

# Annual Report 2022–2023

Radical and practical –  
our report of progress





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**SIR IAN CHESHIRE**  
FOOD, FARMING AND  
COUNTRYSIDE COMMISSION

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

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

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

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



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

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

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

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

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

**SIR IAN CHESHIRE**  
FOOD, FARMING AND COUNTRYSIDE COMMISSION

# Trustees' Report for the Period Ended 31 March 2023

## INTRODUCTION

The Trustees present their Annual report together with the audited financial statements of the Charity for the period 1 April 2022 to 31 March 2023. The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

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



# Purpose and Principles



# Our Approach

## Our Principles

 Mission led

 Outcomes oriented

 Systems focused

 Practical

## How we Work


 We convene leadership

 We communicate the research

 We support learning through action


 We engage and involve citizens

**Our Purpose**  
is to build a future where:

 Healthy food is everybody's business

 Farming is a force for change

 The countryside works for everyone

 Resources flow to where they are needed



# Our Objects

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

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

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

# Public Benefit

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

# Our Funding

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





# Achievements during the Year





# Convening Leadership

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

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

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

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



## IMPACTSTORY: ORIGINS OF THE NATIONAL CONVERSATION ABOUT FOOD

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

documentaries, including a citizen assembly, we also explored the potential to follow up with a big national conversation asking, “what do we really want from food?”

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



# Implementing Recommendations

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

## Food and Health

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

Highlights include:

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

**“We know the food system is broken. But if we’re going to change things, it needs to be a collaboration between many different actors. FFCC’s evidence and research is a vital piece of this puzzle.”**

DENISE BENTLEY, FOUNDER OF FIRST LOVE FOUNDATION & FFCC COMMISSIONER



### IMPACT STORY: BEYOND CHARITABLE FOOD AID

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

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

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



# Farming Transition

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

Highlights include:

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

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

BARONESS ROSIE BOYCOTT,  
HOUSE OF LORDS, 25 JULY 2023



## IMPACT STORY: FARMING TRANSITION SYMPOSIA SERIES

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

Our inaugural event focused on financing the transition to agroecology. FFCC Commissioners Helen Browning and David Fursdon chaired the event which was attended by FFCC Chair Sir Ian Cheshire, Defra minister Lord Benyon and senior

figures from Triodos Bank, the Green Finance Institute, the NFU and others, as well as farmers already working towards more sustainable farming.

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



# Countryside for All

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

Highlights include:

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



## IMPACT STORY: LAND USE FRAMEWORK

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

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

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

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

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

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

**“The best example of a Land Use Framework has been created by the Food, Farming and Countryside Commission”**

HENRY DIMBLEBY, ENVIRONMENTAL AUDIT COMMITTEE, 19 APRIL 2023



# Finance

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

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



## IMPACT STORY: NATURAL CAPITAL

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

Their *Natural capital markets: What farmers and policymakers need to know* and accompanying briefing paper explore the complex and rapidly changing territory, and questions the role government should take in shaping these markets. It identifies a missed opportunity for global leadership by the UK government in making natural capital more appealing and accessible to

farmers. Over 1,300 people have visited the report pages on our website, and 250 have read the accompanying working paper. The project has also fostered collaboration and partnership with influential organisations, such as the GFI and Bankers for Net Zero.

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





# Resourcing Resilient Communities



## Scotland

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

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

## Wales

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

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

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



# Northern Ireland

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

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

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



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

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

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

out innovations from the next generation of farmers, land managers and entrepreneurs in the sector.

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





# Working for Diversity, Equity and Inclusion Across the Sector

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

Progress this year includes:

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

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



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

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

in the curry and catering sectors. It aims to broker new relationships between food entrepreneurs and food producers and demonstrate their shared interest in developing more sustainable food and farming systems.





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



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



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



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



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



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



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



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



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

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



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



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



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



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



Agroforestry on Upland Farms



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



# Strategy and Future Plans



# Future Plans

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

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

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

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

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

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

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

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

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

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

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

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



# Financial Review

## Overview of Financial Year

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

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

## Income

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

## Expenditure

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

## Going Concern

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

## Reserves Policy

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

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

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



# Governance and Management

## Constitution

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

## Methods of Appointment or Election of Trustees

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

## Committees and Terms of Reference

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

### THE COMMISSION

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

### AUDIT AND RISK COMMITTEE

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

### PEOPLE AND GOVERNANCE COMMITTEE

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

## Key Management

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

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



# Statement of Trustees' Responsibilities

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

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

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

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

# Disclosure of Information to Auditors

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

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

# Auditors

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

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

I Cheshire  
Chair of Trustees

M Mayne  
Treasurer



# Independent Auditors' Report to the Members of FFCC Limited

## Opinion

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

In our opinion the financial statements:

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

## Basis for opinion

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





## Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

## Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

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

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

## Responsibilities of trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.



## Auditors' responsibilities for the audit of the financial statements

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

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

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

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditors' report.

## Use of our report

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

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

Date: 18th September 2023

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



# Financial Statements for the Year Ended 31 March 2023

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

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

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

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



## Balance sheet for the year ended 31 March 2023

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

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

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

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

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

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

**I Cheshire**  
Chair of Trustees

**M Mayne**  
Treasurer

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

## Statement of cash flows for the period ended 31 March 2023

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

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



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

## 1. General Information

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

## 2. Accounting policies

### 2.1 BASIS OF PREPARATION OF FINANCIAL STATEMENTS

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) – Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

FFCC Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

### 2.2 GOING CONCERN

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

### 2.3 INCOME

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

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

### 2.4 EXPENDITURE

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

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

### 2.5 DEBTORS

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

### 2.6 CASH AT BANK AND IN HAND

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

### 2.7 LIABILITIES AND PROVISIONS

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

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



## 2.8 FINANCIAL INSTRUMENTS

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

## 2.9 PENSIONS

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

## 2.10 FUND ACCOUNTING

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

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

## 3. Critical accounting estimates and areas of judgment

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

### Critical accounting estimates and assumptions:

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

## 4. Income from donations and legacies

	Restricted funds 2023 £	Unrestricted funds 2023 £	Total funds 2023 £
Donations	-	540	540
Grants	2,120,785	-	2,120,785
	<u>2,120,785</u>	<u>540</u>	<u>2,121,325</u>

	Restricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
Grants	<u>190,718</u>	<u>200,000</u>	<u>390,718</u>

## 5. Analysis of expenditure on charitable activities

### Summary by fund type

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

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



## 6. Analysis of expenditure by activities

	Activities undertaken directly 2023 £	Support costs 2023 £	Total funds 2023 £
Convening leadership	234,415	45,303	279,718
Implementing recommendations	288,406	106,532	394,938
Resourcing communities	513,965	162,724	676,689
	<u>1,036,786</u>	<u>314,559</u>	<u>1,351,345</u>
	Activities undertaken directly 2022 £	Support costs 2022 £	Total funds 2022 £
Convening leadership	9,643	88,819	98,462
Implementing recommendations	95,351	443,860	539,211
Resourcing communities	171,440	174,263	345,703
	<u>276,434</u>	<u>706,942</u>	<u>983,376</u>

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

### Analysis of direct costs

	Convening leadership 2023 £	Implementing recommendations 2023 £	Resourcing communities 2023 £	Total funds 2023 £
Programme costs – staff	67,956	209,370	154,888	432,214
Programme costs – contractors	130,858	61,341	282,570	474,769
Programme costs – other	35,601	17,695	76,507	129,803
	<u>234,415</u>	<u>288,406</u>	<u>513,965</u>	<u>1,036,786</u>
	Convening leadership 2022 £	Implementing recommendations 2022 £	Resourcing communities 2022 £	Total funds 2022 £
Programme costs – contractors	1,540	63,802	151,702	217,044
Programme costs – other	8,103	31,549	19,738	59,390
	<u>9,643</u>	<u>95,351</u>	<u>171,440</u>	<u>276,434</u>

### Analysis of support costs

	Convening leadership 2023 £	Implementing recommendations 2023 £	Resourcing communities 2023 £	Total funds 2023 £
Staff costs	28,066	65,997	100,808	194,871
Communications and engagement	180	423	646	1,249
Office costs	12,135	28,535	43,587	84,257
Professional fees	4,637	10,903	16,654	32,194
Governance costs	285	674	1,029	1,988
	<u>45,303</u>	<u>106,532</u>	<u>162,724</u>	<u>314,559</u>
	Convening leadership 2022 £	Implementing recommendations 2022 £	Resourcing communities 2022 £	Total funds 2022 £
Staff costs	66,290	396,398	153,507	616,195
Communications and engagement	12,015	15,753	6,098	33,866
Office costs	2,233	15,147	10,517	27,897
Professional fees	5,494	10,987	2,747	19,228
Governance costs	2,787	5,575	1,394	9,756
	<u>88,819</u>	<u>443,860</u>	<u>174,263</u>	<u>706,942</u>

## 7. Auditors' remuneration

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



## 8. Staff costs

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

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

	2023 No.	2022 No.
Employees	<u>16</u>	<u>16</u>

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

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

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

## 9. Trustees' remuneration and expenses

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

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

## 10. Debtors

	2023 £	2022 £
Due within one year		
Prepayments and accrued income	1,768,589	936,103
	<u>1,768,589</u>	<u>936,103</u>

## 11. Creditors: Amounts falling due within one year

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





## 12. Statement of funds – current year

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

### ESMÉE FAIRBAIRN FOUNDATION

#### 2020–23 Core Grant:

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

#### Cost of Living Uplift Grant:

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

#### 2023–26 Core Grant:

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

#### Cumbria:

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

#### SWAF:

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

#### Land Use:

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

### AURORA TRUST

#### Project 1:

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

#### Project 2:

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

### DEVON COUNTY COUNCIL

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

### GEOSPATIAL COMMISSION

#### Original:

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

#### Extension:

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



## WWF

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

## CUMBRIA FIPL

### Project 1:

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

### Project 2:

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

## LOCAL TRUST

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

## ROTHSCHILD FOUNDATION

### Food:

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

### Core Funding:

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

## THE A TEAM FOUNDATION

### Project 1:

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

### Project 2:

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

## WCVA (WALES COUNCIL FOR VOLUNTARY ACTION)

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

## PRINCE OF WALES CHARITABLE FOUNDATION

Unrestricted funds received in prior years.

## 13. Statement of funds – prior year

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



## 14. Summary of funds

### Summary of funds – current year

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

### Summary of funds – prior year

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

## 15. Analysis of net assets between funds

### Analysis of net assets between funds – current year

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

### Analysis of net assets between funds – prior year

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

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

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

## 17. Analysis of cash and cash equivalents

	2023 £	2021 £
Cash in hand	316,230	267,380
<b>Total cash and cash equivalents</b>	<u>316,230</u>	<u>267,380</u>

## 18. Analysis of changes in net debt

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



## 19. Pension commitments

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

## 20. Related party transactions

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

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

David Fursdon £3,000 (2022: £3,000)

Helen Browning £3,000 (2022: £1,250)

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

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

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

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

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

### TRUSTEES

H Browning (appointed 17 April 2020)

I Cheshire, Chair (appointed 17 April 2020)

S Cramer (appointed 17 April 2020)

D Fursdon (appointed 17 April 2020)

U Ibrahim (Appointed 26 January 2023)

C Jones (appointed 17 February 2021)

M Mayne (appointed 20 April 2020)

F Reynolds, Vice Chair (appointed 17 April 2020)

### COMPANY SECRETARY

T Greenham (resigned 28 February 2023)

D Finch (appointed 1 March 2023)

### KEY MANAGEMENT PERSONNEL

S Pritchard (appointed 29 April 2020)

R Renfro (appointed 6 July 2020)

C Scott (appointed 1 Sept 2020)

T Burston (resigned 1 March 2023)

T Greenham (resigned 28 February 2023)

### COMPANY REGISTERED NUMBER

12562770

### REGISTERED CHARITY NUMBER

1195790

### REGISTERED OFFICE

1-3 Gloucester Road

Bishopston

Bristol

BS7 8AA

### INDEPENDENT AUDITORS

Bishop Fleming LLP

Chartered Accountants

Statutory Auditors

10 Temple Back

Bristol

BS1 6FL

### ACCOUNTANTS

Griffin

Chartered Accountants

165 High Street

Honiton

Devon

EX14 1LQ

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England and Wales

Company no. 12562770

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Registered charity number 1195790

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