Museums – Transforming People to Transform Museums (TPTM) is a Skills for the Future programme funded by the National Lottery Heritage Fund from 2018-2022. AFSM supported this project led by Colchester + Ipswich Museums together with the Museum of East Anglian Life in Stowmarket, The Long Shop Museum in Leiston, National Horseracing Museum in Newmarket.

The project created 27 traineeships in four museums across the county to develop both core heritage and transferable business skills. Working closely with local community groups to recruit young adults from lower socio-economic backgrounds, the project aimed to develop and support a more representative and resilient workforce at each museum. Trainees also took up placements at other museums across the county to broaden their experience.

The trainees have made a real difference to their local communities by

applying their new skills to bring about relevant and creative programmes and help secure the future resilience of each museum.

More information can be found [here](#). The final evaluation of the TPTM programme been completed and is available on request.

4.2 Kickstart – AFSM has supported the development, delivery, and evaluation of the Suffolk museums Kickstart programme led by the Museum of East Anglian Life.

The government's Kickstart scheme aims to provide quality work experience to individuals at risk of long-term unemployment in the 16-24-year-old age group. It achieves this by assisting organisations to offer six-month placements which support young people to make the successful transition into long term employment, giving them the confidence and competence to succeed.

The museums programme started with nine partners. It increased to 11 partners in Nov 2021 following a successful additional application to the DWP. A total of 122 placements were offered in total between April 2021 and March 2022. This includes 81 original placements, and 41 additional placements. A total of 50 percent of those recruited had a disability. The programme also supported the mental health of participants and was quotes as being both 'life saving' and 'transformational'.

Videos and case studies are available to view on the Suffolk Museums website: <https://suffolkmuseums.org/projects/kickstart/>

In addition to the intended jobs, skills, and employment outcomes. Kickstart placements have also had some significant unexpected health outcomes. Case studies are therefore also featured as part of the Suffolk Public Health Annual Report 2021:

<https://sway.office.com/EAu141QgqxzYNhU3?ref=Link>

4.3 Holiday Activity and Food Programme – The Holiday Activity and Food (HAF) Programme is a DfE funded programme that offers support to families who receive free school meals. The programme aims to offer high quality, enriching activity and nutritional, school standard food during the school holidays.

AfSM is a partner organisation in the Suffolk Holiday Activity and Food (HAF) programme. More about the main Suffolk HAF Programme can be found [here](#).

The HAF programme is largely delivered by sports providers. AfSM piloted a cultural offer, established with support from Suffolk County Council. It focused on two museums, West Stow Anglo-Saxon Village, and the Museum of East Anglian Life (MEAL). Both worked with outside partners to provide the food and some of the activity. They also provided a commercial offer to sit alongside the offer of free places for those in receipt of free school meals.

Schools supported promotion of the programme. It was also featured in the Jul/Aug edition of Families Suffolk Magazine (page11): [Families Suffolk Magazine: Issue 60 - July/August 2021 by Families Magazine - Issuu](#)

MEAL provided eight days of holiday provision to 248 children who receive free school meals, and 36 children purchased a place. Both

organisations made good connections with local primary schools and parents, as well as partner businesses and organisations that delivered some of the activities. The museums were also able to purchase equipment and build resources that will enable more cost-efficient provision of similar programmes in future

More information can be found on the Suffolk Museums website: <https://suffolkmuseums.org/projects/haf-programme/>.

The HAF programme had some significant health outcomes. Case studies are therefore also featured as part of the Suffolk Public Health Annual Report 2021: <https://sway.office.com/EAu141QgqxzYNhU3?ref=Link>

We aim to build on this in 2022 by increasing the number of museums taking part in the programme and reaching more young people across the county.

4.4 Summer in Suffolk Museums – Summer in Suffolk Museum is promotional initiative showcasing all the events, activities and workshops taking place in Suffolk Museums during the school holidays. It ran for the fifth time in 2021. The initiative was supported with dedicated social media coverage and print media throughout the summer period, which successfully trafficked considerable interest to the Suffolk Museums website.

4.5 Suffolk Museums Inspire, Learn & Engage (SMILE) Network – The SMILE Network aims to enable best practice in education, learning and engagement in Suffolk Museums by working collaboratively and sharing knowledge locally, regionally, and nationally. Membership is open to all learning leads from the Association for Suffolk Museums member museums. Meetings take place on a quarterly basis at varied locations. The network supports the development and delivery of AFSM education, learning and engagement projects.

In 2021-2022 SMILE Network played a key role in generating interest in the Holiday Activity and Food Programme among museums. Similarly, it generated interest among museum partners in the Power of Stories touring exhibition.

4.6 Special Delivery – AFSM supported this project led by Suffolk Artlink. It is an intergenerational project that is exploring the art of communication through letters and other documents held in Suffolk Record Offices and museums.

Children at primary schools in Bury St Edmunds, Lowestoft and Halesworth have worked with artists and archives to create letters and artwork about their lives, inspired by the Lincoln Letters at Halesworth Museum. These have been shared with residents of care homes who have responded in kind.

A key outcome of the projects is the creation of a legacy of digital interpretation for use in Suffolk Archives and museums and a literacy resource for use in schools.

4.7 CPP MarketPlace – MarketPlace is the Creative People and Places (CPP) programme funded by Arts Council England to run in Fenland and Forest Heath from 1st April 2022 to 31st March 2025. It aims to grow a sustainable arts infrastructure in Fenland and Forest Heath which

supports and nurtures the growth of local audiences and participation in arts and cultural activity. More information can be found [here](#).

AfSM is working as part of a Consortium that supports and challenges Babylon ARTS in its leadership and delivery of MarketPlace. The Consortium's role is to ensure the vision and ambitions of MarketPlace and the wider Creative People and Places programme are met. AfSM has joined the MarketPlace Consortium in the third and final phase of a ten-year CPP commitment to audience development in Fenland and Forest Heath.

4.8 Power of Stories - Power of Stories started as an exhibition at Christchurch Mansion in Ipswich. It brought together three costumes from Marvel's Black Panther movie, along with historic museum objects and local stories to create a display exploring storytelling and identity. More information about the exhibition can be found here: <https://www.powerofstories.co.uk/about-the-exhibition/>

From this developed a group of black community members and leaders who felt it important to make the most of the profile of the iconic film costumes being displayed in Power of Stories for the benefit of the community. They approached AFSM for support to develop the Power of Stories programme.

Together with [Aspire Black Suffolk](#) and [Colchester & Ipswich Museums \(IBC\)](#), AFSM approached Marvel to ask for an extension of the loan of the Marvel Black Panther costumes. Marvel agreed to the idea of touring the costumes across museums in Suffolk. The following museums have agreed to be part of the tour:

[Moyse's Hall Museum \(WSC\)](#), Bury St Edmunds, Feb to Apr 2022
[Abbots Hall \(Museum of East Anglian Life\)](#), Stowmarket, Jul to Sep 2022
[Snape Maltings \(The Red House\)](#), Aldeburgh – Oct 2022 to Jan 2023

The next stage of the programme will be to develop a research, display, and activity programme to align with the exhibition tour and activity pack. At least 12 museums have expressed an interest in taking part. They have identified many black histories that could be better researched, interpreted, and integrated into activities, displays, and publications. Working in partnership with Aspire Black Suffolk, we aim to support those museums with training and resources that will enable them to do this in partnership with their local communities.

4.9 Arts, Libraries, and Museums Mental Health Programme - AFSM is working in partnership with the Food Museum, the Norfolk & Suffolk NHS Foundation Trust, Suffolk Libraries, and Suffolk Artlink to deliver pilot creative arts and heritage courses that support people with mental health issues. This project is building on AFSM's [Creative Heritage in Mind](#) programme.

A Project Officer, Sally Dix who is based at the Food Museum is support the development of the programme and coordinating wider museum involvement. She has recruited Ipswich Transport Museum so that courses can be delivered in Ipswich and Stowmarket.

Six artists have been commissioned to co-curate the course content with people with lived experience of mental ill health. The artists will lead the delivery of the courses with support from individuals with lived

Section D

Achievements and performance

experience, including some of those that attended the [Creative Heritage in Mind](#) courses.

Suffolk County Council has awarded AFSM £25,000 to support the delivery of this project.

Section E

Financial review

Brief statement of the charity's policy on reserves

The Trustees continue to consider relevant guidance, including that provided by the Charity Commission in CC19 "Charity Reserves: Building Resilience". The continuing review examines potential risks and assesses these risks against costs to determine an appropriate and prudent level of reserves, together with an appropriate management framework.

AFSM does not currently have a reserves policy. This is an action that will be carried forward into 2022-23 and should reflect the paragraph above.

Details of any funds materially in deficit

Further financial review details (Optional information)

You **may choose** to include additional information, where relevant about:

- the charity's principal sources of funds (including any fundraising);
- how expenditure has supported the key objectives of the charity;
- investment policy and objectives including any ethical investment policy adopted.

Going Concern

Total funds on 31 March 2022 stand at £148,564. The trustees have considered the impact of the Covid-9 pandemic on the going concern basis for the financial statements. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from the date of authorising these financial statements and consider the charity will still have sufficient access to cash resources to operate in that period. The trustees therefore have a reasonable expectation that the charity can continue in operation for the next 12 months and it is appropriate to prepare the financial statements on a going concern basis.

Funds

Unrestricted funds 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.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

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 cost 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.


Section F**Other optional information**

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Section G**Declaration**

The trustees declare that they have approved the trustees' report above.

Signed on behalf of the charity's trustees

Signature(s)		
Full name(s)	Jayne Austin	Kevin Sullivan
Position (eg Secretary, Chair, etc)	Secretary	Treasurer
Date	7 June 2022	

ASSOCIATION FOR SUFFOLK MUSEUMS

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

CHARITY NUMBER : 293950

ASSOCIATION FOR SUFFOLK MUSEUMS

FINANCIAL STATEMENTS YEAR ENDED 31 MARCH 2022

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Statement of financial activities (Including income and expenditure account)	7
Balance Sheet	8
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ASSOCIATION FOR SUFFOLK MUSEUMS

TRUSTEES AND PROFESSIONAL ADVISERS

Registered charity name	Association for Suffolk Museums
Charity number	293950
Principal Address & Registered Office	c/o Suffolk County Council, Endeavour House, Russell Rd Ipswich IP1 2BX
Trustees	Emma Frances Harpur Richard Meyer John Michael Nunn Paul Martin West - resigned 15 June 2021 Andrew Reid - appointed 15 June 2021 Anthony Melvin Cooper Carole Jones Christopher Turland Lisa Harris Jayne Austin Joe Carr Kevin Sullivan
Independent Examiner	Dawn Johnson Account-Wryte Ltd 5 Schneider Close Felixstowe Suffolk IP11 3SS

ASSOCIATION FOR SUFFOLK MUSEUMS

REPORT OF THE TRUSTEES YEAR ENDED 31 MARCH 2022

The Trustees present their report and the financial statements of the Charity for the year ended 31 March 2022

Governance

The Association for Suffolk Museums (AfSM) is governed by a Management Committee that includes representatives from all Suffolk local authorities, two independent museums representatives from each of the five local authority districts in the county, and a representative from the AfSM Network. A non-voting officer from each local authority and a representative from SHARE Museums East are also invited to attend. The work of the AfSM is facilitated by Suffolk County Council (SCC) officers, with support from all other local authority officers. The Suffolk Museum Project Officer is funded through the Suffolk Museums Partnership (see below) and hosted by SCC with line management provided by SCC's Museum Development & Partnership Manager. AfSM also commissions freelance officers to support fixed term projects who report to the Museum Project Officer and/or SCC's Museum Development & Partnership Manager.

Objectives of the Charity

The aim of the Association is to advance the education of the public in the County of Suffolk by the support and assistance of public museums and art galleries and their development. The Trustees confirm that they have paid due regard to the Charity Commission's guidance on public benefit and have strived to ensure that the Charity's activities reflect this. For the public benefit, AfSM worked with 55 museums and associate members with related interests to help make Suffolk an attractive place to live, work and visit. The organisation works in four main areas:

1. Provide support for museums in Suffolk

The role of the Association continues to be vital in supporting museums in Suffolk to recover from the impact of Covid-19 restrictions. AfSM did need to listen carefully to the needs of its members and respond quickly to provide support where it was needed in ongoing extraordinary circumstances.

2. Act as a representative and advocate for museums in Suffolk

AfSM worked closely with SHARE Museums East, National Lottery Heritage Fund (NLHF) and Arts Council England (ACE) to ensure that funding was invested where it was needed most. Museum operations were restricted by ongoing Covid regulations. This continues to impact their ability to generate income through admissions, retail, catering, and events.

3. Attract and manage resources for the benefit of members

AfSM was directly awarded £127,032 of external funding in 2021-22 to support a range of projects that meet its aims.

4. Increase access and learning in museums for people in Suffolk

AfSM delivered and supported a range of projects and programmes to ensure that a more diverse range of people had the opportunity to participate in, engage with, and visit museums.

The Trustees of AfSM partner with Arts Council England, SHARE Museums East, Babergh District Council, East Suffolk Council, Ipswich Borough Council, Mid Suffolk District Council, Suffolk County Council, and West Suffolk Council and thank them for their continuing and valued support, without which the scale of activities carried out to meet its charitable objectives would be considerably reduced. AfSM also wishes to acknowledge Tom Beese, Patricia Day and Llewela Selfridge for their creativity, commitment, and hard work. Their work has had a real positive impact on its members and the communities they serve..

Review of Activities and summary of the year

Provide support for museums in Suffolk

ASSOCIATION FOR SUFFOLK MUSEUMS

REPORT OF THE TRUSTEES YEAR ENDED 31 MARCH 2022

AfSM Network - All museum members can send representatives to the AfSM Network meetings, which occur four times each year. Two meetings took place online due to Covid restrictions, but usually take place around the county to give members the opportunity to visit and learn from other museums. A guest speaker will give a presentation or lead a training session on a topical subject.

AfSM Newsflash – All AfSM member museums receive a weekly newsflash email with information about funding, projects, training, networking, job opportunities, and general information relevant to museums.

AfSM Newsletter – The AfSM Newsletter is published four times each year via email. It contains articles submitted by member museums about projects, programmes, and special events.

AfSM Website – AfSM maintains a website with general information about the Association, a profile for each full member and member museum, a page where members can publish their events, and case studies of projects run and supported by the Association.

Social media – AfSM maintains Facebook and Twitter profiles to promote events and activities in Suffolk Museums.

AfSM Training - AfSM offers free and subsidised training to all its members and works in partnership to promote and deliver the SHARE Museums East training programme. AfSM facilitated Modes Collections Management training.

Act as a representative and advocate for museums in Suffolk

AfSM worked closely with local authority partners, SHARE Museums East, National Lottery Heritage Fund (NLHF) and Arts Council England (ACE) to ensure that its members needs were understood, and funding was invested where it was needed most. **28** museums participated in the Annual Museums Survey and **18** museums participated in the Skills Needs Survey supported by SHARE Museums East. Results are benchmarked against museums regionally and nationally.

ACE awarded at least **£470,749** to Suffolk Museums. A total of **£51,735** through the Culture Recovery Fund: Continuity Support programme, **£175,733** through Culture Recovery Fund: Emergency Resource Support programme, and **£243,281** from the Government's Cultural Investment Fund. SHARE Museums East awarded **£48,049** in grants to Suffolk museums. Next steps grants helped museums recover from the Covid-19 pandemic. Grants also supported museums in making improvements to their governance, secure new acquisitions, and support recruitment and retention of volunteers

Suffolk County Council awarded **£84,409** to 6 museums through the Covid Continuity Fund for Culture. The economic impact of visitors to Suffolk Museums was estimated to be at least **£1,432,359** in 2019-20 (2021-22 Annual Museums Survey figures still to be compiled). This is a reduction of 88 percent on the previous year, demonstrating significant impact of the Covid-19 pandemic on museums and the need for AfSM support museums to rebuild their visitors and ensure they are again able to be a vital part of a vibrant, mixed economy.

AfSM offered members the opportunity to have their profile included in the Suffolk Museums leaflet and website. The leaflet was redesigned and reissued to support museums as they started to rebuild visitor numbers following the pandemic. AfSM supports a range of joint promotional and advertising campaigns to encourage more people to visit museums, including placing advertising features in Families Suffolk Magazine, East Suffolk Living Magazine, Celebrate Suffolk, Kingfisher Visitor Guides, Hospital Radio and Community Magazine, and Raring2Go Magazine. Editorials in East Anglian Daily Times, Celebrate Framlingham, and Let's Talk Magazine. AfSM created a promotional film with Archant to welcome people back to museums following the easing of restrictions during the Covid pandemic. It was filmed across a selection of Suffolk Museums including Felixstowe Museum, Ipswich Transport Museum, Norfolk & Suffolk Aviation Museum, National Horseracing Museum, Little Hall Lavenham, and The Long Shop Museum.

Attract and manages resources for the benefit of its members

AfSM was directly awarded **£127,032** external funding in 2021-22 to support a range of projects that meet its aims.

ASSOCIATION FOR SUFFOLK MUSEUMS

REPORT OF THE TRUSTEES YEAR ENDED 31 MARCH 2022

Suffolk Museums Partnership - The Suffolk Museums Partnership (SMP) is a funding consortium that includes all Suffolk local authorities, Arts Council England, and SHARE Museums East. It is governed by the Association for Suffolk Museums (AfSM). In 2021-22 the Suffolk Museums Partnership provided £45,500 of core revenue support for development work and collaborative projects across Suffolk Museums. Patricia Day and Llewela Selfridge were commissioned to help deliver SMP projects while the Suffolk Museum Project Officer post was vacant. Lucy Maxwell joined as the new Museum Project Officer in February 2022. Lucy is employed on behalf of the partnership by Suffolk County Council, thanks to the £33,000 grant from SHARE Museums East.

Lowestoft Museum Development – AfSM supported the volunteers at Lowestoft Museum to secure £243,281 from the Government's Cultural Investment Fund. Awarded by Arts Council England through the Museums Estate and Development Fund (MEND), it is one of only 31 organisations nationally to receive a share of £18m total investment.

Lowestoft Museum will use the grant to make urgent and vital repairs to the fabric of Grade II-listed Broad House, a local landmark in Nicholas Everitt Park in Oulton Broad. The repairs will safeguard the historically important collections of Lowestoft Museum for future generations, including the Somerleyton bronzes on loan from The British Museum, and enable Lowestoft Museum to plan with confidence for future exhibitions and welcome visitors for many years to come. The grant includes £35,000 to appoint a Relationship Manager that will take up the role previously carried out by the Lowestoft Museum Development Officer

Increase access and learning in museums for people in Suffolk

Transforming People to Transform Museums (TPTM) is a Skills for the Future programme funded by the National Lottery Heritage Fund from 2018-2022. AfSM supported this project led by Colchester + Ipswich Museums together with the Museum of East Anglian Life in Stowmarket, The Long Shop Museum in Leiston, National Horseracing Museum in Newmarket. The project created 27 traineeships in four museums across the county to develop both core heritage and transferable business skills. Working closely with local community groups to recruit young adults from lower socio-economic backgrounds, the project aimed to develop and support a more representative and resilient workforce at each museum. Trainees also took up placements at other museums across the county to broaden their experience. The trainees have made a real difference to their local communities by applying their new skills to bring about relevant and creative programmes and help secure the future resilience of each museum.

Kickstart – AfSM has supported the development, delivery, and evaluation of the Suffolk museums Kickstart programme led by the Museum of East Anglian Life. The government's Kickstart scheme aims to provide quality work experience to individuals at risk of long-term unemployment in the 16-24-year-old age group. It achieves this by assisting organisations to offer six-month placements which support young people to make the successful transition into long term employment, giving them the confidence and competence to succeed.

The museums programme started with nine partners. It increased to 11 partners in Nov 2021 following a successful additional application to the DWP. A total of 122 placements were offered in total between April 2021 and March 2022. This includes 81 original placements, and 41 additional placements. A total of 50 percent of those recruited had a disability. The programme also supported the mental health of participants and was both 'life saving' and 'transformational'. In addition to jobs, skills, and employment outcomes, Kickstart placements also had some significant unexpected health outcomes. Case studies featured as part of the Suffolk Public Health Annual Report 2021

ASSOCIATION FOR SUFFOLK MUSEUMS

REPORT OF THE TRUSTEES YEAR ENDED 31 MARCH 2022

Holiday Activity and Food Programme (HAF) is a DfE funded programme that offers support to families who receive free school meals. The programme aims to offer high quality, enriching activity and nutritional, school standard food during the school holidays. AfSM is a partner organisation in the Suffolk Holiday Activity and Food (HAF) programme. The HAF programme is largely delivered by sports providers. It focused on two museums, West Stow Anglo-Saxon Village, and the Museum of East Anglian Life (MEAL). Both worked with outside partners to provide the food and some of the activity. They also provided a commercial offer to sit alongside the offer of free places for those in receipt of free school meals. MEAL provided eight days of holiday provision to 248 children, and 36 children purchased a place. Both organisations made good connections with local primary schools and parents, as well as partner businesses and that delivered some of the activities. The museums were able to purchase equipment and build resources that will enable more cost-efficient provision of similar programmes in the future. The HAF programme had some significant health outcomes, case studies are featured as part of the Suffolk Public Health Annual Report 2021.

Summer in Suffolk Museums is a promotional initiative showcasing all the events, activities and workshops taking place in Suffolk Museums during the school holidays. It ran for the fifth time in 2021. The initiative was supported with dedicated social media coverage and print media throughout the summer period, which successfully trafficked considerable interest to the Suffolk Museums website.

Suffolk Museums Inspire, Learn & Engage (SMILE) Network The SMILE Network aims to enable best practice in education, learning and engagement in Suffolk Museums by working collaboratively and sharing knowledge locally, regionally, and nationally. Membership is open to all learning leads from the Association for Suffolk Museums member museums. Meetings take place on a quarterly basis at varied locations. The network supports the development and delivery of AfSM education, learning and engagement projects. In 2021-2022 SMILE Network played a key role in generating interest in the Holiday Activity and Food Programme among museums. Similarly, it generated interest among museum partners in the Power of Stories touring exhibition.

Special Delivery – AfSM supported this project led by Suffolk Artlink. It is an inter-generational project that is exploring the art of communication through letters and other documents held in Suffolk Record Offices and museums. Children at primary schools in Bury St Edmunds, Lowestoft and Halesworth have worked with artists and archives to create letters and artwork about their lives, inspired by the Lincoln Letters at Halesworth Museum. These have been shared with residents of care homes who have responded in kind. A key outcome of the projects is the creation of a legacy of digital interpretation for use in Suffolk Archives and museums and a literacy resource for use in schools.

Power of Stories started as an exhibition at Christchurch Mansion in Ipswich. It brought together three costumes from Marvel's Black Panther movie, along with historic museum objects and local stories to create a display exploring storytelling and identity. From this developed a group of black community members and leaders who felt it important to make the most of the profile of the iconic film costumes being displayed for the benefit of the community. Together with Aspire Black Suffolk and Colchester & Ipswich Museums (IBC), AfSM approached Marvel to ask for an extension of the loan of the Marvel Black Panther costumes. Marvel agreed to the idea of touring the costumes across museums in Suffolk.

The next stage of the programme will be to develop a research, display, and activity programme to align with the exhibition tour and activity pack. At least 12 museums have expressed an interest in taking part. They have identified many black histories that could be better researched, interpreted, and integrated into activities, displays, and publications. Working in partnership with Aspire Black Suffolk, we aim to support those museums with training and resources that will enable them to do this in partnership with their local communities.

ASSOCIATION FOR SUFFOLK MUSEUMS

REPORT OF THE TRUSTEES YEAR ENDED 31 MARCH 2022

Arts, Libraries, and Museums Mental Health Programme - AFSM is working in partnership with the Food Museum, the Norfolk & Suffolk NHS Foundation Trust, Suffolk Libraries, and Suffolk Artlink to deliver pilot creative arts and heritage courses that support people with mental health issues. This project is building on AFSM's Creative Heritage in Mind programme. Six artists have been commissioned to co-curate the course content with people with lived experience of mental ill health. The artists will lead the delivery of the courses with support from individuals with lived experience, including some of those that attended the Creative Heritage in Mind courses. Suffolk County Council has awarded AFSM £25,000 to support the delivery of this project.

Financial Review

At 31 March 2022 unrestricted funds were £75,092 and restricted funds £73,172 totalling £148,564. The trustees have considered the impact of the Covid-19 pandemic on the going concern basis for the financial statements. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from the date of authorising these financial statements and consider the charity will still have sufficient access to cash resources to operate in that period. The trustees therefore have a reasonable expectation that the charity can continue in operation for the next 12 months and it is appropriate to prepare the financial statements on a going concern basis.

The Trustees continue to consider relevant guidance, including that provided by the Charity Commission in CC19 "Charity Reserves: Building Resilience". The continuing review examines potential risks and assesses these risks against costs to determine an appropriate and prudent level of reserves, together with an appropriate management framework, for 2022/23.

The Trustees consider the financial performance by the Charity during the year to have been satisfactory. In common with most organisations, the Association had reduced income this year. The Statement of Financial Activities shows that the Association's core activities are relatively small and rely on the income from member subscriptions. Most of its activities take place through funded projects. There is a healthy level of unrestricted funds. The general unrestricted fund would support the Association's core activities for 3 years.

Unrestricted funds – Free reserves, represented by net current assets within the Unrestricted Funds of the Charity, ensure the resilience and sustainability of the Charity in such circumstances as when encountering; a temporary period of reduced income; an unexpected increase in operational costs; unexpected management/overhead costs

Designated Funds – Most of the unrestricted funds are designated to support specific projects which can run over several years and will therefore not always be spent within a single financial year. As part of its review of Reserves the Trustees have confirmed the designation of Unrestricted Funds in respect of the following strategic developments included within the Trust's current strategic plans

Restricted funds – Restricted funds are secured from outside sources for specific purposes that meet the Associations aims and objectives. The funds support projects which can run over several years and will therefore not always be spent within a single financial year

Approved by the Trustees and signed on their behalf

A.Cooper 
Chair of the Association for Suffolk Museums

ASSOCIATION FOR SUFFOLK MUSEUMS

**STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)
YEAR ENDED 31 MARCH 2022**

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £	Total Funds 2021 £
INCOMING RESOURCES					
Incoming resources from generating funds:					
Voluntary income					
Donations and other income	2	4,470	-	4,470	3,344
Income from charitable activities					
Grants		33,405	73,717	107,122	103,010
Investment income	3	147	-	147	29
TOTAL INCOMING RESOURCES		<u>38,022</u>	<u>73,717</u>	<u>111,739</u>	<u>106,383</u>
RESOURCES EXPENDED					
Costs of generating funds:					
Charitable Activities					
Fund Raising and Advertising inc website		51,047	44,087	95,134	63,067
		227	-	227	-
Charitable activities	4	3,037	-	3,037	1,232
Governance costs	5	500	-	500	-
TOTAL RESOURCES EXPENDED		<u>54,811</u>	<u>44,087</u>	<u>98,898</u>	<u>64,299</u>
NET OUTGOING RESOURCES FOR THE THE YEAR		(16,789)	29,630	12,841	42,084
Transfers between funds		(10,478)	10,478	-	-
RECONCILIATION OF FUNDS					
Total funds brought forward		102,359	33,064	135,423	93,339
TOTAL FUNDS CARRIED FORWARD		<u>75,092</u>	<u>73,172</u>	<u>148,264</u>	<u>135,423</u>

The statement of Financial Activities includes all gains and losses in the year and therefore a statement of total recognised gains and losses has not been prepared.

All of the above amounts relate to continuing activities

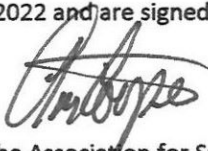
The notes on pages 9 to 13 form part of these financial statements

ASSOCIATION FOR SUFFOLK MUSEUMS

**BALANCE SHEET
YEAR ENDED 31 MARCH 2022**

	Note	2022		2021	
		£	£	£	£
CURRENT ASSETS					
Debtors	6	6,853		20,740	
Cash at bank and in hand		145,454		125,573	
		<u>152,307</u>		<u>146,313</u>	
CREDITORS: Amounts falling due within one year					
	7	<u>(4,043)</u>		<u>(10,890)</u>	
NET CURRENT ASSETS			148,264		135,423
TOTAL ASSETS LESS CURRENT LIABILITIES			<u>148,264</u>		<u>135,423</u>
NET ASSETS			<u>148,264</u>		<u>135,423</u>
FUNDS					
Restricted income funds	8		73,172		33,064
Unrestricted income funds	9		75,092		102,359
TOTAL FUNDS			<u>148,264</u>		<u>135,423</u>

These financial statements were approved by the Trustees and Management Board on the 7th June 2022 and are signed on their behalf by:

A. Cooper 
 Chair of the Association for Suffolk Museums
 Registered Charity Number: 293950

The notes on pages 9 to 13 form part of these financial statements

ASSOCIATION FOR SUFFOLK MUSEUMS
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2022

1. ACCOUNTING POLICIES

General information and basis of preparation

The Charity is a non-incorporated body registered with the Charities Commission in the United Kingdom. The nature of the charity's operations and principal activities are to provide support and guidance to Museums in Suffolk.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16th July 2014 (as updated through Update Bulletin 1 published on 2nd February 2016), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), and the Charities Act 2011.

The disclosure requirements of section 1A of FRS102 have been applied other than where additional disclosure is required to show a true and fair view.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest £.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

Going Concern

The trustees have considered the impact of the covid19 pandemic on the going concern basis for the financial statements. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from the date of authorising these financial statements and consider the charity will still have sufficient access to cash resources to operate in that period. The trustees therefore have a reasonable expectation that the charity can continue in operation for the next 12 months and it is appropriate to prepare the financial statements on a going concern basis.

Funds

Unrestricted funds 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.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

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 cost 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.

Following a review of the Restricted Funds and the nature of the relationship between the supporters of the Association and in consultation with the Charities Commission a change has been made to the funds behind the Suffolk Museum Partnership project which are now re-classified as Unrestricted

ASSOCIATION FOR SUFFOLK MUSEUMS

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 31 MARCH 2022

1. ACCOUNTING POLICIES (Continued)

Income recognition

All incoming resources are included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received

Expense recognition

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably.

Grants received

Income from government and other grants are recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

Grants awarded

The Association awards grants to local museums and these are paid only after the expenditure has been confirmed and after any performance conditions have been met. If entitlement is not met then these amounts are deferred at the discretion of the Trustees

Cash and cash equivalents

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

Provisions

Provisions are recognised when the charity has an obligation at the balance sheet date as a result of a past event, it is probable that an outflow of economic benefits will be required in settlement and the amount can be reliably estimated.

Debtors and creditors receivable / payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

ASSOCIATION FOR SUFFOLK MUSEUMS

**NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2022**

2. VOLUNTARY INCOME

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £	Total Funds 2021 £
DONATIONS AND OTHER INCOME				
Membership subscriptions	3,230	-	3,230	3,344
Distribution Levy	1,240	-	1,240	-
	<u>4,470</u>	<u>-</u>	<u>4,470</u>	<u>3,344</u>

3. INVESTMENT INCOME

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £	Total Funds 2021 £
Bank interest receivable	147	-	147	29
	<u>147</u>	<u>-</u>	<u>147</u>	<u>29</u>

4. CHARITABLE ACTIVITIES

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £	Total Funds 2021 £
Grants awarded	1,897	-	1,897	804
Subscriptions	1,044	-	1,044	359
Bank charges	96	-	96	63
Sundry	-	-	-	6
	<u>3,037</u>	<u>-</u>	<u>3,037</u>	<u>1,232</u>

5. GOVERNANCE COSTS

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £	Total Funds 2021 £
Independent Examination Fee	500	-	500	-
	<u>500</u>	<u>-</u>	<u>500</u>	<u>-</u>

ASSOCIATION FOR SUFFOLK MUSEUMS

NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2022

6. DEBTORS

	2022	2021
	£	£
Trade Debtors	6,853	20,740
Prepayments	-	-
	<u>6,853</u>	<u>20,740</u>

7. CREDITORS: Amounts falling due within one year

	2022	2021
	£	£
Trade Creditors	4,043	10,890
Accruals and deferred income	-	-
	<u>4,043</u>	<u>10,890</u>

8. RESTRICTED INCOME FUNDS

	Balance at 01 Apr 2021	Incoming resources	Outgoing resources	Transfer Between Funds	Balance at 31 Mar 2022
	£	£	£	£	£
Suffolk Museums Partnership	-	1,025	(1,025)	-	-
SHARE - CIO Conversion Project	2,950	100	(1,750)	-	1,300
Creative Heritage Wellbeing	25,000	-	-	-	25,000
COMF Evaluation	-	35,000	-	-	35,000
Power of Stories	-	19,950	(8,078)	-	11,872
Lowestoft Museum Development	2,120	-	(6,000)	3,880	-
Summer in a Box	2,994	17,642	(27,234)	6,598	-
	<u>33,064</u>	<u>73,717</u>	<u>(44,087)</u>	<u>10,478</u>	<u>73,172</u>

9. UNRESTRICTED INCOME FUNDS

	Balance at 01 Apr 2021	Incoming resources	Outgoing resources	Transfer Between Funds	Balance at 31 Mar 2022
	£	£	£	£	£
Designated Funds					
Suffolk Museums Partnership	-	30,905	(48,282)	17,377	-
Transforming People	2,500	-	-	-	2,500
Education in Museums	3,582	-	(227)	-	3,355
Museum Project Fund	4,277	-	-	(4,277)	-
Rekindling Memories	11,518	-	-	-	11,518
Creative Heritage	11,033	-	-	-	11,033
Lowestoft Rising	4,198	-	-	(4,198)	-
	<u>37,108</u>	<u>30,905</u>	<u>(48,509)</u>	<u>8,902</u>	<u>28,406</u>
General Funds	65,251	7,117	(6,302)	(19,380)	46,686
	<u>102,359</u>	<u>38,022</u>	<u>(54,811)</u>	<u>(10,478)</u>	<u>75,092</u>

The General reserves represent the free funds of the charity which are not designated for particular purposes

ASSOCIATION FOR SUFFOLK MUSEUMS

**NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2022**

10. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Restricted Fund	Unrestricted Designated Fund	Unrestricted General Fund	Total £
	£	£	£	
Fund balances at 31 March 2022 are represented by :				
Tangible fixed assets	-	-	-	-
Net Current Assets/Liabilities	73,172	28,406	46,686	148,264
	<hr/>	<hr/>	<hr/>	<hr/>
Total Funds	73,172	28,406	46,686	148,264
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

11. TRUSTEES EXPENSES

During the year no expenses were paid to the trustees

During the year no remuneration was paid to the trustees.

12. RELATED PARTY TRANSACTIONS

There are no related party transactions during the year (2021: Nil)

13. SUFFOLK COUNTY COUNCIL SUPPORT

The Association acknowledges the ongoing support from Suffolk County Council in terms of the provision of 3 members of staff to carry out the day to day activities of the charity. The Secretary/Museum Lead, the Arts, Libraries and Museums Project Officer and the Suffolk Museum Development Officer are funded by the Council through internal budgets and a grant from SHARE EAST paid directly to the Council and therefore not included in these accounts

The Board of Trustees also acknowledges that the Secretary/Museum Lead also holds the position of Trustee but considers that to be in the interest of the Association in terms of management and efficiency

ASSOCIATION FOR SUFFOLK MUSEUMS

SPECIAL RESOLUTION

2022 ANNUAL ACCOUNTS

At the Annual General Meeting held on 6th June the following amendments to the Accounts for the year to 31st March 2022 were agreed

1. The income received from Grants was decreased by £19,919 to reflect the surplus of grant monies collected by Suffolk County Council that related to the 2020/21 financial year
2. The grant surplus was received by AfSM in the year but related to the previous year so Debtors have been decreased by £19,919
3. The re-designation of the Suffolk Museum Partnership to Unrestricted has been reflected by a transfer of £29,655 from Restricted to Unrestricted Funds
4. Add the appropriate notes to accounting policies and to acknowledge the Suffolk County Council support
5. The revised accounts to be submitted to the Charities Commission with a written explanation of the changes

Signed by:



Chairman



Treasurer



Section A

Independent Examiner's Report

**Report to the trustees/
members of**

Charity Name
Association for Suffolk Museums

**On accounts for the year
ended**

31 March 2022	Charity no (if any)	293950
---------------	--------------------------------	--------

Set out on pages

(remember to include the page numbers of additional sheets)

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended **31 March 2021**.

**Responsibilities and
basis of report**

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

**Independent
examiner's statement**

I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

I have completed my examination. I confirm that no material matters have come to my attention (other than that disclosed below *) in connection with the examination which gives me cause to believe that in, any material respect:

- accounting records were not kept in accordance with section 130 of the Act or
- the accounts do not accord with the accounting records

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

** Please delete the words in the brackets if they do not apply.*

Signed:

Date:

22/6/23

Name:

DAWN JOHNSON

**Relevant professional
qualification(s) or body
(if any):**

ASSOCIATION OF ACCOUNTING TECHNICIANS
FMAAT REG NO: 126542

Address:

ACCOUNT WRYTE LTD, 5 SCHNEIDER CLOSE
FELIXSTOWE, SUFFOLK
IP11 3SS

ASSOCIATION FOR SUFFOLK MUSEUMS

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

CHARITY NUMBER : 293950

ASSOCIATION FOR SUFFOLK MUSEUMS

FINANCIAL STATEMENTS YEAR ENDED 31 MARCH 2022

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Trustees Annual Report	2 - 6
Statement of financial activities (Including income and expenditure account)	7
Balance Sheet	8
Notes to the financial statements	9 - 13

ASSOCIATION FOR SUFFOLK MUSEUMS

TRUSTEES AND PROFESSIONAL ADVISERS

Registered charity name	Association for Suffolk Museums
Charity number	293950
Principal Address & Registered Office	c/o Suffolk County Council, Endeavour House, Russell Rd Ipswich IP1 2BX
Trustees	Emma Frances Harpur Richard Meyer John Michael Nunn Paul Martin West - resigned 15 June 2021 Andrew Reid - appointed 15 June 2021 Anthony Melvin Cooper Carole Jones Christopher Turland Lisa Harris Jayne Austin Joe Carr Kevin Sullivan
Independent Examiner	Dawn Johnson Account-Wryte Ltd 5 Schneider Close Felixstowe Suffolk IP11 3SS

ASSOCIATION FOR SUFFOLK MUSEUMS

REPORT OF THE TRUSTEES YEAR ENDED 31 MARCH 2022

The Trustees present their report and the financial statements of the Charity for the year ended 31 March 2022

Governance

The Association for Suffolk Museums (AfSM) is governed by a Management Committee that includes representatives from all Suffolk local authorities, two independent museums representatives from each of the five local authority districts in the county, and a representative from the AfSM Network. A non-voting officer from each local authority and a representative from SHARE Museums East are also invited to attend. The work of the AfSM is facilitated by Suffolk County Council (SCC) officers, with support from all other local authority officers. The Suffolk Museum Project Officer is funded through the Suffolk Museums Partnership (see below) and hosted by SCC with line management provided by SCC's Museum Development & Partnership Manager. AfSM also commissions freelance officers to support fixed term projects who report to the Museum Project Officer and/or SCC's Museum Development & Partnership Manager.

Objectives of the Charity

The aim of the Association is to advance the education of the public in the County of Suffolk by the support and assistance of public museums and art galleries and their development. The Trustees confirm that they have paid due regard to the Charity Commission's guidance on public benefit and have strived to ensure that the Charity's activities reflect this. For the public benefit, AfSM worked with 55 museums and associate members with related interests to help make Suffolk an attractive place to live, work and visit. The organisation works in four main areas:

1. Provide support for museums in Suffolk

The role of the Association continues to be vital in supporting museums in Suffolk to recover from the impact of Covid-19 restrictions. AfSM did need to listen carefully to the needs of its members and respond quickly to provide support where it was needed in ongoing extraordinary circumstances.

2. Act as a representative and advocate for museums in Suffolk

AfSM worked closely with SHARE Museums East, National Lottery Heritage Fund (NLHF) and Arts Council England (ACE) to ensure that funding was invested where it was needed most. Museum operations were restricted by ongoing Covid regulations. This continues to impact their ability to generate income through admissions, retail, catering, and events.

3. Attract and manage resources for the benefit of members

AfSM was directly awarded £127,032 of external funding in 2021-22 to support a range of projects that meet its aims.

4. Increase access and learning in museums for people in Suffolk

AfSM delivered and supported a range of projects and programmes to ensure that a more diverse range of people had the opportunity to participate in, engage with, and visit museums.

The Trustees of AfSM partner with Arts Council England, SHARE Museums East, Babergh District Council, East Suffolk Council, Ipswich Borough Council, Mid Suffolk District Council, Suffolk County Council, and West Suffolk Council and thank them for their continuing and valued support, without which the scale of activities carried out to meet its charitable objectives would be considerably reduced. AfSM also wishes to acknowledge Tom Beese, Patricia Day and Llewela Selfridge for their creativity, commitment, and hard work. Their work has had a real positive impact on its members and the communities they serve..

Review of Activities and summary of the year

Provide support for museums in Suffolk

ASSOCIATION FOR SUFFOLK MUSEUMS

REPORT OF THE TRUSTEES YEAR ENDED 31 MARCH 2022

AfSM Network - All museum members can send representatives to the AfSM Network meetings, which occur four times each year. Two meetings took place online due to Covid restrictions, but usually take place around the county to give members the opportunity to visit and learn from other museums. A guest speaker will give a presentation or lead a training session on a topical subject.

AfSM Newsflash – All AfSM member museums receive a weekly newsflash email with information about funding, projects, training, networking, job opportunities, and general information relevant to museums.

AfSM Newsletter – The AfSM Newsletter is published four times each year via email. It contains articles submitted by member museums about projects, programmes, and special events.

AfSM Website – AfSM maintains a website with general information about the Association, a profile for each full member and member museum, a page where members can publish their events, and case studies of projects run and supported by the Association.

Social media – AfSM maintains Facebook and Twitter profiles to promote events and activities in Suffolk Museums.

AfSM Training - AfSM offers free and subsidised training to all its members and works in partnership to promote and deliver the SHARE Museums East training programme. AfSM facilitated Modes Collections Management training.

Act as a representative and advocate for museums in Suffolk

AfSM worked closely with local authority partners, SHARE Museums East, National Lottery Heritage Fund (NLHF) and Arts Council England (ACE) to ensure that its members needs were understood, and funding was invested where it was needed most. **28** museums participated in the Annual Museums Survey and **18** museums participated in the Skills Needs Survey supported by SHARE Museums East. Results are benchmarked against museums regionally and nationally.

ACE awarded at least **£470,749** to Suffolk Museums. A total of **£51,735** through the Culture Recovery Fund: Continuity Support programme, **£175,733** through Culture Recovery Fund: Emergency Resource Support programme, and **£243,281** from the Government's Cultural Investment Fund. SHARE Museums East awarded **£48,049** in grants to Suffolk museums. Next steps grants helped museums recover from the Covid-19 pandemic. Grants also supported museums in making improvements to their governance, secure new acquisitions, and support recruitment and retention of volunteers

Suffolk County Council awarded **£84,409** to 6 museums through the Covid Continuity Fund for Culture. The economic impact of visitors to Suffolk Museums was estimated to be at least **£1,432,359** in 2019-20 (2021-22 Annual Museums Survey figures still to be compiled). This is a reduction of 88 percent on the previous year, demonstrating significant impact of the Covid-19 pandemic on museums and the need for AfSM support museums to rebuild their visitors and ensure they are again able to be a vital part of a vibrant, mixed economy.

AfSM offered members the opportunity to have their profile included in the Suffolk Museums leaflet and website. The leaflet was redesigned and reissued to support museums as they started to rebuild visitor numbers following the pandemic. AfSM supports a range of joint promotional and advertising campaigns to encourage more people to visit museums, including placing advertising features in Families Suffolk Magazine, East Suffolk Living Magazine, Celebrate Suffolk, Kingfisher Visitor Guides, Hospital Radio and Community Magazine, and Raring2Go Magazine. Editorials in East Anglian Daily Times, Celebrate Framlingham, and Let's Talk Magazine. AfSM created a promotional film with Archant to welcome people back to museums following the easing of restrictions during the Covid pandemic. It was filmed across a selection of Suffolk Museums including Felixstowe Museum, Ipswich Transport Museum, Norfolk & Suffolk Aviation Museum, National Horseracing Museum, Little Hall Lavenham, and The Long Shop Museum.

Attract and manages resources for the benefit of its members

AfSM was directly awarded **£127,032** external funding in 2021-22 to support a range of projects that meet its aims.

ASSOCIATION FOR SUFFOLK MUSEUMS

REPORT OF THE TRUSTEES YEAR ENDED 31 MARCH 2022

Suffolk Museums Partnership - The Suffolk Museums Partnership (SMP) is a funding consortium that includes all Suffolk local authorities, Arts Council England, and SHARE Museums East. It is governed by the Association for Suffolk Museums (AfSM). In 2021-22 the Suffolk Museums Partnership provided £45,500 of core revenue support for development work and collaborative projects across Suffolk Museums. Patricia Day and Llewela Selfridge were commissioned to help deliver SMP projects while the Suffolk Museum Project Officer post was vacant. Lucy Maxwell joined as the new Museum Project Officer in February 2022. Lucy is employed on behalf of the partnership by Suffolk County Council, thanks to the £33,000 grant from SHARE Museums East.

Lowestoft Museum Development – AfSM supported the volunteers at Lowestoft Museum to secure £243,281 from the Government's Cultural Investment Fund. Awarded by Arts Council England through the Museums Estate and Development Fund (MEND), it is one of only 31 organisations nationally to receive a share of £18m total investment.

Lowestoft Museum will use the grant to make urgent and vital repairs to the fabric of Grade II-listed Broad House, a local landmark in Nicholas Everitt Park in Oulton Broad. The repairs will safeguard the historically important collections of Lowestoft Museum for future generations, including the Somerleyton bronzes on loan from The British Museum, and enable Lowestoft Museum to plan with confidence for future exhibitions and welcome visitors for many years to come. The grant includes £35,000 to appoint a Relationship Manager that will take up the role previously carried out by the Lowestoft Museum Development Officer

Increase access and learning in museums for people in Suffolk

Transforming People to Transform Museums (TPTM) is a Skills for the Future programme funded by the National Lottery Heritage Fund from 2018-2022. AfSM supported this project led by Colchester + Ipswich Museums together with the Museum of East Anglian Life in Stowmarket, The Long Shop Museum in Leiston, National Horseracing Museum in Newmarket. The project created 27 traineeships in four museums across the county to develop both core heritage and transferable business skills. Working closely with local community groups to recruit young adults from lower socio-economic backgrounds, the project aimed to develop and support a more representative and resilient workforce at each museum. Trainees also took up placements at other museums across the county to broaden their experience. The trainees have made a real difference to their local communities by applying their new skills to bring about relevant and creative programmes and help secure the future resilience of each museum.

Kickstart – AfSM has supported the development, delivery, and evaluation of the Suffolk museums Kickstart programme led by the Museum of East Anglian Life. The government's Kickstart scheme aims to provide quality work experience to individuals at risk of long-term unemployment in the 16-24-year-old age group. It achieves this by assisting organisations to offer six-month placements which support young people to make the successful transition into long term employment, giving them the confidence and competence to succeed.

The museums programme started with nine partners. It increased to 11 partners in Nov 2021 following a successful additional application to the DWP. A total of 122 placements were offered in total between April 2021 and March 2022. This includes 81 original placements, and 41 additional placements. A total of 50 percent of those recruited had a disability. The programme also supported the mental health of participants and was both 'life saving' and 'transformational'. In addition to jobs, skills, and employment outcomes, Kickstart placements also had some significant unexpected health outcomes. Case studies featured as part of the Suffolk Public Health Annual Report 2021

ASSOCIATION FOR SUFFOLK MUSEUMS

REPORT OF THE TRUSTEES YEAR ENDED 31 MARCH 2022

Holiday Activity and Food Programme (HAF) is a DfE funded programme that offers support to families who receive free school meals. The programme aims to offer high quality, enriching activity and nutritional, school standard food during the school holidays. AfSM is a partner organisation in the Suffolk Holiday Activity and Food (HAF) programme. The HAF programme is largely delivered by sports providers. It focused on two museums, West Stow Anglo-Saxon Village, and the Museum of East Anglian Life (MEAL). Both worked with outside partners to provide the food and some of the activity. They also provided a commercial offer to sit alongside the offer of free places for those in receipt of free school meals. MEAL provided eight days of holiday provision to 248 children, and 36 children purchased a place. Both organisations made good connections with local primary schools and parents, as well as partner businesses and that delivered some of the activities. The museums were able to purchase equipment and build resources that will enable more cost-efficient provision of similar programmes in the future. The HAF programme had some significant health outcomes, case studies are featured as part of the Suffolk Public Health Annual Report 2021.

Summer in Suffolk Museums is a promotional initiative showcasing all the events, activities and workshops taking place in Suffolk Museums during the school holidays. It ran for the fifth time in 2021. The initiative was supported with dedicated social media coverage and print media throughout the summer period, which successfully trafficked considerable interest to the Suffolk Museums website.

Suffolk Museums Inspire, Learn & Engage (SMILE) Network The SMILE Network aims to enable best practice in education, learning and engagement in Suffolk Museums by working collaboratively and sharing knowledge locally, regionally, and nationally. Membership is open to all learning leads from the Association for Suffolk Museums member museums. Meetings take place on a quarterly basis at varied locations. The network supports the development and delivery of AfSM education, learning and engagement projects. In 2021-2022 SMILE Network played a key role in generating interest in the Holiday Activity and Food Programme among museums. Similarly, it generated interest among museum partners in the Power of Stories touring exhibition.

Special Delivery – AfSM supported this project led by Suffolk Artlink. It is an inter-generational project that is exploring the art of communication through letters and other documents held in Suffolk Record Offices and museums. Children at primary schools in Bury St Edmunds, Lowestoft and Halesworth have worked with artists and archives to create letters and artwork about their lives, inspired by the Lincoln Letters at Halesworth Museum. These have been shared with residents of care homes who have responded in kind. A key outcome of the projects is the creation of a legacy of digital interpretation for use in Suffolk Archives and museums and a literacy resource for use in schools.

Power of Stories started as an exhibition at Christchurch Mansion in Ipswich. It brought together three costumes from Marvel's Black Panther movie, along with historic museum objects and local stories to create a display exploring storytelling and identity. From this developed a group of black community members and leaders who felt it important to make the most of the profile of the iconic film costumes being displayed for the benefit of the community. Together with Aspire Black Suffolk and Colchester & Ipswich Museums (IBC), AfSM approached Marvel to ask for an extension of the loan of the Marvel Black Panther costumes. Marvel agreed to the idea of touring the costumes across museums in Suffolk.

The next stage of the programme will be to develop a research, display, and activity programme to align with the exhibition tour and activity pack. At least 12 museums have expressed an interest in taking part. They have identified many black histories that could be better researched, interpreted, and integrated into activities, displays, and publications. Working in partnership with Aspire Black Suffolk, we aim to support those museums with training and resources that will enable them to do this in partnership with their local communities.

ASSOCIATION FOR SUFFOLK MUSEUMS

REPORT OF THE TRUSTEES YEAR ENDED 31 MARCH 2022

Arts, Libraries, and Museums Mental Health Programme - AFSM is working in partnership with the Food Museum, the Norfolk & Suffolk NHS Foundation Trust, Suffolk Libraries, and Suffolk Artlink to deliver pilot creative arts and heritage courses that support people with mental health issues. This project is building on AFSM's Creative Heritage in Mind programme. Six artists have been commissioned to co-curate the course content with people with lived experience of mental ill health. The artists will lead the delivery of the courses with support from individuals with lived experience, including some of those that attended the Creative Heritage in Mind courses. Suffolk County Council has awarded AFSM £25,000 to support the delivery of this project.

Financial Review

At 31 March 2022 unrestricted funds were £75,092 and restricted funds £73,172 totalling £148,564. The trustees have considered the impact of the Covid-19 pandemic on the going concern basis for the financial statements. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from the date of authorising these financial statements and consider the charity will still have sufficient access to cash resources to operate in that period. The trustees therefore have a reasonable expectation that the charity can continue in operation for the next 12 months and it is appropriate to prepare the financial statements on a going concern basis.

The Trustees continue to consider relevant guidance, including that provided by the Charity Commission in CC19 "Charity Reserves: Building Resilience". The continuing review examines potential risks and assesses these risks against costs to determine an appropriate and prudent level of reserves, together with an appropriate management framework, for 2022/23.

The Trustees consider the financial performance by the Charity during the year to have been satisfactory. In common with most organisations, the Association had reduced income this year. The Statement of Financial Activities shows that the Association's core activities are relatively small and rely on the income from member subscriptions. Most of its activities take place through funded projects. There is a healthy level of unrestricted funds. The general unrestricted fund would support the Association's core activities for 3 years.

Unrestricted funds – Free reserves, represented by net current assets within the Unrestricted Funds of the Charity, ensure the resilience and sustainability of the Charity in such circumstances as when encountering; a temporary period of reduced income; an unexpected increase in operational costs; unexpected management/overhead costs

Designated Funds – Most of the unrestricted funds are designated to support specific projects which can run over several years and will therefore not always be spent within a single financial year. As part of its review of Reserves the Trustees have confirmed the designation of Unrestricted Funds in respect of the following strategic developments included within the Trust's current strategic plans

Restricted funds – Restricted funds are secured from outside sources for specific purposes that meet the Associations aims and objectives. The funds support projects which can run over several years and will therefore not always be spent within a single financial year

Approved by the Trustees and signed on their behalf

A.Cooper 
Chair of the Association for Suffolk Museums

ASSOCIATION FOR SUFFOLK MUSEUMS

**STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)
YEAR ENDED 31 MARCH 2022**

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £	Total Funds 2021 £
INCOMING RESOURCES					
Incoming resources from generating funds:					
Voluntary income					
Donations and other income	2	4,470	-	4,470	3,344
Income from charitable activities					
Grants		33,405	73,717	107,122	103,010
Investment income	3	147	-	147	29
TOTAL INCOMING RESOURCES		<u>38,022</u>	<u>73,717</u>	<u>111,739</u>	<u>106,383</u>
RESOURCES EXPENDED					
Costs of generating funds:					
Charitable Activities					
Fund Raising and Advertising inc website		51,047	44,087	95,134	63,067
		227	-	227	-
Charitable activities	4	3,037	-	3,037	1,232
Governance costs	5	500	-	500	-
TOTAL RESOURCES EXPENDED		<u>54,811</u>	<u>44,087</u>	<u>98,898</u>	<u>64,299</u>
NET OUTGOING RESOURCES FOR THE THE YEAR		(16,789)	29,630	12,841	42,084
Transfers between funds		(10,478)	10,478	-	-
RECONCILIATION OF FUNDS					
Total funds brought forward		102,359	33,064	135,423	93,339
TOTAL FUNDS CARRIED FORWARD		<u>75,092</u>	<u>73,172</u>	<u>148,264</u>	<u>135,423</u>

The statement of Financial Activities includes all gains and losses in the year and therefore a statement of total recognised gains and losses has not been prepared.

All of the above amounts relate to continuing activities

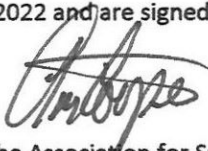
The notes on pages 9 to 13 form part of these financial statements

ASSOCIATION FOR SUFFOLK MUSEUMS

**BALANCE SHEET
YEAR ENDED 31 MARCH 2022**

	Note	2022		2021	
		£	£	£	£
CURRENT ASSETS					
Debtors	6	6,853		20,740	
Cash at bank and in hand		145,454		125,573	
		<u>152,307</u>		<u>146,313</u>	
CREDITORS: Amounts falling due within one year					
	7	<u>(4,043)</u>		<u>(10,890)</u>	
NET CURRENT ASSETS			148,264		135,423
TOTAL ASSETS LESS CURRENT LIABILITIES			<u>148,264</u>		<u>135,423</u>
NET ASSETS			<u>148,264</u>		<u>135,423</u>
FUNDS					
Restricted income funds	8		73,172		33,064
Unrestricted income funds	9		75,092		102,359
TOTAL FUNDS			<u>148,264</u>		<u>135,423</u>

These financial statements were approved by the Trustees and Management Board on the 7th June 2022 and are signed on their behalf by:

A. Cooper 
 Chair of the Association for Suffolk Museums
 Registered Charity Number: 293950

The notes on pages 9 to 13 form part of these financial statements

ASSOCIATION FOR SUFFOLK MUSEUMS
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2022

1. ACCOUNTING POLICIES

General information and basis of preparation

The Charity is a non-incorporated body registered with the Charities Commission in the United Kingdom. The nature of the charity's operations and principal activities are to provide support and guidance to Museums in Suffolk.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16th July 2014 (as updated through Update Bulletin 1 published on 2nd February 2016), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), and the Charities Act 2011.

The disclosure requirements of section 1A of FRS102 have been applied other than where additional disclosure is required to show a true and fair view.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest £.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

Going Concern

The trustees have considered the impact of the covid19 pandemic on the going concern basis for the financial statements. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from the date of authorising these financial statements and consider the charity will still have sufficient access to cash resources to operate in that period. The trustees therefore have a reasonable expectation that the charity can continue in operation for the next 12 months and it is appropriate to prepare the financial statements on a going concern basis.

Funds

Unrestricted funds 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.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

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 cost 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.

Following a review of the Restricted Funds and the nature of the relationship between the supporters of the Association and in consultation with the Charities Commission a change has been made to the funds behind the Suffolk Museum Partnership project which are now re-classified as Unrestricted

ASSOCIATION FOR SUFFOLK MUSEUMS

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 31 MARCH 2022

1. ACCOUNTING POLICIES (Continued)

Income recognition

All incoming resources are included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received

Expense recognition

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably.

Grants received

Income from government and other grants are recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

Grants awarded

The Association awards grants to local museums and these are paid only after the expenditure has been confirmed and after any performance conditions have been met. If entitlement is not met then these amounts are deferred at the discretion of the Trustees

Cash and cash equivalents

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

Provisions

Provisions are recognised when the charity has an obligation at the balance sheet date as a result of a past event, it is probable that an outflow of economic benefits will be required in settlement and the amount can be reliably estimated.

Debtors and creditors receivable / payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

ASSOCIATION FOR SUFFOLK MUSEUMS

**NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2022**

2. VOLUNTARY INCOME

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £	Total Funds 2021 £
DONATIONS AND OTHER INCOME				
Membership subscriptions	3,230	-	3,230	3,344
Distribution Levy	1,240	-	1,240	-
	<u>4,470</u>	<u>-</u>	<u>4,470</u>	<u>3,344</u>

3. INVESTMENT INCOME

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £	Total Funds 2021 £
Bank interest receivable	147	-	147	29
	<u>147</u>	<u>-</u>	<u>147</u>	<u>29</u>

4. CHARITABLE ACTIVITIES

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £	Total Funds 2021 £
Grants awarded	1,897	-	1,897	804
Subscriptions	1,044	-	1,044	359
Bank charges	96	-	96	63
Sundry	-	-	-	6
	<u>3,037</u>	<u>-</u>	<u>3,037</u>	<u>1,232</u>

5. GOVERNANCE COSTS

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £	Total Funds 2021 £
Independent Examination Fee	500	-	500	-
	<u>500</u>	<u>-</u>	<u>500</u>	<u>-</u>

ASSOCIATION FOR SUFFOLK MUSEUMS

NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2022

6. DEBTORS

	2022	2021
	£	£
Trade Debtors	6,853	20,740
Prepayments	-	-
	<u>6,853</u>	<u>20,740</u>

7. CREDITORS: Amounts falling due within one year

	2022	2021
	£	£
Trade Creditors	4,043	10,890
Accruals and deferred income	-	-
	<u>4,043</u>	<u>10,890</u>

8. RESTRICTED INCOME FUNDS

	Balance at 01 Apr 2021	Incoming resources	Outgoing resources	Transfer Between Funds	Balance at 31 Mar 2022
	£	£	£	£	£
Suffolk Museums Partnership	-	1,025	(1,025)	-	-
SHARE - CIO Conversion Project	2,950	100	(1,750)	-	1,300
Creative Heritage Wellbeing	25,000	-	-	-	25,000
COMF Evaluation	-	35,000	-	-	35,000
Power of Stories	-	19,950	(8,078)	-	11,872
Lowestoft Museum Development	2,120	-	(6,000)	3,880	-
Summer in a Box	2,994	17,642	(27,234)	6,598	-
	<u>33,064</u>	<u>73,717</u>	<u>(44,087)</u>	<u>10,478</u>	<u>73,172</u>

9. UNRESTRICTED INCOME FUNDS

	Balance at 01 Apr 2021	Incoming resources	Outgoing resources	Transfer Between Funds	Balance at 31 Mar 2022
	£	£	£	£	£
Designated Funds					
Suffolk Museums Partnership	-	30,905	(48,282)	17,377	-
Transforming People	2,500	-	-	-	2,500
Education in Museums	3,582	-	(227)	-	3,355
Museum Project Fund	4,277	-	-	(4,277)	-
Rekindling Memories	11,518	-	-	-	11,518
Creative Heritage	11,033	-	-	-	11,033
Lowestoft Rising	4,198	-	-	(4,198)	-
	<u>37,108</u>	<u>30,905</u>	<u>(48,509)</u>	<u>8,902</u>	<u>28,406</u>
General Funds	65,251	7,117	(6,302)	(19,380)	46,686
	<u>102,359</u>	<u>38,022</u>	<u>(54,811)</u>	<u>(10,478)</u>	<u>75,092</u>

The General reserves represent the free funds of the charity which are not designated for particular purposes

ASSOCIATION FOR SUFFOLK MUSEUMS

**NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2022**

10. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Restricted Fund	Unrestricted Designated Fund	Unrestricted General Fund	Total £
	£	£	£	
Fund balances at 31 March 2022 are represented by :				
Tangible fixed assets	-	-	-	-
Net Current Assets/Liabilities	73,172	28,406	46,686	148,264
	<hr/>	<hr/>	<hr/>	<hr/>
Total Funds	73,172	28,406	46,686	148,264
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

11. TRUSTEES EXPENSES

During the year no expenses were paid to the trustees

During the year no remuneration was paid to the trustees.

12. RELATED PARTY TRANSACTIONS

There are no related party transactions during the year (2021: Nil)

13. SUFFOLK COUNTY COUNCIL SUPPORT

The Association acknowledges the ongoing support from Suffolk County Council in terms of the provision of 3 members of staff to carry out the day to day activities of the charity. The Secretary/Museum Lead, the Arts, Libraries and Museums Project Officer and the Suffolk Museum Development Officer are funded by the Council through internal budgets and a grant from SHARE EAST paid directly to the Council and therefore not included in these accounts

The Board of Trustees also acknowledges that the Secretary/Museum Lead also holds the position of Trustee but considers that to be in the interest of the Association in terms of management and efficiency

ASSOCIATION FOR SUFFOLK MUSEUMS

SPECIAL RESOLUTION

2022 ANNUAL ACCOUNTS

At the Annual General Meeting held on 6th June the following amendments to the Accounts for the year to 31st March 2022 were agreed

1. The income received from Grants was decreased by £19,919 to reflect the surplus of grant monies collected by Suffolk County Council that related to the 2020/21 financial year
2. The grant surplus was received by AfSM in the year but related to the previous year so Debtors have been decreased by £19,919
3. The re-designation of the Suffolk Museum Partnership to Unrestricted has been reflected by a transfer of £29,655 from Restricted to Unrestricted Funds
4. Add the appropriate notes to accounting policies and to acknowledge the Suffolk County Council support
5. The revised accounts to be submitted to the Charities Commission with a written explanation of the changes

Signed by:



Chairman



Treasurer



Section A

Independent Examiner's Report

**Report to the trustees/
members of**

Charity Name
Association for Suffolk Museums

**On accounts for the year
ended**

31 March 2022	Charity no (if any)	293950
---------------	--------------------------------	--------

Set out on pages

(remember to include the page numbers of additional sheets)

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended **31 March 2021**.

**Responsibilities and
basis of report**

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

**Independent
examiner's statement**

I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

I have completed my examination. I confirm that no material matters have come to my attention (other than that disclosed below *) in connection with the examination which gives me cause to believe that in, any material respect:

- accounting records were not kept in accordance with section 130 of the Act or
- the accounts do not accord with the accounting records

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

** Please delete the words in the brackets if they do not apply.*

Signed:

Date:

22/6/23

Name:

DAWN JOHNSON

**Relevant professional
qualification(s) or body
(if any):**

ASSOCIATION OF ACCOUNTING TECHNICIANS
FMAAT REG NO: 126542

Address:

ACCOUNT WRYTE LTD, 5 SCHNEIDER CLOSE
FELIXSTOWE, SUFFOLK
IP11 3SS

ASSOCIATION FOR SUFFOLK MUSEUMS

England & Wales - Charity number 293950

Accounts

ASSOCIATION FOR SUFFOLK MUSEUMS

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

CHARITY NUMBER : 293950

ASSOCIATION FOR SUFFOLK MUSEUMS

FINANCIAL STATEMENTS YEAR ENDED 31 MARCH 2021

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Trustees Annual Report	2 - 6
Statement of financial activities (Including income and expenditure account)	7
Balance Sheet	8
Notes to the financial statements	9 - 13

ASSOCIATION FOR SUFFOLK MUSEUMS

TRUSTEES AND PROFESSIONAL ADVISERS

Registered charity name	Association for Suffolk Museums	
Charity number	293950	
Principal Address & Registered Office	c/o Suffolk County Council, Endeavour House, Russell Rd Ipswich IP1 2BX	
Trustees	Emma Frances Harpur Richard Meyer John Michael Nunn Paul Martin West Anthony Melvin Cooper Carole Jones Christopher Turland Lisa Harris Jayne Austin Joe Carr appointed 20/10/2020 Kevin Sullivan appointed 20/10/2020	

ASSOCIATION FOR SUFFOLK MUSEUMS

REPORT OF THE TRUSTEES YEAR ENDED 31 MARCH 2021

The Trustees present their report and the financial statements of the Charity for the year ended 31 March 2021

Governance

The Association for Suffolk Museums (AfSM) is governed by a Management Committee that includes representatives from all Suffolk local authorities, two independent museums representatives from each of the five local authority districts in the county, and a representative from the AfSM Network. A non-voting officer from each local authority and a representative from SHARE Museums East are also invited to attend.

The work of the AfSM is facilitated by Suffolk County Council (SCC) officers, with support from all other local authority officers. The Suffolk Museum Project Officer is funded through the Suffolk Museums Partnership (see below) and hosted by SCC with line management provided by SCC's Museum Development & Partnership Manager. AfSM also commissions freelance officers to support fixed term projects who report to the Museum Project Officer and/or SCC's Museum Development & Partnership Manager.

Objectives of the Charity

The aim of the Association is to advance the education of the public in the County of Suffolk by the support and assistance of public museums and art galleries and their development.

The Trustees confirm that they have paid due regard to the Charity Commission's guidance on public benefit and have strived to ensure that the Charity's activities reflect this. For the public benefit, AfSM worked with 55 museums and associate members with related interests to help make Suffolk an attractive place to live, work and visit. The organisation works in four main areas:

1. Provide support for museums in Suffolk

The role of the Association became even more vital in supporting museums in Suffolk as their operations were disrupted by the Covid-19 outbreak. AfSM itself was not seriously impacted but it did need to listen carefully to the needs of its members and respond quickly to provide support where it was needed in such extraordinary circumstances.

2. Act as a representative and advocate for museums in Suffolk

AfSM worked closely with SHARE Museums East, National Lottery Heritage Fund (NLHF) and Arts Council England (ACE) to ensure that funding was invested where it was needed most. Museums were closed for most of the year which had a significant impact on their ability to generate earned income through admissions, retail, catering, and events.

3. Attract and manage resources for the benefit of members

AfSM was awarded £116,100 of external funding in 2020-21 to support a range of projects that meet its aims.

4. Increase access and learning in museums for people in Suffolk

AfSM delivered and supported a range of projects and programmes to ensure that a more diverse range of people had the opportunity to participate in, engage with, and visit museums.

The Trustees of AfSM partner with Arts Council England, SHARE Museums East, Babergh District Council, East Suffolk Council, Ipswich Borough Council, Mid Suffolk District Council, Suffolk County Council, and West Suffolk Council and thank them for their continuing and valued support, without which the scale of activities carried out to meet its charitable objectives would be considerably reduced.

ASSOCIATION FOR SUFFOLK MUSEUMS

REPORT OF THE TRUSTEES YEAR ENDED 31 MARCH 2021

AfSM wishes to acknowledge and thank Jenna Ingamells, Tom Beese, Patricia Day and Llewela Selfridge for their creativity, commitment, and hard work on behalf of the Association this year. Their work has had a real positive impact on its members and the communities they serve. Volunteers also support the work of AfSM to further the aims of the Charity. We warmly welcome new volunteers, including accompanied children who trial museum resources, young adults who are seeking work experience in the museum sector, and museum volunteers who help with communications.

Review of Activities and summary of the year

Provide support for museums in Suffolk

AfSM Network - All museum members can send representatives to the AfSM Network meetings, which took place online due to Covid restrictions, but usually take place around the county to give members the opportunity to visit and learn from other museums. A guest speaker will give a presentation or lead a training session on a topical subject.

AfSM Newsflash – All AfSM member museums receive a weekly newsflash email with information about funding, projects, training, networking, job opportunities, and general information relevant to museums.

AfSM Newsletter – The AfSM Newsletter is published four times each year via email. It contains articles submitted by member museums about projects, programmes, and special events.

AfSM Website – AfSM maintains a website with general information about the Association, a profile for each full member and member museum, a page where members can publish their events, and case studies of projects run and supported by the Association.

Social media – AfSM maintains Facebook and Twitter profiles to promote events and activities in Suffolk Museums.

Act as a representative and advocate for museums in Suffolk

AfSM worked closely with SHARE Museums East, National Lottery Heritage Fund (NLHF) and Arts Council England (ACE) to ensure that funding was invested where it was needed most. Nearly all funds from ACE and NLHF came through Covid emergency grants, as main grant streams were suspended. AfSM kept close communication with all its members throughout the year, implementing a traffic light guide to highlight those at most risk, and working with them to develop funding applications to ensure their resilience and stability was maintained.

NLHF awarded £1,496,300 to organisations in Suffolk in 2020-21 through their Heritage Emergency Fund and the Culture Recovery Fund for Heritage (CRF2), of which £394,100 was awarded to members of AfSM. ACE also awarded £1,066,476 to Suffolk museums. The East of England comprised 14.5% of all CRF2 applicants. No other region had higher than 8%. Working with SHARE Museums East AfSM was able to ensure museums at risk were highlighted. This helped ACE prioritise and ensure that all museums in Suffolk that applied were awarded funding. SHARE Museums East awarded £48,049 grants to Suffolk museums, this helped to make sure that smaller museums were also supported where needed.

The economic impact of visitors to Suffolk Museums was estimated to be at least £3,210,000 in 2019-20. AfSM therefore supports visits to museums to ensure that it is part of a vibrant, mixed economy and work continued to maintain the profile of museums while they were closed and to attract visitors during periods when they were permitted to open.

AfSM supports a range of joint promotional and advertising campaigns to encourage more people to visit museums. In 2020-21 this was more targeted and helped keep people informed of the changing opening times and events programmes in museums.

ASSOCIATION FOR SUFFOLK MUSEUMS

REPORT OF THE TRUSTEES YEAR ENDED 31 MARCH 2021

Attract and manages resources for the benefit of its members

Suffolk Museums Partnership - The Suffolk Museums Partnership (SMP) is a funding consortium that includes all Suffolk local authorities, Arts Council England and SHARE Museums East, governed by the Association for Suffolk Museums. In 2020/21 the Suffolk Museums Partnership provided **£45,500** of core revenue support for development work and collaborative projects across Suffolk. The Suffolk Museums Partnership has a sustained level of commitment from all partners as we move forward into 2021/22. This core support enables AfSM to develop partnerships, draw in additional inward investment to Suffolk from external sources for collaborative museum projects.

Making Waves Together - Led by Great Yarmouth Borough Council and East Suffolk District Council, this project enabled communities and organisations in Lowestoft to work together to inspire and engage people as participants, audiences, and visitors. It is one of 16 pilot areas across England supported by the Heritage Lottery Fund and Arts Council England's Great Place Scheme. The Association for Suffolk Museums worked in partnership with Norfolk Museums Service on **Seaside Heritage**, one of nine partners delivering activity across the two towns as part of the Making Waves Together project, and worked with museums in Lowestoft to build cultural partnerships and engage new audiences. Throughout lockdown Lowestoft Maritime Museum continued to engage and support local families. Lowestoft Museum worked on urgent repair of the current premises, while exploring opportunities for expanding the existing museum space.

Summer in a Box – Led by Suffolk County Council, this project worked with partners across the county to create and deliver activity packs to children across Suffolk receiving free school meals from the Suffolk Virtual Schools list in July and August 2020. It replaced face to face holiday activities that could not be delivered due to Covid restrictions.

Museum partners worked to develop and deliver Arts and Heritage Activity Packs to children across Suffolk, the project created 1600 bespoke museum packs, most of which were sent to vulnerable children receiving support from Suffolk County Council.

Suffolk Steps – This project was developed to replace **Summer in Suffolk Museums** during the Coronavirus pandemic. Suffolk Steps was designed to keep people engaged with museums while they were closed. It is a collection of free walks developed to help all ages stay active and explore their local heritage. The programme included accessible trails from 16 museums that could be downloaded to a mobile phone or printed at home. They remain on the Suffolk Museums website and were promoted throughout the year during lockdowns. AfSM partnered with Keep Moving Suffolk to promote Suffolk Steps, a local campaign aimed at helping people stay active during the Covid-19 pandemic.

Increase access and learning in museums for people in Suffolk

Transforming People to Transform Museums (TPTM) – AfSM is supporting this project led by Colchester + Ipswich Museums. The project is creating 27 traineeships in four museums across the county to develop both core heritage and transferable business skills. Working closely with local community groups to recruit young adults from lower socio-economic backgrounds, the project aims to develop and support a more representative and resilient workforce at each museum.

TPTM is funded by the National Lottery Heritage Fund's Skills for the Future programme from 2018 to 2022. The second cohort of 9 trainees were recruited in 2020. Four trainees are based in Colchester + Ipswich Museums, two in Museum of East Anglian Life in Stowmarket, one in The Long Shop Museum in Leiston, and two trainees based in National Horse Racing Museum in Newmarket.

Throughout their one-year placement trainees develop a wide range of core heritage skills, including research, documentation, conservation, and interpretation.

ASSOCIATION FOR SUFFOLK MUSEUMS

REPORT OF THE TRUSTEES YEAR ENDED 31 MARCH 2021

They also learn practical skills required to manage, plan, develop and deliver heritage events and exhibitions. The trainees have made a real difference to their local communities by applying their new skills to bring about relevant and creative programmes and help secure the future resilience of each museum.

Suffolk Museums Inspire, Learn & Engage (SMILE) Network – The SMILE Network was established to enable best practice in education, learning and engagement in Suffolk Museums by working collaboratively and sharing knowledge locally, regionally, and nationally. Membership is open to all learning leads from the AfSM member museums. The network supports the development and delivery of AfSM education, learning and engagement projects.

Suffolk Children's University – AfSM's partnership with the Suffolk Children's University started in 2019. The partnership creates projects that reach out to a wider range of children and young people. Working collaboratively, the partnership has increased the number of Children's University destination museums, created a generic trail designed to get children engaging with museums, and worked with 10-year-old Byron to gather some feedback on the Suffolk Steps trails.

Special Delivery – AfSM supported this project led by Suffolk Artlink. It is an intergenerational project that is exploring the art of communication through letters and other documents held in Suffolk Record Offices and museums. It began in September 2020, with students via Zoom from Abbots Green Academy, Bury St Edmunds, supported by the Theatre Royal Act Your Age theatre group. Participants in the project investigated historical approaches to letter-writing and considered them in the light of current methods of communication. They then shared significant personal correspondence of their own.

The project is also focusing on primary schools and supported living and residential care homes in Lowestoft to explore the stories and characters behind letters originally sent into a local newspaper. In Halesworth Museum, the project looked at a collection of letters written in the early 19th century by members of a wealthy merchant family that lived the town. A key outcome of the projects is the creation of a legacy of digital interpretation for use in Suffolk Record Offices and museums and a literacy resource for use in schools.

AfSM Training – AfSM offers free and subsidised training to all its members and works in partnership to promote and deliver the SHARE Museums East training programme. AfSM did not hold any training sessions in 2020-21. This is because museum development support was targeted instead at ensuring the financial stability and continued survival of museums during the Covid-19 pandemic.

Financial Review

At 31 March 2021 unrestricted funds were £53,324 and restricted funds £62,189 totalling £115,513

The Trustees continue to consider relevant guidance, including that provided by the Charity Commission in CC19 "Charity Reserves: Building Resilience". The continuing review examines potential risks and assesses these risks against costs to determine an appropriate and prudent level of reserves, together with an appropriate management framework, for 2021. AfSM does not currently have a formal reserves policy. This is an action that will be carried forward into 2021-22 and should reflect the paragraph above

The Trustees consider the financial performance by the Charity during the year to have been satisfactory. In common with most organisations, the Association had reduced income this year. The Statement of Financial Activities shows that the Association's core activities are relatively small and rely on the income from member subscriptions. Most of its activities take place through funded projects. There is a healthy level of unrestricted funds. The general unrestricted fund would support the Association's core activities for 3 years.

ASSOCIATION FOR SUFFOLK MUSEUMS

REPORT OF THE TRUSTEES YEAR ENDED 31 MARCH 2021

Total Funds on 31 March 2021 stand at £115,513. The Trustees are satisfied that the Charity holds an adequate amount of liquid assets (in the form of bank deposits) to ensure that it can meet its obligations as they fall due.

In completing this report, the trustees have considered the impact of the Covid pandemic on the financial health of the Association. They have considered the level of funds held and the expected level of income and expenditure for 12 months from the date of approving these financial statements and consider the charity will still have sufficient access to cash resources to operate in that period. The trustees therefore have a good expectation that the charity can continue in operation for the foreseeable future Unrestricted Funds

Unrestricted funds – Free reserves, represented by net current assets within the Unrestricted Funds of the Charity, ensure the resilience and sustainability of the Charity in such circumstances as when encountering; a temporary period of reduced income; an unexpected increase in operational costs; unexpected management/overhead costs

Designated Funds – Most of the unrestricted funds are designated to support specific projects which can run over several years and will therefore not always be spent within a single financial year. As part of its review of Reserves the Trustees have confirmed the designation of Unrestricted Funds in respect of the following strategic developments included within the Trust's current strategic plans:

- Transforming People to Transform Museums
- SMILE Network (Education in Museums)
- Holiday Activity & Food (Summer in a Box)
- Rekindling Memories (work with older people)
- Creative Heritage in Mind (wellbeing)
- Lowestoft Museum Development (Making Wave Together)

The Trustees have these Designated Funds to provide necessary funding to support projects that help manage the impacts of the current Covid-19 pandemic on Suffolk museums, the communities they serve. It is also the intention to pursue any possible avenues for external funding to meet the additional costs arising from the need to provide a safe and secure environment for visitors, volunteers, staff, and trustees. Designated funds are also used as match funding to lever in further external, restricted funds.

Restricted funds – Restricted funds are secured from outside sources for specific purposes that meet the Associations aims and objectives. The funds support projects which can run over several years and will therefore not always be spent within a single financial year

The activities of the Association were not disrupted by the Covid-19 outbreak as much as its members, the outlook is therefore stable and AfSM should be able to continue to support its members as the uncertainty of the continuing impact of the pandemic continues. The trustees agreed to focus on projects that support older people and wellbeing, as both were impacted significantly by the Covid pandemic.

Approved by the Trustees and signed on their behalf

A. Cooper 
Chair of the Association for Suffolk Museums

ASSOCIATION FOR SUFFOLK MUSEUMS

**STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)
YEAR ENDED 31 MARCH 2021**

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £	Total Funds 2020 £
INCOMING RESOURCES					
Incoming resources from generating funds:					
Voluntary income					
Donations and other income	2	3,344	-	3,344	4,186
Income from charitable activities					
Grants		32,419	70,600	103,019	19,795
Investment income	3	29	-	29	95
TOTAL INCOMING RESOURCES		<u>35,792</u>	<u>70,600</u>	<u>106,392</u>	<u>24,076</u>
RESOURCES EXPENDED					
Costs of generating funds:					
Charitable Activities					
Fund Raising and Advertising inc website		21,481	41,586	63,067	2,533
Charitable activities	4	1,232	-	1,232	16,379
Governance costs	5	-	-	-	-
TOTAL RESOURCES EXPENDED		<u>22,713</u>	<u>41,586</u>	<u>64,299</u>	<u>18,912</u>
NET OUTGOING RESOURCES FOR THE THE YEAR		<u>13,079</u>	<u>29,014</u>	<u>42,093</u>	<u>5,164</u>
Transfers between funds		31,114	(31,114)	-	-
RECONCILIATION OF FUNDS					
Total funds brought forward		58,175	35,164	93,339	88,175
TOTAL FUNDS CARRIED FORWARD		<u>102,368</u>	<u>33,064</u>	<u>135,432</u>	<u>93,339</u>

The statement of Financial Activities includes all gains and losses in the year and therefore a statement of total recognised gains and losses has not been prepared.

All of the above amounts relate to continuing activities

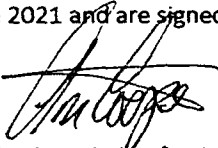
The notes on pages 9 to 13 form part of these financial statements

ASSOCIATION FOR SUFFOLK MUSEUMS

**BALANCE SHEET
YEAR ENDED 31 MARCH 2021**

	Note	2021		2020	
		£	£	£	£
FIXED ASSETS					
Tangible assets			-		-
CURRENT ASSETS					
Stock			-		-
Debtors	6		20,749		8,743
Cash at bank and in hand			125,573		86,323
			<u>146,322</u>		<u>95,066</u>
CREDITORS: Amounts falling due within one year	7		<u>(10,890)</u>		<u>(1,727)</u>
NET CURRENT ASSETS			135,432		93,339
TOTAL ASSETS LESS CURRENT LIABILITIES			<u>135,432</u>		<u>93,339</u>
NET ASSETS			<u>135,432</u>		<u>93,339</u>
FUNDS					
Restricted income funds	8		33,064		35,164
Unrestricted income funds	9		102,368		58,175
TOTAL FUNDS			<u>135,432</u>		<u>93,339</u>

These financial statements were approved by the Trustees and Management Board on the 15th June 2021 and are signed on their behalf by:

A. Cooper 
 Chair of the Association for Suffolk Museums
 Registered Charity Number: 293950

The notes on pages 9 to 13 form part of these financial statements

ASSOCIATION FOR SUFFOLK MUSEUMS
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2021

1. ACCOUNTING POLICIES

General information and basis of preparation

The Charity is a non-incorporated body registered with the Charities Commission in the United Kingdom. The nature of the charity's operations and principal activities are to provide support and guidance to Museums in Suffolk.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16th July 2014 (as updated through Update Bulletin 1 published on 2nd February 2016), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), and the Charities Act 2011.

The disclosure requirements of section 1A of FRS102 have been applied other than where additional disclosure is required to show a true and fair view.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest £.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

Going Concern

The trustees have considered the impact of the covid19 pandemic on the going concern basis for the financial statements. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from the date of authorising these financial statements and consider the charity will still have sufficient access to cash resources to operate in that period. The trustees therefore have a reasonable expectation that the charity can continue in operation for the next 12 months and it is appropriate to prepare the financial statements on a going concern basis.

Funds

Unrestricted funds 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.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

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 cost 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.

Following a review of the Restricted Funds and the nature of the relationship between the supporters of the Association and in consultation with the Charities Commission a change has been made to the funds behind the Suffolk Museum Partnership project which are now re-classified as Unrestricted

ASSOCIATION FOR SUFFOLK MUSEUMS

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2021

1. ACCOUNTING POLICIES (Continued)

Income recognition

All incoming resources are included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received

Expense recognition

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably.

Grants received

Income from government and other grants are recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

Grants awarded

The Association awards grants to local museums and these are paid only after the expenditure has been confirmed and after any performance conditions have been met. If entitlement is not met then these amounts are deferred at the discretion of the Trustees

Cash and cash equivalents

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

Provisions

Provisions are recognised when the charity has an obligation at the balance sheet date as a result of a past event, it is probable that an outflow of economic benefits will be required in settlement and the amount can be reliably estimated.

Debtors and creditors receivable / payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

ASSOCIATION FOR SUFFOLK MUSEUMS

**NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2021**

2. VOLUNTARY INCOME

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £	Total Funds 2020 £
DONATIONS AND OTHER INCOME				
Membership subscriptions	3,344	-	3,344	2,935
Distribution Levy	-	-	-	1,060
Donations	-	-	-	-
	<u>3,344</u>	<u>-</u>	<u>3,344</u>	<u>3,995</u>

3. INVESTMENT INCOME

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £	Total Funds 2020 £
Bank interest receivable	29	-	29	191
	<u>29</u>	<u>-</u>	<u>29</u>	<u>191</u>

4. CHARITABLE ACTIVITIES

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £	Total Funds 2020 £
Grants awarded	804	-	804	1,792
Subscriptions	359	-	359	856
Bank charges	63	-	63	60
Sundry	6	-	6	-
	<u>1,232</u>	<u>-</u>	<u>1,232</u>	<u>2,708</u>

5. GOVERNANCE COSTS

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £	Total Funds 2020 £
Independent Examination Fee	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

ASSOCIATION FOR SUFFOLK MUSEUMS

**NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2021**

6. DEBTORS

	2021 £	2020 £
Trade Debtors	20,749	8,743
Prepayments	-	-
	<u>20,749</u>	<u>8,743</u>

7. CREDITORS: Amounts falling due within one year

	2021 £	2020 £
Trade Creditors	10,890	1,727
Accruals and deferred income	-	-
	<u>10,890</u>	<u>1,727</u>

8. RESTRICTED INCOME FUNDS

	Balance at 01 Apr 2020 £	Incoming resources £	Outgoing resources £	Transfer Between Funds £	Balance at 31 Mar 2021 £
Suffolk Museums Partnership	31,114	1,600	(1,600)	(31,114)	-
SHARE - CIO Conversion Project	4,050	100	(1,200)	-	2,950
Creative Heritage Wellbeing	-	25,000	-	-	25,000
Lowestoft Museum Development	-	10,120	(8,000)	-	2,120
Summer in a Box	-	33,780	(30,786)	-	2,994
	<u>35,164</u>	<u>70,600</u>	<u>(41,586)</u>	<u>(31,114)</u>	<u>33,064</u>

9. UNRESTRICTED INCOME FUNDS

	Balance at 01 Apr 2020 £	Incoming resources £	Outgoing resources £	Transfer Between Funds £	Balance at 31 Mar 2021 £
Designated Funds					
Suffolk Museums Partnership	-	32,419	(14,489)	(17,930)	-
Transforming People	2,500	-	-	-	2,500
Education in Museums	3,582	-	-	-	3,582
Museum Project Fund	9,277	-	(2,000)	(3,000)	4,277
Rekindling Memories	11,518	-	-	-	11,518
Creative Heritage	11,033	-	-	-	11,033
Lowestoft Rising	1,198	-	-	3,000	4,198
	<u>39,108</u>	<u>32,419</u>	<u>(16,489)</u>	<u>(17,930)</u>	<u>37,108</u>
General Funds	19,067	3,373	(6,224)	49,044	65,260
	<u>58,175</u>	<u>35,792</u>	<u>(22,713)</u>	<u>31,114</u>	<u>102,368</u>

The General reserves represent the free funds of the charity which are not designated for particular purposes

ASSOCIATION FOR SUFFOLK MUSEUMS

**NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2021**

10. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Restricted Fund	Unrestricted Designated Fund	Unrestricted General Fund	Total £
	£	£	£	
Fund balances at 31 March 2021 are represented by :				
Tangible fixed assets	-	-	-	-
Net Current Assets/Liabilities	33,064	37,108	65,251	135,423
Total Funds	33,064	37,108	65,251	135,423

11. TRUSTEES EXPENSES

During the year no expenses were paid to the trustees

During the year no remuneration was paid to the trustees.

12. RELATED PARTY TRANSACTIONS

There are no related party transactions during the year (2020: Nil)

13. SUFFOLK COUNTY COUNCIL SUPPORT

The Association acknowledges the ongoing support from Suffolk County Council in terms of the provision of 3 members of staff to carry out the day to day activities of the charity. The Secretary/Museum Lead, the Arts, Libraries and Museums Project Officer and the Suffolk Museum Development Officer are funded by the Council through internal budgets and a grant from SHARE EAST paid directly to the Council and therefore not included in these accounts

The Board of Trustees also acknowledges that the Secretary/Museum Lead also holds the position of Trustee but considers that to be in the interest of the Association in terms of management and efficiency

ASSOCIATION FOR SUFFOLK MUSEUMS

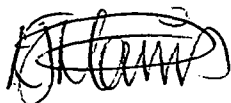
SPECIAL RESOLUTION

2021 ANNUAL ACCOUNTS

At the Annual General Meeting held on 6th June the following amendments to the Accounts for the year to 31st March 2021 were agreed

1. The income received from Grants was increased by £19,919 to reflect a surplus of grant monies collected by Suffolk County Council
2. The grant surplus was received by AfSM after the year end so Debtors have been increased by £19,919
3. The re-designation of the Suffolk Museum Partnership to Unrestricted has been reflected by a transfer of £31,114 from Restricted to Unrestricted Funds
4. Add the appropriate notes to accounting policies and to acknowledge the Suffolk County Council support
5. The revised accounts to be submitted to the Charities Commission with a written explanation of the changes

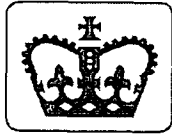
Signed by:



Chairman



Treasurer



Section A

Independent Examiner's Report

**Report to the trustees/
members of**

Charity Name
Association for Suffolk Museums

**On accounts for the year
ended**

31 March 2021

**Charity no
(if any)**

293950

Set out on pages

(remember to include the page numbers of additional sheets)

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended **31 March 2021**.

**Responsibilities and
basis of report**

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

I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

**Independent
examiner's statement**

I have completed my examination. I confirm that no material matters have come to my attention (other than that disclosed below *) in connection with the examination which gives me cause to believe that in, any material respect:

- accounting records were not kept in accordance with section 130 of the Act or
- the accounts do not accord with the accounting records

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

** Please delete the words in the brackets if they do not apply.*

Signed:

Date:

22/6/23

Name:

DAWN JOHNSON

**Relevant professional
qualification(s) or body
(if any):**

ASSOCIATION OF ACCOUNTING TECHNICIANS
FMAAT REG: 126542

Address:

ACCOUNT WRYTE LTD, 5 SCHNEIDER CLOSE
FELIXSTOWE, SUFFOLK
IP11 3SS

Only complete if the examiner needs to highlight matters of concern (see CC32, Independent examination of charity accounts: directions and guidance for examiners).

Give here brief details of any items that the examiner wishes to disclose.

