Food, Farming & Countryside Commission

Annual Report 2025–2026

Radical and practical – our report of progress

Contents

Session at 2025 Fields Good festival in Northern Ireland


Members of the Citizen Advisory Council on the Cornwall What Works Here Inquiry


A second successful Oxford conferences dinner in January 2026


Members of the Citizen Advisory Council on the Yorkshire What Works Here Inquiry

FFCC-facilitated farmer workshop on resilience


Parliamentary roundtable for the What Works Here Inquiries, hosted by Noah Law MP

MARTIN NYE
CHAIR, FOOD, FARMING AND COUNTRYSIDE COMMISSION

This Annual Report marks the close of our 2023–26 strategy, so it is both a record of one eventful year and a review of the last three.

I write as FFCC's new Chair, and want first to pay tribute to Dame Fiona Reynolds, whose wise leadership has steered the Commission over the last two years, and who I am glad to say continues with us as a Commissioner. I am honoured to take up the role at such a consequential moment.

The political weather has rarely been more changeable. Geopolitical turbulence and climate change driven floods and droughts; a reshuffle and new ministers at Defra; a farming sector living with significant increases to input costs, changes to the Sustainable Farming Incentive and inheritance tax; and food prices more than a third higher than in 2021. Yet through the turbulence, the case we have long made – that food and health, farming and land use are connected, indeed foundational, to a flourishing future – is moving out of the margins to feature more strongly in government thinking.

Three achievements stand out from the last three years. First, The Food Conversation, the largest citizen dialogue on food this country has held, laid to rest the tired 'nanny state' excuse for inaction and put citizens in front of ministers in a Citizen Advisory Council such that their insights now shape the government's emerging Food Strategy. Second, land use: years of patient advocacy were rewarded in March, when Defra published England's first Land Use Framework, built in part on the principles and processes we helped shape. Third, through *The False Economy of Big Food*, *Paying the Price* and *Net Gain or Net Drain?* we are helping shift the national conversation about power in food systems, and highlighting what a flawed food economy truly costs us all. Through our Farming Leadership Group, a seat on the government's Net Zero Council and as secretariat to the All-Party Parliamentary Group on Farming, we have brought bold, progressive farmer and business voices directly into policymaking, making the case that the future of food and farming is best shaped by those already building it, and that good business, healthy food and a thriving countryside belong together.

Across all four nations, we help to incubate innovative projects and ideas. From The Nature Service in Wales, to Fields Good and GrowIN in Northern Ireland, our teams are exploring and testing what works, and growing and sharing it.

The scaffolding of change is now in place: a Land Use Framework has been published, a Farming Roadmap has just been released and a Food Strategy is promised. But frameworks alone do not feed a family, restore a river or make a farm resilient – only effective delivery does. The task of the next three years is harder, and matters more: making the radical, practical, turning policy into practice, working with the communities, farmers, businesses and local leaders who will make change happen on the ground. That is where we will put our energy – joining up these strategic intentions to transform food systems, to build more resilient and prosperous regionally integrated economies.

We are a lean, agile, transparently funded charity. Despite a highly challenging fundraising environment, we ended the year in a sound financial position and remain focused on maximising our impact with limited budgets. We are all deeply appreciative of the generosity and far-sightedness of our funders and continue to actively seek new sources of funding for working on food system reform.

As we finalise the details of our strategic plan for 2026–29, we are evolving how we work, how we are funded, and who we work with, to ensure that our impact is lasting. On behalf of the Trustees and Commissioners, I thank Sue Pritchard and her team for all they have achieved. Our 2019 diagnosis in *Our Future in the Land* remains our compass – and there is much still to do.

MARTIN NYE
CHAIR, FOOD, FARMING AND COUNTRYSIDE COMMISSION

Trustees' Report for the Period Ended 31 March 2026

INTRODUCTION

The Trustees present their Annual Report together with the audited financial statements of the Charity for the period 1 April 2025 to 31 March 2026. The Annual Report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual Report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019). Since the Charity qualifies as small under Section 382 of the Companies Act 2006, the Strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

About Us

Our Approach

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

We work in a lean and agile way, convening diverse voices around the UK – citizens, farmers and growers, communities, business leaders – challenging outdated and counterproductive narratives and creating new coalitions for action. We are leveraging the relationships we've built, including new contracts with Defra, to bring citizens' voices into the development of the new food strategy, and deploying all our resources to demonstrate how an integrated approach to food, farming and land use is a key plank of national prosperity and democratic renewal.

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

Sue Pritchard introducing the Citizen Advisory Council at their roundtable with MPs in Westminster

Our Objects

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

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

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

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. We are hugely grateful to our generous funders for the confidence placed in us and for the opportunity to work with them in service of our shared missions and purpose. We receive a mix of core funding grants, grants for specific projects, and during the year won our first major contract for services to deliver the Citizen Advisory Council for Defra.

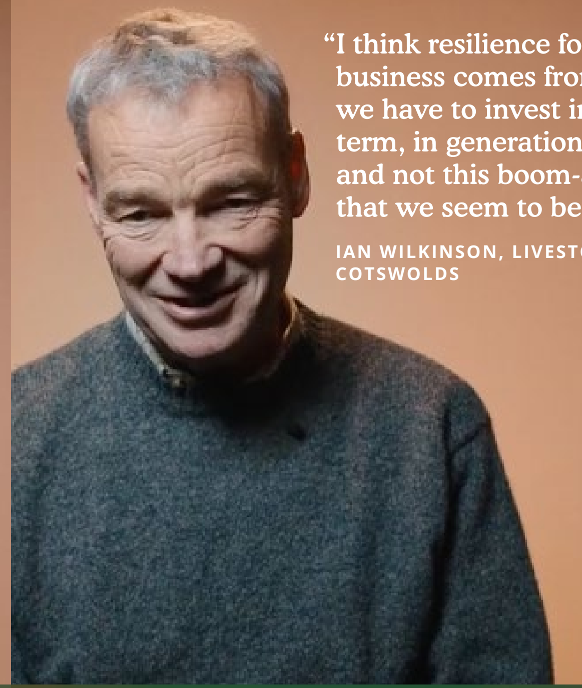
Our core funders during the year were, in alphabetical order, Aurora Trust, Esmée Fairbairn Foundation, John Ellerman Foundation, King Charles III Charitable Fund, The Mark Leonard Trust, Prudence Trust, Rothschild Foundation and Samworth Foundation.

In addition, we benefited from a significant new grant from The National Lottery Community Fund, and project grants and event sponsorships from Aurora Trust, Changing Ideas, David Pearlman Charitable Foundation, Ernest Cook Trust, Esmée Fairbairn Foundation, James Hutton Institute, the Land Use for Net Zero Hub, Lifes2Good Foundation, Macdoch Foundation, Nicola Nicholls and the Real Farming Trust.

FFCC works with farmers, businesses, and everyday people to ensure their voices are heard by decision makers.

"We need to tell positive stories about farming and meet future generations where they're at, so that we can inspire them to be part of the solution."

DAN SMITH, TENANT FARMER MONMOUTHSHIRE

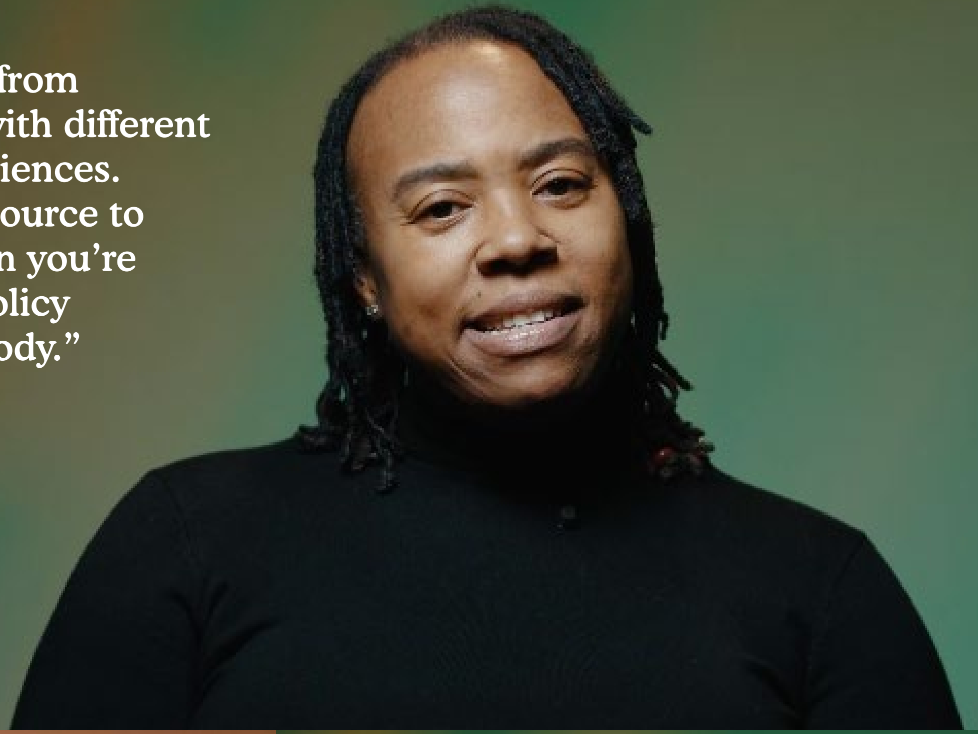


"I think resilience for a farming business comes from diversity... we have to invest in the long term, in generational thinking, and not this boom-and-bust cycle that we seem to be currently in."

IAN WILKINSON, LIVESTOCK FARMER, COTSWOLDS

"I think the most important thing that the MPs take from this is that citizens do want to contribute to the good food system. They are collaborative and ready to bring solutions to the table."

SIDDHI, CITIZEN ADVISORY COUNCIL

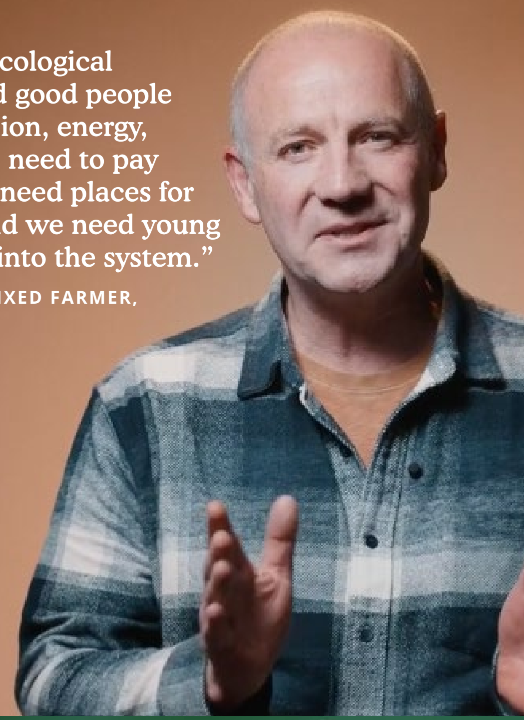


"The CAC brings people from different backgrounds with different experiences, lived experiences. That's a rich, very rich source to tap into, especially when you're trying to put together policy that could affect everybody."

MARIA, CITIZEN ADVISORY COUNCIL

"If the supermarkets and big pharma companies are lobbying government, then citizens are an important constituent part of the process and should be given their share of voice."

MATT, CITIZEN ADVISORY COUNCIL

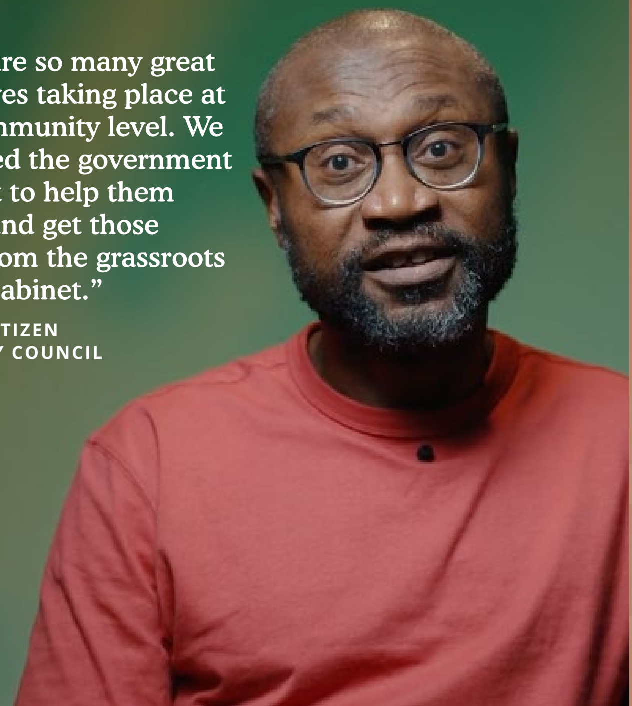


"Resilient, agroecological businesses need good people with skills, passion, energy, community. We need to pay them fairly. We need places for them to live, and we need young people feeding into the system."

JONTY BRUNYEE, MIXED FARMER, COTSWOLDS

"Climate change is one of our biggest threats. We've seen over the last few years really hot, dry summers. So we're doing a lot on our farm to make it more resilient to the future we're facing."

KATIE ALLEN, LIVESTOCK FARMER, NORTH WILTSHIRE

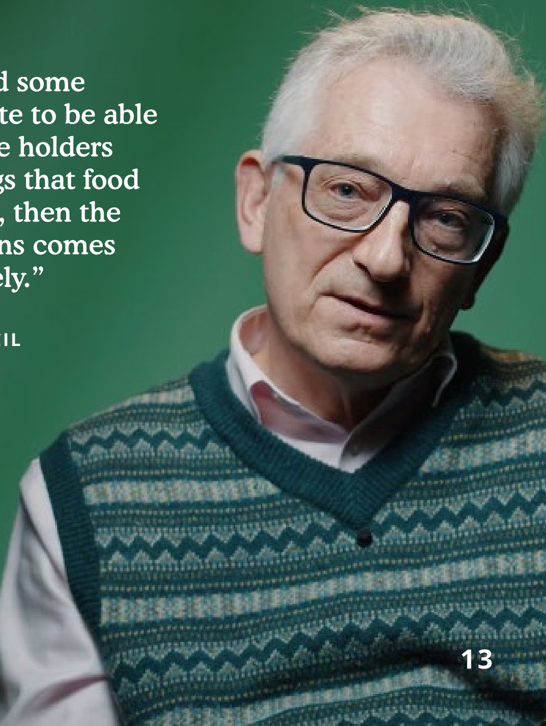


"There are so many great initiatives taking place at the community level. We just need the government support to help them thrive and get those ideas from the grassroots to the cabinet."

DAVID, CITIZEN ADVISORY COUNCIL

"Our natural resources are our biggest asset. We have to make sure our local environment, our climate, our soils are resilient. And that knocks on to making sure that the business is resilient."

KATHRYN WRIGHT, SALAD FARMER, LANCASHIRE



"If leaders need some sort of mandate to be able to prove to the holders of purse strings that food really matters, then the voice of citizens comes into play hugely."

PAUL, CITIZEN ADVISORY COUNCIL

Achievements during the Year

Convening Leadership

This cross-cutting programme has focused on building an alternative economic case for food and farming transformation.

There are major policy milestones approaching – including the Land Use Framework, Food Strategy, the 25-year Farming Roadmap, and the rollout of new devolution deals under the government's Priority Programme. It is vital that leaders are mobilised to shape these programmes.

Our leadership groups interlock to mobilise progressive businesses and civil society groups to shape these programmes: the Better Business Forum, the Farming Leadership Group, Land Use Working Groups, and the APPG on Farming. For the second year we co-convened a sell-out dinner to bring together leaders from two parallel events – the Oxford Farming Conference and Oxford Real Farming Conference – to build relationships and find common ground.

Sue Pritchard was invited to join the joint industry and government Net Zero Council, convened by DESNZ. As one of only two civil society organisations on the Council, we have brought important alternative perspectives on the whole food system to counter the dominant narratives from large agrifood corporations, drawing on our own work and highlighting citizen and civil society views from across the food and farming sectors.

We released a new report, *Net Gain or Net Drain?*, written by Dolly van Tulleken and Hannah Haggie, with additional research and contributions from Tony Greenham, Chris Thoung (Chief Economist of Cambridge Econometrics) and Rowan Conway (Visiting Professor of Strategic Design at University College London). This new and significant piece of work starts the process of investigating the real costs and benefits of the businesses that dominate our food system.

Cross-sector collaboration has remained a consistent thread, with our CEO leading initiatives with food- and farming-sector NGOs on shared services, joint fundraising and a co-ordinated advocacy approach to counter polarisation and populism.

Key impacts include:

- Participation in the Net Zero Council.
- *Net Gain or Net Drain?* report published and widely shared.
- *Local Food Growth Plan* published as a practical framework for local authorities and national government – developed in collaboration with Sustain, SFT, Pasture for Life and the Land Workers Alliance.
- Sue Pritchard joining the UNDP/Wilton Park conference launching the Food and Power Initiative.

Members of the Better Food Forum joined us for an annual gathering of FFCC leadership groups in December 2025

CASE STUDY: BETTER FOOD FORUM

Trade bodies and large corporations often present their views and policy positions as representative of the industry as a whole. This not only oversimplifies the breadth and diversity of UK businesses, but it also foregrounds the interests of those who benefit most from the status quo.

We have convened the Better Food Forum as a platform for businesses who reflect the future of the food system – those operating to high standards while delivering healthy, sustainable and good value products and services. This allows us to evidence to policymakers that a more progressive future is not just possible but is indeed already here. Equally, it gives progressive businesses a forum in which we can discuss and elevate their concerns, otherwise underplayed by mainstream industry groups, for example by gathering a set of key asks for government ahead of conversations with the Defra Food Strategy team.

Implementing Recommendations

Food and Health

Our strategy to centre citizens' voices in advocacy for food systems change has delivered significant results this year. The Citizens' Manifesto, the final report from The Food Conversation, was launched at the House of Lords by (then) Minister Zeichner. The success of the Food Conversation work led directly to an invitation from Defra to run the citizen engagement strand of the Government's Food Strategy alongside The Food Foundation. A year-long programme of citizen engagement followed.

Working through the newly established Citizen Advisory Council (CAC), we engaged over 40 citizens and 80 local leaders across four regions of England – Cornwall, York and North Yorkshire, Liverpool and Merseyside, and the North East – in a series of What Works Here Inquiries. Citizens joined Defra ministers at high-profile events including the Good Food Cycle launch, Labour Party Conference and a packed parliamentary roundtable in Westminster. The year concluded with Defra inviting FFCC and The Food Foundation to submit a proposal for Phase 3.

Key impacts include:

- Defra credited FFCC's involvement as essential to landing Phase 1 of the Food Strategy effectively within government.
- The CAC is now hardwired into the Food Strategy consultation process.
- Our work is influencing a new multi-million pound Defra fund for local food transformation (expected later in 2026).
- Significant media coverage across national and regional outlets, including BBC Breakfast, BBC Radio Cornwall, the Yorkshire Post, The Guardian and The Telegraph.
- Parliamentary reach through a roundtable hosted by Noah Law MP, with representation from all four inquiry locations.

Citizen Advisory Council members speaking to then DEFRA minister Angela Eagle, now Secretary of State

CASE STUDY: WHAT WORKS HERE

In November and December 2025, the Citizen Advisory Council carried out inquiries into what already works in England's food system. Across four regions – Cornwall, York and North Yorkshire, Liverpool and Merseyside, and the North East – citizens went to where food system change was already happening and asked what made it possible.

Over two days in each region, more than 80 people came to share their work with the Council, among them farmers and food business owners, mayors and council leaders, directors of public health, regional food alliances, and community food organisations. Site visits took citizens to farms, community kitchens and cafes, food banks offering wraparound support, and projects designed for the needs of people.

What they found was a food economy generating real value. Farmers were keeping regenerative production viable through co-operation and direct supply relationships. Hospitals and schools were treating good food as part of health, with ward-based chefs and not-for-profit caterers reaching tens of thousands of people each day. Community organisations were anchoring food culture in place, creating jobs, training and dignity alongside meals.

They also saw where that value was being eroded by structural issues, contracts that concentrate risk on producers and public procurement that excludes regional businesses, short-term funding cycles, and the loss of local infrastructure such as abattoirs and processing capacity.

The conditions for a fairer, healthier and more resilient food system already exist across these regions. The inquiries set out what the food strategy could do at a national level to help them spread.

> **"The Citizen Advisory Council's vital work shines a light on the values we want to see in our food system that are already alive in communities across England, from farmer cooperatives to city-wide food alliances."**
>
> STEPHEN MORGAN, DEFRA MINISTER

Citizen Advisory Council members Martin and Cathie with Squash Liverpool's Anita Welsh

Yolk Farm's Ben Moseley with Citizen Advisory Council member Hasan in Yorkshire

Citizen Advisory Council member Glory

What Works Here Inquiry in Liverpool

Dr Eunan O'Neill, Director of Public Health at Cornwall Council

Citizen Advisory Council members at Kindling Farm, Liverpool

Citizen Advisory Council member Keira and her mum

Shion Gosrani, Newcastle City Council

Council members Ruth, Siddhi and Maria at an oyster plant in Cornwall

Citizen Advisory Council member Peter at the North East What Works Here Inquiry

Duncan Nelless, Thistlehaugh Farm, Northumberland

Citizen Advisory Council members visiting Yolk Farm in Yorkshire

Citizen Advisory Council members Paul and David at the Yorkshire What Works Here Inquiry

Council member Martin talking to Anita Welsh at Squash, Liverpool

What Works Here Inquiry in Cornwall

Farming Transition

With the government consulting on its 25-year Farming Roadmap and focusing on agrifood as part of its net zero ambitions, this year's work has focused on positioning regenerative, resilient farming (as part of an agroecological food system) as central to national renewal, while improving the quality of advocacy across the sector and stretching the farming debate with bold, broad, positive conversations.

FFCC acts as secretariat for the Farming APPG, aiming to bring diverse farming perspectives to Parliament. The APPG formally relaunched with a parliamentary reception in October, which featured a speech from newly appointed Defra minister Angela Eagle and was attended by more than 25 MPs. Over the year, we have established a new officer team across four parties, and run meetings on topics including rural health and wellbeing and land use decisions. We also brought APPG members to the Groundswell festival and are supporting members to offer proposals to Defra as part of its Farming Roadmap strategy.

Through Sue Pritchard's position on DESNZ Net Zero Council, FFCC has been closely engaged in policy to accelerate progress towards low emission, high resilience agriculture. We played a central part in a 'deep dive' session on a sector transition plan for the agrifood system, emphasizing the importance of bringing farmers to the heart of policymaking. Defra has since commissioned FFCC to run a programme of engagement with farmers on climate throughout 2026.

Our podcast series 'We Need To Talk About Farming', hosted by Will Evans of Rock & Roll Farming, has been a success – covering difficult topics like net zero, cheap food, and meat and dairy with expert guests including Prof Tim Lang, Emily Norton and Prof Tim Jackson. FFCC also hosted a 24-hour retreat for its longstanding Farming Leadership Group, ran panel sessions at Groundswell and Labour Party Conference, held the second joint Oxford Farming Conferences dinner, and delivered a farming resilience workshop as part of the BBSRC-funded Backcasting to Achieve Food Resilience UK project.

Key impacts include:

- Podcast series exceeding 43,000 downloads, averaging over 8,000 per episode and peaking at 11,000.
- *Paying the Price* (published in March 2025) continued to be cited throughout this Annual Report period in parliament and mainstream media, including by EFRA Chair Alistair Carmichael MP.
- Sue Pritchard on the winning side of the Oxford Farming Conference main stage debate, subsequently featured in The Observer.
- Influential role on agrifood climate policy through Net Zero Council.

CASE STUDY: CONVENING LEADERS AT ROYAL AGRICULTURAL UNIVERSITY

In June 2025, FFCC held a 24-hour residential retreat for its Farming Leadership Group (FLG) at the Royal Agricultural University. At previous FLG meetings, leaders from across the sector had identified a crisis moment, with major policy decisions such as the Sustainable Farming Incentive pause and changes to Agricultural Property Relief polarising farming opinion and putting the transition towards better food and farming in question. Held under the Chatham House Rule, the meeting was an opportunity for leaders to reflect openly on the challenging year and identify more effective ways of working within the sector and communicating with politicians. The retreat's findings were the focus of a panel session at Groundswell on 'cutting through', featuring former No 10 head of communications Lee Cain. They also shaped the briefing distributed to MPs and peers at the Farming APPG reception, which highlighted key themes – health, jobs, rural economy – that could help food and agricultural issues cut through to a broader political and public audience.

Sue Pritchard leading the Oxford Union debate at the Oxford Farming Conference 2026

Countryside for All

This year's land use work has culminated in a landmark achievement: the publication of the Land Use Framework (LUF) in March 2026. This follows years of sustained advocacy by FFCC. Throughout the year, our work focused on direct input into government consultations, building relationships with Defra and local authorities, and ensuring that expert and place-based voices shaped the Framework's development and rollout.

The year began with four regional workshops in Cambridgeshire, Cumbria (with Northumberland), Devon and Gloucestershire, feeding into Defra's Consultation on Land Use. We subsequently maintained close contact with the Defra LUF team, fed into the OEP's Environmental Improvement Plan progress report, joined the Core Team of a bioregional initiative in South Devon, and supported local authorities grappling with the intersecting demands of the Devolution Bill and Planning and Infrastructure Bill. Sue Pritchard met directly with Minister Creagh to discuss supporting the Framework's launch, and FFCC is formally acknowledged as a key partner in its delivery.

The Framework's launch was marked by a sold-out FFCC webinar and a major spike in traffic to FFCC's Land Use hub.

Key impacts include:

- Land Use Framework published in March 2026 – a direct result of years of FFCC advocacy.
- Defra praised FFCC's workshop delivery as "genuinely useful and impactful".
- Over 1,100 website hits on the Land Use Framework hub in the two weeks around launch.
- Sold-out post-launch webinar with 350 sign-ups and 226 attendees.
- FFCC formally acknowledged as a key delivery partner for the Framework.

> "Programmes conducted by the Food, Farming and Countryside Commission show what is possible... that co-ordinated planning can support housing, energy, transport, net zero, biodiversity, food production and nature recovery all at the same time."
>
> DR ROZ SAVAGE MP, WESTMINSTER HALL DEBATE, NOV 2025

CASE STUDY: THE LAND USE FRAMEWORK PUBLICATION

Since first proposing a Land Use Framework (LUF) for England in 2019, FFCC has advocated for a structure and process for a LUF that is principles-based, using integrated evidence bases, and requiring cross-sectoral and participatory approaches to decision-making. *The Land Use Framework for England*, published in March 2026, is clearly influenced by FFCC's work. As well as being principles-based, the Framework is the first time the government's many requirements of land have been brought together in one government document, signposting the various cross-departmental links, delivery mechanisms and evidence needs. In addition, the structure and facilitation of the workshops (conducted for the Consultation) were highlighted by Defra as key to their understanding of implementation barriers, and wider engagement and buy-in to the LUF as a necessary policy.

In 2026 we will continue to work with the Land Use Unit to identify evidence gaps, capacity and resources needs, and develop better approaches to land use decision-making.

Resourcing Resilient Communities

GrowIN's Bronagh O'Kane talking at Fields Good 2025

Northern Ireland

Northern Ireland's work this year has advanced on two parallel tracks: high-level policy engagement with DAERA on land use, and grassroots programme delivery through GrowIN, Fields Good and NextGen-Regen. Both are producing results, even as political dysfunction in the NI Executive has constrained formal policy progress.

The cross-sectoral Land Use Working Group completed its deliberations and delivered its report to the DAERA Minister, who responded with an invitation to discuss next steps on governance and oversight.

The Fields Good Festival of Regenerative Agriculture at Glenarm saw attendance up 16% on 2024, with James Rebanks headlining and DAERA Minister Andrew Muir attending publicly. GrowIN secured funding for a further three years from Aurora Trust and hosted DAERA officials gathering evidence for the Just Transition policy. NextGen-Regen secured a ministerial commitment to meet the group at CAFRE's hill farm, which duly took place, with Minister Muir publicly thanking FFCC for organising the engagement.

Key impacts include:

- Land Use Framework concept accepted by DAERA following delivery of the Working Group report.
- Funding secured for GrowIN for a further three years and for Fields Good from Esmée Fairbairn Foundation and Lifes2Good Foundation.
- Fields Good attendance up 16% year on year.
- DAERA officials visiting GrowIN to gather Just Transition policy evidence, demonstrating grassroots theory of change in action.
- The DAERA Minister publicly crediting FFCC for organising meaningful engagement with young farmers.

Wales

Wales's work has spanned nature finance, agricultural transition and food system policy – and produced some substantial real-world results.

The Financial Mutualisation Project has progressed steadily, moving from stakeholder consolidation and market review towards concrete implementation. Work to formally register a multi-stakeholder co-operative with the FCA is underway, demonstrator projects are in development across several locations including the Cambrian Mountains, and discussions with Welsh Government on nutrient management pilots in West Wales are advancing.

The Nature Service in Wales has secured National Lottery funding and is establishing the foundations for a Wales-wide movement model, bringing together partners across the environmental NGO, education and public sectors. An innovation research partnership with the Open University is exploring a universal participation and recognition model.

FFCC contributed to the Senedd's Food Policy Inquiry, reflected in its published recommendations, and saw several of our policy recommendations appear in party manifestos ahead of the Senedd elections.

Key impacts include:

- National Lottery investment for The Nature Service in Wales.
- FFCC's work cited multiple times in *State of Natural Resources Report 2025*, which directly informs Welsh Government policy.
- Food system positions landed via the Senedd inquiry reflected in the manifesto of the party now forming government.

Scotland

Scotland's work this year has focused on establishing FFCC's presence and partnerships in the context of the Scottish Government's Good Food Nation agenda. The year opened with the launch of the Citizens' Manifesto in Scotland, chaired by Mary Brennan of the Good Food Nation Lab, and the establishment of a new Scotland Advisory Board – laying the groundwork for more sustained engagement.

Mhairi Brown gave evidence to the Holyrood Health, Social Care and Sport Committee on the proposed Good Food Nation Plan, highlighting corporate power and political economy as key risks to its impact. The Committee's subsequent report echoed these concerns, calling on the Scottish Government to directly address health-harming products and concentrated corporate power.

In the second half of the year, FFCC had agreed to work with the new Scottish Food Commission to contribute expertise in citizen and grassroots engagement, and to support further citizen dialogues.

Key impacts include:

- Citizens' Manifesto positioned as a practical model for place-based food strategy development across the UK.
- Holyrood Committee report reflecting FFCC's evidence on corporate power and health-harming products.

Working for Diversity, Equity and Inclusion Across the Sector

FFCC works to promote anti-racism, inclusion, equity and diversity, celebrating these qualities as essential principles of a fair and sustainable society. We focus on making a real, visible and practical difference, working with partners to counter the rise of extremism and polarisation.

Highlights this year include:

- We make different perspectives and seldom-heard voices visible in our communications and advocacy, on our web pages, in the *Field Guide for the Future* and The Food Conversation.
- We amplify the work and the voices of women, people of colour and LGBTQI+ people to promote their own work for change.
- We coach participants from diverse backgrounds into leadership roles, as advocates for change in their communities and at a national level.
- Our annual intern role attracts an increasingly high volume of applicants and is exclusively open to applicants from Black, Asian and minority ethnic or mixed-race backgrounds. We believe this is down to the visibility of diverse groups in our public-facing work and our perseverance in targeting.
- We funded a PhD student, Daniel Musa Mafulul, in the Centre for Research in Ethnic Minority Entrepreneurship at Aston University. He has now gained his doctorate through his research: *Farm-to-Fork: exploring sustainability in ethnic food systems*.

RESEARCH PARTNERSHIP CASE STUDY: FROM THE FIELDS OF WEST AFRICA TO THE KITCHENS OF BIRMINGHAM – HOW ONE RESEARCH PARTNERSHIP IS CHANGING WHAT SUSTAINABILITY MEANS

In 2022, I began my doctoral research, co-funded by FFCC and Aston Business School. My focus was to understand how Bangladeshi-owned micro food businesses (curry houses) practise sustainability through ingenuity and necessity rather than capital and resource abundance. I found they are already practising near-zero food waste, daily local sourcing, low-carbon cooking passed through generations, and community-based resource sharing. Not because of green ideology. Because survival demanded it.

FFCC's co-funding and supervisory support made it possible to document this properly. Through 65 interviews across 15 Birmingham curry houses, speaking with operators, farmers, suppliers, policymakers, consumers and community organisations, I developed the concept of survivalist sustainability: the finding that constraint, not abundance, can be the primary driver of environmental innovation. These businesses have cooked fresh daily and avoided waste for decades. Not one holds a green certification. They are invisible to the very metrics designed to recognise them. That is not oversight. It is a structural failure with profound implications for food policy in the UK.

The FFCC partnership gave this research a reach far beyond academia. A national policy brief is being disseminated to policymakers and practitioners, while a community summary has been returned directly to curry house operators through the Bangladeshi Caterers Association, giving the knowledge back to the people who made it possible. My research has since been recognised for Exceptional Promise by the British Academy, an endorsement that reflects not just the quality of the work but the urgency of the questions it asks.

Real food system transformation requires engaging the full diversity of food actors – including those operating at the margins of formal governance. FFCC understood that. This partnership is exactly what it looks like in practice.

DR DANIEL MAFULUL
CENTRE FOR RESEARCH IN ETHNIC MINORITY ENTREPRENEURSHIP (CRÈME)
ASTON BUSINESS SCHOOL, ASTON UNIVERSITY, CO-FUNDED BY FFCC

Strategy, Impact and Future Plans

Strategy, Impact and Future Plans

We are clear about where we can make a distinctive contribution over the next three years. Our three goals hold steady: healthy, sustainably produced food available to everyone; farming as a force for positive change, in accord with agroecological principles; and a countryside that works for all, with a vibrant rural economy. The new strategy focuses our work on three themes, each taking on the common barriers to real and long-term change.

First, we will open up debates about the real political economy of food – examining how the system works today, and its intended and unintended consequences. Our aim is to put food system change at the heart of national economic and social renewal, raising its salience well beyond Defra into Treasury, Business and No 10, and to identify and trial practical policy mechanisms that invest in the real economy.

Second, we will continue to align voices for change. Working with grassroots, community and business groups, we will build deep and wide public support for fair and sustainable food systems, and ensure policymakers and businesses respond to that mandate.

Third, we will integrate food, farming and rurality into place-making. Working alongside leaders in places, we will demonstrate how food systems are central to resilient in regional strategic development, amplify the changes already underway so others gain confidence to act, and accelerate joined-up policymaking – so communities feel more connected and more able to shape the future they want.

As always, this is ambitious work, delivered through the partnerships and relationships we forge nationally and locally. We bring strategic and practical heft to our shared mission, taking on the blocks to change with courage and clarity, and amplifying the perspectives too often left out.

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.

Income

The income for the current year of £1,787,385 was significantly higher than last year (2025: £695,311) in part reflecting the timing of the award of various multi-year core grant funding agreements.

Of note was income of £214,715 earned from delivering citizen engagement services to Defra, included within General Funds. The largest restricted grant awarded during the year was from The National Lottery Community Fund for The Nature Service in Wales, amounting to £426,418 to be received and spent over the period to February 2028. Full details of grants and sources of income are set out in note 14 to the accounts.

Expenditure

The operating model of the Charity is to employ a core team with the skills and experience to deliver the charitable activities, and to enhance the scale and scope of work through the deployment of specialist contractors and partner organisations.

Unrestricted expenditure of £1,012,868 exceeded income by £233,161 as we draw on multi-year core grant funds as planned. The balances at the year-end of £323,429 of Core Cost Grants and £81,064 are in line with our reserves policy.

Expenditure on restricted fund projects was £381,385 leading to an increase in fund balances from £110,600 to £736,891.

The two largest categories of expenditure are £741,929 on staff (2025: £897,965) and £312,810 on contractors (2025: £908,739), with the fall in contractor costs reflecting the conclusion of the major Food Conversations project. Further detail is set out in notes 6, 7 and 9 to the financial statements.

Structure, Governance and Management

Constitution

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

Methods of Appointment or Election of Trustees

There are currently eight 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 eighteen Commissioners. For the financial year 2025 to 2026 it was Chaired by the Chair of the Board, Fiona Reynolds. The Commission is responsible for oversight of programme strategy and activities to deliver the Charity's objectives.

AUDIT AND RISK COMMITTEE

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

PEOPLE AND GOVERNANCE COMMITTEE

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

Key Management

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

Sue Pritchard	Chief Executive (appointed 29 April 2020)
David Edwards	Deputy Chief Executive (appointed 3 January 2024, resigned 5 January 2026)
Tony Greenham	Chief Impact Officer (appointed 1 March 2026)
Rebecca Renfro	Director of External Relations (appointed 6 July 2020)

Statement of Trustees' Responsibilities

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

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

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

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

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

Disclosure of Information to Auditors

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

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

Auditors

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

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

Martin Nye

M Nye
Chair of Trustees

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 2026 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 2026 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 145 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

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

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with laws and regulations considered to have a direct material effect on the financial statements or the operations of the entity through enquiry and inspection;
- Reviewing financial statement disclosures and testing the supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

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

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

Use of our report

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

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

Date: 28th July 2026

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

Financial Statements for the Year Ended 31 March 2026

Statement of financial activities (incorporating income and expenditure account) for the year ended 31 March 2026

	Note	Restricted funds 2026 £	Unrestricted funds 2026 £	Total funds 2026 £	*Total funds 2025 £*
Income from:					
Donations and legacies	4	999,343	519,750	1,519,093	*597,329*
Charitable activities	5	8,333	259,959	268,292	*97,982*
Total income		1,007,676	779,709	1,787,385	*695,311*
Expenditure on:					
Charitable activities	6	381,385	1,012,868	1,394,253	*2,467,464*
Total expenditure		381,385	1,012,868	1,394,253	*2,467,464*
Net movement in funds		626,291	(233,159)	393,132	*(1,772,153)*
Reconciliation of funds:					
Total funds brought forward		110,600	637,652	748,252	*2,520,405*
Net movement in funds		626,291	(233,159)	393,132	*(1,772,153)*
Total funds carried forward		736,891	404,493	1,141,384	*748,252*

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

The notes on pages 56 to 70 form part of these financial statements.

Balance sheet for the year ended 31 March 2026

	Note		2026 £		*2025 £*
Fixed assets					
Tangible assets	11		256		*512*
			256		*512*
Current assets					
Debtors	12	843,529		*522,873*	
Cash at bank and in hand		493,160		*426,663*	
		1,336,689		*949,536*	
Creditors: amounts falling due within one year	13	(195,561)		*(201,796)*	
Net current assets			1,141,128		*747,740*
Total assets less current liabilities			1,141,384		*748,252*
Total net assets			1,141,384		*748,252*
Charity funds					
Restricted funds	14		736,891		*110,600*
Unrestricted funds	14		404,493		*637,652*
Total funds			1,141,384		*748,252*

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

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

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

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

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

The financial statements were approved and authorised for issue by the Trustees on 23rd July 2026 and signed on their behalf by:

Martin Nye

M Nye
Chair of Trustees

Statement of cash flows for the period ended 31 March 2026

	2026 £	*2025 £*
Cash flows from operating activities		
Net cash used in operating activities	66,497	*(1,597,140)*
Cash flows from investing activities		
Purchase of tangible fixed assets	–	–
Net cash (used in)/provided by investing activities	–	–
Cash flows from financing activities		
Net cash provided by financing activities	–	–
Change in cash and cash equivalents in the year	66,497	***(1,597,140)***
Cash and cash equivalents at the beginning of the year	426,663	*2,023,803*
Cash and cash equivalents at the end of the year	493,160	*426,663*

The notes on pages 56 to 70 form part of these financial statements.

Notes to the financial statements for the period ended 31 March 2026

1. General Information

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

2. Accounting policies

2.1 BASIS OF PREPARATION OF FINANCIAL STATEMENTS

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

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

2.2 GOING CONCERN

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

2.3 INCOME

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

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

2.4 EXPENDITURE

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

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

2.5 TANGIBLE FIXED ASSETS AND DEPRECIATION

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

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

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

Depreciation is provided on the following basis:

Computer equipment: 4-year straight line

2.6 DEBTORS

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

2.7 CASH AT BANK AND IN HAND

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

2.8 LIABILITIES AND PROVISIONS

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

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

2.9 FINANCIAL INSTRUMENTS

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

2.10 PENSIONS

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

2.11 FUND ACCOUNTING

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

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

3. Critical accounting estimates and areas of judgment

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

Critical accounting estimates and assumptions:

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

4. Income from donations and legacies

	Restricted funds 2026 £	Unrestricted funds 2026 £	Total funds 2026 £
Donations	1,000	2,000	**3,000**
Grants	998,343	517,750	**1,516,093**
	999,343	519,750	**1,519,093**

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

5. Income from charitable activities

	Restricted funds 2026 £	Unrestricted funds 2026 £	Total funds 2026 £
Income from charitable activities	8,333	259,959	**268,292**

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

6. Analysis of expenditure on charitable activities

Summary by fund type

	Restricted funds 2026 £	Unrestricted funds 2026 £	Total funds 2026 £
Convening leadership	40,096	217,681	**257,777**
Implementing recommendations	139,712	352,980	**492,692**
Resourcing communities	201,577	442,207	**643,784**
	381,385	1,012,868	**1,394,253**

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

7. Analysis of expenditure by activities

	Activities undertaken directly 2026 £	Support costs 2026 £	Total funds 2026 £
Convening leadership	208,012	49,765	**257,777**
Implementing recommendations	411,010	81,682	**492,692**
Resourcing communities	565,658	78,126	**643,784**
	1,184,680	209,573	**1,394,253**

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

Analysis of direct costs

	Convening leadership 2026 £	Implementing recommendations 2026 £	Resourcing communities 2026 £	Total funds 2026 £
Staff costs	160,664	260,525	252,226	**673,415**
Programme costs – contractors	–	73,708	239,102	**312,810**
Programme costs – other	47,291	76,686	74,242	**198,219**
Fundraising costs	57	91	88	**236**
	208,012	411,010	565,658	**1,184,680**

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

Analysis of support costs

	Convening leadership 2026 £	Implementing recommendations 2026 £	Resourcing communities 2026 £	Total funds 2026 £
Staff costs	16,172	26,953	25,389	**68,514**
Depreciation	–	257	–	**257**
Communications and engagement	15,134	24,541	23,759	**63,434**
Office costs	2,108	3,418	3,309	**8,835**
Professional fees	13,181	21,373	20,693	**55,247**
Governance costs	3,170	5,140	4,976	**13,286**
	49,765	81,682	78,126	**209,573**

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

8. Auditors' remuneration

	2026 £	*2025 £*
Fees payable to the Charity's auditor for the audit of the Charity's annual accounts	**10,800**	*10,644*

9. Staff costs

	2026 £	*2025 £*
Wages and salaries	622,808	*749,207*
Social security costs	57,147	*74,693*
Contribution to defined contribution pension schemes	61,974	*74,065*
	741,929	*897,965*

The average number of persons employed by the Charity during the period was as follows:	2026 No.	*2025 No.*
Employees	15	*19*

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:	2026 No.	*2025 No.*
In the band £60,001–£70,000	2	*1*
In the band £70,001–£80,000	–	*1*
In the band £80,001–£90,000	1	*1*

The key management personnel of the Charity comprise the Trustees and the senior management team. The total amount of employee benefits (including employer pension contributions) received by key management personnel for their services to the Charity was £239,698 (2025: £245,286).

10. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2025: £NIL).

During the year ended 31 March 2026, expenses totalling £2,775 (2025: £3,507) were reimbursed or paid directly to 3 Trustees (2025: 4).

11. Tangible fixed assets

	Office equipment £
Cost or valuation	
At 1 April 2025	1,026
At 31 March 2026	1,026
Depreciation	
At 1 April 2025	514
Charge for the year	256
At 31 March 2026	770
Net book value	
At 31 March 2026	256
At 31 March 2025	*512*

12. Debtors

	2026 £	*2025 £*
Due within one year		
Trade debtors	57,559	*23,643*
Other debtors	91	–
Prepayments and accrued income	785,879	*499,230*
	843,529	*522,873*

13. Creditors: Amounts falling due within one year

	2026 £	*2025 £*
Trade creditors	93,783	*49,049*
Other taxation and social security	50,604	*17,367*
Other creditors	10,030	*13,560*
Accruals and deferred income	41,144	*121,820*
	195,561	*201,796*

	2026 £	*2025 £*
Deferred income at 1 April 2025	100,000	–
Resources deferred during the year	–	*100,000*
Amounts released from previous periods	(100,000)	–
	–	*100,000*

Income received from King Charles III Charitable Fund has been released in the year ended 31 March 2026.

14. Statement of funds – current year

	Balance at 1 April 2025 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2026 £
Unrestricted funds					
General Funds	65,000	279,709	(263,645)	–	81,064
Core Cost Grants	572,652	500,000	(749,223)	–	323,429
	637,652	779,709	(1,012,868)	–	404,493
Restricted funds					
Esmée Fairbairn: NI Next Gen	8,305	15,680	(6,292)	–	17,693
Esmée Fairbairn: The Nature Service in Wales	62,673	–	(39,434)	(23,239)	–
Esmée Fairbairn: Fields Good 2025	–	88,334	(79,005)	10,976	20,305
James Hutton Institute: LUNZ Hub	7,569	14,895	(22,464)	–	–
James Hutton Institute: NI Land Use Working Group	–	17,280	(17,280)	–	–
James Hutton Institute: Land Use Workshops	–	15,840	(15,840)	–	–
Animula	21,077	–	(21,077)	–	–
Lifes2Good: Fields Good 2024	10,976	–	–	(10,976)	–
Lifes2Good: Fields Good 2025	–	20,000	(20,000)	–	–
Aurora: NI Agroecology 2025–27	–	294,900	(66,872)	–	228,028
Macdoch Foundation	–	40,000	(40,000)	–	–
The National Lottery Community Fund	–	426,418	(14,767)	23,239	434,890
Act on UPF	–	61,000	(25,025)	–	35,975
Real Farming Trust	–	13,329	(13,329)	–	–
Total of funds	110,600	1,007,676	(381,385)	–	736,891
	748,252	1,787,385	(1,394,253)	–	1,141,384

CORE COST GRANTS

ESMÉE FAIRBAIRN FOUNDATION

Grants of £1,450,000 for funding core and support costs over three years to March 2026.

ROTHSCHILD FOUNDATION

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

AURORA TRUST

Grant funding of £50,000 to support core costs and dialogue with other food and farming NGOs about collaborating to reduce costs, engage new funders and increase their impact.

THE PRUDENCE TRUST

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

KING CHARLES III CHARITABLE FUND

An award of £100,000 for one year to fund the Charity's public benefit activities.

THE MARK LEONARD TRUST

Grant funding of £50,000 to support core costs and CEO collaboration among food and farming NGOs.

SAMWORTH FOUNDATION

Unrestricted grant funding of £150,000 over three years to support changing the conversations on farming.

JOHN ELLERMAN FOUNDATION

A grant of £150,000 over three years towards core costs supporting improvement in the policy discourse around food and farming.

RESTRICTED GRANTS

ESMÉE FAIRBAIRN FOUNDATION

Northern Ireland Next Generation
A grant of £59,435 across three years for a development programme for young innovators in regenerative agriculture and agroecology in Northern Ireland.

The Nature Service in Wales
A grant of £90,000 to fund development work for The Nature Service in Wales. The balance remaining on this grant has been used by prior agreement with Esmée Fairbairn as match funding for the National Lottery Community Fund for the Nature Service in Wales.

Northern Ireland Fields Good 2025
A grant of £80,000 towards the costs of the Fields Good 2025 regenerative agriculture festival which was partly match funded with an additional £8,334 of sponsorship income.

THE JAMES HUTTON INSTITUTE

Funding of £14,895 for FFCC participation in the LUNZ Hub Transdisciplinary Work Package. Additional funding of £17,280 and £15,840 for Land Use Workshops in Northern Ireland and England respectively.

ANIMULA

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

LIFES2GOOD FOUNDATION COMPANY

Grant funding of £20,000 to support the Fields Good 2025 regenerative agriculture festival. The remaining balance of £10,976 from a previous grant in 2024 has been transferred to the 2026 Fields Good festival in accordance with the funders wishes.

THE AURORA TRUST

A grant of £294,900 over three years to support GrowIN and related programmes, helping farmers and growers develop new routes to market. The funding will also support agroecology events, farmer-led research, and food and farming systems in Northern Ireland.

MACDOCH FOUNDATION

A grant of £40,000 for research on food narratives in the UK.

THE NATIONAL LOTTERY COMMUNITY FUND

A grant of £426,418 over two years to support the establishment of a National Nature Services for Wales.

ACT ON UPF

Donors wishing to remain anonymous
A grant of £30,000 from a charitable foundation.

Changing Ideas
A grant of £20,000 for the initial phase of the of Act on UPF project.

Nicola Nicholls
A donation of £1,000 for the initial phase of the of Act on UPF project.

David Pearlman Charitable Foundation
A donation of £10,000 for the initial phase of the of Act on UPF project.

REAL FARMING TRUST

A grant towards convening leaders from the Oxford Farming Conference and Oxford Real Farming Conference at a joint dinner.

Statement of funds – prior year

	Balance at 1 April 2025 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2026 £
Unrestricted funds					
General Funds	55,000	41,709	(4,647)	(27,062)	65,000
Esmée Fairbairn	651,904	209,785	(488,744)	(25,243)	347,702
The Rothschild Foundation	100,000	–	(75,050)	–	24,950
The Prudence Trust	–	200,000	–	–	200,000
	806,904	451,494	(568,441)	(52,305)	637,652
Restricted funds					
Esmée Fairbairn – Cumbria	–	–	(900)	900	–
Esmée Fairbairn – NI Next Gen	–	15,680	(7,375)	–	8,305
Esmée Fairbairn – The Nature Service in Wales	–	90,000	(27,327)	–	62,673
Esmée Fairbairn – NI Fields Good	60,000	–	(80,113)	20,113	–
Agrifood network champion	48,000	3,034	(64,130)	13,096	–
Animula	1,540,835	–	(1,519,758)	–	21,077
The Aurora Trust – Grant for Northern Ireland	64,666	–	(70,260)	5,594	–
Aurora Trust	–	15,000	(15,502)	502	–
The Rothschild Foundation Food	–	–	(90)	90	–
The Rothschild Foundation – LWA local food	–	8,802	(20,349)	11,547	–
The James Hutton Institute	–	30,140	(22,571)	–	7,569
Lifes2Good Foundation Company	–	17,888	(6,912)	–	10,976
The North East Combined Authority	–	63,273	(63,273)	–	–
Defra	–	–	(463)	463	–
	1,713,501	243,817	(1,899,023)	52,305	110,600
Total of funds	2,520,405	695,311	(2,467,464)	–	748,252

15. Summary of funds

Summary of funds – current year

	Balance at 1 April 2025 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2026 £
General funds	637,652	779,709	(1,012,868)	–	404,493
Restricted funds	110,600	1,007,676	(381,385	–	736,891
	748,252	1,787,385	(1,394,253)	–	1,141,384

Summary of funds – prior year

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

16. Analysis of net assets between funds

Analysis of net assets between funds – current year

	Restricted funds 2026 £	Unrestricted funds 2026 £	Total funds 2026 £
Tangible fixed assets	256	–	**256**
Current assets	822,495	514,194	**1,336,689**
Creditors due within one year	(85,860)	(109,701)	**(195,561)**
Total	736,891	404,493	**1,141,384**

Analysis of net assets between funds – prior year

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

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

	2026 £	*2025 £*
Net income/expenditure for the year (as per Statement of Financial activities)	393,132	*(1,772,153)*
Adjustments for:		
Depreciation charges	257	*257*
Decrease in debtors	(307,326)	*200,735*
Increase/(decrease) in creditors	(21,373)	*(25,979)*
Net cash provided by/(used in) operating activities	64,690	*(1,597,140)*

18. Analysis of cash and cash equivalents

	2026 £	*2025 £*
Cash in hand	493,160	*426,663*
Total cash and cash equivalents	493,160	*426,663*

19. Analysis of changes in net debt

	At 1 April 2025 £	Cash flows £	At 31 March 2026 £
Cash at bank and in hand	426,663	66,497	493,160
	426,663	66,497	493,160

20. Pension commitments

The Charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the group in an independently administered fund. The pension cost charge represents contributions payable by the group to the fund and amounted to £61,973 (2025: £74,065). £7,895 (2025: £8,804) was payable to the fund at the balance sheet date and is included in creditors.

21. Related party transactions

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

During the year, the total honorarium paid to all commissioners was £17,625 (2025: £21,000). This included payments to the following Trustees, made wholly in respect of their work as Commissioners:

Helen Browning £3,000 (2025: £2,250)
Carwyn Jones £3,000 (2025: £1,250)

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

Helen Browning (a Trustee of FFCC Limited) is a director of Soil Association Certification Limited. During the year FFCC Limited paid £467 for a workshop and travel expenses and also received income of £125 in relation to an event. At the balance sheet date, no amounts were outstanding.

During the year the Charity collaborated with Aquaculture Industry Wales Ltd (AIW) on a project on creating a farmer-led approach to nature finance governance. Under the terms of the agreement, Jon Parker, an employee of the Charity who is also the company secretary of AIW, worked for 50% of his time for AIW in exchange for reimbursement to FFCC of staff costs.

Reference and Administrative Details of the Charity, its Trustees and Advisers for the Period Ended 31 March 2026

TRUSTEES

F Reynolds, Chair (until March 2026)
H Browning
S Cramer
U Ibrahim
C Jones
M Mayne
D Austwick
M Nye, Chair (from 1 April 2026)
(appointed 1 April 2026)

COMPANY REGISTERED NUMBER

12562770

REGISTERED CHARITY NUMBER

1195790

REGISTERED OFFICE

Courtenay House
Pynes Hill
Exeter EX2 5AZ

COMPANY SECRETARIES

A Greenham (appointed 16 March 2026)
C Shepherd (resigned 31 July 2025)
C Muggridge (resigned 26 March 2026)

KEY MANAGEMENT PERSONNEL

S Pritchard
D Edwards (resigned 5 January 2026)
R Renfro
A Greenham (appointed 1 March 2026)

INDEPENDENT AUDITORS

Bishop Fleming Audit Limited
Chartered Accountants
Registered Auditors
10 Temple Back
Redcliffe
Bristol
BS1 6FL

ACCOUNTANTS

Griffin
Chartered Accountants
Courtenay House
Pynes Hill
Exeter
Devon
EX2 5AZ

**Food, Farming &
Countryside Commission**
Courtenay House, Pynes Hill
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w: https://www.ffcc.co.uk

Registered in
England and Wales

Company no. 12562770

Registered charity number 1195790

The Food Farming and Countryside Commission is helping to shape a more sustainable future for food, farming and the countryside – a fairer, greener, healthier future, tackling the climate and nature crises, improving health and reducing inequalities. We bring together leadership across sectors and communities, involving and listening to citizens, seeking out innovative initiatives and seldom-heard perspectives. Partnering with governments, businesses and civil society, we deal with the difficult issues, exploring both the radical ideas and the practical actions that will make a real difference in communities.