



## 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)

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 both in-person and online in 2023-24. 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. 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)	<div> <div>  </div> <div></div> </div>	
Full name(s)	Jayne Austin	Kevin Sullivan
Position (eg Secretary, Chair, etc)	Secretary	Treasurer
Date	<div>5 June 2024</div>	

**Association for Suffolk Museums**

**Charity No. 293950**

**Trustees' Report and Unaudited Accounts**

**31 March 2024**

**Association for Suffolk Museums**  
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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

A handwritten signature in black ink, reading "Kevin Sullivan". The signature is written in a cursive, flowing style.

K. Sullivan

Trustee

27 January 2025

**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

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

Association for Suffolk Museums

Balance Sheet

at 31 March 2024

Charity No. 293950

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

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>



**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 £
<b>Restricted funds:</b>					
<b>Restricted income funds:</b>					
Suffolk Museum Partnership	-	945	(945)	-	-
Lowestoft Museum					
Development	-	10,500	(5,000)	-	5,500
Creative Heritage Wellbeing	25,000	-	(25,000)	-	-
Museum Development					
Programme	-	25,000	-	-	25,000
Power of Stories	12,693	-	(12,876)	183	0
Curious Minds	15,000	-	-	-	15,000
Warm Rooms	1,750	-	(1,750)	-	-
Holiday & Food Programme	-	2,000	(2,000)	-	-
<b>Total</b>	<b>54,443</b>	<b>38,445</b>	<b>(47,571)</b>	<b>183</b>	<b>45,500</b>
<b>Unrestricted funds:</b>					
<b>General funds</b>	<b>21,352</b>	<b>13,474</b>	<b>(5,969)</b>	<b>(183)</b>	<b>28,674</b>
<b>Designated funds:</b>					
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
<b>Total</b>	<b>17,373</b>	<b>16,500</b>	<b>(13,111)</b>	<b>-</b>	<b>20,762</b>
<b>Total funds</b>	<b>93,168</b>	<b>68,419</b>	<b>(66,651)</b>	<b>-</b>	<b>94,936</b>

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

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

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
<b>Income and endowments from:</b>				
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>
<b>Total income and endowments</b>	<b>29,974</b>	<b>38,445</b>	<b>68,419</b>	<b>45,332</b>
<b>Expenditure on:</b>				
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>
<b>Total of expenditure on charitable activities</b>	<b>14,269</b>	<b>47,571</b>	<b>61,840</b>	<b>98,514</b>
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>
<b>Total of expenditure of other costs</b>	<b>4,811</b>	<b>-</b>	<b>4,811</b>	<b>1,914</b>
<b>Total expenditure</b>	<b>19,080</b>	<b>47,571</b>	<b>66,651</b>	<b>100,428</b>
Net gains on investments	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Net income/(expenditure)</b>	<b>10,894</b>	<b>(9,126)</b>	<b>1,768</b>	<b>(55,096)</b>
Transfers between funds	(183)	183	-	-
	<u>(183)</u>	<u>183</u>	<u>-</u>	<u>-</u>
<b>Net income/(expenditure) before other gains/(losses)</b>	<b>10,711</b>	<b>(8,943)</b>	<b>1,768</b>	<b>(55,096)</b>
Other Gains	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Net movement in funds</b>	<b>10,711</b>	<b>(8,943)</b>	<b>1,768</b>	<b>(55,096)</b>

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

**Reconciliation of funds:**

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

**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