

RIPON COMMUNITY LINK COMPANY LIMITED

England & Wales · Charity number 1049030

Details

Other names	RIPON COMMUNITY LINK LIMITED, RIPON COMMUNITY LINK
Status	Registered
Legal form	Charitable company
Company number	03062948
Registered	1995-09-08
Register	View on the Charity Commission register

Contact

Address	Ripon Walled Garden Palace Road Ripon North Yorkshire HG4 3HN
Phone	01765609229
Email	admin@riponwalledgarden.org
Website	www.riponwalledgarden.org.uk

Activities

Objects: The charity's objects ('Objects') are specifically restricted to the following:1) To promote the relief of adults and young people with a Learning Disability/Difficulty in Ripon and the surrounding areas.2) The provision of facilities for the social education and leisure time occupation of adults and young people with a learning disability/difficulty.3) To promote any other charitable purpose for the benefit of adults and young people with a learning disability/difficulty.

Activities: Provision of a community-based day service for people with learning disabilities.

Classification

- **How:** Provides Human Resources, Provides Services
- **What:** Education/training, Disability
- **Who:** People With Disabilities

Geography

- **Area of benefit:** RIPON AREA
- North Yorkshire

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£948,419	£930,201	£852,259	35
2024-03-31	£946,913	£762,944	£834,041	26
2023-03-31	£680,379	£637,545	£650,072	23
2022-03-31	£779,633	£538,829	£607,238	14
2021-03-31	£605,689	£513,666	£366,434	13

Trustees

Name	Role	Appointed
Carolyn Sands	Chair	2018-11-12
Dr Hilary Jane Enevoldson		2024-11-14
HILARY ANNE EILIS		2021-03-25
Jessica Mackaness		2024-11-14
John Dobson		2021-12-16
Joseph Patrick Bradley		2019-09-18
Philip Ratcliff		2020-11-20

RIPON COMMUNITY LINK COMPANY LIMITED

England & Wales - Charity number 1049030

Accounts

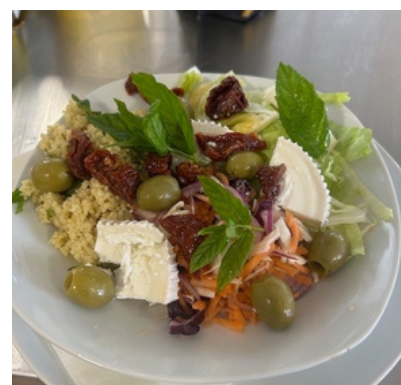
ANNUAL REPORT



RIPON COMMUNITY LINK COMPANY LIMITED

Registered Charity number: 1049030

2025



Company Number: 3062948

Year end 31st March 2025

Ripon Community Link Company Limited

Year ended 31 March 2025

Table of Contents	Page
Chief Executive's Report	2
Introduction to the Charity	2
The Charity's Strategy, Vision, Mission, and Values	3
Achievements and performance	4
Future Activities	9
Trustees and Directors' Report	11
Objectives and Activities	12
Structure, governance, and management	12
Financial review	16
Policies	18
Principal Risks and Uncertainties	19
Forthcoming year	21
Trustees, Officers, and Professional Advisors	22
Independent Examiner's Report	24
Statement of Financial Activities	25
Balance Sheet	26
Statement of Cash Flows	27
Notes to the Accounts	28

Ripon Community Link Company Limited

Year ended 31 March 2025

Chief Executive's Report

Introduction to the Charity

Ripon Community Link is a key provider of Day Care Services, based at Ripon Walled Garden, providing support to those in Ripon and District, where we offer a broad range of learning opportunities for adults and young people with learning disabilities, referred to as Members.

We provide a wide range of services to enable our Members to develop and learn new skills, across a range of activities in a broad and varied timetable approach and work-based opportunities in horticulture, catering, retail and woodwork. Delivering outcome-focussed support, using person-centred approaches to set goals, deliver learning support and review and record every individual's achievement. We strive to ensure our services are delivered with our core values of Kindness, Individuality and Excellence.

Over the past year, we have welcomed many new volunteers to the Charity and have continued to invest in our workforce with ongoing training and introduction of an Employee Assistance Programme. Our care workforce is talented, committed and enthusiastic and genuinely care for each of our Members we support.

Significant time and effort have been invested in delivering and improving our IT. We have also launched a new website, delivering our new branding so that people who need our services can easily find us.

Ongoing facilities developments have taken place with urgent repairs to one wall of the Historic Walled Garden Walls. Plans for our next major capital campaign which will enable us to support more people in the future have been formalised.

As a Charity, we receive social care funding, generate income from our work-based opportunities for Members and undertake fundraising activities, following best practice, and always operating within Fundraising Regulator Guidance. This is carried out by a dedicated and enthusiastic fundraising team including staff and volunteers working tirelessly to find local support, corporate volunteers, organise and plan events, build partnerships and apply for grants.

However, as we prepare our Annual Report, we are facing the challenge and consequences of continued high inflation, and the additional financial impact of the National Insurance Increases and National Living Wage increases announced in the Government Autumn Budget 2024. This is all at a time when the demand for our work is increasing, as the running cost of delivering services rises exponentially, we are working proactively to secure sustainable income streams and pre-empt any future financial challenges.

Whilst we are incredibly proud of achievements in the past year, we are not complacent – in fact we have more motivation than ever to aim high and continue to grow and develop our services for local people.

We value our commissioning partnerships and are incredibly appreciative of our donors and our local community who support our work, financially and with their time, and enable us to keep running. This support enables us to continue to deliver our strategy, ensuring our Members are at the heart of everything we do.

Victoria Ashley, Chief Executive

Ripon Community Link Company Limited

Year ended 31 March 2025

The Charity's Strategy, Vision, Mission, and Values

In 2024, the Board approved Strategic Objectives which set out a clear direction with a high level of ambition for the Charity and for the people who use our services. We are committed to setting and achieving high standards and quality of care delivery in facilities that are fit for purpose, whilst securing financial sustainability.

The overview of the Strategy is illustrated in the diagram below.

Diagram 1. Our Strategic Plan 2024-2027



Ripon Community Link operates within our Values of **Kindness, Individuality and Excellence** as appear in the illustration below:

Ripon Community Link Company Limited

Year ended 31 March 2025

Diagram 2. Our Vision and Values



Achievements and performance

Member Services

Our Member Services include a wide variety of supported activities to develop Member skills and enable them to grow in confidence, with a focus on community integration to ensure Members are firmly rooted in society and overcome barriers to disability. We promote independence, providing educational opportunities and practical work-based experience. For some Members, we will support them for many years, where others we may support for shorter periods for example college holidays.

We offer a vital day care service to vulnerable people, to give quality of life, social opportunities and friendships, support health and wellbeing, encourage independence and provide essential respite for their carers. We also support their broader wellbeing and will work with families to guide and support transition into supported living or housing.

At the historic 4-acre Walled Garden, previously the Bishops' Palace kitchen gardens, we operate a small garden centre, and Members and visitors can also enjoy the Victorian Orchard and Woodland, and our shop and café provides incredible Member opportunities. Here we offer training and supported activities to Members in horticultural, retail and catering enterprises, allowing practical work, and learning experiences to support independent living. Work based activities are available for Members alongside fully timetabled classroom-based activities delivered from the purpose-built Woodland Lodge and the Garden Room, including drama, arts, crafts, numeracy, literacy, dance, and sports, a rambling group, swimming, and gym and independent living such as visiting a supermarket.

Supporting people who have a range of mild and moderate learning disabilities, some of whom may also have a physical disability, with the most common being Downs Syndrome, Autism, and Global Developmental delay. We provide quality comprehensive services to our Members to keep them safe, to help them learn skills that will support them in their lives outside of the Charity, promote independence, self-esteem and confidence and their physical health and wellbeing.

Ripon Community Link Company Limited

Year ended 31 March 2025

The Quality Inspection from North Yorkshire Council took place in July 2024, where we were delighted to achieve 98%. This is testament to the hard work and dedication of our staff, whose, caring, creativity and compassion in supporting in our Members is highly valued.

Always striving to improve, we also had an internal quality inspection led by Trustees, reporting to the Strategy, Assurance and People subcommittee involving staff and session observations, which was extremely positive. Furthermore, we have introduced session observations so we can ensure we are regularly monitoring quality of our service delivery.

The Trustees take care to ensure that limited charitable resources are directed where they have most impact. This is measured through Member targets and annual surveys, quantitatively and qualitative measurements, monitoring of capacity and demand, referrals and waiting lists, reported to the Trustee subcommittee for Strategy, Assurance and People.

In the financial year 2024/2025, 2850 timetabled sessions to our Members have been delivered. Sessions may have between 4-14 Members in each session, on average this is most Members attend 3-5 days per week with a session being a morning or afternoon. During the year we delivered a staggering 13,152 individual sessions of care.

We supported 12 members in the 14-25 age group and 49 over 26 years.

Most of our Members are referred through North Yorkshire Council to access our services from surrounding towns and villages such as Harrogate, Thirsk, Catterick and Pateley Bridge. Minority ethnic groups in North Yorkshire are low. A research study carried out by the North Yorkshire Equality and Diversity Strategic Partnership in 2016 found that across North Yorkshire, the BAME community represent 5.25% of the population (30,917 of population of 598,376). However, the catchment we draw from have 3.25% of the population.

To promote diversity and inclusion, the Charity works with the Council, and Ripon Cathedral, a local city of Sanctuary and the local community. Our Members are truly involved, for example, members participate in watering and planting flower beds at the Cathedral and perform in events such as Sights and Sounds, an annual Harrogate Borough Council and Ripon My Neighbourhood event. Furthermore, in the past year we have worked with the Harrogate Male Voice Choir and Leeds Yukele group, who have an interest in supporting mental health to contribute to a Concert "Let the Music Speak". A celebration of music helping people to perform despite adversity in April 2025.

We operate safe and fair recruitment practice and encourage applications from all backgrounds. In essence, our Charity is all about equity for Members and all stakeholders. Our passion to create conditions that allow all of our Members to reach their full potential and be part of society is an implicit goal.

Safeguarding is a high priority; we have robust, comprehensive and effective internal systems for reporting cause for concern through to full safeguarding referrals. This year we have further enhanced our Safeguarding practice with one of our Trustees who is a GP, undertaking staff training using examples so that we are making training more relatable for staff.

We have celebrated full integration in the community, all the time showcasing Member abilities. Members have had a busy year; a Member show in April 2024 (Mary Poppins), through to rehearsals beginning in Sing and Sign, Drama, and Dance participation in Ripon Theatre Festival, and our very own Last Night of the Proms Concert with Ripon City Band showcasing our work to over 335 people. The Arts theme culminated in many months of practice starting in November 2024, for Ripon Community Link's Variety Show taking place in April 2025.

Ripon Community Link Company Limited

Year ended 31 March 2025

In arts and crafts Members helped to create a Pumpkin Trail, which was used for our first Pumpkin Patch, fundraising event. The arts, drama and on-site events help Members in overcoming barriers to disability but critically integrating in society, overcoming barriers to disability and -learn and practice vital communication skills, build confidence and self-esteem.

Community activities such as walking group, rambling group, swimming, cycling, and visiting the gym all help to keep Members healthy. Furthermore, this year we have delivered a 12-month programme for Members with everything from dental health to screening.

Over the Year we have had a Task and Finish Group looking in detail at Member Services to ensure that we are financially viable, and delivering value for money services, cost effectively.

To be able to deliver such impact we are incredibly grateful to the Ripon City Council and the Shears Foundation, and National lottery reaching Communities whose grants support directly contributes to staff costs.

Shop and café

The new shop and café opened in October 2023, and during 2024-2025, we entered Year 2 of funding from the National Lottery Reaching Communities fund. We have firmly established our offering in the local community. Opportunities for members have been incredible from learning about retail and catering, underpinned by numeracy, literacy, money recognition and management to the development of social skills, following instructions, interacting with people in the community, all build a wide range of skills supporting independent living and developing confidence and self-esteem for our Members.

The shop and café have been so well supported by the local community and has been busier than expected, leading to planning for an internal extension to the Kitchen so that we may support more people with these incredible opportunities, and widen our community offering, further integrating us in the community. The kitchen extension will take place in June 2025 with grateful thanks to the Bettys and Taylors Family Fund.

Facilities

The Walled Garden wall dates to the 1800's and is in varying states of repair depending upon direction. The East Wall was in danger of collapse, and we are very grateful for all the grant funding received that has enabled the full repair of the wall. The 3 remaining walls will require repair in the coming years, but are currently stable. St Wilfrid's Bungalow lease came to an end in August 20024 with all services now operating from Ripon Walled Garden.

We refurbished a portacabin, improving office accommodation for staff and releasing a room to enable more Member sessions.

Environmental Impact

The cafe has been built with the environment in mind, as a wooden building with its renewable nature, and to fit into its location at the Walled Garden. Along with solar panel installation, and IBC water collection tanks so we can collect our rainwater, and use to water plants in the garden nursery. With our plot to plate ethos, reducing food miles and our carbon footprint, we are aiming to be as sustainable as possible. We also compost our food and plant waste to use in our own gardens. During the year we have started installation of a new kitchen garden adjacent to the café so that we can literally pick and prepare food.

Ripon Community Link Company Limited

Year ended 31 March 2025

Gardens for all to enjoy.

We are forever mindful that every day we enjoy our beautiful environment at the Walled Garden, we are simply custodians of a historic site as the former Bishops' Palace gardens. With our strong environmental ethos, we are mindful of caring for the environment in which our Members thrive. We continue with our orchard replenishment plan and have replanted alongside ancient apple trees so that the Orchard will thrive for many years to come.

This year has seen unprecedented higher winds, which led to several ancient trees being blown over at the Garden. This led to a significant and unplanned piece of work. Skell Valley partnership was incredibly supportive carrying out professional assessments and funded the removal of several dangerous trees. Unfortunately, additional identified tree work led to unexpected expenditure essential in keeping Members and the public safe.

Utilising the popularity of the gardens has facilitated development of extending garden retail which will assist in the financial sustainability for the Charity.

Information Technology, Website and Social Media

We have continued to make significant progress in line with our IT and digital strategy, delivering further IT improvements in year, especially enhancing security as Cyber-attacks become more prevalent on a global scale. The use of IT has remained a strong focus in our service delivery, with dedicated equipment for Members with enhanced security settings and delivery on an IT and Internet safety course, and planning for a Member Creative IT session being introduced in July 2025.

We have also further improved our Social Media presence, raising the profile of the Charity in the local community, and offering an additional communication tool to stakeholders, with our Communications Lead completing our Digital media plan and delivery, successfully increasing engagement, awareness and support.

Furthermore, migration to PeopleCloud, as our preferred platform for HR management with has improved our people Database, annual leave management and mandatory training compliance.

Branding and website

We rolled out our new branding, designed with Members, to encompass the nurturing and growth of Members at our Charity. With support from the Lloyds Foundation, we have worked on a new brand and website for the Charity, both fully launched in June 2024, with Member views and accessibility being pivotal to the design.

Education and Training

Staff education and training remains a priority, with a mandatory training and skills framework mapped for all staff roles, and core competency assessments in key areas, such as infection control. All staff have appraisals building on previous objective setting, which has helped to keep staff motivated, understand what is expected of everyone in their individual role and their personal responsibility in collective responsibility for delivering high quality services.

Volunteer training is in place, with annual reviews with every volunteer identifying any training and development requirements. All staff and volunteers as appropriate are DBS checked.

Ripon Community Link Company Limited

Year ended 31 March 2025

Strengthening the Board of Trustees

Member Voice, a group involving Members views, and development areas for the Charity at the heart of decision making, a parent chairs the Member Voice group and with our Chair of Trustees in attendance, ensures clear communication exchange directly between Members and the Board of Trustees.

At our AGM, Dr Hilary Enevoldson (retired) and Mrs Jessica Mackeness joining the Board of Trustees bringing with their extensive experience in health, learning disabilities and the Charity sector further adding to and complementing our Board who are recruited against a skills matrix.

We continue with annual reviews for Trustees, focusing on personal contributions and Charity Governance. The diverse skill base of our Trustees will help us withstand future uncertainty and support our continuous service improvement.

Partnership Working

The CEO and Board recognise the importance of partnership working, we continue to celebrate our partnership with Evolve college, whom we host their Horticultural College students and teachers 2 days per week. Partnership working supports innovation and improvements and opportunities to constantly develop, learn and improve, whilst at the same time creating a diverse society on site. New partnerships include with Holy Trinity Church.

Strong Financial Management

Debt recovery is effective, and tight control of expenditure continues with cost efficiencies realised in many areas, but we have been keen to ensure that this has never compromised the delivery of high-quality services. Business contract negotiations have also given rise to reduced expenditure.

Utility costs have been staggering, core cost grants have been essential in helping us to manage costs.

The work of the Task and Finish Group has identified the need for further efficiencies in the care team and care delivery, which are planned and being made, from timetable restructuring to staff efficiencies through natural wastage and renegotiation of contracts reaching achievement in the new financial year.

A key part of assuring financial resilience for Ripon Community Link has been reducing the reliance on statutory funding over the past years. This has been achieved by increasing income generated, for example at the Walled Garden as well as increasing voluntary income in the form of both community fundraising and grant income.

We are incredibly grateful for all the support, time, skills and financial assistance shown to the Charity by supporters, major donors and grant making foundations over the last year, which have both supported core costs and specific campaigns.

Ripon Community Link Company Limited

Year ended 31 March 2025

Future Activities

The Trustees and Senior Leadership Team are remaining cautious and prudent given the uncertainty and economic impact of the cost-of-living crisis, against a backdrop of rising costs. Our priority remains reaching as many Members as possible who need our services, continuing to develop delivering high quality services and remain financially stable.

In the next financial year,

- We will work with commissioners to agree a fair cost for care that provides increased cost recovery for Member to ensure financial stability.
- We will finalise plans and fundraise to refurbish the Member mess double Portakabin to enable continued growth of Member sessions to meet demand.
- We will delve deeper into capacity and demand, using data to drive our future and plan and execute efficiencies and at the same time identifying the facility needs to support growing demand for our services, with a Trustee led Task and Finish Group.
- We will introduce a dependency framework ensuring that all funding decisions are transparent and reproducible.
- We will increase our fundraising activity to generate more income, including fundraising and community events for children as requested by our Members at Members Voice, all the time reducing barriers to disability and creating a more tolerant and diverse society.
- We will review all services to drive efficiencies, but never compromising on the Quality-of-care Delivery.
- We will deliver the planned project to refurbish the café kitchen, increasing space for staff and Members and enabling us to serve more customers.
- We will deliver the Kitchen Garden Project.
- We will introduce a new themed session on IT and Digital media, ensuring we are helping Members to keep apace with technological developments and allowing them to contribute positively to promotion of our services.
- We will work with Members voice to determine any new sessions Members wish to see on our timetable, that may appeal to them or attract new service users.
- We will install the Pavillion donated by Grant Horticulture, which won a Silver Award at Tatton Flower show, this will further enhance the Walled Garden for Members and Visitors alike.
- We will improve our Children's Play Area, increasing supporter numbers and improving access to the Walled Garden.
- We will refurbish a Polytunnel and relocate Evolve, improving their student and our Member Experience and adding further space for plants and visitors to access.
- We will resurface our car park improving accessibility for all.
- We will restructure Senior leadership Team improving capacity and capability.
- We will fundraise and purchase when target is achieved, a new minibus replacing our 2008 vehicle which is frequently off the road and interrupting Member services in the community.
- We will continue to develop the Woodland and gardens, further enhancing the visitor experience so that our community continues to support us.
- We will continue to grow our Volunteer workforce, utilising their skills to enhance Member services.
- We will plan the renovation of the remaining Historic Walls and scope the accommodation development for the Members mess, Potting shed and gardeners' office, so that our facilities match demand and are high quality.
- We will seek accreditation as a Disability Friendly employer.

Ripon Community Link Company Limited

Year ended 31 March 2025

- Our strong governance and financial management will always mean that we develop at a pace that is affordable. We will continue decision making on the grounds of affordability to ensure financial sustainability in both short and longer term.
- We commit ourselves to closely monitoring financial information, making well thought through decisions based on information available at the time, and being pragmatic to change decisions in line with the changing local and national picture, procurement as well as the economic environment.
- We commit ourselves to a future where our service is dynamic, innovative, and responsive to the needs of our Members. We will continue to be agile and adapt so that we can best support our Members and their families, at the same time balancing this with meeting the needs of our volunteer and staff workforce.

To be sustainable to develop and grow we will:

- Remain business focused whilst compassionate to our Members, always putting the Members at the heart of everything we do, operating by our Values of **Kindness, Individuality, and Excellence** but ensuring our business focus will enable us to keep doing what we do best, long into the future.
- Assess future needs for learning disabilities on a population basis, working closely with our commissioning partners to ensure that our existing and future services are designed to deliver and meet need and align to commissioning priorities and models determined during procurement.
- Value, listen and engage our Members, Parents, Staff and Volunteers in all we do.
- Strive to grow our income to reach more people through our services and seek to attract new members during the year.
- Continue to develop IT technology to support our service delivery.
- Have a strong reputation and be trustworthy, using our resources carefully ensuring maximum impact and showing integrity to our donors, further developing our relationships with them.
- Invest in new ways to raise money at the same time as achieving greater efficiencies.
- Further develop and broaden the skillset of our Board of Trustees so that we can continue to be well led and well governed.
- Recruit staff effectively, increase volunteer numbers, identify new corporate partnerships.
- Work collaboratively with existing partners, commissioners, and other similar charities to ensure we complement other services and can embrace broader opportunities.

Given the challenges ahead, we continue to need to be prudent, responsive, and willing to respond quickly in the short term, whilst never losing sight of the need to invest in the future, and simultaneously developing and strengthening all income streams.

The current economic pressures have challenged our service and financial models, and our referrals are increasing, never has a charity like ours been more needed. With this in mind, we strive to deliver the highest possible quality of service, efficiently and effectively, continue to be aware of opportunities, collaborate and build long term resilience for the Charity.

Victoria Ashley, Chief Executive

Ripon Community Link Company Limited

Year ended 31 March 2025

Directors' Report

The Board of Trustees, who are also the Directors, of Ripon Community Link Company Limited presents its report and financial statements for the year ended 31st March 2025. These comply with the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to Charities preparing their accounts accordance with special provisions of the Small Companies Regime.

Objectives and Activities

The Charity's stated objectives within the Memorandum of Articles are as follows:

The relief of adults and young people with a learning difficulty resident in the Ripon area.

The provision in the interests of social welfare of facilities for the social education, recreation and leisure time occupation of adults and young people with a learning difficulty, with the object of developing and improving their conditions of life.

To promote any other charitable purpose for the benefit of adults and young people with a learning difficulty.

Principal Activities

The Charity fulfils its purpose through its principal activities of providing Day Care to support individuals with learning disabilities. The Charity at the end of the financial year had 61 members on register, with a total of 2850 timetabled sessions of care delivered, over 13,000 individual sessions of care to Members, a further increase in activity with growth reported for the past 5 years.

Trustees regularly monitor our capacity and demand and any waiting lists in each area. This information is essential to ensure we are delivering value for money and are meeting charitable aims. The achievements and future for the Charity are included in the Chief Executive Report in detail. Throughout the year we have had waiting lists for specific sessions and times, and we have responded to increased need with agility by increasing session types available.

Public Benefit

The Charities Act 2011 placed a requirement on the Charity Commission to produce a guide to charities on the newly created public benefit requirement. Trustees are required by the act to have regard to the guidance in their decision-making. The Trustees have considered the purpose, aims and objectives of the Charity and its current and planned activity against the Charity Commission's general guidance on public benefit.

The Trustees are satisfied that the Charity's purpose, aims, objectives and activities are fully consistent with the charitable purposes as defined in the Charities Act 2011, where the charitable objective is to provide welfare, education, and leisure opportunities for adults with learning difficulties.

Structure, governance, and management

Ripon Community Link is a Charitable Company Limited by guarantee. Good Governance is key to the future success of the Charity and is essential in times of adversity and challenge, and to develop and sustain the Charity for the future. The Charity has further enhanced its leadership and governing body during the year and is confident it has a strong and highly skilled Chair, Vice Chair, Chief Executive, and Trustees who work extremely well together. the Trustees have acknowledged that there are gaps in capacity and capability at Senior leadership Team level and have ensured that improvements are factored into budgets for the new financial year.

There is a wide range of capabilities on the Trustee Board and leadership team which we will continue to add to in line with our skills matrix.

Ripon Community Link Company Limited

Year ended 31 March 2025

To ensure our own best practice we regularly review Safeguarding Policies and Mandatory Safeguard Training for Staff, Volunteers, including Trustees is in place. The Social Care Manager is the Safeguarding lead with safeguarding incidents reported to the Board in summary reports. An escalation process is in place for external reporting, including to commissioners and the Charity Commission. In practice, we are confident that we have appropriate policies, procedures, training, shared understanding of the importance across the organisation and concerns are handled sensitively and appropriately withing best practice guidance. Safeguarding is discussed with staff at contact meetings. There is an open culture for raising concerns, with both staff and volunteers, who are also trained, are encouraged to do so.

Day to Day management

Trustees delegate day to day management responsibility to the Chief Executive, who in turn delegates some leadership functions to the Senior Leadership Team, which is comprised of the Chief Executive, Social Care Manager, Head of Member Services, and PA to the CEO / IT. The leadership team has a broad skill mix with those with staff with experience in learning disability settings, NHS, business, and Charity sector. Improvements in capacity and capability in the Senior Leadership team will be made in the new financial year.

People

The Trustees wish to record their thanks to all the Staff and Volunteers of the Charity, who are essential to the provision of high-quality services for our Members. Volunteers are critical to our success at the Charity.

Our people are our greatest asset, working together to deliver a service that is needed and appreciated by our Members and their families, we employ 33 people across the Charity, with 4 of these being seasonal workers of school/college age. We have increased our headcount with the creation of the café and retail project. Furthermore, we have been able to offer employment one Ukrainian Member of staff working on a work permit.

We welcome applications for employment from all prospective employees regardless of disabilities and are committed to developing practices that at the minimum meet legislative requirements and safe and fair recruitment.

Pay rises were made in line with Government changes for National Living Wage in January 2024, with the next Pay rises scheduled effective April 2025. Whilst this meant that staff received pay rises ahead of the reporting financial year, with 15 months until their next pay rise it also meant that pay rises can be planned and implemented affordably, when inflationary increases on Government Contracts are known to aid financial sustainability.

There is an annually reviewed Scheme of Delegation in place defining Board responsibilities and those of the CEO. CEO appraisal and objective setting is undertaken annually with regular reviews of objectives by the Chair and Vice Chair. The CEO and Chair regularly meet, the CEO also introduced objectives for staff clearly linked to organisational priorities.

Volunteers

Volunteers are enormously important to our organisation and are an instrumental part of our team. They give generously of their time and energy and bring new skills and perspective, fun and friendship. Volunteers help our Members to grow in confidence, they support our profile within the community, they help with our fundraising efforts and work to maintain our beautiful Walled Garden.

This year, we were delighted to be awarded National Lottery grant funding to have our first paid Volunteer Co-ordinator to build on the strength of our volunteer model previously led by our Chair of Trustees.

Ripon Community Link Company Limited

Year ended 31 March 2025

This new position has allowed us to formalise and track volunteer hours, which started in November 2024 between then and 31st March 0f 2024, there was a staggering 1,593 Volunteer hours recorded, equating to at least £19,450.53 paid hours over 5 months.

The charity has a core base of 57 volunteers, including trustees, this number has grown from 35 volunteers in the previous year with almost all of our volunteers giving more time.

During the year our volunteers have kept the garden looking it's best and continued our orchard replenishment an restoration program, they continued to develop and improve the woodland and worked closely with staff to support Members in their classroom-based sessions.

The staff and CEO continue to work hard to develop and strengthen the charities relationships with Corporate Volunteers. We now have strong partnerships with Rudding Park, Harmony Energy, Swinton Park, Wolseley, Menwith Hill, Briggs Engineering, Sedbergh School and Lightwater Quarries to name but a few.

These corporate volunteers, complete large-scale projects on site, which we would not be able to undertake without them and they vastly improve our site. During the course of the year, we estimate that the value of our corporate volunteer's time was £10,000. These relationships are mutually supportive; our Corporate Volunteers tell us how much they enjoy spending time with us, as our staff ensure they have meaningful projects to complete, giving them a real sense of achievement and our Members look after them with drinks and refreshments.

The Charity also continue our commitment to encouraging young people to make a difference to their communities through the power of volunteering. We regularly offer placements to Duke of Edinburgh students and students fulfilling their placement hours. Holy Trinity Youth Partnership also joined the rank of our successful volunteers and RAF Menwith Hill Scouts, embedding citizenship values from a young age. Furthermore, we have engaged with HADCA Power of 10 Young Volunteers scheme.

The charity never underestimates the value of our volunteers, we are grateful to each, and every one of them and are committed to constantly improving the volunteer experience. Volunteers are invited to complete an anonymous survey every year, they have an annual review with the volunteer lead, and they can add any suggestions they have into our suggestions box which is reviewed regularly by the SLT. Volunteers are also invited to an annual thank you party, where the CEO, Trustees and Members can express their gratitude in person.

Trustees

Trustees are elected, in line with Policy on recruitment for a three-year term and it is expected that they would normally serve up to two-three-year terms with the possibility of a further term, when skills can't easily be replaced.

There is no specified number of Trustees, but our aim is to maintain a diverse range of skills and experience to provide the broadest level of support to the CEO and Senior Leadership Team. When vacancies arise or are anticipated we consider the skills mix and diversity of continuing Trustees and determine skills required. A skills audit has been completed and feeds into an open and competitive recruitment process.

All Trustees give their time voluntarily and receive no benefits from the Charity, other than allowed expenses. The Chair of Trustees carries out annual Trustee and governance reviews, including review of CEO performance and annual CEO appraisal.

Every Trustee who joins the Board is made aware of their legal responsibilities. Improved recruitment processes are stringent, including interview, references, DBS checks and Directors' checks. All new Trustees must complete interested parties' information and Fit and Proper person declarations.

Ripon Community Link Company Limited

Year ended 31 March 2025

The Charity has a Finance subcommittee, Health and Safety subcommittee and Strategy/Assurance/People subcommittee. The subcommittees have bi-annually reviewed Terms of reference.

The Charity produces a financial dashboard bi-monthly, to provide detailed focus on current financial position. All Trustees are expected to attend the Board meetings and to participate in at least one Trustee subcommittee. New Trustees are provided with a comprehensive induction.

Trustees elect a Chair and Vice Chair from their numbers. The Term of office is 3 years with an option to stand for a further 3-year Term. Trustees declare any interests that they may have outside of the Charity and a register is tabled at each Trustee, and subcommittee meeting. The Chair effectively encourages declaration, recognises, documents and manages conflicts of interest.

Trustees' Responsibilities

Company law requires the Trustees of the Charitable Company to prepare financial statements that give a true and fair view of the state of affairs of the Charitable Company at the end of the financial year and of its surplus or deficit for the financial year. In preparing those financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable accounting standards and statements of recommended practice have been followed, subject to any discrepancies disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charitable Company will continue in operation.

The Trustees are responsible for keeping adequate accounting records which disclose with reasonable accuracy the financial position of the Charitable Company, and which enables them to ensure that the financial statements comply with the Companies Act 2006. The Trustees are also responsible for safeguarding the assets of the Charitable Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In accordance with S418 of the companies act 2006, as the Charity's directors, the Trustees certify that;

so far as we are aware, there is no relevant information of which the company's independent examiners are unaware; and

as the directors of the company, we have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant information and to establish that the Charitable Company's independent examiners are aware of that information.

Equality and Diversity

The Trustees are committed to diversity and providing equal treatment to all potential and existing staff, volunteers, and beneficiaries regardless of gender, race, ethnic origin, disability, age, sexuality, religion, or belief. All forms of unlawful and unfair discrimination will not be tolerated. All employees are treated equally. Selection for promotion, training or another benefit is based on ability. The charity has actively supported those with a disability into work and provided relevant adjustments.

Employee Information and feedback

Employees and volunteers have various options to have their views heard, through formal contact meetings for staff, and volunteer reviews, suggestion boxes, surveys, line management structure, Senior Leadership Open Door policy and team meetings.

Ripon Community Link Company Limited

Year ended 31 March 2025

Each department is annually involved in priority and budget setting in their area. The CEO produces a monthly Bulletin for staff and volunteers, and improved IT systems with ensure organisation wide communications are cascaded efficiently and effectively. The introduction of PeopleCloud Database has also enabled us to further improve HR governance and practice.

Each year we conduct staff, volunteer, Member (in easy read) and Parent surveys to tell us what we are getting right, and what we can improve on. This is valuable feedback to drive our continuous improvements and once again have been wholly positive.

Fundraising and Retail Income Generation

Ripon Community Link Fundraising activity has improved over the past year to meet the financial challenges. We employ a part time fundraiser/supporter services lead who is assisted by volunteers. Together they develop, promote and run a range of fundraising and retail campaigns. We communicate with supporters through Social Media and email marketing when opted in. We are registered with the Fundraising Regulator and work in accordance with the Code of Fundraising Practice and best practice set out by the Institute of Fundraising. All cash collections, raffles a are promoted within the Gambling Commission Guidelines, and we are a Member of the Local Lotto, administered by Two Ridings. We received no fundraising complaints in the reporting period.

Several successful events were delivered with the most noteworthy as Apple Day, Spring Fair, Last Night of the Proms to Pumpkin Patch.

We have seen a growth in our overall retail and have developed a strong model to contribute to our diversified income. We sell Member made items, and Members are involved in our retail processes, from nurturing and growing plants, selecting shop stock, stocks takes and sales.

Financial review

Global events such as the ongoing war in Ukraine and the aftermath of COVID-19 Pandemic have impacted on world markets, with the UK experiencing continued high inflation with increased operating costs.

At Year end, Ripon Community Link had total incoming resources of £948,419 and Expenditure of £930,201 in the financial year. The Charity was budgeting for a deficit budget of £54,000 at the beginning of the financial year, which has been regularly reforecast. Overall financial performance has been better than anticipated with a small year-end surplus of £18,218. However, this is fully made up of restricted funds.

The positive year end position is due largely to grants and fundraising, generated income in catering, and retail, with higher expenditure in care than forecast.

The Charity was prudent during the pandemic and has taken out a Government backed Bounceback loan in June 2020. This was to mitigate against anticipated financial losses in the early part of the pandemic and potential cash flow uncertainties. The Charity is aware of its obligations regarding loan repayments which are factored into 2024/2025 budget process with repayments being made in full.

We are reliant on generated income through fundraising retail and catering to remain operational as commissioned income is significantly below the direct cost of care.

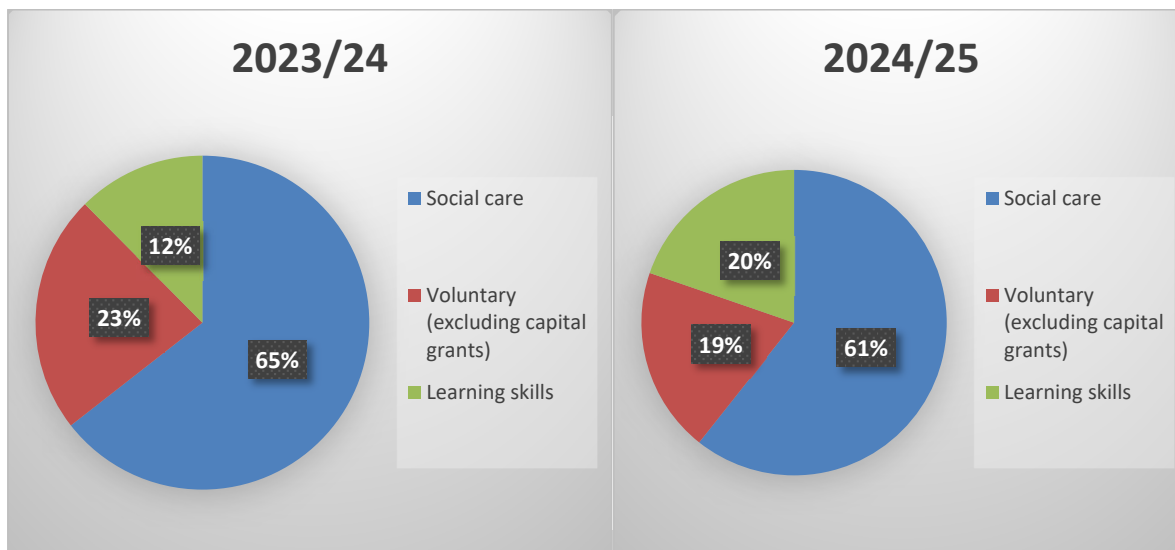
Income

The Charity's principal funding sources are social care funding, with our main commissioning partner North Yorkshire Council, voluntary income (fundraising activities including grants and donations) and income generated from learning skills activities, which includes the sale of produce at the Walled Garden and income generated through the café and retail.

Ripon Community Link Company Limited

Year ended 31 March 2025

Generated Income through the garden, retail and shop, and fundraised income have exceeded budget all with a positive variance against budget.



In Horticulture the priority has continued to be to increase profitability and reduction in costs. We have diversified the ranges of plants sold and increased volunteer input for example, in wreath making and watering for example a volunteer watering rota. In addition, establishment of supplier relationships with preferential terms have also been of benefit.

The garden shop, now significantly bigger, with the opening of the shop and café facility, gifts range has been further extended with Members making more items to sell alongside some specific purchased in stock to complement Member made items, and woodwork items produced in the workshop have been very popular.

Catering has also increased its capacity with the purchase of a summer house increasing covers and the experienced catering lead has strong procurement relationships with suppliers and manages waste, catering shows a positive variance against budget of £31,910, retail shows a positive variance against budget of £4,491.

In a sector that is experiencing funding pressures, our main financial challenge is to ensure that we sustain income to enable us to deliver high quality services and develop and maintain buildings, facilities and equipment. We are reducing financial risk by ensuring we do not have over reliance on statutory funding by focusing on generating retail income where possible, and fundraised income.

Despite this the direct cost of care far exceeds the income generated through commissioned income. We have been negotiating with our principal commissioner to highlight the deficit and work in partnership to improve this. these negotiations continue at the end of the financial year and reporting period.

Member attendance has increased, and income is higher than budget by almost £28,681 due to an increase in Members and an increase in the complexity of new referrals on a higher rate.

Our ongoing principal day to day challenges are to ensure that costs are controlled and that our demand meets our capacity to deliver services as efficiently as possible.

Ripon Community Link Company Limited

Year ended 31 March 2025

Expenditure

Expenditure in year has increased, expected with the increases in running costs in particular staff costs. Whilst this year has been challenging it is anticipated the impact of the Autumn Budget in 2024, will have significant impacts on the widening gap between commissioned income and the direct cost of care as we move into 2025/2026 financial year. The Trustees are taking steps to reduce direct care costs and increase income through Member services.

We also continue to aim to control expenditure effectively. Commercial contracts have been reviewed and re-negotiated where possible. Payroll expenditure increased in year due to increased care staff costs and National Living Wage, staff costs have been higher than budget by £39,325 largely due to increased staff costs for the café and retail which are currently partially funded by the National Lottery.

Expenditure on facility improvements has been carefully managed delivering projects on budget and fundraised rather than drawing on charitable reserves. However, property costs were higher overall than budgeted by £10,343.

The unrestricted free reserves for the Charity are £148,171 which are approximately just over 2.4 months running costs, which is under the 3-4 month reserve policy with a target range of £215,000 - £286,000.

Policies

Ripon Community Link has a comprehensive library of policies and in addition, standard operating procedures are in key business areas steering commonality of approach to regular business tasks.

Reserves Policy

The Trustees regularly review the reserves policy, examining the reliability of future income streams, the commitment to future expenditure and risks faced by the Charity and has determined that it needs funds that equate to 3-4 months running costs. Reserves will be used for the following reasons:

- To fund shortfalls in income (whether statutory, voluntary or income generated) when it does not reach its expected levels. Fundraised income is subject to fluctuation as economic conditions change and current inflation is expected to negatively impact community fundraising as people will have less disposable income.
- To fund unexpected expenditure, for example when unplanned events occur, such as increased expenditure for equipment and resources or could also pay for unexpected building development and maintenance costs and to provide a degree of flexibility for innovation.
- To fund additional staff costs if long term cover is required for staff sickness, and if the impact of working differently.
- To fund working capital. Our largest expenditure is the salaries and therefore the timing of cash outflow is relatively fixed whereas both fundraised and generated income fluctuate in terms of cash inflow over the year, in addition member numbers can change, causing further fluctuations.
- To fund unforeseen circumstances for example pandemic, impact of war.

The Trustees are even more mindful of the need to ensure the Charity's long-term sustainability and maintaining reserves will improve our prospects of overcoming a short-term fall in income having experienced this during the pandemic.

The reserves will not normally be used for major developments, which instead would normally be funded through additional capital appeals. This will ensure that appropriate steps are in place to build reserves up to the required levels.

Ripon Community Link Company Limited

Year ended 31 March 2025

The current level of reserves also allows the Charity to continue to explore and develop its sources of income whilst monitoring and controlling costs. Retail is a key development area for income generation in the next financial year and will enable the charity to maintain reserves in line with policy and continue to meet the Charities strategic aims, whilst diversifying income so that we are resilient as social care funding comes under even greater pressure.

Banking and Investment Policy

Trustees continue a cautious approach and have decided to maintain a low-risk investment strategy with funds in current/accessible accounts. It is necessary to ensure that funds are always readily available for use to ensure that levels of care and support are not adversely affected in the event of any short-term income reduction. This is also the reason that the Trustees choose not to risk funds in higher risk, but potentially higher return, investments.

The Charity took the Government backed Bounceback loan to ensure that the uncertainties anticipated during the pandemic did not negatively impact cashflow. Repayments are fully factored into the new financial years budgeting process.

Pension Liability

The Charitable Company contributes to a Defined Benefits Scheme at rates set by the Scheme Actuary and advised to the Charitable Company by the Scheme Administrator. The Scheme is a multi-employer pension scheme, and it is not possible to identify the assets and liabilities of the scheme which are attributable to the Charitable Company. In accordance with FRS102 therefore, the Scheme is accounted for as a defined contribution scheme.

The Charitable Company has agreed to a deficit funding arrangement resulting in additional charges that are intended to equalise the pension scheme deficit, in relation to past services, by 2025. A liability for this obligation has been recognised in long term liabilities. The amount recognised is the net present value of the remaining deficit contributions payable under the deficit funding arrangement. The present value is calculated using a discount rate equivalent to the interest rate obtainable to the Charitable Company.

The Finance subcommittee monitor the pension deficit and consider early exit options and costs at regular intervals.

Pay Policy

Attracting and retaining the best people is a key priority, which means offering a remuneration and reward package that is competitive, fair, and sustainable. Ripon Community Link has a combination of contracts. Pay awards are reviewed annually pay awards for the reporting period were not made in the financial year, instead brought forward and made in January 2024, and again in April 2025. This is to align pay award to the announcement of Government Social Care contract inflationary increase announcements so that we are never awarding more than is affordable.

Fundraising Policy

Ripon Community Link is committed to maintaining high standards of fundraising and retail activity. The Charity is registered with the Fundraising Regulator and holds a small lotteries license. The Charity is committed to the fundraising promise and fundraising best practice and has both fundraising and ethical fundraising policies in place. Fundraising practice has been reviewed in line with revised Fundraising regulations. No fundraising complaints have been made during the financial year to the Charity. We encourage an open culture to report any concerns. We are particularly sensitive to the vulnerability of our Members when involving them in fundraising, there is usually one main sponsored event each year involving Members, the Summer Saunter.

Ripon Community Link Company Limited

Year ended 31 March 2025

Ripon Community Link does not employ professional fundraisers or commercial participators, and therefore does not need to regulate their activities. We are part of the Local Lotto which has its own governance arrangements in relation to relevant fundraising and gambling regulations.

The Chief executive continues to successfully apply for grants and trusts with funds being received for several projects. We would like to record our thanks to all the grants and trusts who have funded our work, and to all our donors and fundraisers.

Principal Risks and Uncertainties

The Charity has a detailed Risk Register regularly monitored by the Strategy, Assurance and People subcommittee and Finance Subcommittee and presented to the Board of Trustees. These risks are ranked by likelihood and impact and produce a score with potential overall risk for the organisation and plans to mitigate any risk.

The Cost-of-living crisis posed significant risk and uncertainty for this financial year. We successfully mitigated risks operating safely and remain financially stable despite financial uncertainties, this was helped significantly by the Rank Foundation cost of living grant used for core costs.

The main risks are:

Risk Area	Mitigation
Member, Staff and Volunteer Safety Risk	Immediate focus on keeping everyone safe. Successful deployment of business continuity planning during covid- ready to scale up if necessary. Staff and front-line volunteers. Staff support signposting for mental health and onboarding of HR provider with an employee assistance programme including counselling. HMS, CEO and Trustee- IOSH Managing Safely Trained. Comprehensive range of site based, activity based, and Member based risk assessing. Work scheduled for new financial year with refurbishment and repairs to an existing portacabin and fundraising campaign for a replacement vehicle- appropriate risk assessments, and health and safety management will be deployed.
Staff risk - Overload	Capacity and Capability of Senior leadership has been identified, and provision is being made in budget to strengthen the team to support the CEO.

Ripon Community Link Company Limited

Year ended 31 March 2025

Financial Risk - due to unplanned and unavoidable substantial expenditure or inadequate income from a drop in statutory income generation from social enterprise, fundraised income, reputational damage, poor budgetary control or fraud. Financial Risk- Impact of Inflation	Charity has worked hard to mitigate financial risk by adopting a three-strand financial strategy of avoiding over reliance on any single funding stream and instead maximising statutory income, generated income and fundraised income. However, commissioned income is too low with the Direct cost of care exceeding a level that may be subsidised. Plans in place to reduce cost of care making efficiencies, increasing income through increased capacity and negotiations ongoing with commissioners. Increased emphasis on grant and major donor fundraising, particularly capital and core cost and any cost-of-living grants available. Cost of Living wage rise and National Insurance rises expected in new financial year will further burden and widen the gap in direct cost of care, plan to improve efficiencies in care delivery, renegotiate commissioned income and generate more income through fundraising and retail operations.
Information Technology Risk - due to the system not being fit for purpose and outdated, a breach of data protection and a failure to back up procedures.	Review of IT systems for member services. People Cloud HR database revised security policies for IT working with new provider Primary Technology, Introduction of Multi factor authentication on all accounts and Hornet internet safety. Cyber Insurance in Place
Facilities Risk – Walled Garden Wall	The wall at the Walled Garden is deteriorating, in 2024/2025 works were completed on the West Wall remaining walls have been checked and are considered stable but in need of short to medium term re-pointing as per risk register. In the meantime, walls are regularly assessed and pose no imminent HS risk, and vegetation is constantly cleared to avoid any unnecessary damage. Tree health is a risk with increasing winds. Daily checks are in place, along with a Tree Risk map with those identified for more regular professional checks.

Risk management

The Trustees of the Charity have governance responsibility for the Charity and its work including financial risk and IT Risk such as fraud or Cyber attack.

They are advised by the Chief Executive and other members of the senior leadership team who manage the operations of the services of any impending operational risks and Trustees identify corporate and strategic risk. There is an open and transparent culture of risk communication, sharing and mitigation.

Ripon Community Link Company Limited

Year ended 31 March 2025

The Charity has baselined its practice against the Charity Commission Internal Financial Controls for Charities once again in year, reviewing its internal financial controls to conform fully to the guidelines issued by the Charity Commission, and the Charity Good Governance Guide. These controls help the Trustees meet their legal duties to safeguard the Charity's assets, administer the Charity's finances and assets in a way that identifies and manages risk and ensures the quality of financial reporting by keeping adequate accounting records and preparing timely and relevant financial information. Significant work has been undertaken in strengthening financial practice and controls including but not limited to:

- Continued engagement of HPH accountants for fully integrated service including bookkeeping, Payroll and management accounting to enable full segregation of duties, full oversight of all financial activity and improved quality and driving cost efficiencies, creation of Financial dashboard.
- Continuance and further development of Trustee Finance Sub-committee, underpinned by Terms of Reference, membership includes 2 Trustees with the CEO and Accountant in attendance.
- Improved Budgeting process.
- Comprehensive Financial Policies and Procedures.
- Specific Trustees Subcommittee convened to monitor the Facilities improvements, including expenditure.
- Annual budget setting and regularly updated forecasts and local monthly SOFA reporting to the CEO.
- Regularly updated Risk Register

The Charity has a risk register which describes how each risk is managed and the processes and procedures that are in place to mitigate that risk. The risk register has been reviewed and developed alongside the development of the strategic plan and the entire organisational approach to risk management has been strengthened. Risks are ranked by likelihood and impact to produce a score which ranks the risk as red, amber or green in terms of potential impact to the organisation. The overarching organisational risk register is monitored by the Finance Sub Committee and the Strategy/Assurance/People subcommittee, with any red risks escalated to the main Board.

Trustee led Health and Safety now complements operational activity led by the CEO and Head of Member services. Whilst a whole Board responsibility, Health and Safety lead responsibility has been allocated to the Trustee Health, Safety and Facilities Chair, who conducts regular Health and Safety Walkarounds with the CEO and Head of Member services, all three individuals have completed IOSH Managing safely.

Forthcoming year

The Trustees and CEO recognise that we continue to operate in uncertain times and are conscious of the impact on our financial position with the Living wage rises and the National Insurance Contributions for employers. It is also uncertain what welfare reforms will mean for the most vulnerable whom we support, alongside an increasing volatile defence scenario with the ongoing war in Ukraine, Israel and Gaza., the current economic climate and the possibility of future recession and pressures on statutory funding.

However, we remain ambitious for the future of Ripon Community Link. We commit ourselves to a future where our services are dynamic, innovative, and responsive to need, and to ensure that our facilities and infrastructure enable us to do this. The details of the Charity's future are included within the Chief Executives Report.

Ripon Community Link Company Limited

Year ended 31 March 2025

Trustees, Officers, and Professional Advisors

Board of Trustees

Carolyn Sands (Chair)
Joe Bradley (Vice Chair)
Don Hanson
Philip Ratcliff
Hilary Ellis
Dean John Dobson
Dr Hilary Enevoldson (retired) (Appointed 14.11.2024)
Jessica Mackaness (Appointed 14.11.2024)

Finance Sub Committee

Joe Bradley (Chair from 16.11.2023)
Carolyn Sands
Victoria Ashley (In attendance)
Sarah Wearing HPH (In attendance)
Lindsay Roome (minute taker)

Strategy, Assurance, People Subcommittee

Joe Bradley (Chair)
Philip Ratcliff
Hilary Ellis
Dr Hilary Enevoldson (retired)
Victoria Ashley (In attendance)
Lisa Fletcher (In attendance)

Health, Safety and Facilities Subcommittee

Don Hanson (Chair)
Philip Ratcliff
Jessica Mackenness
Victoria Ashley (In attendance)
David Foster (In attendance)

Changes during the Year

Dr Hilary Enevoldson (retired) and Mrs Jessica Mackenness were appointed as Trustees on 14th November 2024

Senior Leadership Team. The Leadership Team are not Directors within the Companies Act.

Chief Executive	Victoria Ashley
Social Care Manager	Lisa Fletcher
Head of Member Services	David Foster
PA to CEO, IT lead	Lindsay Roome

Ripon Community Link Company Limited

Year ended 31 March 2025

Registered Office	54 Bootham, York, YO30 7XZ
Company Number	03062948 (England & Wales)
Charity Number	1049030 (England & Wales)
Principal Office	Ripon Walled Garden, Palace Road, Ripon HG4 3H
Accountants	Conyngham Hall Business Centre, Bond End, Knaresborough HG5 9AY
Independent Examiner	Waltons Business Advisor Limited, Maritime House, Harbour Walk, the Marina, Hartlepool, TS24 0UX

The Trustees would like to thank our CEO, Senior Leadership Team, Staff and Volunteers for their commitment and hard work for the Charity and our Members.

Furthermore, the Charity has benefitted once again from incredible support from the Community, Major Donors, Grant making Foundations and our loyal customers supporting with time, money, gifts in kind and donations. We would like to thank all our people for their incredibly hard work and commitment to Ripon Community Link.

The Trustee's report was approved by the Trustees 11 September 2025 and is signed as authorised on its behalf by:

Carolyn Sands, Chair of Trustees and Director, Ripon Community Link

Ripon Community Link Company Limited

Year ended 31 March 2025

Independent Examiner's Report

I report to the charity Trustees on my examination of the financial statements of the company for the year ended 31 March 2025.

RESPONSIBILITIES AND BASIS OF REPORT

As the Trustees of the company (and its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the financial statements of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the company's financial statements carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

INDEPENDENT EXAMINER'S STATEMENT

Since the company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of The Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

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

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the financial statements do not accord with those records; or
3. the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
4. the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

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

This report is made solely to the company's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the company's Trustees those matters I am required to state to them in an independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the company and the company's Trustees as a body, for my work or for this report.

Signed:

Dated: 12 September 2025

HEATHER O'DRISCOLL FCA,
WALTONS BUSINESS ADVISERS LIMITED, CHARTERED ACCOUNTANTS

Ripon Community Link Company Limited

For the Year Ended 31 March 2025

(A company limited by guarantee)

Statement of Financial Activities (Income and Expenditure Account)

	Note	Unrestricted funds £	Restricted funds £	Total 2025 £	Total 2024 £
INCOME					
Donations	3	47,267	137,158	184,425	301,878
Charitable activities					
Grants and Contracts	4	558,772	-	558,772	523,181
Learning Skills	4	181,621	-	181,621	100,918
Other trading activities					
Fundraising		21,007	-	21,007	15,399
Investments		2,594	-	2,594	5,307
Other income		-	-	-	230
TOTAL INCOME		811,261	137,158	948,419	946,913
EXPENDITURE					
Raising funds		2,293	-	2,293	1,862
Charitable activities	6.1	847,192	80,716	927,908	761,082
TOTAL EXPENDITURE		849,485	80,716	930,201	762,944
Net income before transfers		(38,224)	56,442	18,218	183,969
Transfers between funds	13 & 14	1,296	(1,296)	-	-
Net movement in funds		(36,928)	55,146	18,218	183,969
Reconciliation of funds					
Total funds brought forward	13 & 14	805,187	28,854	834,041	650,072
Total funds carried forward	15	£ 768,259	£ 84,000	£ 852,259	£ 834,041

All activities derive from continuing operations.

The notes on pages 28 to 41 form part of the accounts.

Ripon Community Link Company Limited

For the Year Ended 31 March 2025

(A company limited by guarantee)

Balance Sheet

Company registration number: 03062948

	Note	2025	2024
		£	£
FIXED ASSETS			
Tangible assets	8	615,753	651,365
CURRENT ASSETS			
Stock		15,182	4,597
Debtors	9	60,225	45,183
Cash at Bank and in hand	18	244,018	224,618
		319,425	274,398
LIABILITIES			
Creditors: amounts falling due within one year	10	76,184	77,410
NET CURRENT ASSETS		243,241	196,988
TOTAL ASSETS LESS CURRENT LIABILITIES		858,994	848,353
Creditors: amounts falling due after more than one year	11	(2,400)	(12,400)
Provisions for liabilities	12	(4,335)	(1,912)
TOTAL NET ASSETS		£ 852,259	£ 834,041
THE FUNDS OF THE CHARITY:			
Restricted Funds	13	84,000	28,854
Unrestricted Funds			
- Designated Funds	14	620,088	653,277
- Undesignated Funds	14	148,171	151,910
TOTAL FUNDS	15	£ 852,259	£ 834,041

For the financial year ended 31 March 2025, the Charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies. The Members have not required the Charity to obtain an audit of its accounts for the year in question in accordance with section 476. The Directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

The financial statements have been prepared in accordance with the special provisions of Part VII of the Companies Act 2006 relating to small companies.

The notes on pages 28 to 41 form part of the accounts.

These financial statements were approved by the trustees on 11 September 2025 and signed on its behalf by:

Joe Bradley - Director

Ripon Community Link Company Limited

For the Year Ended 31 March 2025

(A company limited by guarantee)

Statement of Cash Flows

		2025		2024	
	Note	£	£	£	£
Net cash provided by operating activities	17		34,337		283,614
Cash flows from investing activities					
Purchase of property, plant and equipment		(2,540)		(264,653)	
Net cash provided by investing activities			(2,540)		(264,653)
Cash flows from financing activities					
Loan repayments		(10,448)		(10,700)	
Pension deficit payments		(1,949)		(2,339)	
			(12,397)		(13,039)
Change in cash and cash equivalents in the year			19,400		5,922
Cash and cash equivalents at beginning of the year			224,618		218,696
Cash and cash equivalents at end of the year	18,19		£ 244,018		£ 224,618

The notes on pages 28 to 41 form part of the accounts.

Ripon Community Link Company Limited

For the Year Ended 31 March 2025

(A company limited by guarantee)

Notes to the Accounts

1 GENERAL INFORMATION

The Charitable Company is a private company limited by guarantee, which is incorporated and registered in England and Wales (no.03062948).

The address of its registered office is 54 Bootham, YORK, YO30 7XZ.

2 ACCOUNTING POLICIES

2.1 Basis of preparation of accounts

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

Ripon Community Link Company 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 note(s).

2.2 Going Concern policy

The Charitable Company has successfully fundraised to develop their site at the Walled Garden to expand the services they can offer and increase its accessibility of all services. The focus is now on obtaining funding for the retail site developments in order to ensure they can offer further opportunities for members and increase the Charitable Company's ability to generate its own money.

The Directors have considered the cash requirements beyond 12 months from date of approval of the accounts and have a reasonable expectation that the Charitable Company has adequate resources to continue in operational existence for the foreseeable future. They continue to believe that the going concern basis of accounting is appropriate in preparing the annual financial statements.

2.3 Fund accounting

The Trustees have a defined policy for identification of different types of income:

- a) Designated funds are unrestricted funds but are specifically earmarked by the Trustees for a particular purpose.
- b) Restricted funds are only to be used for the specific purpose laid down by the donor. Expenditure which meets this criteria is charged to the fund.
- c) Unrestricted funds are the residue of incoming resources receivable or generated from the objects of the charitable company without further specified purposes and are available as general funds.

2.4 Income

All income is recognised in the statement of financial activities when the conditions for receipt have been met and there is reasonable assurance of receipt. Except for the following:

Grants receivable

Grants for immediate expenditure are accounted for when they become receivable. Grants received for specific purposes are treated as restricted funds. Grants which are received for a future accounting period are deferred and recognised in those periods.

Ripon Community Link Company Limited

For the Year Ended 31 March 2025

(A company limited by guarantee)

Notes to the Accounts

2 ACCOUNTING POLICIES (continued)

2.4 Income (continued)

Capital Grants for specific fixed assets are included in restricted income when received. Once the asset is purchased these monies are transferred to unrestricted funds unless there is a restriction on the disposal of the asset. If so, the net book value of the asset is shown as a restricted fund.

2.5 Donations in kind

Donations in kind are valued at their market value at the transaction date. Any donations that cannot be reliably measured are not included.

2.6 Expenditure

Expenditure is included in the Statement of Financial Activities on an accruals basis. Costs are allocated on the following basis:

Raising funds	- actual cost basis.
Charitable activities	- actual cost basis except for those included in support costs.
Support costs	- allocated to charitable activities on an equal basis.

2.7 Tangible fixed assets and depreciation

Fixed assets for Charitable Company use are capitalised at cost, for items above £1,000. Donated assets are valued at market value on donation. They are stated in the accounts at cost/original value less depreciation.

Depreciation is calculated to write off the cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Site Development	4% straight line basis
Motor Vehicles	10% straight line basis
Plant & Equipment	15% straight line basis
Computers	25% straight line basis

Land value is not depreciated.

2.8 Stock

Stock is valued at the lower of cost or net realisable value.

2.9 Debtors

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

2.10 Cash at bank and in hand

Cash at bank and cash in hand includes cash and any short-term deposit accounts with a maturity of three months or less from the date of opening.

Ripon Community Link Company Limited

For the Year Ended 31 March 2025

(A company limited by guarantee)

Notes to the Accounts

2 ACCOUNTING POLICIES (continued)

2.11 Creditors

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

2.12 Pension costs and provisions

The Charitable Company operates a defined contribution pension scheme for current employees. Contributions are charged in the Statement of Financial Activities as they become payable in accordance with the rules of the scheme.

The Charitable Company also contributes deficit funding contributions to a Defined Benefits Scheme at rates set by the Scheme Actuary and advised to the Charitable Company by the Scheme Administrator. The Scheme is a multi-employer pension scheme and relates to former employees. It is not possible to identify the assets and liabilities of the scheme which are attributable to the Charitable Company. In accordance with FRS 102 therefore, the Scheme is accounted for as a defined contribution scheme.

All contributions are charged to the Statement of Financial Activities as they become payable.

The Charitable Company has agreed to a deficit funding arrangement resulting in additional charges that are intended to equalise the pension scheme deficit, in relation to past services, by 2025. A liability for this obligation has been recognised in long term liabilities. The amount recognised is the net present value of the deficit reduction contributions payable under the agreement that relates to the deficit. The present value is calculated using the discount rate detailed in the note 12. The unwinding of the discount rate is recognised as a finance cost.

2.13 Financial Instruments

The Charitable Company 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.

2.14 Government Grants

Grant income is recognised when the conditions for receipt have been met and there is reasonable assurance that the grant will be received. It is then recognised in income on a systematic basis over the periods in which the entity recognises the related costs for which the grant is intended to compensate, except where the grant is compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the entity with no future related costs in which case it is recognised as income in the period in which it becomes receivable.

Ripon Community Link Company Limited

For the Year Ended 31 March 2025

(A company limited by guarantee)

Notes to the Accounts

3 DONATIONS

	Unrestricted Funds 2025 £	Restricted Funds 2025 £	Total Funds 2025 £	Total Funds 2024 £
Donations	39,673	3,076	42,749	201,114
Gift aid	2,093	-	2,093	3,056
Grants	5,501	134,082	139,583	97,708
	<u>£ 47,267</u>	<u>£ 137,158</u>	<u>£ 184,425</u>	<u>£ 301,878</u>

Included in Grants is Government grants of £1,950 (2024 - £4,472).

Restricted income in 2024 from donations was £19,042, gift aid was £nil and grants was £231,112 (In total £250,154 was restricted)

4 INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted Funds 2025 £	Restricted Funds 2025 £	Total Funds 2025 £	Total Funds 2024 £
Grants and Contracts				
NYCC Service Contracts	409,148	-	409,148	422,710
Other Local Authorities	35,630	-	35,630	19,490
Private Contracts	113,994	-	113,994	80,981
	<u>£ 558,772</u>	<u>£ -</u>	<u>£ 558,772</u>	<u>£ 523,181</u>

Restricted income from charitable activities in 2024 was £nil.

Learning skills - with beneficiaries

Walled Garden Sales	88,111	-	88,111	61,595
Catering Sales	93,510	-	93,510	39,323
	<u>£ 181,621</u>	<u>£ -</u>	<u>£ 181,621</u>	<u>£ 100,918</u>

Restricted income from learning skills in 2024 was £nil.

Ripon Community Link Company Limited

For the Year Ended 31 March 2025

(A company limited by guarantee)

Notes to the Accounts

5 TOTAL STAFF COSTS

	2025	2024
	£	£
Wages and Salaries	562,486	480,602
Social Security Costs	36,709	29,104
Other Pension Costs (Employer)	19,243	14,068
Pension Deficit Remeasurements	4,322	1
Other Employee Expenses	9,510	5,355
	£ 632,270	£ 529,130

The key management personnel of the Charitable Company comprise the Trustees and the Senior Leadership Team. The total employee benefits of the key management personnel (including employer NIC and pension costs), with only senior leadership team members being paid, were £198,050 (2024 - £190,600). Only one employee earns between £70,000 to £79,999 (2024 -1 between £60,000 to £69,999).

Number of employees

The average number of full-time equivalent employees during the year was 21 (2024 - 18).

The head count of employees on the payroll as at March 2025 was 35 (2024 - 26).

The Charitable Company benefits greatly from the contribution of volunteers. Volunteers bring their skills and expertise to the organisation. Some volunteers work particularly with members and this enables additional support for individuals and groups which helps members get even more from the activities we do. It can also mean a group's activity can be more flexible and individually-tailored. Some volunteers bring very specific skill input such as woodland management or marketing expertise. Operational delivery is not the responsibility of volunteers.

Ripon Community Link Company Limited

For the Year Ended 31 March 2025

(A company limited by guarantee)

Notes to the Accounts

6 ANALYSIS OF TOTAL EXPENDITURE

	Unrestricted Funds 2025 £	Restricted Funds 2025 £	Total Funds 2025 £	Total Funds 2024 £
6.1 Charitable activities				
Staff Costs	579,267	53,003	632,270	529,130
Education and Leisure	7,376	516	7,892	6,541
Motor Expenses	7,439	-	7,439	6,995
Operational Costs	30,678	865	31,543	32,311
Walled Garden Purchases	39,278	411	39,689	35,260
Tea Room Purchases	21,180	-	21,180	9,315
Licencing	704	-	704	751
Marketing and Website	6,317	-	6,317	3,528
Property Costs	70,566	23,277	93,843	52,499
Depreciation	38,152	-	38,152	37,691
Profit and loss on sale of fixed assets	-	-	-	1,963
Irrecoverable VAT	18,142	2,644	20,786	19,139
Support Costs	28,093	-	28,093	25,959
	<u>£ 847,192</u>	<u>£ 80,716</u>	<u>£ 927,908</u>	<u>£ 761,082</u>

Restricted expenditure in 2024 totalled £100,313 of which £nil was in support costs.

6.2 Support costs

Independent Examiner's Fee	1,130	-	1,130	1,130
Accountancy Fees	26,963	-	26,963	24,829
	<u>£ 28,093</u>	<u>£ -</u>	<u>£ 28,093</u>	<u>£ 25,959</u>

Ripon Community Link Company Limited

For the Year Ended 31 March 2025

(A company limited by guarantee)

Notes to the Accounts

7 RELATED PARTIES

No Trustees received remuneration or expenses during the year (2024 - £nil).

During the year the charity received donations totalling £300 from trustees. There were no other related party transactions in the reporting period which require disclosure (2024 - nil).

8 TANGIBLE FIXED ASSETS

	Land £	Site Development £	Motor Vehicles £	Plant & Equipment £	Computers £	Total £
Cost						
At 1 April	65,601	519,629	65,646	124,599	23,944	799,419
Additions	-	-	-	2,540	-	2,540
At 31 March	65,601	519,629	65,646	127,139	23,944	801,959
Depreciation						
At 1 April	-	23,146	44,567	65,612	14,729	148,054
Charge for year	-	10,392	9,902	12,155	5,703	38,152
At 31 March	-	33,538	54,469	77,767	20,432	186,206
Net Book Amounts At						
31 March 2025	£ 65,601	£ 486,091	£ 11,177	£ 49,372	£ 3,512	£ 615,753
31 March 2024	£ 65,601	£ 496,483	£ 21,079	£ 58,987	£ 9,215	£ 651,365

	2025 £	2024 £
9 DEBTORS		
Fees Receivable	14,993	11,174
Prepayments	11,417	5,900
Accrued Income	31,810	28,107
Other Debtors	2,005	2
	£ 60,225	£ 45,183

Ripon Community Link Company Limited

For the Year Ended 31 March 2025

(A company limited by guarantee)

Notes to the Accounts

	2025 £	2024 £
10 LIABILITIES: Amounts falling due within one year		
Bank Loan	10,100	10,100
Trade Creditors	17,623	16,768
Fees in advance	33,695	26,546
Social Security and Other Taxes	8,557	10,294
Accruals	4,704	3,659
Other creditors	1,505	10,043
	£ 76,184	£ 77,410
11 LIABILITIES: Amounts falling due after more than year		
Bank Loan	2,400	12,400
	£ 2,400	£ 12,400
12 PROVISIONS		
Pension provision at the beginning of the year	1,912	4,093
Remeasurements	4,322	1
Deficit contribution paid	(1,949)	(2,339)
Unwinding of the discount factor (interest expense)	50	157
Pension provision at the end of the year	£ 4,335	£ 1,912
Income and expenditure impact		
Interest expense	50	157
Remeasurements - impact of any changes in assumptions	27	1
Remeasurements - amendments to the contribution schedule	4,295	-
	4,372	158

The discount rate applied to the provision is 4.84% (2024 - 5.31%, 2023 - 5.52%). Further details are contain in Note 16.

Ripon Community Link Company Limited

For the Year Ended 31 March 2025

(A company limited by guarantee)

Notes to the Accounts

13 RESTRICTED FUNDS

	Balance at 1 Apr 2024	Income	Expenditure	Transfer Capital Spend	Transfers	Balance at 31 Mar 2025
Restricted Funds	£	£	£	£	£	£
RWG 25	-	1,745	(1,745)	-	-	-
Wall Fund	250	13,000	(13,250)	-	-	-
Electrics Fund	-	10,000	(10,000)	-	-	-
Ripon City Council	-	1,950	(1,950)	-	-	-
Volunteer - National Lottery	-	19,999	(6,079)	-	-	13,920
Reaching Communities - National Lottery	25,598	63,034	(44,742)	-	-	43,890
Café development - Betty's	-	25,390	-	-	-	25,390
Profit for Good	3,006	-	(1,663)	(3,700)	2,357	-
Grants and donations under £1k	-	2,040	(1,287)	-	47	800
	£ 28,854	£ 137,158	£ (80,716)	£ (3,700)	£ 2,404	£ 84,000

RWG25: Money received for the redevelopment of the Walled Garden site.

Wall Fund: Money received for the repair of the Garden Wall.

Electrics Fund: Money received for the upgrade of electrics on the site.

Ripon City Council: Money received for a contribution to care staff costs.

Volunteer - National Lottery: Money received for a volunteer co-ordinator.

Reaching Communities - National Lottery: Monies were received to develop the catering facility and assist the charity to ensure the long term sustainability and generate income for the charity.

Café development - Betty's - Money received for the expansion of the café facility.

Profit for Good: Money was received for the development of the new catering facility.

Grants and donations under £1k: various restricted monies received under £1k for small one off projects in the year.

Ripon Community Link Company Limited

For the Year Ended 31 March 2025

(A company limited by guarantee)

Notes to the Accounts

13 RESTRICTED FUNDS continued

Restricted Funds	Balance at 1 Apr 2023 £	Income £	Expenditure £	Transfer Capital Spend £	Transfers £	Balance at 31 Mar 2024 £
RWG 25	2,197	1,870	(4,067)	-	-	-
Retail - Development	3,333	-	(3,333)	-	-	-
Sensory Garden	3,047	4,682	(7,729)	-	-	-
New Build - Retail	-	117,877	(794)	(210,895)	93,812	-
Cost of living	-	27,185	(27,185)	-	-	-
Apple Pressing Project	-	6,297	-	(6,297)	-	-
Reaching Communities - National Lottery	-	80,996	(52,931)	(2,467)	-	25,598
New Computers	-	2,222	(42)	(3,232)	1,052	-
Profit for Good	-	7,500	(2,957)	(1,537)	-	3,006
Grants and donations under £1k	-	1,525	(1,275)	-	-	250
	£ 8,577	£ 250,154	£ (100,313)	£ (224,428)	£ 94,864	£ 28,854

Funds - Ceased in 2024

Retail Development: Income received from the Rank Foundation for the development of the catering facilities.

Sensory Garden: Funding received from The Shears Foundation and the National Garden Scheme ensured the completion of the sensory garden.

New Build - Retail: During the year numerous grants and donations were received for the building of a new retail area and café. The building was completed in the year the transfer in relates to unrestricted funds the charity allocated to the retail build project.

Cost of living: During the year two cost of living grants were received from the Rank Foundation to cover energy costs and staff salaries.

Apple Pressing Project: Equipment received to enable the charity to carry out its own Apple Pressing.

New Computers: Money received from the North Yorkshire Police has been spent on new computers.

Ripon Community Link Company Limited

For the Year Ended 31 March 2025

(A company limited by guarantee)

Notes to the Accounts

14 UNRESTRICTED FUNDS

	Balance at 1 April 2024	Income	Expenditure	Transfers	Balance at 31 March 2025
Unrestricted Funds	£	£	£	£	£
Designated					
Fixed Assets	651,365	-	(38,152)	2,540	615,753
Pension charges	1,912	-	(371)	2,794	4,335
	653,277	-	(38,523)	5,334	620,088
Undesignated					
Free reserves	151,910	811,261	(810,962)	(4,038)	148,171
Total Unrestricted Funds	£ 805,187	£ 811,261	£ (849,485)	£ 1,296	£ 768,259
	Balance at 1 April 2023	Income	Expenditure	Transfers	Balance at 31 March 2024
Unrestricted Funds	£	£	£	£	£
Designated					
Fixed Assets	466,591	-	(39,654)	224,428	651,365
Pension charges	2,180	-	(268)	-	1,912
Member retail - build	33,113	-	-	(33,113)	-
	501,884	-	(39,922)	191,315	653,277
Undesignated					
Free reserves	139,611	696,759	(622,709)	(61,751)	151,910
Total Unrestricted Funds	£ 641,495	£ 696,759	£ (662,631)	£ 129,564	£ 805,187

Designated Funds

The Fixed Asset Fund: This is the net book value of the assets required to be held for the on-going work of the Charitable Company and therefore do not form part of distributable reserves. Monies transferred into the fund during the year are to cover the purchase of fixed assets.

Pension charges: This money has been set aside to cover the new pension administration fees for the defined benefit scheme.

Member retail - build: This money was set aside by the trustees in 2023 for the new retail build project which was completed and spent during the year.

Ripon Community Link Company Limited

For the Year Ended 31 March 2025

(A company limited by guarantee)

Notes to the Accounts

15 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted		Restricted	Total
	Undesignated	Designated	Funds	Funds
	Funds	Funds		
	£	£	£	£
Tangible Fixed Assets	-	615,753	-	615,753
Current Assets	231,090	4,335	84,000	319,425
Current Liabilities	(76,184)	-	-	(76,184)
Long term liabilities	(2,400)	-	-	(2,400)
Provisions	(4,335)	-	-	(4,335)
At 31 March 2025	£ 148,171	£ 620,088	£ 84,000	£ 852,259

	Unrestricted		Restricted	Total
	Undesignated	Designated	Funds	Funds
	Funds	Funds		
	£	£	£	£
Tangible Fixed Assets	-	651,365	-	651,365
Current Assets	243,632	1,912	28,854	274,398
Current Liabilities	(77,410)	-	-	(77,410)
Long term liabilities	(12,400)	-	-	(12,400)
Provisions	(1,912)	-	-	(1,912)
At 31 March 2024	£ 151,910	£ 653,277	£ 28,854	£ 834,041

16 PENSION

Current pension plan

Ripon Community Link Company Limited participates in The Pensions Trust's Growth Plan (the Plan). The Plan is funded and is not contracted-out of the State scheme. The Plan is a defined contribution scheme.

Ripon Community Link Company Limited paid contributions at the rate of either 8% or in line with the auto enrolment thresholds during the accounting period. Members paid contributions at the rate of either 8% or inline with the auto enrolment thresholds during the accounting period.

Ripon Community Link Company Limited

For the Year Ended 31 March 2025

(A company limited by guarantee)

Notes to the Accounts

16 PENSION (continued)

Historic pension plan

The company participates in the scheme, a multi-employer scheme which provides benefits to some 638 non-associated participating employers. The scheme is a defined benefit scheme in the UK. It is not possible for the company to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore it accounts for the scheme as a defined contribution scheme.

The scheme is classified as a 'last-man standing arrangement'. Therefore the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

A full actuarial valuation for the scheme was carried out at 30 September 2023. This valuation showed assets of £514.9m, liabilities of £531.0m and a deficit of £16.1m. To eliminate this funding shortfall, the Trustee has asked the participating employers to pay additional contributions to the scheme.

Ripon Community Link Company Limited from 1 April 2025 are required to pay £1,547 per annum. The Charitable Company are committed to make these annual contributions to 31 March 2028.

Ripon Community Link Company Limited has been notified by The Pensions Trust of the estimate employer debt on withdrawal from the Plan based on the financial position of the Plan as at 30 September 2024 was £19,585.

The following schedule details the deficit contributions agreed between the Charitable Company and the scheme at each year end period:

Deficit contributions schedule

	2025	2024	2023
Year ending	£	£	£
Year 1	1,547	1,949	2,339
Year 2	1,547	-	1,949
Year 3	1,547	-	-
Year 4	-	-	-
Year 5	-	-	-
Year 6	-	-	-

The present values of the provision is £4,335 (2024 - £1,912) and detailed in note 12.

Ripon Community Link Company Limited

For the Year Ended 31 March 2025

(A company limited by guarantee)

Notes to the Accounts

17 RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES

	2025	2024
	£	£
Net income for the reporting period	18,218	183,969
<i>Adjustments for:</i>		
Finance charge on pension deficit	50	157
Remeasurement of pension deficit	4,322	1
Depreciation charges	38,152	37,691
Profit and loss on sale of fixed assets	-	1,963
Loan interest	448	700
(Increase)/decrease in stock	(10,585)	1,252
(Increase)/decrease in trade and other debtors	(15,042)	5,591
(Decrease)/Increase in trade and other creditors	(1,226)	52,290
Net cash provided by operating activities	£ 34,337	£ 283,614

18 ANALYSIS OF CASH AND CASH EQUIVALENTS

Cash in hand	244,018	224,618
Total cash and cash equivalents	£ 244,018	£ 224,618

19 ANALYSIS OF CHANGES IN NET DEBT

	At 01/04/2024 £	Cash-flows £	At 31/03/2025 £
Cash	224,618	(923)	244,018
Loans falling due within one year	(10,100)	-	(10,100)
Loans falling due after more than one year	(12,400)	10,000	(2,400)
	£ 202,118	£ 9,077	£ 231,518

Ripon Community Link Company Limited
For the Year Ended 31 March 2025

(A company limited by guarantee)

The following pages do not form part of the statutory accounts.

Ripon Community Link Company Limited

For the Year Ended 31 March 2025

(A company limited by guarantee)

Detailed Income and Expenditure Account

	2025		2024	
	£	£	£	£
<u>INCOME</u>				
Donations and grants		184,425		301,878
Fundraising		21,007		15,399
Garden sales		88,111		61,595
Catering sales		93,510		39,323
Member funding		558,772		523,181
Miscellaneous		-		230
		945,825		941,606
<u>OTHER OPERATING INCOME</u>				
Interest received		2,594		5,307
		948,419		946,913
<u>DIRECT CHARITABLE EXPENDITURE</u>				
Member activity costs	7,892		6,541	
Fundraising expenditure	2,293		1,862	
Garden - cost of sales	48,017		34,008	
Catering - cost of sales	23,437		9,315	
Licencing	704		751	
Opening stock	4,597		5,849	
Closing stock	(15,182)		(4,597)	
		71,758		53,729
		876,661		893,184
<u>OVERHEADS</u>				
Depreciation	38,152		37,691	
Profit and loss on sale of assets	-		1,963	
Irrecoverable VAT	20,786		19,139	
Marketing and website	6,317		3,528	
Operational support costs	31,543		32,311	
Property costs	93,843		52,499	
Staff costs	632,270		529,130	
Vehicle expenses	7,439		6,995	
Support costs	28,093		25,959	
		858,443		709,215
Net surplus for the year		£18,218		£183,969

RIPON COMMUNITY LINK COMPANY LIMITED

England & Wales - Charity number 1049030

Accounts

RIPON COMMUNITY LINK COMPANY LIMITED ANNUAL REPORT

YEAR ENDED 31ST MARCH 2024



Ripon Community Link Company Limited

Year ended 31 March 2024

Table of Contents

Chief Executive's Report	3
Introduction to the Charity	3
The Charity's Strategy, Vision, Mission, and Values	3
Achievements and performance	5
Future Activities	11
Trustees and Directors' Report	14
Objectives and Activities	14
Structure, governance, and management.....	14
Financial review	18
Policies	20
Principal Risks and Uncertainties.....	22
Forthcoming year	25
Trustees, Officers, and Professional Advisors	25
Independent Examiner's Report	28
 Statement of Financial Activities.....	 29
Balance Sheet	30
Statement of Cash Flows	31
Notes to the Accounts	32

Ripon Community Link Company Limited

Year ended 31 March 2024

Chief Executive's Report

Introduction to the Charity

Ripon Community Link is a key provider of Day Care Services in Ripon and District, where we offer a broad range of learning opportunities for adults and young people with learning disabilities, referred to as Members throughout this report, and by doing so also support their families with respite. We aim to provide a wide range of opportunities in our day care support to enable our Members to develop and learn new skills, across a range of activities in a broad and varied timetable approach and work-based opportunities in horticulture, catering, retail and woodwork. We aim to deliver outcome-focussed support, using person-centred approaches to set goals, deliver learning support and review and record every individual's achievement.

We deliver our services at Ripon Walled Garden, and in the local community. The activity timetable is broad, and individualised timetables are tailored to each Member's needs and assessed and agreed goals. Timetable opportunities for Members include work-based skills in horticulture, retail, and cafe, catering and sports, health and wellbeing, and learning core skills such as numeracy and literacy and the environment. We aim to deliver positive outcomes for all those we support and celebrate every person's talent and contribution to our community.

We have a strong partnership with Evolve, Craven College, on which we place great value. The partnership enables us to provide work experience at Ripon Walled Garden in the garden, where students can achieve qualifications.

As a Charity we receive social care funding, generate income from our work-based opportunities for Members and undertake fundraising activities, following best practice, and always operating within Fundraising Regulator Guidance.

As we prepare our Annual Report, we are facing the challenge and consequences of the highest inflationary increases in 40 years and the subsequent cost-of-living crisis. However, we remain more committed than ever to ensure we can continue to support our vulnerable beneficiaries delivering our charitable objectives, and to develop our reach to support more people who need our services.

Over the past year we have delivered high quality services to more people, and simultaneously continued to develop our on-site facilities, celebrating the opening of a brand-new shop and café which provides increased capacity but importantly will aid our reliance and financial stability in the current economic climate.

We are very grateful to all of those who have supported us both financially and with their time, we simply wouldn't be able to deliver what we do without them.

The Charity's Strategy, Vision, Mission, and Values

During the financial year 2023/2024 we reviewed and renewed our strategy building on the success of our previous strategic plan. The strategy carries forward the original key strategic aspirations, with the addition of the environment. The strategy aims to ensure we are fit for the future and have one team working together to ensure we are delivering the best possible care, support and opportunities to local people with learning disabilities and facilities to enable us to do so and meet local identified need. The Board have structured subcommittees to enable support, monitoring, and scrutiny of the delivery of the Strategy.

The overview of the Strategy is illustrated in the diagram below.

Ripon Community Link Company Limited

Year ended 31 March 2024

Diagram 1. Our Strategic plan 2024-2027



Ripon Community Link operates within our Values of **Individuality**, **Excellence** and **Kindness** as appear in the illustration below:

Diagram 2. Our Vision and Values



Ripon Community Link Company Limited

Year ended 31 March 2024

Achievements and performance

The Trustees have chosen to report our achievements and performance of the last 12 months under specific headings as detailed below.

As we reflect over the past year, a year that we faced unprecedented inflation, at the highest levels for 40 years and the economic uncertainty of the cost-of-living crisis and wars in Ukraine and Gaza, we have continued to strive for excellence in our delivery of services and pursuit of financial resilience. Despite these challenges we are proud of our many achievements and performance in a world of uncertainty, which have been possible only due to incredible support from donors, grant making foundations and supporters alongside a loyal and hardworking staff and volunteer team, in addition to strong relationships with our commissioning partners.

Member Services

Members are offered a wide variety of supported activities to develop their skills and grow in confidence, with a focus on community integration to ensure Members are firmly rooted in society, and overcome barriers to disability. We promote independence, providing educational opportunities and practical work-based experience. For some Members we will support them for many years where others we may support for shorter periods for example college holidays.

We offer a vital day care service to vulnerable people, to give quality of life, social opportunities and friendships, support health and wellbeing, encourage independence and provide essential respite for their carers. We also support their broader wellbeing and will work with families to guide and support transition into supported living or housing.

At Ripon Walled Garden, where all our services are now delivered from, we provide a unique supportive nurturing and caring service in a beautiful location. At the historic 4-acre Walled Garden, previously the Bishops Palace kitchen gardens, we operate a small garden centre, and Members and visitors can also enjoy the Victorian Orchard and Woodland and our brand-new shop and café provides incredible Member opportunities. Here we offer training and supported activities to Members in horticultural, retail and catering enterprises, allowing practical work, and learning experiences to support independent living. Work based activities are available for Members alongside fully timetabled classroom-based activities now delivered from the purpose-built Woodland Lodge and the Garden Room, including drama, arts, crafts, numeracy, literacy, dance, and sports, a rambling group, swimming, and gym and independent living such as visiting a supermarket and travel training.

We support people who have a range of mild and moderate learning disabilities, some of whom may also have a physical disability, with the most common being Downs Syndrome, Autism, and Global developmental delay. We provide high quality comprehensive services to our Members to keep them safe, to help them learn skills that will support them in their lives outside of the Charity, promote independence, self-esteem and confidence and their physical health and wellbeing.

We take a holistic approach to our care. Our day services provide vital respite for our 100 plus Members' carers. Some Members live in supported housing; however, many still live at home with aging parents. The respite is essential to carers ensuring they can keep caring.

During the year we have reviewed and updated our approach to behaviour management, for those who on occasion have behaviour that challenges, and trained the team with the ethos of a "one team approach" with standardised processes.

Ripon Community Link Company Limited

Year ended 31 March 2024

Ripon Community Link's primary commissioner is North Yorkshire Council. Referrals are usually made via social workers, our Social Care Manager and the care team will assess an individual's needs and they are supported to make decisions about their individualised timetable, which is designed to meet their assessed needs for learning and support. All activities, in every area are underpinned by development of core skills such as numeracy, literacy, social skills, independence- all at the individual's level. On an ongoing basis, Members are regularly assessed so we can monitor and develop care plans.

The Trustees take care to ensure that limited charitable resources are directed where they have most impact. Impact is measured through Member targets and annual surveys, quantitatively and qualitative measurements, monitoring of capacity and demand, referrals and waiting lists, reported to the Trustee subcommittee for Strategy, Assurance and People. In the financial year 2023/2024 2601 sessions to our Members have been delivered. Sessions may have between 4-14 Members in each session, on average this is Most Members attend 3-5 days per week with a session being a morning or afternoon. In the year we delivered a staggering 15,402 individual sessions of care.

There were 11 new referrals of individuals who now attend the service. 3 have left the service, with 2 moving out of the area. The referrals have on the whole been more complex, with 7 of the 11 requiring 1:1 support, we also have 3 Members who now require 2:1 support. The table below shows key metrics and demonstrates the huge impact we have for people with learning disabilities and our growth over the past 3 years.

	2021/2022	2022/2023	2023/2024
Number of Members	50	53	59
Number of timetable sessions delivered annually	1860	2570	2601
Number of individual sessions of care delivered			15,402

Most of our Members are referred through North Yorkshire Council to access our services from surrounding towns and villages such as Harrogate, Thirsk, Catterick and Pateley Bridge. Minority ethnic groups in North Yorkshire are low. A research study carried out by the North Yorkshire Equality and Diversity Strategic Partnership in 2016 found that across North Yorkshire the BAME community represent 5.25% of the population (30,917 of population of 598,376). However, the catchment we draw from have 3.25% of the population.

To promote diversity and inclusion, the Charity works with the council, and Ripon Cathedral, a local city of Sanctuary and the local community. Our Members are truly involved, for example members participate in watering and planting flower beds at the Cathedral and perform in events such as Sights and Sounds, an annual Harrogate Borough Council and Ripon my Neighbourhood event.

We operate safe and fair recruitment practice and encourage applications from all backgrounds. In essence, our Charity is all about equity for Members and all stakeholders. Our passion to create conditions that allow all of our Members to reach their full potential and be part of society is an implicit goal.

Ripon Community Link Company Limited

Year ended 31 March 2024

Safeguarding is a high priority; we have robust internal systems for reporting cause for concern through to full safeguarding referrals. We have an organisation wide approach to Safeguarding; any staff Member or volunteer can raise a cause for concern. We have staff trained level 1-3 with a qualified social worker being our internal Safeguarding lead. All Safeguarding incidents are reviewed by the CEO following the Social Care Managers review using the internal decision-making framework for outside referrals to the local team who we have a good relationship with and regular contact. All external Safeguarding alerts are also reported to the Charity Commission and the Boards of Trustees see a dashboard of referrals to identify trends. This year we have further enhanced our Safeguarding practice and now have a team of 4 responders.

Throughout the year Members enjoyed a wide range of activities as part of their timetables. We have celebrated being able to return and fully integrate in the community now that Covid restrictions are scaled back. Members have had a busy year with a Member show in April 2023, through to rehearsals beginning in Sing and Sign, Drama, and Dance as well as stage production in Arts and Crafts sessions and woodwork for our hugely successful Mary Poppins show in April 2024.

Members also practiced their skills in performing when we celebrated a 6-week spectacular of "Alice in Wonderland" across the summer of 2023. In sessions, busy creating and making scenery to decorate the entire site, to learning drama roles for mini performances, supported with costumes and storey telling children's activity, this event gave our Members opportunity to socialise, with a large volume of visiting public. All the time overcoming barriers to disability but critically re-integrating Members who had been socially isolated through the pandemic to re-learn and practice vital communication skills, build confidence and self-esteem. The event brought many people to the garden spreading the word about our work and growing our supporter base.

Members also performed in "Last Night of the Proms" a hugely successful event organised by Ripon Rotary with our Charity and Motor Neurone Disease charity as the key beneficiaries. Our Members had a unique opportunity showcasing their singing and sign language skills to over 300 people- a great way to demonstrate the unique skills of the learning-disabled community. Members also took part and enjoyed greatly performing at the Ripon Theatre festival.

Community activities such as swimming, cycling, and visiting the gym all recommenced as the covid restrictions have now ended. Members built on their success for the second year their own Member designed and led newsletter, and the Members Voice Group, feeding directly into the Board of Trustees is going from strength to strength, with one outstanding area of influence being in the design of our new brand development.

Thanks to a grant from the Police Commissioner fund, new laptops were purchased and set up specifically for Members with a Member bespoke IT skills and internet safety course successfully delivered.

Members were also pivotal in planning and designing Phase 2 of our Sensory Garden, kindly supported by the National Garden Scheme and Two Ridings and by Skell Valley, National Trust project, who generously repaired pathways in the Orchard ensuring disabled accessibility for all. We have also focussed on skills development such as Basic food Hygiene and an IT safety course for Members.

To be able to deliver such impact we are incredibly grateful to the Rank Foundation, Ripon City Council and the Shears Foundation, whose grants support directly staff costs.

Shop and café development

The focus of our year has been designing our Member model for the new shop and café facility, designing the building itself, fundraising, and completing building works which has been only possible due to the generous support from Trusts and Foundations.

Ripon Community Link Company Limited

Year ended 31 March 2024

The Tearoom closed in 2020 due to Covid restrictions, the building was re-purposed as a classroom. In the short term we opened a takeaway kiosk in the garden, outperforming budgeted expectations. Closing the Tea Room provided opportunity to review the catering model, putting Members at the heart of the new design. In 2022/2023 the small old tearoom was fully renovated to provide a dedicated catering kitchen, complete with motorised stainless parry tables, and fully wheelchair accessibility so all Members regardless of ability can participate. This is key as Members help prepare a wide range of cakes and traybakes for the menu in our new café.

Building on the success of the kiosk, in January 2023 we submitted a planning application for a purpose-built shop and café facility, designed to offer more opportunities to more Members and supporting charity financial resilience. The range of skills for Members from learning about retail and catering, underpinned by numeracy, literacy, money recognition and management to the development of social skills, following instructions, interacting with people in the community, all build a wide range of skills supporting independent living and developing confidence and self-esteem for our Members,

Our planning application was approved at the end of March 2023, ambitious and successful fundraising took place, a tender for the building contractor and the build itself, culminating in the grand opening of the facility on the 7th of October 2023 by the Lord Lieutenant for North Yorkshire.

Our thanks to the Lloyds Foundation, Mein Trust, Kirby Foundation, Bernard Sunley Foundation, Bruce Wake Charitable Trust, Liz and Terry Bramhall Foundation, National Lottery Awards for All, Percy Bilton Foundation, Marshall Viggars Foundation, Clothworkers Foundation, Baily Thomas Foundation and Ocado, Harrogate Round Table for so generously supporting the build and fit out and equipment for the project.

We are also indebted to the National Lottery Reaching Communities who have supported staffing costs over 3 years to enable us to develop the model at the Members pace, as we grow our customer base and support so that we can fully fund through generated income the model over time, improving lives for our Members and a community facility to visit and enjoy, creating a diverse society overcoming barriers to disability.

Environmental Impact

The cafe has been built with the environment in mind, as a wooden building with its renewable nature, and to fit into its location at the Walled Garden. Along with solar panel installation, and IBC water collection tanks so we can collect our rainwater, and use to water plants in the garden nursery, and with our plot to plate ethos, reducing food miles and our carbon footprint we are aiming to be as sustainable as possible. We also compost our food and plant waste to use in our own gardens. For much of the year we have collected recycling from local business and continue to recycle as much of our own waste as possible reducing landfill. Members are actively supported to consider their own impact on the environment from recycling to Woodland Champions sessions on the timetable.

Gardens for all to enjoy

We are forever mindful that every day we enjoy our beautiful environment at the Walled Garden, we are simply custodians of a historic site as the former Bishops' Palace gardens. With our strong environmental ethos, we are mindful of caring for the environment in which our Members thrive. We continue with our orchard replenishment plan and have replanted alongside ancient apple trees so that the Orchard will thrive for many years to come.

Phase 2 of the sensory Garden has created a place for Members and visiting public to enjoy the benefits to health and wellbeing of being in peaceful surroundings, where all our Members can enjoy the sensory experience irrespective of disability.

Ripon Community Link Company Limited

Year ended 31 March 2024

Skell Valley have again supported us enormously with volunteers helping to clear invasive species in the Woodland and by improving accessibility alongside pathway renovation in the Orchard. Many other grant making foundations have supported us with equipment to improve Member and volunteer involvement in the gardens.

Furthermore, we have been able to take on our own Apple Pressing, previously outsourced. Learning this skill in house, involving Members and volunteers in the process of growing apples, and pressing and pasteurising to seeing our own Apple Juice on the shelves of the cafe has been a hugely rewarding process, with our Apple Day event being its most successful to date.

We have also attended Open Garden events with our wonderful Members, showcasing their hard work in our gardens in selling our plants whilst people enjoy the Open Gardens they visit.

Information Technology, Website and Social Media

We have continued to deliver in line with our IT and digital strategy further IT improvements in year. We have implemented an HR system, BREATHE system, increasing security.

Our Member record and fundraising systems are now fully electronic, GDPR compliant, ensuring that a Member of staff has the most up to date access to a Member record including health and safeguarding. This ensures contemporaneous record always keeping and access to the most up to date information improving Member safety.

PCI compliance has been achieved on all merchants for card payments protecting customer data.

Members in retail and the café have been taught how to use the Kudos Till system helping them to recognise and manage money, as well as being pivotal in developing social skills as Members are supported to serve customers.

The use of IT has remained a strong focus in our service delivery, with dedicated equipment for Members with enhanced security settings and delivery on an IT and Internet safety course.

We have also further improved our Social Media presence, raising the profile of the Charity in the local community, and offering an additional communication tool to stakeholders, with our Communications officer undertaking training to write our Digital media strategy in the new financial year.

Branding and website

With support from the Lloyds Foundation, we have worked on a new brand for the Charity, which will be launched in June 2024, when a new website will also be available. Members, staff and volunteers have been consulted on the branding, with Member views being pivotal to the design of the new logo.

Education and Training

Staff education and training remains a priority, with a mandatory training and skills framework mapped for all staff roles, and core competency assessments in key areas, such as infection control. All staff have appraisals building on previous objective setting which has helped to keep staff motivated, understand what is expected of everyone in their individual role and their personal responsibility in collective responsibility for delivering high quality services.

Volunteer training is in place, with annual reviews with every volunteer identifying any training and development requirements. All staff and volunteers as appropriate are DBS checked.

Strengthening the Board of Trustees

Kevan Gredinzski, stood down in year as he stopped caring for a Member, however, to ensure we keep Member Voice at the heart of decision making, a parent now Chairs the Member Voice group and with our Chair of Trustees in attendance, ensures clear communication exchange directly between Members and the Board of Trustees.

Ripon Community Link Company Limited

Year ended 31 March 2024

We continue with annual reviews for Trustees, focusing on personal contributions and Charity Governance. The diverse skill base of our Trustees will help us withstand future uncertainty and support our continuous service improvement.

Partnership Working

The CEO and Board recognise the importance of partnership working. The CEO has invested time with commissioning partners and is involved in several networking partnerships in addition to the partnership with Evolve college, whom we host their Horticultural College students and teachers 2 days per week. Partnership working supports innovation and improvements and opportunities to constantly develop, learn and improve whilst at the same time creating a diverse society on site. New partnerships include Ripon Museums Trust on the apple pressing project and National Trust through the Skell Valley project and working with Askham Bryan College with students attending our site from May 2024.

Strong Financial Management

Debt recovery is effective, and tight control of expenditure continues with cost efficiencies realised in many areas, but we have been keen to ensure that this has never compromised the delivery of high-quality services. Business contract negotiations have also given rise to reduced expenditure.

Utility costs have been staggering, with the entire financial year being out of a previous beneficial fixed rate. Core cost grants have been essential in helping us to manage costs. The addition of solar panels, we hope will aid moving forward.

Annual salary uplifts were awarded in January 2024 following significant consideration of the affordability and at the same time retaining a skilled and valued workforce and consideration of the substantial minimum wage rises. It is important that we invest in our staff and ensure that we retain our loyal and skilled workforce. The impact of the National Living wage rise, and the public sector strikes highlighting discontent during soaring inflation, were carefully considered by Trustees when awarding pay rises, underpinned by a desire to reward staff fairly but still within affordable limits.

The main commissioner North Yorkshire Council undertook a tender process for award of contracts in 2023. New fee rates were submitted and awarded in full for new contracts, unfortunately Member legacy contracts were not matched onto the new fee rates, which poses financial risk, as the cost of care increases. The Charity has therefore, worked even harder to drive efficiency, working to ensure that capacity and demand are closely matched and to increase Member numbers. We expect in the financial year 2024/2025 a 0 % inflationary increase on APL contracts, further driving the need for additional income sources and cost efficiencies.

A key part of assuring financial resilience for Ripon Community Link has been reducing the reliance on statutory funding over the past years. This has been achieved by increasing income generated, for example at the Walled Garden as well as increasing voluntary income in the form of both community fundraising and grant income.

We are incredibly grateful for all the support, time, skills and financial assistance shown to the Charity by supporters, major donors and grant making foundations over the last year which have both supported core costs and specific campaigns.

Ripon Community Link Company Limited

Year ended 31 March 2024

Quality Assurance Framework

We have baselined our practice against best practice frameworks and have delivered a comprehensive development plan overseen the Strategy/Assurance/People subgroup, this helps drive continuous service improvement. With the implementation of the new commissioning framework, the County Council are introduced a Quality Assurance Framework known as PAMMS. RCL has baselined performance against this and meets all the quality thresholds, however, we are not complacent and will strive to always deliver quality above the minimum standard. This subgroup also monitors the Risk Register, escalating to the Board of Trustees.

Future Activities

The Trustees and Senior Leadership Team are remaining cautious and prudent given the uncertainty and economic impact of the cost-of-living crisis, against a backdrop of rising costs. Our priority remains reaching as many Members as possible who need our services, continuing to develop delivering high quality services and remain financially stable.

In the next financial year,

- St Wilfrid's Bungalow lease will terminate in August 2024, this will give rise to significant and much welcomed financial savings on property costs for the Charity.
- We will drive forward with the retail strategy for the shop and café building, providing more opportunities to more Members who will benefit from skills development opportunities, and we will carefully collect and scrutinise financial data, which will enable decision making leading to increased generated income supporting and striving for financial resilience.
- We will introduce bar coding into our Till systems, allowing for even more Member engagement, and stock control and clearer financial reporting.
- We will launch our new Brand with the re-brand kindly funded by the Lloyds Foundation, ensuring that we communicate carefully with all stakeholders so that they continue to identify with us, and aspire to increase our engagement with volunteers, customers, and new Members.
- We will launch our new Website and develop our digital media strategy, growing our stakeholder base.
- We will migrate to PeopleCloud, as our preferred platform for HR management with our new HR provider, with people Database, annual leave management and mandatory training compliance.
- We will continue to develop the Woodland and gardens, further enhancing the visitor experience so that our community continues to support us.
- We will delve deeper into capacity and demand, using data to drive our future Member capacity and at the same time identifying the facility needs to support growing demand for our services, with a Trustee led Task and Finish Group.
- We will begin a substantial project of maintenance on the Historic Wall West Wall to ensure we keep our entire community safe.
- We will plan the renovation of the remaining Historic Walls and scope the accommodation development for the Members mess, Potting shed and gardeners' office, so that our facilities match demand and are high quality.
- We will develop a new position of paid Volunteer Co-ordinator to support the work our voluntary Volunteer co-ordinator undertakes to a very high standard, so we may grow further our volunteer numbers and impact, and improve their on site experience, subject to funding.
- We will seek accreditation as a Disability Friendly employer.
- We will develop a programme to support our Members to improve their physical health, in recognition that people with a learning disability have higher levels of avoidable deaths, so that our Members can be as healthy as possible.

Ripon Community Link Company Limited

Year ended 31 March 2024

- Our strong governance and financial management will always mean that we develop at a pace that is affordable. We will continue decision making on the grounds of affordability to ensure financial sustainability in both short and longer term.
- We commit ourselves to closely monitoring financial information, making well thought through decisions based on information available at the time, and being pragmatic to change decisions in line with the changing local and national picture, procurement as well as the economic environment.
- We commit ourselves to a future where our service is dynamic, innovative, and responsive to the needs of our Members. We will continue to be agile and adapt so that we can best support our Members and their families, at the same time balancing this with meeting the needs of our volunteer and staff workforce.

To be sustainable to develop and grow we will:

- Remain business focused whilst compassionate to our Members, always putting the Members at the heart of everything we do, operating by our Values of **Individuality, Excellence and Kindness** but ensuring our business focus will enable us to keep doing what we do best, long into the future.
- Assess future needs for learning disabilities on a population basis, working closely with our commissioning partners to ensure that our existing and future services are designed to deliver and meet need and align to commissioning priorities and models determined during procurement.
- Value, listen and engage our Members, Parents, Staff and Volunteers in all we do.
- Strive to grow our income to reach more people through our services.
- Develop IT technology to support our service delivery.
- Have a strong reputation and be trustworthy, using our resources carefully ensuring maximum impact and showing integrity to our donors, further developing our relationships with them.
- Invest in new ways to raise money at the same time as achieving greater efficiencies.
- Further develop and broaden the skillset of our Board of Trustees so that we can continue to be well led and well governed.
- Recruit staff effectively, increase volunteer numbers, identify new corporate partnerships.
- Work collaboratively with existing partners, commissioners, and other similar charities to ensure we complement other services and can embrace broader opportunities.

Given the challenges ahead, we continue to need to be prudent, responsive, and willing to respond quickly in the short term, whilst never losing sight of the need to invest in the future, and simultaneously developing and strengthening all income streams.

The current economic pressures have challenged our service and financial models, and our referrals are increasing, never has a charity like ours been more needed. With this in mind, we strive to deliver the highest possible quality of service, efficiently and effectively, continue to be aware of opportunities, collaborate and build long term resilience for the Charity.

Victoria Ashley, Chief Executive

Ripon Community Link Company Limited

Year ended 31 March 2024



Ripon Community Link Company Limited

Year ended 31 March 2024

Trustees and Directors' Report

The Board of Trustees, who are also the Directors, of Ripon Community Link Company Limited presents its report and financial statements for the year ended 31st March 2024. These comply with the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to Charities preparing their accounts accordance with special provisions of the Small Companies Regime.

Objectives and Activities

The Charity's stated objectives within the Memorandum of Articles are as follows:

The relief of adults and young people with a learning difficulty resident in the Ripon area.

The provision in the interests of social welfare of facilities for the social education, recreation and leisure time occupation of adults and young people with a learning difficulty, with the object of developing and improving their conditions of life.

To promote any other charitable purpose for the benefit of adults and young people with a learning difficulty.

Principal Activities

The Charity fulfils its purpose through its principal activities of providing Day Care to support individuals with learning disabilities. The Charity at the end of the financial year had 59 members on register, with a total of 2,601 timetabled sessions of care delivered, or 15.402 individual sessions of care to Members and 9 horticulture students. A further increase on previous years. Between April 2023 and March 2024, we had 9 new referrals, and many Members increased how many sessions they attend the service.

Trustees regularly monitor our capacity and demand and any waiting lists in each area. This information is essential to ensure we are delivering value for money and are meeting charitable aims. The achievements and future for the Charity are included in the Chief Executive Report in detail. Throughout the year we have had waiting lists for specific sessions and times, and we have responded to increased need with agility by increasing session types available. In the new financial year a specific Task and Finish group to look at capacity and demand forecast in the future will commence.

Public Benefit

The Charities Act 2011 placed a requirement on the Charity Commission to produce a guide to charities on the newly created public benefit requirement. Trustees are required by the act to have regard to the guidance in their decision-making. The Trustees have considered the purpose, aims and objectives of the Charity and its current and planned activity against the Charity Commission's general guidance on public benefit. The Trustees are satisfied that the Charity's purpose, aims, objectives and activities are fully consistent with the charitable purposes as defined in the Charities Act 2011, where the charitable objective is to provide welfare, education, and leisure opportunities for adults with learning difficulties.

Structure, governance, and management

Ripon Community Link is a Charitable Company Limited by guarantee. Good Governance is key to the future success of the Charity and is essential in times of adversity and challenge, and to develop and sustain the Charity for the future. The Charity has further enhanced its leadership and governing body during the year and is confident it has a strong and highly skilled Chair, Vice Chair, Chief Executive, Leadership Team and Trustees who work extremely well together. There is a wide range of capabilities on the Trustee Board and leadership team which we will continue to add to in line with our skills matrix.

Ripon Community Link Company Limited

Year ended 31 March 2024

To ensure our own best practice we regularly review Safeguarding Policies and Mandatory Safeguard Training for Staff, Volunteers, including Trustees is in place. The Social Care Manager is the Safeguarding lead and in this year, we have broadened the team with 4 individuals now trained as Safeguard responders. All safeguarding incidents are reported to the Board in summary reports. An escalation process is in place for external reporting, including to commissioners and the Charity Commission. In practice, we are confident that we have appropriate policies, procedures, training, shared understanding of the importance across the organisation and concerns are handled sensitively and appropriately withing best practice guidance. Safeguarding is discussed with staff at contact meetings. There is an open culture for raising concerns, with both staff and volunteers, who are also trained, are encouraged to do so.

Day to Day management

Trustees delegate day to day management responsibility to the Chief Executive, who in turn delegates some leadership functions to the Senior Leadership Team, which is comprised of the Chief Executive, Social Care Manager, Head of Member Services, and PA to the CEO / IT. The leadership team has a broad skill mix with those with staff with experience in learning disability settings, NHS, business, and Charity sector. In year there has been a restructure, internally promoting one of the Care coordinators to Care lead, who has also undertaken a management course, providing resilience in operational care leadership and creation of a new role of Catering lead, and Supporter Services lead.

The team takes collective responsibility for delivery of high-quality services, the Social Care Manager has worked hard with the team to ensure consistency of approach to assessment, goal setting, risk assessments and review of Member progress, to ensure our services are outcome-focussed and that we provide high quality services for all Members. Health and Safety is a top priority with the CEO and Head of Member services, and Trustee Chair of the Health and Safety subcommittee IOSH Level 3 trained completing refresher training in year, although not Mandatory there is a keen focus on keeping as up to date as possible.

People

The Trustees wish to record their thanks to all the Staff and Volunteers of the Charity, who are essential to the provision of high-quality services for our Members. Volunteers are critical to our success at the Charity.

Our people are our greatest asset, working together to deliver a service that is needed and appreciated by our Members and their families, we employ 32 people across the Charity, with 4 of these being seasonal workers of school/college age. We have increased our headcount with the creation of the café and retail project.

We welcome applications for employment from all prospective employees regardless of disabilities and are committed to developing practices that at the minimum meet legislative requirements and safe and fair recruitment.

The Board of Trustees introduced a Pay scale for parity and fairness of pay in January 2022, reviewed annually, considering the Cost-of-Living crisis Trustees have awarded pay rises in line with inflation, and above the Minimum Wage rises to both retain and reward staff.

Clear, concise, communications from the CEO to the Volunteer and Staff Team as well as regular parent/carer letters, started in the pandemic are now firmly embedded as regular practice. This has ensured truthful, accurate communication easing concerns, aiding wellbeing.

There is an annually reviewed Scheme of Delegation in place defining Board responsibilities and those of the CEO. CEO appraisal and objective setting is undertaken annually with regular reviews of objectives

Ripon Community Link Company Limited

Year ended 31 March 2024

by the Chair and Vice Chair. The CEO and Chair regularly meet, the CEO also introduced objectives for staff clearly linked to organisational priorities.

Volunteers

Volunteers are enormously important to our organization and are an instrumental part of our team. They give generously of their time and energy and bring new skills and perspective, fun and friendship. Volunteers help our Members to grow in confidence, they support our profile within the community, they help with our fundraising efforts and work to maintain our beautiful Walled Garden.

The charity has a core base of 35 volunteers, including trustees, this number has remained stable over the year, with three new volunteers being recruited, and two volunteers moving to the staff team.

During the year our volunteers have kept the garden looking it's best and supported an orchard replenishment program, they continued to develop and improve the woodland and worked closely with staff to support Members in their classroom-based sessions.

Two of our volunteers supported a Member in the workshop enabling him to produce a toy box for his niece, this project gave him great satisfaction and improved his confidence. Another volunteer has for a second time delivered an internet safety course for Members, this time enhancing and extending it with basic IT Skills training. Volunteers have been invaluable in helping to get our café and retail area up and running, from decorating, stocking shelves to helping Members serve customers. Other volunteers support our outreach stalls, make items for sale in our shop, make wreaths for sale at Christmas and bake to support events. This is just an example of the many ways our volunteers support the charity and improve the environment and service we can offer to our Members.

The staff and CEO continue to work hard to develop and strengthen the charities relationships with Corporate Volunteers. We now have strong partnerships with Ridding Park, Wolseley, Menwith Hill, Briggs Engineering, Sedbergh School and Lightwater Quarries to name but a few. These corporate volunteers, complete large-scale projects on site, which we would not be able to undertake without them and they vastly improve our site. During the course of the year, we estimate that the value of our corporate volunteer's time was £7000. These relationships are mutually supportive; our Corporate Volunteers tell us how much they enjoy spending time with us, as our staff ensure they have meaningful projects to complete, giving them a real sense of achievement and our Members look after them with drinks and homemade refreshments. This year we have been delighted to further add to our partnerships, welcoming Ministry of Defence Volunteers to join our regulars of Briggs, Menwith Hill, Sedbergh School, Wolseley, Skell Valley, Ripon Fire Brigade, Ridding Park.

The Charity also continue our commitment to encouraging young people to make a difference to their communities through the power of volunteering. We regularly offer placements to Duke of Edinburgh students and students fulfilling their placement hours.

The charity never underestimates the value of our volunteers, we are grateful to each, and every one of them and are committed to constantly improving the volunteer experience. Volunteers are invited to complete an anonymous survey every year, they have an annual review with the volunteer lead, and they can add any suggestions they have into our suggestions box which is reviewed regularly by the SLT. Volunteers are also invited to an annual thank you party, where the CEO, Trustees and Members can express their gratitude in person.

Trustees

Trustees are elected, in line with Policy on recruitment for a three-year term and it is expected that they would normally serve up to two-three-year terms with the possibility of a further term, when skills can't easily be replaced.

Ripon Community Link Company Limited

Year ended 31 March 2024

There is no specified number of Trustees, but our aim is to maintain a diverse range of skills and experience to provide the broadest level of support to the CEO and Senior Leadership Team. When vacancies arise or are anticipated we consider the skills mix and diversity of continuing Trustees and determine skills required. A skills audit has been completed and feeds into an open and competitive recruitment process. A parent/carer has joined the Board following completion of active fair recruitment. We had one Trustee join the Board in September 2023, who made significant contributions to the Strategy review and Branding, he resigned in February 2024.

All Trustees give their time voluntarily and receive no benefits from the Charity, other than allowed expenses, which none currently claim. The Chair of Trustees carries out annual Trustee and governance reviews, including review of CEO performance and annual CEO appraisal.

Every Trustee who joins the Board is made aware of their legal responsibilities. Improved recruitment processes are stringent, including interview, references, DBS checks and Directors' checks. All new Trustees must complete interested parties' information and Fit and Proper person declarations.

The Charity has a Finance subcommittee, Health and Safety Subcommittee and Strategy/Assurance/People subcommittee. The subcommittees have bi-annually reviewed Terms of reference.

The Charity produces a financial dashboard bi-monthly to provide detailed focus on current financial position. This practice will be broadened with the introduction of dashboards and key performance indicators during the coming next financial year. All Trustees are expected to attend the Board meetings and to participate in at least one Trustee subcommittee. New Trustees are provided with a comprehensive induction.

Trustees elect a Chair and Vice Chair from their numbers. The Term of office is 3 years with an option to stand for a further 3-year Term. Trustees declare any interests that they may have outside of the Charity and a register is tabled at each Trustee, and subcommittee meeting. The Chair effectively encourages declaration, recognises, documents and manages conflicts of interest.

Trustees' Responsibilities

Company law requires the Trustees of the Charitable Company to prepare financial statements that give a true and fair view of the state of affairs of the Charitable Company at the end of the financial year and of its surplus or deficit for the financial year. In preparing those financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable accounting standards and statements of recommended practice have been followed, subject to any discrepancies disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charitable Company will continue in operation.

The Trustees are responsible for keeping adequate accounting records which disclose with reasonable accuracy the financial position of the Charitable Company, and which enables them to ensure that the financial statements comply with the Companies Act 2006. The Trustees are also responsible for safeguarding the assets of the Charitable Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Ripon Community Link Company Limited

Year ended 31 March 2024

In accordance with S418 of the companies act 2006, as the Charity's directors, the Trustees certify that;

so far as we are aware, there is no relevant information of which the company's independent examiners are unaware; and

as the directors of the company, we have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant information and to establish that the Charitable Company's independent examiners are aware of that information.

Equality and Diversity

The Trustees are committed to diversity and providing equal treatment to all potential and existing staff, volunteers, and beneficiaries regardless of gender, race, ethnic origin, disability, age, sexuality, religion, or belief. All forms of unlawful and unfair discrimination will not be tolerated. All employees are treated equally. Selection for promotion, training or another benefit is based on ability. The charity has actively supported those with a disability into work and provided relevant adjustments.

Employee Information and feedback

Employees and volunteers have various options to have their views heard, through formal contact meetings for staff, and volunteer reviews, suggestion boxes, surveys, line management structure, Senior leadership Open Door policy, team meetings. In the past year we have introduced "What you said, what we did" where Members manage the process of collating suggestions from the various routes, recording and then escalating to the leadership team. Members maintain the display board so that they can actively see suggestions and outcomes and know that when they make suggestions they are listened to.

Each department is annually involved in priority and budget setting in their area. The CEO produces a monthly Bulletin for staff and volunteers, and improved IT systems with ensure organisation wide communications are cascaded efficiently and effectively. The introduction of BREATHE HR Database has also enabled us to further improve governance as we can track when staff have read and signed to say they understand and comply with Policies and Procedures.

Each year we conduct staff, volunteer, Member (in easy read) and Parent surveys to tell us what we are getting right, and what we can improve on. This is valuable feedback to drive our continuous improvements and once again have been wholly positive.

Financial review

Ripon Community Link had total incoming resources of £946,913 and expenditure of £762,944 in the financial year. The Charity was budgeting for a deficit budget at the beginning of the financial year (excluding capital grants), which has been regularly reforecast. Overall financial performance has been better than anticipated however the capital grants do mask the real overall position.

The surplus of £183,969 is largely due to monies received for capital expenditure totalling £129,564. The unrestricted fund surplus of £34,128 is a truer reflection of the current position and has enable the charity to invested approximately £22k of its surplus into the retail build in order to ensure its progress and completion.

The Charity was prudent during the pandemic and has taken out a Government backed Bounceback loan in June 2020. This was to mitigate against anticipated financial losses in the early part of the pandemic and potential cash flow uncertainties. The Charity is aware of its obligations regarding loan repayments which are factored into 2023/2024 budget process with repayments being made in full.

Ripon Community Link Company Limited

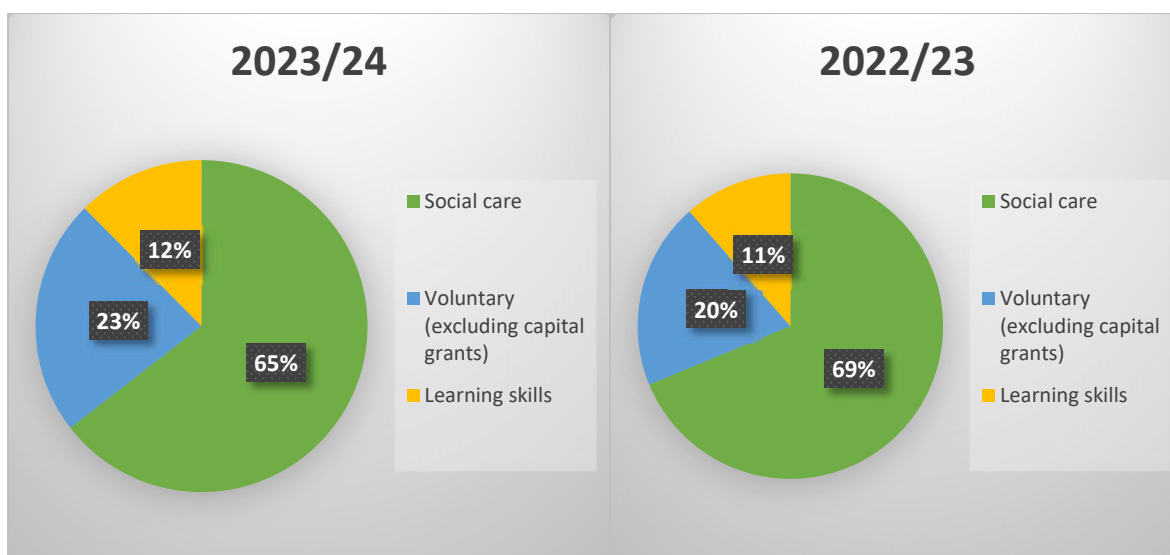
Year ended 31 March 2024

Income

The Charity's principal funding sources are social care funding (main commissioning partner North Yorkshire Council, also Leeds and York), voluntary income (fundraising activities including grants and donations) and income generated from learning skills activities, which includes the sale of produce at the Walled Garden and income generated through the café and retail. The café and retail areas opened on the 7th of October 2023, later than expected.

However, the investment in the new venture has already started to show promising results. Garden, shop and catering income was higher than budgeted, as we have been extremely well supported by the local community. In addition, new procurement relationships in the garden have proved to have higher margins for the Charity. The Walled Garden and shop/retail showed a positive variance against budget of £1,323.

Excluding the capital grants the income from the garden, retail, catering (learning skills) and other fundraising activities have increased their overall contribution to the charity.



In Horticulture the priority has continued to be to increase profitability and reduction in costs. We have diversified the ranges of plants sold and increased volunteer input for example, in wreath making and watering increasing profitability. In addition, establishment of supplier relationships with preferential terms have also been of benefit.

The garden shop, now significantly bigger with the opening of the shop and café facility, gifts range has been further extended with Members making more items to sell alongside some specific purchased in stock to complement Member made items, and woodwork items produced in the workshop have been very popular.

Catering has also increased its capacity with a total of 64 covers inside and outside, the experienced catering lead has strong procurement relationships with suppliers and manages waste, catering shows a positive variance against budget of £5,959.

Ripon Community Link operates on extremely tight margins and so small losses of fees can have a disproportionately negative impact. In a sector that is experiencing funding pressures, our main financial challenge is to ensure that we sustain income to enable us to deliver high quality services and develop and maintain buildings, facilities and equipment. We are reducing financial risk by ensuring we

Ripon Community Link Company Limited

Year ended 31 March 2024

do not have over reliance on statutory funding by focusing on generating retail income where possible, and fundraised income.

We participated in a tender exercise, APL with our main commissioner with contracts coming into force November 2022, with new APL rates being agreed for new contracts which are more closely reflective of the direct cost of care. Unfortunately, all legacy Member contracts have stayed place for block contract Members, meaning we are delivering care, at a cost less than the direct cost. Over time this will have a negative impact and mean that the charity is subsidising more care costs than previously. The high inflationary costs mean that commissioned income is not leading to full cost recovery for care.

Member income is higher than budget by almost £18,300 due to an increase in Members and an increase in the complexity of new referrals on a higher rate.

Our ongoing principal day to day challenges are to ensure that costs are controlled and that our demand meets our capacity to deliver services as efficiently as possible.

Expenditure

We continue to aim to control expenditure effectively. Commercial contracts have been reviewed and re-negotiated where possible. Payroll expenditure increased in year due to increased care staff costs and National Living Wage, staff costs have been higher than budget by £44,759 largely due to increased staff costs for the café and retail which are currently partially funded by the National Lottery.

Expenditure on facility improvements has been carefully managed delivering projects largely on budget and fundraised rather than drawing on charitable reserves. However, property costs were higher overall than budgeted by £9,198.

The unrestricted free reserves for the Charity are £151,910 which are approximately 3 months running costs, which is under the 4-month reserve policy with a target of £205,000.

Policies

Ripon Community Link has a comprehensive library of policies and in addition, standard operating procedures are in key business areas steering commonality of approach to regular business tasks.

Reserves Policy

The Trustees regularly review the reserves policy, examining the reliability of future income streams, the commitment to future expenditure and risks faced by the Charity and has determined that it needs funds that equate to 4 months running costs. Reserves will be used for the following reasons:

- To fund shortfalls in income (whether statutory, voluntary or income generated) when it does not reach its expected levels. Fundraised income is subject to fluctuation as economic conditions change and current inflation is expected to negatively impact community fundraising as people will have less disposable income.
- To fund unexpected expenditure, for example when unplanned events occur, such as increased expenditure for equipment and resources or could also pay for unexpected building development and maintenance costs and to provide a degree of flexibility for innovation.
- To fund additional staff costs if long term cover is required for staff sickness, and if the impact of working differently.
- To fund working capital. Our largest expenditure is the salaries and therefore the timing of cash outflow is relatively fixed whereas both fundraised and generated income fluctuate in terms of cash inflow over the year, in addition member numbers can change, causing further fluctuations.

The Trustees are even more mindful of the need to ensure the Charity's long-term sustainability and maintaining reserves will improve our prospects of overcoming a short-term fall in income having experienced this during the pandemic.

Ripon Community Link Company Limited

Year ended 31 March 2024

The reserves would not normally be used for major developments, which instead would normally be funded through additional capital appeals as was the case with the shop and café project this year. Level of reserves will be monitored regularly by the Finance Subcommittee and are reviewed annually by the main Board when the budgets are approved. This will ensure that appropriate steps are in place to build reserves up to the required levels.

The current level of reserves also allows the Charity to continue to explore and develop its sources of income whilst monitoring and controlling costs. Retail is a key development area for income generation in the next financial year and will enable the charity to maintain reserves in line with policy and continue to meet the Charities strategic aims, whilst diversifying income so that we are resilient as social care funding comes under even greater pressure.

Banking and Investment Policy

The Charity reviewed its banking facilities in the year. Trustees continue a cautious approach and have decided to maintain a low-risk investment strategy, ensuring that the majority of monies are readily available in the current account and in a 120-day notice account to gain higher interest rates on reserves. In December the 120-day notice account was reviewed, Trustees deciding to close it by March 2024, and instead move to a 35-day account so that monies are more readily available in times of the cost of living crisis and potential impacts on cash flow.

It is necessary to ensure that funds are always readily available for use to ensure that levels of care and support are not adversely affected in the event of any short-term income reduction. This is also the reason that the Trustees choose not to risk funds in higher risk, but potentially higher return, investments. The Charity took the Government backed Bounceback loan to ensure that the uncertainties anticipated during the pandemic did not negatively impact cashflow. Repayments are fully factored into the new financial years budgeting process.

Pension Liability

The Charitable Company contributes to a Defined Benefits Scheme at rates set by the Scheme Actuary and advised to the Charitable Company by the Scheme Administrator. The Scheme is a multi-employer pension scheme, and it is not possible to identify the assets and liabilities of the scheme which are attributable to the Charitable Company. In accordance with FRS102 therefore, the Scheme is accounted for as a defined contribution scheme.

The Charitable Company has agreed to a deficit funding arrangement resulting in additional charges that are intended to equalise the pension scheme deficit, in relation to past services, by 2025. A liability for this obligation has been recognised in long term liabilities. The amount recognised is the net present value of the remaining deficit contributions payable under the deficit funding arrangement. The present value is calculated using a discount rate equivalent to the interest rate obtainable to the Charitable Company.

The Finance subcommittee monitor the pension deficit and consider early exit options and costs at regular intervals.

Pay Policy

Attracting and retaining the best people is a key priority, which means offering a remuneration and reward package that is competitive, fair, and sustainable. Ripon Community Link has a combination of contracts. Pay awards are reviewed annually and pay awards have been made in year.

Ripon Community Link Company Limited

Year ended 31 March 2024

Fundraising Policy

Ripon Community Link is committed to maintaining high standards of fundraising and retail activity. The Charity is registered with the Fundraising Regulator and holds a small lotteries license. The Charity is committed to the fundraising promise and fundraising best practice and has both fundraising and ethical fundraising policies in place. Fundraising practice has been reviewed in line with revised Fundraising regulations. No fundraising complaints have been made during the financial year to the Charity. We encourage an open culture to report any concerns. We are particularly sensitive to the vulnerability of our Members when involving them in fundraising, there is usually one main sponsored event each year involving Members, the Summer Saunter.

Ripon Community Link does not employ professional fundraisers or commercial participators, and therefore does not need to regulate their activities. We are part of the Local Lotto which has its own governance arrangements in relation to relevant fundraising and gambling regulations.

Fundraising performance is reviewed at the finance subcommittee which receives reports at each meeting. In addition, management accounts are produced including fundraising performance against budget.

Our two-community fundraising events Spring Fair and Apple Day have been extremely well supported, both exceeding budgets. In addition, we were delighted to be included and be a key beneficiary alongside the Motor Neurone Disease Charity for a Last Night of the Proms concert organised by Ripon Rotary Club. Our Members were able to perform alongside a prestigious Soprano and Ripon City Band, as they delivered Sing and Sign Scores to an audience of over 300 people. We were grateful for both the donation and the opportunity to showcase our wonderful Members performance which helped to build their confidence and self-esteem.

In the next financial year, we are repeating the concert, taking on the full responsibility and income, and are very grateful to the volunteers helping us arrange this.

The Christmas Tree recycling scheme was again successful in collecting over 200 trees, we relied on Rudding Park, and Yorkshire Lavender to provide manpower and Simon Bailes Peugeot and SWARCO to provide vehicles to collect the trees raising over £2,000 for the charity.

The Chief executive continues to successfully apply for grants and trusts with funds being received for several projects. We would like to record our thanks to all the grants and trusts who have funded our work, and to all our donors and fundraisers.

Principal Risks and Uncertainties

The Charity has a detailed Risk Register regularly monitored by the Strategy, Assurance and People subcommittee and the Board of Trustees. These risks are ranked by likelihood and impact and produce a score with potential overall risk for the organisation and plans to mitigate any risk.

The Cost-of-living crisis posed significant risk and uncertainty for this financial year. We successfully mitigated risks operating safely and remain financially stable despite financial uncertainties, this was helped significantly by the Rank Foundation cost of living grant used for core costs.

Ripon Community Link Company Limited

Year ended 31 March 2024

The main risks are:

Risk Area	Mitigation
Member, Staff and Volunteer Safety Risk	Immediate focus on keeping everyone safe. Successful deployment of business continuity planning during covid- ready to scale up if necessary. Staff and front-line volunteer. Staff support signposting for mental health and onboarding of new HR provider with an employee assistance programme including counselling. HMS, CEO and Trustee- IOSH Managing Safely Trained. Comprehensive range of site based, activity based, and Member based risk assessing. Work scheduled for new financial year with urgent repairs to the Wall of the walled garden- appropriate risk assessments, and health and safety management will be deployed.
Staff risk - Overload	Staff restructure and contingent of staff for cover for annual leave/sickness in place. Recruitment of additional staff and increase in headcounts.
Financial Risk - due to unplanned and unavoidable substantial expenditure or inadequate income from a drop in statutory income generation from social enterprise, fundraised income, reputational damage, poor budgetary control or fraud.	Charity has worked hard to mitigate financial risk by adopting a three-strand financial strategy of avoiding over reliance on any single funding stream and instead maximising statutory income, generated income and fundraised income. The Charity calculated the direct cost of care, all new contracts will be on the new APL in 2022. Legacy NYCC contracts remain on the old APL+Inflation. We will continue to place new contracts on the new APL, increase Member numbers, and ensure efficiency in timetables. Increased emphasis on grant and major donor fundraising, particularly capital and core cost and any cost-of-living grants available.
Financial Risk- Impact of Inflation	Inflation rates in the UK are higher than they have been for over 40 years during the reporting year. Reserves may need to be used to support service delivery if generated income cannot keep pace with rising inflation and the reserves are being moved into a 335-day account rather than 120-day account to mitigate against cash flow crisis.
Financial risk- Legacy Contracts	Further efficiencies will be made by surrendering the lease on St Wilfrid's Bungalow and decreasing cost base, the lease terminates in August 2024

Ripon Community Link Company Limited

Year ended 31 March 2024

Risk Area	Mitigation
Information Technology Risk - due to the system not being fit for purpose and outdated, a breach of data protection and a failure to back up procedures.	Full implementation of E-Tapestry providing cloud-based member, fundraising and retail records, secure and GDPR compliant. BREATHE HR platform is now fully operational and till systems have moved across to Kudos. PCI compliance for card payments achieved in year. In next financial year, People Cloud HR database will replace BREATHE, revised security policies for IT working with new provider Primary Technology, Introduction of Multi factor authentication on all accounts and Barracuda.
Information Technology Risk - Impact of risk on a digitally marginalised population	The Charity has recognised Members use more IT and social media potentially putting them at risk of content available. Dedicated laptops were purchased for Members with a grant from the Police Commissioner, internet safety and basic IT course deployed.
Facilities Risk – Walled Garden Wall	The wall at the Walled Garden is deteriorating, in 2024/2025 works on the West Wall are commencing having been fundraised for. In the meantime, walls are regularly assessed and pose no imminent HS risk, and vegetation is constantly cleared to avoid any unnecessary damage.

Risk management

The Trustees of the Charity have governance responsibility for the Charity and its work. They are advised by the Chief Executive and other members of the senior leadership team who manage the operations of the services of any impending operational risks and Trustees identify corporate and strategic risk. There is an open and transparent culture of risk communication, sharing and mitigation.

The Charity has baselined its practice against the Charity Commission Internal Financial Controls for Charities once again in year, reviewing its internal financial controls to conform fully to the guidelines issued by the Charity Commission, and the Charity Good Governance Guide. These controls help the Trustees meet their legal duties to safeguard the Charity's assets, administer the Charity's finances and assets in a way that identifies and manages risk and ensures the quality of financial reporting by keeping adequate accounting records and preparing timely and relevant financial information. Significant work has been undertaken in strengthening financial practice and controls including but not limited to:

- Continued engagement of HPH accountants for fully integrated service including bookkeeping, Payroll and management accounting to enable full segregation of duties, full oversight of all financial activity and improved quality and driving cost efficiencies, creation of Financial dashboard.
- Continuance and further development of Trustee Finance Sub-committee, underpinned by Terms of Reference, membership includes 2 Trustees with the CEO and Accountant in attendance.
- Improved Budgeting process.
- Comprehensive Financial Policies and Procedures.
- Specific Trustees Subcommittee convened to monitor the Facilities improvements, including expenditure.

Ripon Community Link Company Limited

Year ended 31 March 2024

The Charity has a risk register which describes how each risk is managed and the processes and procedures that are in place to mitigate that risk. The risk register has been reviewed and developed alongside the development of the strategic plan and the entire organisational approach to risk management has been strengthened. Risk registers are ranked by likelihood and impact to produce a score which ranks the risk as red, amber or green in terms of potential impact to the organisation. The overarching organisational risk register is monitored by the Strategy/Assurance/People subcommittee, with any red risks escalated to the main Board.

Trustee led Health and Safety now complements operational activity led by the CEO and Head of Member services. Whilst a whole Board responsibility, Health and Safety lead responsibility has been allocated to the Trustee Health, Safety and Facilities Chair, who conducts regular Health and Safety Walkarounds with the CEO and Head of Member services, all three individuals have completed IOSH Managing safely.

Forthcoming year

The Trustees and Senior Leadership Team recognise that we continue to operate in uncertain times, a General Election in Autumn 2024 leading to a change in Government and potential changes to policy around Social Care, unprecedented inflation, war in Ukraine and Gaza, the current economic climate and the possibility of future recession and pressures on statutory funding.

However, we remain ambitious for the future of Ripon Community Link. We commit ourselves to a future where our services are dynamic, innovative, and responsive to need, and to ensure that our facilities and infrastructure enable us to do this. The details of the Charity's future are included within the Chief Executives Report.

Trustees, Officers, and Professional Advisors

Board of Trustees

Carolyn Sands (Chair)
Joe Bradley (Vice Chair)
Andrew Marson (resigned 16.11.2023)
Don Hanson
Philip Ratcliff
Hilary Thompson
Dean John Dobson
Kevan Gredzinski (resigned 16.11.2023)
Richard Jeffrey (Appointed 12.09.2023, Resigned 14.02.2024)

Finance Sub Committee

Andrew Marson (Chair until 16.11.2023)
Joe Bradley (Chair from 16.11.2023)
Carolyn Sands
Victoria Ashley (In attendance)
Sarah Wearing HPH (In attendance)
Lindsay Roome (minute taker)

Ripon Community Link Company Limited

Year ended 31 March 2024

Strategy, Assurance, People Subcommittee

Joe Bradley (Chair)
Philip Ratcliff
Hilary Thompson
Victoria Ashley (In attendance)
Lisa Fletcher (In attendance)
Richard Jeffrey (Appointed 12.09.2023, Resigned 14.02.2024)

Health, Safety and Facilities Subcommittee

Don Hanson (Chair)
Philip Ratcliff
Kevan Gredzinski (resigned 16.11.2023)
Victoria Ashley (In attendance)
David Foster (In attendance)

Changes during the Year

The Trustees wish to record their thanks to Andrew Marson, Kevan Gredzinski, and Richard Jeffrey for their services as Trustees. Kevan as Parent and Carer Rep stood down when he stopped caring for a Member. We have appointed Annie Gregory as Chair of the Member Voice group, however, Annie due to time commitments is unable to become a Trustee, however, Carolyn Sands is present at the meeting so we can ensure the Member Voice and views are always represented at Board level.

Senior Leadership Team. The Leadership Team are not Directors within the Companies Act.

Chief Executive	Victoria Ashley
Social Care Manager	Lisa Fletcher
Head of Member Services	David Foster
PA to CEO, IT lead	Lindsay Roome

Registered Office	54 Bootham, York, YO30 7XZ
Company Number	03062948 (England & Wales)
Charity Number	1049030 (England & Wales)
Principal Office	Ripon Walled Garden, Palace Road, Ripon HG4 3H
Accountants	Conyngham Hall Business Centre, Bond End, Knaresborough HG5 9AY
Independent Examiner	Waltons Business Advisers Limited, Maritime House, Harbour Walk, The Marina, Hartlepool, TS24 0UX

The Trustees would like to thank our CEO, Senior Leadership Team, Staff and Volunteers for their commitment and hard work for the Charity and our Members.

Ripon Community Link Company Limited

Year ended 31 March 2024

Furthermore, the Charity has benefitted once again from incredible support from the Community, Major Donors, Grant making Foundations and our loyal customers supporting with time, money, gifts in kind and donations. We would like to thank all our people for their incredibly hard work and commitment to Ripon Community Link.

The Trustee's report was approved by the Trustees 26 September 2024 and is signed as authorised on its behalf by:

Carolyn Sands, Chair of Trustees and Director, Ripon Community Link

Ripon Community Link Company Limited

Year ended 31 March 2024

Independent Examiner's Report

I report to the charity Trustees on my examination of the financial statements of the company for the year ended 31 March 2024.

RESPONSIBILITIES AND BASIS OF REPORT

As the Trustees of the company (and its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the financial statements of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the company's financial statements carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

INDEPENDENT EXAMINER'S STATEMENT

Since the company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of The Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

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

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the financial statements do not accord with those records; or
3. the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
4. the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

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

This report is made solely to the company's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the company's Trustees those matters I am required to state to them in an independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the company and the company's Trustees as a body, for my work or for this report.

Signed:

Dated: 26 September 2024

HEATHER O'DRISCOLL FCA,
WALTONS BUSINESS ADVISERS LIMITED
CHARTERED ACCOUNTANTS

Ripon Community Link Company Limited

For the Year Ended 31 March 2024

(A company limited by guarantee)

Statement of Financial Activities (Income and Expenditure Account)

	Note	Unrestricted funds £	Restricted funds £	Total 2024 £	Total 2023 £
INCOME					
Donations	3	51,724	250,154	301,878	155,351
Charitable activities					
Grants and Contracts	4	523,181	-	523,181	437,625
Learning Skills	4	100,918	-	100,918	73,170
Other trading activities					
Fundraising		15,399	-	15,399	12,296
Investments		5,307	-	5,307	1,923
Other income		230	-	230	14
TOTAL INCOME		696,759	250,154	946,913	680,379
EXPENDITURE					
Raising funds		1,862	-	1,862	1,160
Charitable activities	6.1	660,769	100,313	761,082	636,385
TOTAL EXPENDITURE		662,631	100,313	762,944	637,545
Net income before transfers		34,128	149,841	183,969	42,834
Transfers between funds	13 & 14	129,564	(129,564)	-	-
Net movement in funds		163,692	20,277	183,969	42,834
Reconciliation of funds					
Total funds brought forward	13 & 14	641,495	8,577	650,072	607,238
Total funds carried forward	15	£ 805,187	£ 28,854	£ 834,041	£ 650,072

All activities derive from continuing operations.

The notes on pages 32 to 45 form part of the accounts.

Ripon Community Link Company Limited

For the Year Ended 31 March 2024

(A company limited by guarantee)

Balance Sheet

Company registration number: 03062948

	Note	2024	2023
		£	£
FIXED ASSETS			
Tangible assets	8	651,365	466,591
CURRENT ASSETS			
Stock		4,597	5,849
Debtors	9	45,183	50,774
Cash at Bank and in hand	18	224,618	218,696
		274,398	275,319
LIABILITIES			
Creditors: amounts falling due within one year	10	77,410	65,328
NET CURRENT ASSETS		196,988	209,991
TOTAL ASSETS LESS CURRENT LIABILITIES		848,353	676,582
Creditors: amounts falling due after more than one year	11	(12,400)	(22,417)
Provisions for liabilities	12	(1,912)	(4,093)
TOTAL NET ASSETS		£ 834,041	£ 650,072
THE FUNDS OF THE CHARITY:			
Restricted Funds	13	28,854	8,577
Unrestricted Funds			
- Designated Funds	14	653,277	501,884
- Undesignated Funds	14	151,910	139,611
TOTAL FUNDS	15	£ 834,041	£ 650,072

For the financial year ended 31 March 2024, the Charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies. The Members have not required the Charity to obtain an audit of its accounts for the year in question in accordance with section 476. The Directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

The financial statements have been prepared in accordance with the special provisions of Part VII of the Companies Act 2006 relating to small companies.

The notes on pages 32 to 45 form part of the accounts.

These financial statements were approved by the trustees on 26 September 2024 and signed on its behalf by:

Joe Bradley - Director

Ripon Community Link Company Limited

For the Year Ended 31 March 2024

(A company limited by guarantee)

Statement of Cash Flows

		2024		2023	
	Note	£	£	£	£
Net cash provided by operating activities	17		283,614		43,193
Cash flows from investing activities					
Purchase of property, plant and equipment		(264,653)		(109,315)	
Net cash provided by investing activities			(264,653)		(109,315)
Cash flows from financing activities					
Loan repayments		(10,700)		(10,878)	
Pension deficit payments		(2,339)		(2,339)	
			(13,039)		(13,217)
Change in cash and cash equivalents in the year			5,922		(79,339)
Cash and cash equivalents at beginning of the year			218,696		298,035
Cash and cash equivalents at end of the year	18,19		£ 224,618		£ 218,696

The notes on pages 32 to 45 form part of the accounts.

Ripon Community Link Company Limited

For the Year Ended 31 March 2024

(A company limited by guarantee)

Notes to the Accounts

1 GENERAL INFORMATION

The Charitable Company is a private company limited by guarantee, which is incorporated and registered in England and Wales (no.03062948).

The address of its registered office is 54 Bootham, YORK, YO30 7XZ.

2 ACCOUNTING POLICIES

2.1 Basis of preparation of accounts

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

Ripon Community Link Company 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 note(s).

2.2 Going Concern policy

The Charitable Company has successfully fundraised to develop their site at the Walled Garden to expand the services they can offer and increase its accessibility of all services. The focus is now on obtaining funding for the retail site developments in order to ensure they can offer further opportunities for members and increase the Charitable Company's ability to generate its own money.

The Directors have considered the cash requirements beyond 12 months from date of approval of the accounts and have a reasonable expectation that the Charitable Company has adequate resources to continue in operational existence for the foreseeable future. They continue to believe that the going concern basis of accounting is appropriate in preparing the annual financial statements.

2.3 Fund accounting

The Trustees have a defined policy for identification of different types of income:

- a) Designated funds are unrestricted funds but are specifically earmarked by the Trustees for a particular purpose.
- b) Restricted funds are only to be used for the specific purpose laid down by the donor. Expenditure which meets this criteria is charged to the fund.
- c) Unrestricted funds are the residue of incoming resources receivable or generated from the objects of the charitable company without further specified purposes and are available as general funds.

2.4 Income

All income is recognised in the statement of financial activities when the conditions for receipt have been met and there is reasonable assurance of receipt. Except for the following:

Grants receivable

Grants for immediate expenditure are accounted for when they become receivable. Grants received for specific purposes are treated as restricted funds. Grants which are received for a future accounting period are deferred and recognised in those periods.

Ripon Community Link Company Limited

For the Year Ended 31 March 2024

(A company limited by guarantee)

Notes to the Accounts

2 ACCOUNTING POLICIES (continued)

2.4 Income (continued)

Capital Grants for specific fixed assets are included in restricted income when received. Once the asset is purchased these monies are transferred to unrestricted funds unless there is a restriction on the disposal of the asset. If so, the net book value of the asset is shown as a restricted fund.

2.5 Donations in kind

Donations in kind are valued at their market value at the transaction date. Any donations that cannot be reliably measured are not included.

2.6 Expenditure

Expenditure is included in the Statement of Financial Activities on an accruals basis. Costs are allocated on the following basis:

Raising funds	- actual cost basis.
Charitable activities	- actual cost basis except for those included in support costs.
Support costs	- allocated to charitable activities on an equal basis.

2.7 Tangible fixed assets and depreciation

Fixed assets for Charitable Company use are capitalised at cost, for items above £1,000. Donated assets are valued at market value on donation. They are stated in the accounts at cost/original value less depreciation.

Depreciation is calculated to write off the cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Site Development	4% straight line basis
Motor Vehicles	10% straight line basis
Plant & Equipment	15% straight line basis
Computers	25% straight line basis

Land value is not depreciated.

2.8 Stock

Stock is valued at the lower of cost or net realisable value.

2.9 Debtors

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

2.10 Cash at bank and in hand

Cash at bank and cash in hand includes cash and any short-term deposit accounts with a maturity of three months or less from the date of opening.

Ripon Community Link Company Limited

For the Year Ended 31 March 2024

(A company limited by guarantee)

Notes to the Accounts

2 ACCOUNTING POLICIES (continued)

2.11 Creditors

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

2.12 Pension costs and provisions

The Charitable Company operates a defined contribution pension scheme for current employees. Contributions are charged in the Statement of Financial Activities as they become payable in accordance with the rules of the scheme.

The Charitable Company also contributes deficit funding contributions to a Defined Benefits Scheme at rates set by the Scheme Actuary and advised to the Charitable Company by the Scheme Administrator. The Scheme is a multi-employer pension scheme and relates to former employees. It is not possible to identify the assets and liabilities of the scheme which are attributable to the Charitable Company. In accordance with FRS 102 therefore, the Scheme is accounted for as a defined contribution scheme.

All contributions are charged to the Statement of Financial Activities as they become payable.

The Charitable Company has agreed to a deficit funding arrangement resulting in additional charges that are intended to equalise the pension scheme deficit, in relation to past services, by 2025. A liability for this obligation has been recognised in long term liabilities. The amount recognised is the net present value of the deficit reduction contributions payable under the agreement that relates to the deficit. The present value is calculated using the discount rate detailed in the note 12. The unwinding of the discount rate is recognised as a finance cost.

2.13 Financial Instruments

The Charitable Company 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.

2.14 Government Grants

Grant income is recognised when the conditions for receipt have been met and there is reasonable assurance that the grant will be received. It is then recognised in income on a systematic basis over the periods in which the entity recognises the related costs for which the grant is intended to compensate, except where the grant is compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the entity with no future related costs in which case it is recognised as income in the period in which it becomes receivable.

Ripon Community Link Company Limited

For the Year Ended 31 March 2024

(A company limited by guarantee)

Notes to the Accounts

3 DONATIONS

	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total Funds 2024 £	Total Funds 2023 £
Donations	21,752	19,042	40,794	54,587
Gift aid	3,997	-	3,997	3,056
Grants	25,975	231,112	257,087	97,708
	<u>£ 51,724</u>	<u>£ 250,154</u>	<u>£ 301,878</u>	<u>£ 155,351</u>

Included in Grants is Government grants of £4,472 (2023 - £6,950).

Restricted income in 2023 from donations was £23,197, gift aid was £nil and grants was £73,995 (In total £97,192 was restricted)

4 INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total Funds 2024 £	Total Funds 2023 £
Grants and Contracts				
NYCC Service Contracts	377,027	-	377,027	337,154
Other Local Authorities	21,199	-	21,199	19,490
Private Contracts	124,955	-	124,955	80,981
	<u>£ 523,181</u>	<u>£ -</u>	<u>£ 523,181</u>	<u>£ 437,625</u>

Restricted income from charitable activities in 2023 was £nil.

Learning skills - with beneficiaries

Walled Garden Sales	61,595	-	61,595	55,721
Catering Sales	39,323	-	39,323	17,449
	<u>£ 100,918</u>	<u>£ -</u>	<u>£ 100,918</u>	<u>£ 73,170</u>

Restricted income from learning skills in 2023 was £nil.

Ripon Community Link Company Limited

For the Year Ended 31 March 2024

(A company limited by guarantee)

Notes to the Accounts

5 TOTAL STAFF COSTS

	2024	2023
	£	£
Wages and Salaries	480,602	407,108
Social Security Costs	29,104	26,464
Other Pension Costs (Employer)	14,068	11,280
Pension Deficit Remeasurements	1	(109)
Other Employee Expenses	5,355	9,424
	£ 529,130	£ 454,167

The key management personnel of the Charitable Company comprise the Trustees and the Senior Leadership Team. The total employee benefits of the key management personnel (including employer NIC and pension costs), with only senior leadership team members being paid, were £190,600 (2023 - £173,700). Only one employee earns between £60,000 to £69,999 (2023 - 1).

Number of employees

The average number of full-time equivalent employees during the year was 18 (2023 - 16).

The head count of employees on the payroll as at March 2024 was 26 (2023 - 23).

The Charitable Company benefits greatly from the contribution of volunteers. Volunteers bring their skills and expertise to the organisation. Some volunteers work particularly with members and this enables additional support for individuals and groups which helps members get even more from the activities we do. It can also mean a group's activity can be more flexible and individually-tailored. Some volunteers bring very specific skill input such as woodland management or marketing expertise. Operational delivery is not the responsibility of volunteers.

Ripon Community Link Company Limited

For the Year Ended 31 March 2024

(A company limited by guarantee)

Notes to the Accounts

6 ANALYSIS OF TOTAL EXPENDITURE

	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total Funds 2024 £	Total Funds 2023 £
6.1 Charitable activities				
Staff Costs	442,933	86,197	529,130	454,167
Education and Leisure	6,541	-	6,541	3,370
Motor Expenses	6,995	-	6,995	5,979
Operational Costs	30,213	2,098	32,311	28,520
Walled Garden Purchases	35,260	-	35,260	22,015
Tea Room Purchases	9,315	-	9,315	7,763
Licencing	751	-	751	1,161
Marketing and Website	2,528	1,000	3,528	1,308
Property Costs	41,481	11,018	52,499	49,810
Depreciation	37,691	-	37,691	28,220
Profit and loss on sale of fixed assets	1,963	-	1,963	-
Irrecoverable VAT	19,139	-	19,139	9,014
Support Costs	25,959	-	25,959	25,058
	<u>£ 660,769</u>	<u>£ 100,313</u>	<u>£ 761,082</u>	<u>£ 636,385</u>

Restricted expenditure in 2023 totalled £54,759 of which £nil was in support costs.

6.2 Support costs

Independent Examiner's Fee	1,130	-	1,130	1,050
Accountancy Fees	24,829	-	24,829	22,828
Legal and Professional Fees	-	-	-	1,180
	<u>£ 25,959</u>	<u>£ -</u>	<u>£ 25,959</u>	<u>£ 25,058</u>

Ripon Community Link Company Limited

For the Year Ended 31 March 2024

(A company limited by guarantee)

Notes to the Accounts

7 RELATED PARTIES

No Trustees received remuneration or expenses during the year (2023 - £nil).

There were no other related party transactions in the reporting period which require disclosure (2023 - nil).

8 TANGIBLE FIXED ASSETS

	Land £	Site Development £	Motor Vehicles £	Plant & Equipment £	Computers £	Total £
Cost						
At 1 April	65,601	322,585	65,646	152,247	20,712	626,791
Additions	-	197,044	-	24,152	3,232	224,428
Disposals	-	-	-	(51,800)	-	(51,800)
At 31 March	65,601	519,629	65,646	124,599	23,944	799,419
Depreciation						
At 1 April	-	14,848	30,904	105,204	9,244	160,200
Charge for year	-	8,298	13,663	10,245	5,485	37,691
Disposal in year	-	-	-	(49,837)	-	(49,837)
At 31 March	-	23,146	44,567	65,612	14,729	148,054
Net Book Amounts At						
31 March 2024	£ 65,601	£ 496,483	£ 21,079	£ 58,987	£ 9,215	£ 651,365
31 March 2023	£ 65,601	£ 307,737	£ 34,742	£ 47,043	£ 11,468	£ 466,591

9 DEBTORS

	2024 £	2023 £
Fees Receivable	11,174	14,195
Prepayments	5,900	7,704
Accrued Income	28,107	24,748
Other Debtors	2	4,127
	£ 45,183	£ 50,774

Ripon Community Link Company Limited

For the Year Ended 31 March 2024

(A company limited by guarantee)

Notes to the Accounts

	2024 £	2023 £
10 LIABILITIES: Amounts falling due within one year		
Bank Loan	10,100	10,083
Trade Creditors	16,768	8,292
Fees in advance	26,546	26,992
Social Security and Other Taxes	10,294	8,365
Accruals	3,659	7,593
Other creditors	10,043	4,003
	£ 77,410	£ 65,328
11 LIABILITIES: Amounts falling due after more than year		
Bank Loan	12,400	22,417
	£ 12,400	£ 22,417
The loan is a bounce back loan where no interest is payable in the first 12 months and 2.5% thereafter. The remaining loan is now repayable over 2 years and 3 months.		
12 PROVISIONS		
Pension provision at the beginning of the year	4,093	6,420
Remeasurements	1	(109)
Deficit contribution paid	(2,339)	(2,339)
Unwinding of the discount factor (interest expense)	157	121
Pension provision at the end of the year	£ 1,912	£ 4,093
Income and expenditure impact		
Interest expense	157	121
Remeasurements - impact of any changes in assumptions	1	(109)
Remeasurements - amendments to the contribution schedule	-	-
	158	12

The discount rate applied to the provision is 5.31% (2023 - 5.52%, 2022 - 2.35%). Further details are contain in Note 16.

Ripon Community Link Company Limited

For the Year Ended 31 March 2024

(A company limited by guarantee)

Notes to the Accounts

13 RESTRICTED FUNDS

	Balance at 1 Apr 2023	Income	Expenditure	Transfer Capital Spend	Transfers	Balance at 31 Mar 2024
Restricted Funds	£	£	£	£	£	£
RWG 25	2,197	1,870	(4,067)	-	-	-
Retail - Development	3,333	-	(3,333)	-	-	-
Sensory Garden	3,047	4,682	(7,729)	-	-	-
New Build - Retail	-	117,877	(794)	(210,895)	93,812	-
Cost of living	-	27,185	(27,185)	-	-	-
Apple Pressing Project	-	6,297	-	(6,297)	-	-
Reaching Communities - National Lottery	-	80,996	(52,931)	(2,467)	-	25,598
New Computers	-	2,222	(42)	(3,232)	1,052	-
Profit for Good	-	7,500	(2,957)	(1,537)	-	3,006
Grants and donations under £1k	-	1,525	(1,275)	-	-	250
	£ 8,577	£ 250,154	£ (100,313)	£ (224,428)	£ 94,864	£ 28,854

RWG25: Money received for the redevelopment of the Walled Garden site.

Retail Development: Income received from the Rank Foundation for the development of the catering facilities.

Sensory Garden: Funding received from The Shears Foundation and the National Garden Scheme ensured the completion of the sensory garden.

New Build - Retail: During the year numerous grants and donations were received for the building of a new retail area and café. The building was completed in the year the transfer in relates to unrestricted funds the charity allocated to the retail build project.

Cost of living: During the year two cost of living grants were received from the Rank Foundation to cover energy costs and staff salaries.

Apple Pressing Project: Equipment received to enable the charity to carry out its own Apple Pressing.

Reaching Communities - National Lottery: Monies were received to develop the catering facility and assist the charity to ensure the long term sustainability and generate income for the charity.

New Computers: Money received from the North Yorkshire Police has been spent on new computers.

Profit for Good: Money was received for the development of the new catering facility.

Grants and donations under £1k: various restricted monies received under £1k for small one off projects in the year.

Ripon Community Link Company Limited

For the Year Ended 31 March 2024

(A company limited by guarantee)

Notes to the Accounts

13 RESTRICTED FUNDS continued

	Balance at 1 Apr 2022	Income	Expenditure	Transfer Capital Spend	Transfers	Balance at 31 Mar 2023
Restricted Funds	£	£	£	£	£	£
RWG 25	-	2,197	-	-	-	2,197
Retail - Development	2,989	5,000	(4,656)	-	-	3,333
Sensory Garden	-	10,195	(6,083)	(1,065)	-	3,047
Minibus Fund	3,632	20,500	(2,420)	(21,712)	-	-
Workshop	11,717	-	(11,717)	-	-	-
Kick Start	-	3,255	(3,255)	-	-	-
Retail - Refurbishment	2,676	15,201	(5,613)	(12,264)	-	-
Build Fund	(13,079)	13,079	-	-	-	-
Member retail	-	20,000	(16,398)	(3,602)	-	-
Garden Room	-	5,000	(3,352)	(1,648)	-	-
Defibrillator	-	1,000	-	(1,000)	-	-
Grants and donations under £1k	-	1,765	(1,265)	(500)	-	-
	£ 7,935	£ 97,192	£ (54,759)	£ (41,791)	-	£ 8,577

Funds - Ceased in 2023

Minibus Fund: Funding for a new minibus and the on-going running costs.

Workshop: Monies received from Oliver Ford, National Lottery and Ellis Bates for developing and running the workshop.

KickStart: Allocate to salaries - funding for creating new jobs for 16 to 24 year olds on Universal Credits.

Retail Refurbishment: For the renovation of the catering facilities Income received from the Freemasons and Marshall Viggars in 2022 and Kirby Foundation in 2023.

Build Fund: Funding received from various donors for the new build project. £13k is money pledged from the National Lottery, remaining to be paid on provision on a completion certificate.

Member retail: Income received from the Rank Foundation for the development of the retail facilities.

Garden Room: Funding received for the refurbishment of the garden room.

Defibrillator: Monies received from Harrogate Borough Council for a Defibrillator.

Ripon Community Link Company Limited

For the Year Ended 31 March 2024

(A company limited by guarantee)

Notes to the Accounts

14 UNRESTRICTED FUNDS

	Balance at 1 April 2023	Income	Expenditure	Transfers	Balance at 31 March 2024
Unrestricted Funds	£	£	£	£	£
Designated					
Fixed Assets	466,591	-	(39,654)	224,428	651,365
New build	-	-	-	-	-
Pension charges	2,180	-	(268)	-	1,912
Member retail - build	33,113	-	-	(33,113)	-
	501,884	-	(39,922)	191,315	653,277
Undesignated					
Free reserves	139,611	696,759	(622,709)	(61,751)	151,910
Total Unrestricted Funds	£ 641,495	£ 696,759	£ (662,631)	£ 129,564	£ 805,187
	Balance at 1 April 2022	Income	Expenditure	Transfers	Balance at 31 March 2023
Unrestricted Funds	£	£	£	£	£
Designated					
Fixed Assets	425,721	-	(28,220)	69,090	466,591
New build	10,000	-	-	(10,000)	-
Pension charges	4,796	-	(2,616)	-	2,180
Member retail - build	10,000	-	-	23,113	33,113
	450,517	-	(30,836)	82,203	501,884
Undesignated					
Free reserves	148,786	583,187	(551,950)	(40,412)	139,611
Total Unrestricted Funds	£ 599,303	£ 583,187	£ (582,786)	£ 41,791	£ 641,495

Designated Funds

The Fixed Asset Fund: This is the net book value of the assets required to be held for the on-going work of the Charitable Company and therefore do not form part of distributable reserves. Monies transferred into the fund during the year are to cover the purchase of fixed assets.

New build: This money was set aside by the Trustees in 2022 for the shortfall in funding for the new build project which was completed and spent in 2023.

Pension charges: This money has been set aside to cover the new pension administration fees for the defined benefit scheme at £218 per month over the next 22 months.

Member retail - build: This money was set aside by the trustees in 2023 for the new retail build project which was completed and spent during the year.

Ripon Community Link Company Limited

For the Year Ended 31 March 2024

(A company limited by guarantee)

Notes to the Accounts

15 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted		Restricted	Total
	Undesignated	Designated	Funds	Funds
	Funds	Funds		
	£	£	£	£
Tangible Fixed Assets	-	651,365	-	651,365
Current Assets	243,632	1,912	28,854	274,398
Current Liabilities	(77,410)	-	-	(77,410)
Long term liabilities	(12,400)	-	-	(12,400)
Provisions	(1,912)	-	-	(1,912)
At 31 March 2024	£ 151,910	£ 653,277	£ 28,854	£ 834,041

	Unrestricted		Restricted	Total
	Undesignated	Designated	Funds	Funds
	Funds	Funds		
	£	£	£	£
Tangible Fixed Assets	-	466,591	-	466,591
Current Assets	231,449	35,293	8,577	275,319
Current Liabilities	(65,328)	-	-	(65,328)
Long term liabilities	(22,417)	-	-	(22,417)
Provisions	(4,093)	-	-	(4,093)
At 31 March 2023	£ 139,611	£ 501,884	£ 8,577	£ 650,072

16 PENSION

Current pension plan

Ripon Community Link Company Limited participates in The Pensions Trust's Growth Plan (the Plan). The Plan is funded and is not contracted-out of the State scheme. The Plan is a defined contribution scheme.

Ripon Community Link Company Limited paid contributions at the rate of either 8% or in line with the auto enrolment thresholds during the accounting period. Members paid contributions at the rate of either 8% or inline with the auto enrolment thresholds during the accounting period.

Ripon Community Link Company Limited

For the Year Ended 31 March 2024

(A company limited by guarantee)

Notes to the Accounts

16 PENSION (continued)

Historic pension plan

The company participates in the scheme, a multi-employer scheme which provides benefits to some 638 non-associated participating employers. The scheme is a defined benefit scheme in the UK. It is not possible for the company to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore it accounts for the scheme as a defined contribution scheme.

The scheme is classified as a 'last-man standing arrangement'. Therefore the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

A full actuarial valuation for the scheme was carried out at 30 September 2020. This valuation showed assets of £800.3m, liabilities of £831.9m and a deficit of £31.6m. To eliminate this funding shortfall, the Trustee has asked the participating employers to pay additional contributions to the scheme.

Ripon Community Link Company Limited from 1 April 2021 are required to pay £6,226 per annum. The Charitable Company are committed to make these annual contributions to 31 January 2025.

Ripon Community Link Company Limited has been notified by The Pensions Trust of the estimate employer debt on withdrawal from the Plan based on the financial position of the Plan as at 30 September 2021 was £52,733.

The following schedule details the deficit contributions agreed between the Charitable Company and the scheme at each year end period:

Deficit contributions schedule

	2024	2023	2022
Year ending	£	£	£
Year 1	1,949	2,339	2,339
Year 2	-	1,949	2,339
Year 3	-	-	1,949
Year 4	-	-	-
Year 5	-	-	-
Year 6	-	-	-

The present values of the provision is £1,912 (2023 - £4,093) and detailed in note 12.

Ripon Community Link Company Limited

For the Year Ended 31 March 2024

(A company limited by guarantee)

Notes to the Accounts

17 RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES

	2024	2023
	£	£
Net income for the reporting period	183,969	42,834
<i>Adjustments for:</i>		
Finance charge on pension deficit	157	121
Remeasurement of pension deficit	1	(109)
Depreciation charges	37,691	28,220
Profit and loss on sale of fixed assets	1,963	-
Loan interest	700	878
(Increase)/decrease in stock	1,252	(2,347)
(Increase)/decrease in trade and other debtors	5,591	(22,620)
(Decrease)/Increase in trade and other creditors	52,290	(3,784)
Net cash provided by operating activities	£ 283,614	£ 43,193

18 ANALYSIS OF CASH AND CASH EQUIVALENTS

Cash in hand	224,618	218,696
Total cash and cash equivalents	£ 224,618	£ 218,696

19 ANALYSIS OF CHANGES IN NET DEBT

	At 01/04/2023 £	Cash-flows £	At 31/03/2024 £
Cash	218,696	4,999	224,618
Loans falling due within one year	(10,083)	(17)	(10,100)
Loans falling due after more than one year	(22,417)	10,017	(12,400)
	£ 186,196	£ 14,999	£ 202,118

RIPON COMMUNITY LINK COMPANY LIMITED

England & Wales - Charity number 1049030

Accounts

RIPON COMMUNITY LINK COMPANY LIMITED ANNUAL REPORT

YEAR ENDED 31 MARCH 2023



Ripon Community Link Company Limited

Year ended 31 March 2023

Table of Contents

Chief Executive's Report	3
Introduction to the Charity	3
The Charity's Vision, Mission, and Values	3
Achievements and performance	5
Future Activities	11
Trustees and Directors' Report	14
Objectives and Activities	14
Principal Activities	14
Public Benefit	14
Structure, governance, and management.....	14
Financial review	19
Income	19
Expenditure	20
Funds	21
Policies	21
Reserves Policy	21
Banking and Investment Policy	21
Pension Liability	22
Pay Policy	22
Fundraising Policy	22
Principal Risks and Uncertainties.....	23
Risk management	24
Forthcoming year	25
Trustees, Officers, and Professional Advisors	25
Independent Examiner's Report	27
Statement of Financial Activities.....	28
Balance Sheet	29
Statement of Cash Flows	30
Notes to the Accounts	31

Ripon Community Link Company Limited

Year ended 31 March 2023

Chief Executive's Report

Introduction to the Charity

Ripon Community Link is a key provider of Day Care Services in Ripon and District, where we offer a broad range of learning opportunities for adults and young people with learning disabilities, who we refer to as Members throughout this report, and by doing so also support their families with respite. We aim to provide a wide range of opportunities in our day care support to enable our Members to develop and learn new skills across a range of activities in a broad and varied timetable approach and work-based opportunities in horticulture, catering retail and woodwork. We aim to deliver outcome-focussed support, using person-centred approaches to set goals, deliver learning support and review and record every individual's achievement.

We deliver our services at Ripon Walled Garden, and in the local community. Activities available are broad and individualised timetables are tailored to each Member's needs and assessed and agreed goals. Activities are themed into include work based skills development arts, health, and wellbeing, learning core skills such as numeracy and literacy and the environment. We aim to deliver positive outcomes for all those we support and celebrate every person's talent and contribution to our community.

We have a strong partnership with Evolve, Craven College, on which we place great value. The partnership enables us to provide work experience at Ripon Walled Garden in the garden, where students can achieve qualifications.

As a Charity we receive social care funding, generate income from our work-based opportunities for Members and undertake fundraising activities, following best practice and within Fundraising regulator Guidance.

As we prepare our Annual Report, in the post Covid phase we are facing the challenge of the cost-of-living crisis. However, we remain more committed than ever to ensure we can continue to support our vulnerable beneficiaries delivering our charitable objectives, and to develop our reach to support more people who need our services.

Over the past year we have delivered high quality services to more people and continued to develop our on-site facilities. We are very grateful to all of those who have supported us both financially and with their time, we simply wouldn't be able to deliver what we do without them.

The Charity's Vision, Mission, and Values

The Charity has a strategic plan 2019-2024, which sets out ambitious plans which we are proudly and effectively delivering. The Strategy focuses on 4 key themes as seen in Diagram 1. The Board have structured subcommittees to enable support, monitoring, and scrutiny of the delivery of the Strategy.

The Strategy has been revisited and reviewed considering the challenges of the pandemic, and cost of living crisis and our business continuity planning has only reinforced the strategic intentions set out in the strategy to ensure our resilience and the quality of care delivered, whilst remaining financially viable.

Being on target to deliver the strategy in 2023, at the Board Away Day scheduled for September 2023 the Trustees will begin development of our next organisational strategic plan.

Ripon Community Link Company Limited

Year ended 31 March 2023

The Charity's 4 key Strategic objectives are as follows:



In August 2022, we began an exercise to review our Vision, Mission, and Values in preparation for the forthcoming strategic review. The Board of Trustees proposed refreshed Mission, Vision and Values and consulted widely with staff, volunteer representatives and most importantly Members through our Member Voice Group. Together we have unanimously agreed values of **Individuality, Excellence and Kindness**. We are cascading our organisational Values across all operational and governance areas, business planning, decision making, recruitment and in Member sessions where we will do drama-based exercises to bring Values to life for Members in an accessible format.



Ripon Community Link Company Limited

Year ended 31 March 2023

Achievements and performance

Performance is reported under several headings. At the time of writing in June 2023, it is time to reflect over the past year, a year that started with additional Covid-19 tight restrictions, navigated the covid recovery phase and the end of the year we faced unprecedented inflation, at the highest levels for 40 years and the economic uncertainty of the cost-of-living crisis.

Despite these challenges we are proud of our many achievements and performance in a world of uncertainty, which have been possible only due to incredible support from donors, grant making foundations and supporters alongside a loyal and hardworking staff and volunteer team.

Member Services

Members are offered a wide variety of supported activities to develop their skills and grow in confidence, with a focus on community integration to ensure Members are firmly rooted in society and overcome barriers to disability. We promote independence, providing educational opportunities and practical work-based experience. For some Members we will support them for many years where others we may support into volunteering roles or a combination. We offer a vital care service to vulnerable people, to give quality of life, social opportunities and friendships, support health and wellbeing, encourage independence and provide essential respite for their carers.

At the start of the year in April 2022 we were in strict covid restrictions operating safely in multiple bubbles across sites, by June with the opening of the Woodland Lodge some bubbles merged and by September 2022 we were able to relax all bubbles, integrating sessions and allowing Members to re-join friends and move through a mixed timetable, with regular testing and strict outbreak procedures in place. Twice weekly testing of all staff and volunteers was in place which led to high rates of Covid cases being detected, even when asymptomatic, this put extreme pressure on staffing levels, we therefore centralised all services to the Walled Garden in June 2022. This had a hugely beneficial impact on Members choice as they were able to access the full timetable of activities available at the Walled Garden site. Community integration has not been lost, as the community access the Walled Garden and as restrictions have eased, we have returned fully to our community outreach activities.

At Ripon Walled Garden, we provide a unique supportive nurturing and caring service in a beautiful location. At the historic 4-acre Walled Garden, previously the Bishops Palace kitchen gardens, we operate a small garden centre, and Members and visitors can also enjoy the Victorian Orchard and Woodland. Here we offer learning and supported activities in horticultural, retail, and catering enterprises, allowing practical work, and learning experiences to support independent living. Work based activities are available for Members alongside fully timetabled classroom-based activities now largely delivered from the purpose-built Woodland Lodge and the newly refurbished Garden Room, including drama, arts, crafts, numeracy, literacy, dance, and sports, a rambling group, swimming, and gym and independent living such as visiting a supermarket and travel training.

We support people who have a range of mild and moderate learning disabilities, some of whom may also have a physical disability, with the most common being Downs Syndrome, Autism, Prader Willi, Global developmental delay. We provide high quality comprehensive services to our Members to keep them safe, to help them learn skills that will support them in their lives outside of the Charity, promote independence, self-esteem and confidence and their physical health and wellbeing. We take a holistic approach to our care. Our day services provide vital respite for our Members' carers. There is a community of over 100 parents and carers. Some Members live in supported housing. However, many still live at home with aging parents. The respite is essential to carers ensuring they can keep caring.

Ripon Community Link Company Limited

Year ended 31 March 2023

Referrals are usually made via social workers, our Social Care Manager and the care team will assess an individual's needs and they are supported to make decisions about their individualised timetable, which is designed to meet their assessed needs for learning and support. All activities, in every area are underpinned by development of core skills such as numeracy, literacy, social skills, independence- all at the individual's level. On an ongoing basis, Members are regularly assessed so we can monitor and develop care plans.

Impact is measured through Member targets and annual surveys, quantitatively and qualitative measurements, reported to the Trustee subcommittee for Strategy, Assurance and People. In the financial year 2022/2023 2750 sessions to our Members have been delivered. Most Members attend 3-5 days per week with a session being a morning or afternoon.

Most of our Members are referred through North Yorkshire County Council to access our services from surrounding towns and villages such as Harrogate, Thirsk, Catterick and Pateley Bridge. Minority ethnic groups in North Yorkshire are low. A research study carried out by the North Yorkshire Equality and Diversity Strategic Partnership in 2016 found that across North Yorkshire the BAME community represent 5.25% of the population (30,917 of population of 598,376). However, the catchment we draw from have 3.25% of the population.

To promote diversity and inclusion, the Charity works with the council, and Ripon Cathedral, a local city of Sanctuary and the local community. Our Members are truly involved, for example members participate in watering and planting flower beds at the Cathedral and perform in events such as Sights and Sounds, an annual Harrogate Borough Council and Ripon my Neighbourhood event. We also work in partnership with Community First Yorkshire to promote the uptake of our services. We operate safe and fair recruitment practice and encourage applications from all backgrounds. In essence, our Charity is all about equity for Members and all stakeholders. Our passion to create conditions that allow all of our Members to reach their full potential and be part of society is an implicit goal. The following case studies provide insight into how we support Members:

Lizzy wanted to live independently from her parents in her own home and we have supported her to learn the skills needed to do this. Over time with our support, she has learned housekeeping and she is now able to keep her home clean and tidy, and complete her laundry and ironing. She is also able to complete her weekly shopping independently and is aware of food hygiene when cooking, having completed a food hygiene course with us. We are currently working on healthy meal planning with Lizzy and encouraging her to batch cook meals from fresh ingredients and freeze them rather than buying prepared meals from the supermarket. Through our service Lizzy has learned independent living, which improves her health now but also prepares her for the future when parental support is no longer possible.

Malcolm couldn't swim without flotation aids when he joined us but very much enjoyed his weekly swimming session supported by our staff. Over time with our staff support, instruction, and encouragement he learnt to swim unaided. Malcolm is now a very competent swimmer and regularly swims 50 lengths in his swimming sessions. Through our service we have supported his physical and mental health, but also his confidence, self-esteem, and organisational skills to pack his bag.

Ripon Community Link Company Limited

Year ended 31 March 2023

Adam is a shy man who rarely spoke when he first joined our service. We have seen over the time Adam has been coming to us seen a real positive change in his confidence and general demeanour. We have offered him choices in activities. Adam has now been able to indicate initially and now verbally communicate which activity he would like to participate in. This has given a confidence, having some control of his life and we have been able to develop this with Adam. He is now a man who very much knows his own mind and will verbally tell you his thoughts. We have given him the time and space to respond the questions asked of him, as he needs time to process before verbally communicating. Through our service his confidence had developed so much that he will now initiate conversations, and we have seen his sense of humour. He very much likes a laugh and a joke.

Steven came to us with a real love of the outdoors and always wanting to be busy. He soon expressed an interest in wanting to learn how to use the lawn mower and strimmer so that he could help keep the Walled Garden tidy but also help his parents with their garden. Steven was quick to learn the skills we taught him to use the equipment safely and moved to cutting the lawns independently, which he does very proficiently. We further progressed his skills by setting up a volunteer opportunity for him at local golf course. Steven volunteers with the golf course ground maintenance team one morning each week. Through our services he has developed his knowledge in greenkeeping and his self confidence in himself and is able to meaningfully contribute to society and the outside world, we have broken down barriers to disability for him.

Safeguarding is a high priority; we have robust internal systems for reporting cause for concern through to full safeguarding referrals. We have an organisation wide approach to Safeguarding; any staff Member or volunteer can raise a cause for concern. We have staff trained level 1-3 with a qualified social worker being our internal lead. All Safeguarding incidents are assessed by the CEO following SCM using the internal decision-making framework for outside referrals to the local team who we have a good relationship with and regular contact. All external Safeguarding alerts are also reported to the Charity Commission and the Boards of Trustees see a dashboard of referrals to identify trends.

Throughout the year Members enjoyed a wide range of activities as part of their timetables with highlights including, a life size planet trail throughout the grounds, created by Members in woodwork and arts sessions, to celebrate British Science week to the locally famous Sing and Sing Choir performing in numerous community locations, in our first Variety Show which was a great success and involved other members in art session and making costumes and props. Community activities such as swimming, golf at Ridding park, cycling and visiting the gym all recommenced as the covid restrictions relaxed. Members also started their own Member designed and led newsletter, and established a Members Voice Group, feeding directly into the Board of Trustees and set up a suggestion box system and "What you said, What we did" display. Members were also pivotal in Woodland activities alongside the public such as felt working workshops and willow weaving in partnership with Skell valley, National Trust project. We have also focussed on skills development such as Basic food Hygiene and an IT safety course for Members. Members particularly enjoyed the catering and retail sessions that they are now able to talk part in.

We have also celebrated in important historical events, members joined the Dean of the Cathedral and Lord lieutenant to plant a tree as part of the Queens Green Canopy and we held a poignant service on the death of the Queen, at the site of the earlier celebration in the year.

Ripon Community Link Company Limited

Year ended 31 March 2023

Facilities and Vehicles Improvements

There was a paucity of quality warm, dry facilities at the Walled Garden further exacerbated by the need to socially distance and operate under a bubble system to ensure Member safety throughout the financial year. In 2021 our response was to design and obtain planning permission, and begin fundraising for a brand-new purpose designed building, although finished in March 2022, the Woodland Lodge opened officially in May 2022 with a celebration enjoyed by many stakeholders. Works have continued during the financial year on developing sensory gardens at the rear of the building and accessible pathways. We are grateful to grant making foundations for enabling us to realise this vision.

The Tearoom closed in 2020 due to Covid restrictions, and the building was re-purposed as a classroom. In the short term we opened a takeaway kiosk in the garden, this has been a successful initiative outperforming budgeted expectations. Closing the Tea Room provided opportunity to review the catering model, putting Members at the heart of the new design. When Members moved into the Woodland Lodge, the tearoom was fully renovated to provide a dedicated catering kitchen, complete with motorised stainless parry tables, and fully wheelchair accessibility so all Members regardless of ability can participate. The Garden kitchen refurbishment is only possible due to the generosity of the Kirby Foundation and the Freemasons Provincial grandmaster, and the Rank Foundation Profit for Good Grant a 3-year grant covering salaries and education to fully design and embed the model.

The Garden room portacabin has been fully refurbished, insulated and had replacement windows, heating, flooring, and lighting due to the generosity of the Screwfix Foundation and an incredibly talented team of volunteers. This provides additional capacity for us to support more people who can benefit from our services.

Member Garden retail and kiosk

The Rank Foundation Golden Award has enabled us to pilot a Member retail model during the year, building on the strong foundations of the kitchen refurbishment we have been able to produce high quality produce for sale through the kiosk, alongside other retail items.

For the first time a dedicated staff Member has supported Members in retail, in the shop and garden kiosk. 10 Members per week have benefitted from dedicated retail experience, learning new skill customer service, money management, stock management, all the time developing social skills, independence, money recognition and management and practicing social skills leading to improved confidence and self-esteem and broader independent living skills.

The Golden Award included installation of a Member friendly till system and a large marquee. The marquee along with the kiosk has allowed us to pilot an initiative of Member retail. It has been so successful that we developed plans and were awarded planning permission for a purpose-built shop and café. This will provide Member retail opportunities year around, encouraging more visitors and social opportunities for Members and aid charity sustainability. We will build on the success of the Golden Award and provide a comprehensive Member led catering and retail model.

Social distancing and changes to working models have necessitated a requirement to increase vehicles. Having been donated a minibus from the Jaytee foundation, that with permission was sold and with additional fundraising, the charity has been able to purchase an MPV to add to the fleet. This vehicle has meant that Members can access the heart of the community as part of their activities, for example parking and visiting the supermarket or swimming baths easily.

Ripon Community Link Company Limited

Year ended 31 March 2023

We are forever mindful that every day we enjoy our beautiful environment at the Walled Garden, we are simply custodians of a historic site as the former Bishops' Palace gardens. With our strong environmental ethos, we are mindful of caring for the environment in which our Members thrive. We have undertaken an orchard replenishment plan and have replaced 15 of the ancient apple trees so that the Orchard will thrive for many years to come.

Information Technology, Website and Social Media

We have delivered in line with our IT and digital strategy further IT improvements in year. We have reviewed and further improved our E-Tapestry CRM system, which enables digitalised systems including fundraising, volunteer management and most importantly an electronic Member record. Our systems are now fully electronic, GDPR compliant, ensuring that a Member of staff has the most up to date access to a Member record including health and safeguarding, whichever site they are at, or even home working. This ensures contemporaneous record always keeping and access to the most up to date information improving Member safety.

With support of the Rank Foundation through the Golden Award, we have been able to install a Member friendly till system, user friendly in colours, ensuring those with limited literacy and numeracy skills can fully participate. This incredibly valuable addition helps Members to recognise and manage money, as well as being pivotal in developing social skills as Members are supported to serve customers.

We have also improved our information governance through the introduction of an electronic HR platform for staff.

The use of IT has remained a strong focus in our service delivery, with tablets being used by Members in their homes earlier in the year to access our electronic home support programme, and with a short IT course for Members delivered.

Following a comprehensive tender process, we have changed our IT provider, which has involved a major IT project of switching and roll out of Microsoft Teams across the organisation, further enhancing user experience and IT security. We have also further improved our Social Media presence, raising the profile of the Charity in the local community, and offering an additional communication tool to stakeholders.

Education and Training

Staff education and training remains a priority, with a mandatory training and skills framework now mapped for all staff roles, and core competency assessments in key areas, such as infection control. We have also introduced appraisals for staff, building on previous objective setting which has helped to keep staff motivated, understand what is expected of everyone in their individual role and their personal responsibility in collective responsibility for delivering high quality services.

Volunteer training is in place, with annual reviews with every volunteer identifying any training and development requirements. All staff and volunteers as appropriate are DBS checked.

Strengthening the Board of Trustees

We have further strengthened the Board of Trustees, recruiting Kevan Gredinzski, an experienced carer who brings valuable experience and insight from a Members perspective. We have established a Member Voice group, Kevan represents the Board of Trustees and ensures clear communication exchange directly between Members and the Board of Trustees.

We continue with annual reviews for Trustees, focusing on personal contributions and Charity Governance. The diverse skill base of our Trustees will help us withstand future uncertainty and support our continuous service improvement. We are actively recruiting for new Trustees to join our Board.

Ripon Community Link Company Limited

Year ended 31 March 2023

Partnership Working

The CEO and Board recognise the importance of partnership working. The CEO has invested time with commissioning partners and is involved in several networking partnerships in addition to the partnership with Evolve college, whom we host their Horticultural College students and teachers 2 days per week. Partnership working supports innovation and improvements and opportunities to constantly develop, learn and improve whilst at the same time creating a diverse society on site. New partnerships include Ripon Museums Trust on the apple pressing project and National Trust through the Skell Valley project.

Strong Financial Management

Debt recovery is effective, and tight control of expenditure continues with cost efficiencies realised in many areas, but we have been keen to ensure that this has never compromised the delivery of high-quality services. Business contract negotiations have also given rise to reduced expenditure, and in year a tender for a new IT provider took place with efficiency and value for money part of scoring.

Salaries are the Charities biggest expenditure, with the last year seeing additional costs to cover Covid related absence. Annual salary uplifts were awarded in January 2023 following significant consideration of the affordability and at the same time retaining a skilled and valued workforce. It is important that we invest in our staff and ensure that we retain our loyal and skilled workforce. The impact of the National Living wage rise, and the public sector strikes highlighting discontent during soaring inflation, were carefully considered by Trustees when awarding pay rises, underpinned by a desire to reward staff fairly.

The main commissioner North Yorkshire County Council undertook a tender process for award of contracts. New fee rates were submitted and awarded in full for new contracts, unfortunately Member legacy contracts were not matched onto the new fee rates, which poses financial risk, as the cost of care increases. The Charity has therefore, worked even harder to drive efficiency, working to ensure that capacity and demand are closely matched.

A key part of assuring financial resilience for Ripon Community Link has been reducing the reliance on statutory funding over the past years. This has been achieved by increasing income generated, for example at the Walled Garden as well as increasing voluntary income in the form of both community fundraising and grant income.

We are incredibly grateful for all the support, time, skills, and financial assistance shown to the Charity by supporters, major donors and grant making foundations over the last year which have both supported core costs and specific campaigns.

Quality Assurance Framework

We have baselined our practice against best practice frameworks and have delivered a comprehensive development plan overseen the Strategy/Assurance/People subgroup, this helps drive continuous service improvement. With the implementation of the new commissioning framework, the County Council are introduced an electronic Quality Assurance Framework known as PAMMS in the new financial year. RCL has baselined performance against this and meets all the quality thresholds, however, we are not complacent and will strive to always deliver quality above the minimum standard. This subgroup also monitors the Risk Register, escalating to the Board of Trustees.

Ripon Community Link Company Limited

Year ended 31 March 2023

Future Activities

The Trustees and Senior Leadership Team are remaining cautious and prudent given the uncertainty and economic impact of the cost-of-living crisis, against a backdrop of rising costs. Our priority remains reaching as many Members as possible who need our services, continuing to develop delivering high quality services and remain financially stable.

In the next financial year,

- We will deliver the new retail and café building, providing more opportunities to more Members and supporting charity financial resilience. Our Members will be able to be involved in the whole process if they choose, from working in the garden, growing plants for use in the kitchens making produce in the kitchen and finally retail. The skills development opportunities along this trajectory are immense.
- We will develop a 5-year retail strategy to guide our retail and income generating developments.
- We will develop our branding.
- We will formally centralise all services at the Walled Garden driving cost efficiencies and undertake a substantial archiving project, surrendering the lease at the bungalow.
- We will continue to roll out our IT strategy, further developing ETapestry record system and further develop Member IT to ensure that they keep pace with the world around them safely. We will also develop our website so that it is the most up to date point of information.
- We will continue to develop the Woodland and gardens, further enhancing the visitor experience so that our community continues to support us.
- Our strong governance and financial management will always mean that we develop at a pace that is affordable. We will continue decision making on the grounds of affordability to ensure financial sustainability in both short and longer term.
- We commit ourselves to closely monitoring financial information, making well thought through decisions based on information available at the time, and being pragmatic to change decisions in line with the changing local and national picture, procurement as well as the economic environment.
- We commit ourselves to a future where our service is dynamic, innovative, and responsive to the needs of our Members. We will continue to be agile and adapt so that we can best support our Members and their families, at the same time balancing this with meeting the needs of our volunteer and staff workforce.
- We will develop our new strategy.

To be sustainable to develop and grow we will:

- Remain business focused whilst compassionate to our Members, always putting the Members at the heart of everything we do, operating by our Values of **Individuality, Excellence and Kindness** but ensuring our business focus will enable us to keep doing what we do best, long into the future.
- Consider the needs of customers anticipating and thinking of longer-term considerations and possible shifts in their buying patterns that may affect our income, and how we can overcome this to generate income.
- Assess future needs for learning disabilities on a population basis, working closely with our commissioning partners to ensure that our existing and future services are designed to deliver and meet need and align to commissioning priorities and models determined during procurement.
- Value, listen and engage our Members, Parents, Staff and Volunteers in all we do.
- Strive to grow our income to reach more people through our services.
- Strive to develop our communications and our influence with strategic partners as we operate under a new Unitary Council from 1 April 2023.

Ripon Community Link Company Limited

Year ended 31 March 2023

- Develop IT technology to support our service delivery.
- Have a strong reputation and be trustworthy, using our resources carefully ensuring maximum impact and showing integrity to our donors, further developing our relationships with them.
- Further develop and broaden the skillset of our Board of Trustees so that we can continue to be well led and well governed.
- Recruit staff effectively, increase volunteer numbers, identify new corporate partnerships.
- Work collaboratively with existing partners, commissioners, and other similar charities to ensure we complement other services and can embrace broader opportunities.

Given the challenges ahead, we continue to need to be prudent, responsive, and willing to respond quickly in the short term, whilst never losing sight of the need to invest in the future, and simultaneously developing and strengthening all income streams.

The Pandemic and the cost-of-living crisis both have challenged our service and financial models and our referrals are increasing, never has a charity like ours been more needed. With this in mind, we strive to deliver the highest possible quality of service, efficiently and effectively, continue to be aware of opportunities, collaborate and build long term resilience for the Charity.

Victoria Ashley, Chief Executive

Year ended 31 March 2023



Ripon Community Link Company Limited

Year ended 31 March 2023

Trustees and Directors' Report

The Board of Trustees, who are also the Directors, of Ripon Community Link Company Limited presents its report and financial statements for the year ended 31 March 2023. These comply with the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to Charities preparing their accounts accordance with special provisions of the Small Companies Regime.

Objectives and Activities

The Charity's stated objectives within the Memorandum of Articles are as follows:

The relief of adults and young people with a learning difficulty resident in the Ripon area.

The provision in the interests of social welfare of facilities for the social education, recreation and leisure time occupation of adults and young people with a learning difficulty, with the object of developing and improving their conditions of life.

To promote any other charitable purpose for the benefit of adults and young people with a learning difficulty.

Principal Activities

The Charity fulfils its purpose through its principal activities of providing Day Care to support individuals with learning disabilities. The Charity at the end of the financial year had 53 members on register, with a total of 2570 sessions of care delivered to Members and 11 horticulture students. Between April 2022 and March 2023, we had 7 new referrals, and many Members increased how many sessions they attend the service.

Trustees regularly monitor our capacity and demand and any waiting lists in each area. This information is essential to ensure we are delivering value for money and are meeting charitable aims. The achievements and future for the Charity are included in the Chief Executive Report in detail.

Public Benefit

The Charities Act 2011 placed a requirement on the Charity Commission to produce a guide to charities on the newly created public benefit requirement. Trustees are required by the act to have regard to the guidance in their decision-making. The Trustees have considered the purpose, aims and objectives of the Charity and its current and planned activity against the Charity Commission's general guidance on public benefit. The Trustees are satisfied that the Charity's purpose, aims, objectives and activities are fully consistent with the charitable purposes as defined in the Charities Act 2011, where the charitable objective is to provide welfare, education, and leisure opportunities for adults with learning difficulties.

Structure, governance, and management

Ripon Community Link is a Charitable Company Limited by guarantee. Good Governance is key to the future success of the Charity and is essential in times of adversity and challenge, and to develop and sustain the Charity for the future. The Charity has further enhanced its leadership and governing body during the year and is confident it has a strong and highly skilled Chair, Vice Chair, Chief Executive, Leadership Team, and Trustees who work extremely well together. There is a wide range of capabilities on the Trustee Board and leadership team which we will continue to add to in line with our skills matrix.

Ripon Community Link Company Limited

Year ended 31 March 2023

Nationally, there has been significant and justified public concern regarding safeguarding in some charities, which naturally can damage trust in the wider charitable sector. To ensure our own best practice we regularly review Safeguarding Policies and Mandatory Safeguard Training for Staff, Volunteers, including Trustees is in place, and raised awareness on both sites regarding Safeguard Practice and reporting. The Social Care Manager is the Safeguarding lead. All safeguarding incidents are reported to the Board in summary reports. An escalation process is in place for external reporting, including to commissioners and the Charity Commission. In practice, we are confident that we have appropriate policies, procedures, training, shared understanding of the importance across the organisation and concerns are handled sensitively and appropriately with best practice guidance. Safeguarding is discussed with staff at contact meetings. There is an open culture for raising concerns, with both staff and volunteers, who are also trained, are encouraged to do so.

Day to Day management

Trustees delegate day to day management responsibility to the Chief Executive, who in turn delegates some leadership functions to the Senior Leadership Team, which is comprised of the Chief Executive, Social Care Manager, Head of Member Services, and in the last year the PA / IT manager has also joined the team, bringing with her a wealth of experience with her entire career being in a learning disability setting, with service coordinators forming a general management level and restructure in the organisations has led to a catering lead role, and garden retail lead role.

The team takes collective responsibility for delivery of high-quality services, the Social Care Manager has worked hard with the team to ensure consistency of approach to assessment, goal setting, risk assessments and review of Member progress, to ensure our services are outcome-focussed and that we provide high quality services for all Members. Health and Safety is a top priority with the CEO and Head of member services, and Trustee Chair of the Health and Safety subcommittee IOSH Level 3 trained.

People

The Trustees wish to record their thanks to all the Staff and Volunteers of the Charity, who are essential to the provision of high-quality services for our Members. Volunteers are critical to our success at the Charity.

Staff have shown great resilience, flexibility, and loyalty throughout the pandemic and recovery phase. Our people are our greatest asset, working together to deliver a service that is needed and appreciated by our Members and their families, and this has never been more needed than during the past 12 months. We employ 22 people across the Charity.

We welcome applications for employment from all prospective employees regardless of disabilities and are committed to developing practices that at the minimum meet legislative requirements and safe and fair recruitment.

The Board of Trustees introduced a Pay scale for parity and fairness of pay in January 2022, considering the Cost-of-Living crisis Trustees have awarded pay rises in line with inflation for many roles to both retain and reward staff.

Clear, concise, communications from the CEO to the Volunteer and Staff Team as well as regular parent/carer letters, started in the pandemic are now firmly embedded as regular practice. This has ensured truthful, accurate communication easing concerns, aiding wellbeing.

There is an annually reviewed Scheme of Delegation in place defining Board responsibilities and those of the CEO. CEO appraisal and objective setting is undertaken annually with regular reviews of objectives by the Chair and Vice Chair. The CEO and Chair regularly meet, the CEO also introduced objectives for staff clearly linked to organisational priorities.

Ripon Community Link Company Limited

Year ended 31 March 2023

Volunteers

Volunteers are enormously important to our organization and are an instrumental part of our team. They give generously of their time and energy and bring new skills and perspective, fun and friendship. Volunteers help our Members to grow in confidence, they support our profile within the community, they help with our fundraising efforts and work to maintain our beautiful Walled Garden.

The charity has a core base of 35 volunteers, including trustees, this number has remained stable over the year, with three new volunteers being recruited, and two volunteers moving to the staff team.

During the year our volunteers have kept the garden looking it's best and supported an orchard replenishment program, they continued to develop and improve the woodland and worked closely with staff to support Members in their classroom-based sessions.

One of our volunteers supported a Member in the workshop enabling him to produce a rocking horse for his niece, this project gave him great satisfaction and improved his confidence. Another volunteer helped pilot an internet safety course for Members. A longstanding and very talented volunteer fully refurbished the garden room, creating a warm and inviting classroom space. A volunteer with musical talent worked with our Music Men, to build their repertoire and provided musical entertainment at our events. Other volunteers support our outreach stalls, make items for sale in our shop, make wreaths for sale at Christmas and bake to support events. This is just an example of the many ways our volunteers support the charity and improve the environment and service we can offer to our Members.

The staff and CEO continue to work hard to develop and strengthen the charities relationships with Corporate Volunteers. We now have strong partnerships with Rudding Park, Wolseley, Menwith Hill, Briggs Engineering, Sedbergh School and Lightwater Quarries to name but a few. These corporate volunteers, complete large-scale projects on site, which we would not be able to undertake without them and they vastly improve our site. These relationships are mutually supportive; our Corporate Volunteers tell us how much they enjoy spending time with us, as our staff ensure they have meaningful projects to complete, giving them a real sense of achievement and our Members look after them with drinks and homemade refreshments.

The Charity also continue our commitment to encouraging young people to make a difference to their communities through the power of volunteering. We regularly offer placements to Duke of Edinburgh students and students fulfilling their placement hours.

The charity never underestimates the value of our volunteers, we are grateful to each, and every one of them and are committed to constantly improving the volunteer experience. Volunteers are invited to complete an anonymous survey every year, they have an annual review with the volunteer lead, and they can add any suggestions they have into our suggestions box which is reviewed regularly by the SLT. Volunteers are also invited to an annual thank you party, where the CEO, Trustees and Members can express their gratitude in person. We have employed several of our volunteers supporting their career development.

Trustees

Trustees are elected, in line with Policy on recruitment for a three-year term and it is expected that they would normally serve up to two-three-year terms with the possibility of a further term, when skills can't easily be replaced.

Ripon Community Link Company Limited

Year ended 31 March 2023

There is no specified number of Trustees, but our aim is to maintain a diverse range of skills and experience to provide the broadest level of support to the CEO and Senior Leadership Team. When vacancies arise or are anticipated we consider the skills mix and diversity of continuing Trustees and determine skills required. A skills audit has been completed and feeds into an open and competitive recruitment process. A parent/carer has joined the Board following completion of active fair recruitment.

All Trustees give their time voluntarily and receive no benefits from the Charity, other than allowed expenses, which none currently claim. The Chair of Trustees carries out annual Trustee and governance reviews, including review of CEO performance and annual CEO appraisal.

Every Trustee who joins the Board is made aware of their legal responsibilities. Improved recruitment processes are stringent, including interview, references, DBS checks and directors' checks. All new Trustees must complete interested parties' information and Director declarations.

The Charity has a Finance subcommittee, Health and Safety Subcommittee and Strategy/Assurance/People subcommittee (Previously Quality assurance and Strategic Achievement). The subcommittees have bi-annually reviewed Terms of reference.

The Charity produces a financial dashboard bi-monthly to provide detailed focus on current financial position. This practice will be broadened with the introduction of dashboards and key performance indicators during the coming next financial year.

All Trustees are expected to attend the Board meetings and to participate in at least one Trustee subcommittee. New Trustees are provided with a comprehensive induction.

Trustees elect a Chair and Vice Chair from their numbers. The Term of office is 3 years with an option to stand for a further 3-year Term.

Trustees declare any interests that they may have outside of the Charity and a register is tabled at each Trustee, and subcommittee meeting. The Chair effectively encourages declaration, recognises, documents, and manages conflicts of interest.

Trustees' Responsibilities

Company law requires the Trustees of the Charitable Company to prepare financial statements that give a true and fair view of the state of affairs of the Charitable Company at the end of the financial year and of its surplus or deficit for the financial year. In preparing those financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable accounting standards and statements of recommended practice have been followed, subject to any discrepancies disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charitable Company will continue in operation.

The Trustees are responsible for keeping adequate accounting records which disclose with reasonable accuracy the financial position of the Charitable Company, and which enables them to ensure that the financial statements comply with the Companies Act 2006. The Trustees are also responsible for safeguarding the assets of the Charitable Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Ripon Community Link Company Limited

Year ended 31 March 2023

In accordance with S418 of the companies act 2006, as the Charity's directors, the Trustees certify that;

so far as we are aware, there is no relevant information of which the company's independent examiners are unaware; and

as the directors of the company, we have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant information and to establish that the Charitable Company's independent examiners are aware of that information.

Equality and Diversity

The Trustees are committed to diversity and providing equal treatment to all potential and existing staff, volunteers, and beneficiaries regardless of gender, race, ethnic origin, disability, age, sexuality, religion, or belief. All forms of unlawful and unfair discrimination will not be tolerated. All employees are treated equally. Selection for promotion, training or another benefit is based on ability. The charity has actively supported those with a disability into work and provided relevant adjustments.

Employee Information and feedback

Employees and volunteers have various options to have their views heard, through formal contact meetings for staff, and volunteer reviews, suggestion boxes, surveys, line management structure, Senior leadership Open Door policy, team meetings. In the past year we have introduced "What you said, what we did" where Members manage the process of collating suggestions from the various routes, recording and then escalating to the leadership team. Members maintain the display board so that they can actively see suggestions and outcomes and know that when they make suggestions they are listened to.

Each department is annually involved in priority and budget setting in their area. The CEO produces a monthly Bulletin for staff and volunteers, and improved IT systems ensure organisation wide communications are cascaded efficiently and effectively.

Each year we conduct staff, volunteer, Member (in easy read) and Parent surveys to tell us what we are getting right, and what we can improve on. This is valuable feedback to drive our continuous improvements. This year some of our feedback was as follows:

Parent / Carers

"Just to comment full of admiration for the way covid was handled and continued care. ALSO appreciate care taken for placement choices. A big thank you to all staff and volunteers , THANK YOU"

100% of our Parents and Carers felt that the Charity was well run and that the support for our Members well being was 'Excellent'.

Staff

"I am extremely happy working for the Charity. Not every day is perfect but that's life!"

"It is so lovely to work for a charity that has such a bright future and a privilege that I am able to be a small part of it."

100% of our staff stated they felt morale in the Charity was good and that they felt the Charity was well run.

Ripon Community Link Company Limited

Year ended 31 March 2023

Volunteers

"Having a few hours to be back in touch with Nature, fresh air, the feeling that I have been useful."

"The genuine appreciation of both the members and the staff. One of the best decisions I ever made joining RCL. I find it SO rewarding".

"I really enjoy being part of a friendly caring team. I have also learned a lot of new skills and met lovely people. What's not to like?"

100% of our Volunteers stated that they could see themselves volunteering with us one year from now.

Environmental Sustainability

The charity has a strong environmental ethos, with an Environmental policy in place, Member sessions dedicated to environment, a weekly recycling group for our own waste management and collection by Members of recycling from local businesses and disposed of at the tip. We have a Member group known as the "Wildlife Champions" who champion our environmental policies across the organisation.

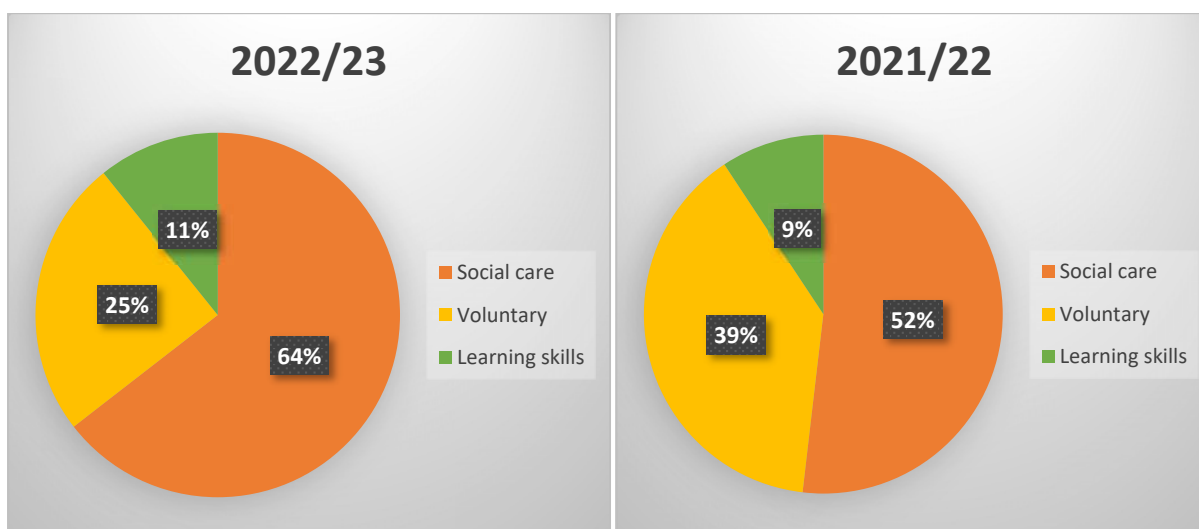
Financial review

Ripon Community Link had total incoming resources of £680,379 and Expenditure of £637,545 in the financial year. The Charity was budgeting for a deficit budget at the beginning of the financial year, which has been regularly reforecast. Overall financial performance has been better than anticipated due to the additional grant funding received for fixed assets purchased in the year. There was a surplus in the year, which is largely due to positive grant fundraising, however, generated income in catering, retail and community fundraising were below budget.

The Charity was prudent during the pandemic and has taken out a Government backed Bounceback loan in June 2020. This was to mitigate against anticipated financial losses in the early part of the pandemic and potential cash flow uncertainties. The Charity is aware of its obligations regarding loan repayments which are factored into 2022/2023 budget process with repayments being made in full.

Income

The Charity's principal funding sources are social care funding (main commissioning partner North Yorkshire County Council, also Leeds and York), voluntary income (fundraising activities including grants and donations) and income generated from learning skills activities, which includes the sale of produce at the Walled Garden and income generated through take-aways.



Ripon Community Link Company Limited

Year ended 31 March 2023

In Horticulture the priority has continued to be to increase profitability. This has been made possible by improved greenhouse facilities over recent years enabling more to be grown on site rather than purchased and grown on from larger nurseries and a staff restructure. We have also diversified the ranges of plants sold and increased volunteer input for example, in wreath making increasing profitability.

The garden shop gifts range has further extended with Members making more items to sell alongside some specific purchased in stock to complement Member made items, and woodwork items produced in the workshop have been very popular.

Retail performance under budgeted expectations can be explained by budgeting based on the extremely positive covid years when gardening was a high priority for many people, and we have seen a decline of around 11 % whereas nationally garden centres have seen a decline of around 19%. The impact of the cost-of-living increases can clearly be identified in customer purchasing and in community fundraising income.

Christmas represents significant generated and fundraised income at the Walled Garden. Whilst Christmas Tree income was lower than budgeted, the overall Christmas Campaign performed well despite a more conservative approach with less Christmas Trees ordered and sold managing risk around cost-of-living impact on household disposable income.

Retail income was £73,170 with a net income of £42,231 showing negative variance against budget of £12,180.

Ripon Community Link operates on extremely tight margins and so small losses of fees can have a disproportionately negative impact. In a sector that is experiencing funding pressures, our main financial challenge is to ensure that we sustain income to enable us to deliver high quality services and develop and maintain buildings, facilities, and equipment. We are reducing financial risk by ensuring we do not have over reliance on statutory funding by focusing on generating retail income where possible, and fundraised income. We also aim to run at capacity for staff: member ratios.

We have undertaken a tender exercise with our main commissioner, with new APL rates being agreed for new contracts which are reflective of the direct cost of care. Unfortunately, all legacy Member contracts will stay in place for block contract Members, meaning we are delivering care, at a cost less than the direct cost. Over time this will have a negative impact and mean that the charity is subsidising more care costs than previously.

Member income is higher than budget by almost £5,406 due to increased sessions being delivered.

Our ongoing principal day to day challenges are to ensure that costs are controlled and that our demand meets our capacity to deliver services as efficiently as possible.

Expenditure

We continue to control expenditure effectively. Commercial contracts have been reviewed and re-negotiated where possible. Payroll expenditure increased in year due to increased care staff costs because of working in bubbles in smaller Staff: Member ratios. All non-frontline care staff vacancies have been frozen or we have delayed recruitment if possible to divert funds into frontline care.

Expenditure on facility improvements has been carefully managed delivering projects largely on budget and fundraised rather than drawing on charitable reserves. We benefitted during from fixed term utility contracts ending in December 2022 with significant increases expected in 2023/24.

Ripon Community Link Company Limited

Year ended 31 March 2023

Funds

The Charity holds funds of £650,072. Of this, £8,577 is restricted and the Trustees have designated £501,884 to fixed assets, pension costs and the new shop and café development scheduled in 2023/2024. The unrestricted free reserves for the Charity are £139,611 which are approximately 3 months running costs, which is under the 4-month reserve policy.

Policies

Ripon Community Link has a comprehensive library of policies and in addition, standard operating procedures are in key business areas steering commonality of approach to regular business tasks.

Reserves Policy

The Trustees regularly review the reserves policy, examining the reliability of future income streams, the commitment to future expenditure and risks faced by the Charity and has determined that it needs funds that equate to 4 months running costs. Reserves will be used for the following reasons:

- To fund shortfalls in income (whether statutory, voluntary or income generated) when it does not reach its expected levels. Fundraised income is subject to fluctuation as economic conditions change and current inflation is expected to negatively impact community fundraising as people will have less disposable income.
- To fund unexpected expenditure, for example when unplanned events occur, such as increased expenditure for equipment and resources or could also pay for unexpected building development and maintenance costs and to provide a degree of flexibility for innovation.
- To fund additional staff costs if long term cover is required for staff sickness, and if the impact of working differently.
- To fund working capital. Our largest expenditure is the salaries and therefore the timing of cash outflow is relatively fixed whereas both fundraised and generated income fluctuate in terms of cash inflow over the year, in addition member numbers can change, causing further fluctuations.

The Trustees are even more mindful of the need to ensure the Charity's long-term sustainability and maintaining reserves will improve our prospects of overcoming a short-term fall in income having experienced this during the pandemic.

The reserves would not normally be used for major developments, which instead would normally be funded through additional capital appeals. Level of reserves will be monitored regularly by the Finance Subcommittee and are reviewed annually by the main Board when the budgets are approved. This will ensure that appropriate steps are in place to build reserves up to the required levels.

The current level of reserves also allows the Charity to continue to explore and develop its sources of income whilst monitoring and controlling costs. Retail is a key development area for income generation in the next financial year and will enable the charity to maintain reserves in line with policy and continue to meet the Charities strategic aims.

Banking and Investment Policy

The Charity reviewed its banking facilities in the year. Trustees continue a cautious approach and have decided to maintain a low-risk investment strategy, ensuring that the majority of monies are readily available in the current account and in addition to a notice account to gain higher interest rates on reserves.

Ripon Community Link Company Limited

Year ended 31 March 2023

It is necessary to ensure that funds are always readily available for use to ensure that levels of care and support are not adversely affected in the event of any short-term income reduction. This is also the reason that the Trustees choose not to risk funds in higher risk, but potentially higher return, investments. The Charity took the Government backed Bounceback loan to ensure that the uncertainties anticipated during the pandemic did not negatively impact cashflow. Repayments are fully factored into the new financial years budgeting process.

Pension Liability

The Charitable Company contributes to a Defined Benefits Scheme at rates set by the Scheme Actuary and advised to the Charitable Company by the Scheme Administrator. The Scheme is a multi-employer pension scheme, and it is not possible to identify the assets and liabilities of the scheme which are attributable to the Charitable Company. In accordance with FRS102 therefore, the Scheme is accounted for as a defined contribution scheme.

The Charitable Company has agreed to a deficit funding arrangement resulting in additional charges that are intended to equalise the pension scheme deficit, in relation to past services, by 2025. A liability for this obligation has been recognised in long term liabilities. The amount recognised is the net present value of the remaining deficit contributions payable under the deficit funding arrangement. The present value is calculated using a discount rate equivalent to the interest rate obtainable to the Charitable Company.

The Finance subcommittee monitor the pension deficit and consider early exit options and costs at regular intervals.

Pay Policy

Attracting and retaining the best people is a key priority, which means offering a remuneration and reward package that is competitive, fair, and sustainable. Ripon Community Link has a combination of contracts. Pay awards are reviewed annually and pay awards have been made in year.

Fundraising Policy

Ripon Community Link is committed to maintaining high standards of fundraising and retail activity. The Charity is registered with the Fundraising Regulator and holds a small lotteries license. The Charity is committed to the fundraising promise and fundraising best practice. Fundraising practice has been reviewed in line with revised Fundraising regulations. No fundraising complaints have been made during the financial year to the Charity. We encourage an open culture to report any concerns. We are particularly sensitive to the vulnerability of our Members when involving them in fundraising, there is usually one main sponsored event each year involving Members, the Summer Saunter.

Ripon Community Link does not employ professional fundraisers or commercial participators, and therefore does not need to regulate their activities. We are part of the Local Lotto which has its own governance arrangements in relation to relevant fundraising and gambling regulations.

Fundraising performance is reviewed at the finance subcommittee which receives reports at each meeting. In addition, management accounts are produced including fundraising performance against budget and a summary of discussions notified to the full Board.

We are pleased that community fundraising, although below budget, has improved this year, and we have successfully held two mass participation events, in Spring Fair and Apple Day throughout the year.

The Christmas Tree recycling scheme was successful in collecting over 150 trees, we relied on Ridding Park, Lightwater Quarries and Yorkshire Lavender to provide manpower and vehicles to collect the trees raising over £2,000 for the charity.

Ripon Community Link Company Limited

Year ended 31 March 2023

The Chief executive continues to successfully apply for grants and trusts with funds being received for a number of projects. We would like to record our thanks to all the grants and trusts who have funded our work, and to all our donors and fundraisers.

Principal Risks and Uncertainties

The Charity has a detailed Risk register regularly monitored by the Strategy, Assurance and People subcommittee and the Board of Trustees. These risks are ranked by likelihood and impact and produce a score with potential overall risk for the organisation and plans to mitigate any risk.

The Pandemic posed significant risk and uncertainty from March 2020 long into this financial year. We successfully mitigated risks operating safely and remain financially stable, however, the war in Ukraine and cost of living crisis has an impact on the charity undoubtedly as our donors will have less disposable income.

The main risks are:

Risk Area	Mitigation
Member, Staff and Volunteer Safety Risk	Immediate focus on keeping everyone safe. Successful deployment of business continuity planning during covid- ready to scale up if necessary. Staff and front-line volunteer vaccination in places. Staff support signposting for mental health and changing HR provider in new financial year to provide an employee assistance programme including counselling. Building work scheduled for new financial year- appropriate risk assessments, and health and safety management will be deployed.
Staff risk - Overload	Staff have been under pressure from increased sickness due to testing and covid cases. We have increased supernumerary headcount ensuring there are sufficient staff to cover sickness and holiday and use of Bank staff.
Financial Risk - due to unplanned and unavoidable substantial expenditure or inadequate income from a drop in statutory income generation from social enterprise, fundraised income, reputational damage, poor budgetary control, or fraud.	Charity has worked hard to mitigate financial risk by adopting a three-strand financial strategy of avoiding over reliance on any single funding stream and instead maximising statutory income, generated income, and fundraised income. The Charity carefully calculated the direct cost of care, all new contracts will be on the new APL, private contracts will be on new APL from the start of the new financial year. Legacy NYCC contracts remain on the old APL+Inflation. We will continue to aim to move contracts over to the new APL, increase Member numbers ensuring efficiency and to negotiate with commissioners regarding changing legacy contract position.
Financial Risk- Impact of Inflation	Increased emphasis on grant and major donor fundraising, particularly capital and core cost, and any cost-of-living grants available.
Financial risk- Legacy Contracts	Inflation rates in the UK are higher than they have been for over 40 years. The reality is that reserves may need to be used to support service delivery if generated income cannot keep pace with rising inflation. Further efficiencies will be made by surrendering the lease on St Wilfrids Bungalow and decreasing cost base.

Ripon Community Link Company Limited

Year ended 31 March 2023

Information Technology Risk - due to the system not being fit for purpose and outdated, a breach of data protection and a failure to back up procedures.	Significant review of IT, full tender and appointment of new IT provider, significantly improving all aspects of cyber security including introduction of Barracuda screening on all email.
Information Technology Risk - Impact of risk on a digitally marginalised population.	Full implementation of E-Tapestry providing cloud-based member, fundraising and retail records, secure and GDPR compliant. BREATHE HR platform is now fully operational and till systems have moved across to Kudos. We are working with our IT providers on PCI compliance for card payments which will be resolved in the new financial year. The Charity has reviewed and improved their systems to encompass Cyber Security risks. The Charity has recognised Members use more IT and social media potentially putting them at risk of content available. A short internet safety course was piloted with a grant pending on broadening accessibility to this course.
Facilities Risk – Walled Garden Wall	The wall at the Walled Garden is deteriorating, quotations for repairs were over 100k 3 years ago, now expected to be in the region of 130-140k. this will require major fundraising campaign. In the meantime, walls are regularly assessed and pose no imminent HS risk, and vegetation is constantly cleared to avoid any unnecessary damage.

Risk management

The Trustees of the Charity have governance responsibility for the Charity and its work. They are advised by the Chief Executive and other members of the senior leadership team who manage the operations of the services of any impending operational risks and Trustees identify corporate and strategic risk. There is an open and transparent culture of risk communication, sharing and mitigation.

The Charity has baselined its practice against the Charity Commission Internal Financial Controls for Charities, reviewing its internal financial controls to conform fully to the guidelines issued by the Charity Commission, and the Charity Good Governance Guide. These controls help the Trustees meet their legal duties to safeguard the Charity's assets, administer the Charity's finances and assets in a way that identifies and manages risk and ensures the quality of financial reporting by keeping adequate accounting records and preparing timely and relevant financial information. Significant work has been undertaken in strengthening financial practice and controls including but not limited to:

- Continued engagement of HPH accountants for fully integrated service including bookkeeping, Payroll, and management accounting to enable full segregation of duties, full oversight of all financial activity and improved quality and driving cost efficiencies, creation of financial dashboard.
- Continuance and further development of Trustee Finance Sub-committee, underpinned by Terms of Reference, membership includes 3 Trustees with the CEO and Accountant in attendance.
- Improved Budgeting process.
- Comprehensive Financial Policies and Procedures.
- Specific Trustees Subcommittee convened to monitor the Facilities improvements, including expenditure.

Ripon Community Link Company Limited

Year ended 31 March 2023

The Charity has a risk register which describes how each risk is managed and the processes and procedures that are in place to mitigate that risk. The risk register has been reviewed and developed alongside the development of the strategic plan and the entire organisational approach to risk management has been strengthened. Risk registers are ranked by likelihood and impact to produce a score which ranks the risk as red, amber, or green in terms of potential impact to the organisation. The overarching organisational risk register is monitored by the Strategy/Assurance/People subcommittee, with any red risks escalated to the main Board.

Trustee led Health and Safety now complements operational activity led by the CEO and Head of Member services. Whilst a whole Board responsibility, Health and Safety lead responsibility has been allocated to the Trustee Health, Safety and Facilities Chair, who conducts regular Health and Safety Walkarounds with the CEO and Head of Member services, all three individuals have completed IOSH Managing safely.

The response to the Covid-19 Pandemic by the Trustees, CEO and Senior Leadership Team and staff and volunteer teams has been effective. The Business Continuity plans were tested and delivered, enhanced by Governance arrangements, increased frequency of Chair and CEO meetings and Board/Subcommittee meetings to keep our entire community safe. We are at the time of writing returning to normality, but are conscious that the risk is ever present, and we can scale up should we need to proportionate to need.

Forthcoming year

The Trustees and senior leadership team recognise that we continue in uncertain times, unprecedented inflation, war in Ukraine, the current economic climate and the possibility of future recession and pressures on statutory funding. However, we remain ambitious for the future of Ripon Community Link. We commit ourselves to a future where our services are dynamic, innovative, and responsive to need, and to ensure that our facilities and infrastructure enable us to do this. The details of the Charity's future are included within the Chief Executives Report.

Trustees, Officers, and Professional Advisors

Board of Trustees

Carolyn Sands (Chair)
Joe Bradley (Vice Chair)
Kathryn Harrison (resigned 15.12.2023)
Andrew Marson
Don Hanson
Philip Ratcliff
Hilary Thompson
Dean John Dobson
Kevan Gredzinski (appointed 15.12.2023)

Finance Sub Committee

Andrew Marson (Chair)
Joe Bradley
Carolyn Sands
Kathryn Harrison (resigned 15.12.2023)
Victoria Ashley (In attendance)
Sarah Wearing HPH (In attendance)
Lindsay Roome (minute taker)

Ripon Community Link Company Limited

Year ended 31 March 2023

Strategy, Assurance, People Subcommittee

Joe Bradley (Chair)
Philip Ratcliff
Hilary Thompson
Victoria Ashley (In attendance)
Lisa Fletcher (In attendance)

Health, Safety and Facilities Subcommittee

Don Hanson (Chair)
Philip Ratcliff
Kevan Gredzinski (appointed 15.12.2023)
Victoria Ashley (In attendance)
David Foster (In attendance)

Changes during the Year

The Trustees wish to record their thanks to Kathryn Harrison for her service as Trustee. Kathryn remains in contact with the Charity and is happy to support as a volunteer.

Senior Leadership Team. The Leadership Team are not Directors within the Companies Act.

Chief Executive	Victoria Ashley
Social Care Manager	Lisa Fletcher
Head of Member Services	David Foster
PA to CEO, IT lead	Lindsay Roome

Registered Office	54 Bootham, York, YO30 7XZ
Company Number	03062948 (England & Wales)
Charity Number	1049030 (England & Wales)
Principal Office	Ripon Walled Garden, Palace Road, Ripon HG4 3H
Accountants	HPH, Conyngham Hall Business Centre, Bond End, Knaresborough, HG5 9AY
Independent Examiner	Waltons Business Adviser Limited, Martime House, Harbour Walk, The Marina, Hartlepool, TS24 0UX

The Trustees would like to thank our CEO, Senior Leadership Team, Staff and Volunteers for their commitment and hard work for the Charity and our Members.

Furthermore, the Charity has benefitted once again from incredible support from the Community, Major Donors, Grant making Foundations and our loyal customers supporting with time, money, gifts in kind and donations. We would like to thank all our people for their incredibly hard work and commitment to Ripon Community Link.

The Trustee's report was approved by the Trustees 12 September 2023 and is signed as authorised on its behalf by:

Carolyn Sands, Chair of Trustees and Director, Ripon Community Link

Ripon Community Link Company Limited

Year ended 31 March 2023

Independent Examiner's Report

I report to the charity Trustees on my examination of the financial statements of the company for the year ended 31 March 2023.

RESPONSIBILITIES AND BASIS OF REPORT

As the Trustees of the company (and its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the financial statements of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the company's financial statements carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

INDEPENDENT EXAMINER'S STATEMENT

Since the company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of The Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

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

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the financial statements do not accord with those records; or
3. the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
4. the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

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

This report is made solely to the company's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the company's Trustees those matters I am required to state to them in an independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the company and the company's Trustees as a body, for my work or for this report.

Signed:

Dated: 12 September 2023

HEATHER O'DRISCOLL FCA,
WALTONS BUSINESS ADVISERS LIMITED, Chartered Accountants

Ripon Community Link Company Limited

For the Year Ended 31 March 2023

(A company limited by guarantee)

Statement of Financial Activities (Income and Expenditure Account)

	Note	Unrestricted funds £	Restricted funds £	Total 2023 £	Total 2022 £
INCOME					
Donations	3	58,159	97,192	155,351	294,651
Charitable activities					
Grants and Contracts	4	437,625	-	437,625	403,933
Learning Skills	4	73,170	-	73,170	72,462
Other trading activities					
Fundraising		12,296	-	12,296	8,164
Investments		1,923	-	1,923	315
Other income		14	-	14	108
TOTAL INCOME		583,187	97,192	680,379	779,633
EXPENDITURE					
Raising funds		1,160	-	1,160	884
Charitable activities	6.1	581,626	54,759	636,385	537,945
TOTAL EXPENDITURE		582,786	54,759	637,545	538,829
Net income before transfers		401	42,433	42,834	240,804
Transfers between funds	13 & 14	41,791	(41,791)	-	-
Net movement in funds		42,192	642	42,834	240,804
Reconciliation of funds					
Total funds brought forward	13 & 14	599,303	7,935	607,238	366,434
Total funds carried forward	15	£ 641,495	£ 8,577	£ 650,072	£ 607,238

All activities derive from continuing operations.

The notes on pages 31 to 44 form part of the accounts.

Ripon Community Link Company Limited

For the Year Ended 31 March 2023

(A company limited by guarantee)

Balance Sheet

Company registration number: 03062948

	Note	2023	2022
		£	£
FIXED ASSETS			
Tangible assets	8	466,591	425,721
CURRENT ASSETS			
Stock		5,849	3,502
Debtors	9	50,774	28,154
Cash at Bank and in hand	18	218,696	298,035
		275,319	329,691
LIABILITIES			
Creditors: amounts falling due within one year	10	65,328	110,414
NET CURRENT ASSETS		209,991	219,277
TOTAL ASSETS LESS CURRENT LIABILITIES		676,582	644,998
Creditors: amounts falling due after more than one year	11	(22,417)	(31,340)
Provisions for liabilities	12	(4,093)	(6,420)
TOTAL NET ASSETS		£ 650,072	£ 607,238
THE FUNDS OF THE CHARITY:			
Restricted Funds	13	8,577	7,935
Unrestricted Funds			
- Designated Funds	14	501,884	450,517
- Undesignated Funds	14	139,611	148,786
TOTAL FUNDS	15	£ 650,072	£ 607,238

For the financial year ended 31 March 2023, the Charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies. The Members have not required the Charity to obtain an audit of its accounts for the year in question in accordance with section 476. The Directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

The financial statements have been prepared in accordance with the special provisions of Part VII of the Companies Act 2006 relating to small companies.

The notes on pages 31 to 44 form part of the accounts.

These financial statements were approved by the trustees on 12 September 2023 and signed on its behalf by:

A. Marson - Director

Ripon Community Link Company Limited

For the Year Ended 31 March 2022

(A company limited by guarantee)

Statement of Cash Flows

		2023		2022	
	Note	£	£	£	£
Net cash provided by operating activities	17		43,193		310,185
Cash flows from investing activities					
Purchase of property, plant and equipment		(109,315)		(289,994)	
Net cash provided by investing activities			(109,315)		(289,994)
Cash flows from financing activities					
Loan repayments		(10,878)		(8,370)	
Pension deficit payments		(2,339)		(6,226)	
			(13,217)		(14,596)
Change in cash and cash equivalents in the year			(79,339)		5,595
Cash and cash equivalents at beginning of the year			298,035		292,440
Cash and cash equivalents at end of the year	18,19		£ 218,696		£ 298,035

The notes on pages 31 to 44 form part of the accounts.

Ripon Community Link Company Limited

For the Year Ended 31 March 2023

(A company limited by guarantee)

Notes to the Accounts

1 GENERAL INFORMATION

The Charitable Company is a private company limited by guarantee, which is incorporated and registered in England and Wales (no.03062948).

The address of its registered office is 54 Bootham, YORK, YO30 7XZ.

2 ACCOUNTING POLICIES

2.1 Basis of preparation of accounts

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

Ripon Community Link Company 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 note(s).

2.2 Going Concern policy

The Charitable Company has successfully fundraised to develop their site at the Walled Garden to expand the services they can offer and increase its accessibility of all services. The focus is now on obtaining funding for the retail site developments in order to ensure they can offer further opportunities for members and increase the Charitable Company's ability to generate its own money.

The Directors have considered the cash requirements beyond 12 months from date of approval of the accounts and have a reasonable expectation that the Charitable Company has adequate resources to continue in operational existence for the foreseeable future. They continue to believe that the going concern basis of accounting is appropriate in preparing the annual financial statements.

2.3 Fund accounting

The Trustees have a defined policy for identification of different types of income:

- a) Designated funds are unrestricted funds but are specifically earmarked by the Trustees for a particular purpose.
- b) Restricted funds are only to be used for the specific purpose laid down by the donor. Expenditure which meets this criteria is charged to the fund.
- c) Unrestricted funds are the residue of incoming resources receivable or generated from the objects of the charitable company without further specified purposes and are available as general funds.

2.4 Income

All income is recognised in the statement of financial activities when the conditions for receipt have been met and there is reasonable assurance of receipt. Except for the following:

Grants receivable

Grants for immediate expenditure are accounted for when they become receivable. Grants received for specific purposes are treated as restricted funds. Grants which are received for a future accounting period are deferred and recognised in those periods.

Ripon Community Link Company Limited

For the Year Ended 31 March 2023

(A company limited by guarantee)

Notes to the Accounts

2 ACCOUNTING POLICIES (continued)

2.4 Income (continued)

Capital Grants for specific fixed assets are included in restricted income when received. Once the asset is purchased these monies are transferred to unrestricted funds unless there is a restriction on the disposal of the asset. If so, the net book value of the asset is shown as a restricted fund.

2.5 Donations in kind

Donations in kind are valued at their market value at the transaction date. Any donations that cannot be reliably measured are not included.

2.6 Expenditure

Expenditure is included in the Statement of Financial Activities on an accruals basis. Costs are allocated on the following basis:

Raising funds	- actual cost basis.
Charitable activities	- actual cost basis except for those included in support costs.
Support costs	- allocated to charitable activities on an equal basis.

2.7 Tangible fixed assets and depreciation

Fixed assets for Charitable Company use are capitalised at cost, for items above £1,000. Donated assets are valued at market value on donation. They are stated in the accounts at cost/original value less depreciation.

Depreciation is calculated to write off the cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Site Development	4% straight line basis
Motor Vehicles	10% straight line basis
Plant & Equipment	15% straight line basis
Computers	25% straight line basis

Land value is not depreciated.

2.8 Stock

Stock is valued at the lower of cost or net realisable value.

2.9 Debtors

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

2.10 Cash at bank and in hand

Cash at bank and cash in hand includes cash and any short-term deposit accounts with a maturity of three months or less from the date of opening.

Ripon Community Link Company Limited

For the Year Ended 31 March 2023

(A company limited by guarantee)

Notes to the Accounts

2 ACCOUNTING POLICIES (continued)

2.11 Creditors

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

2.12 Pension costs and provisions

The Charitable Company operates a defined contribution pension scheme for current employees. Contributions are charged in the Statement of Financial Activities as they become payable in accordance with the rules of the scheme.

The Charitable Company also contributes deficit funding contributions to a Defined Benefits Scheme at rates set by the Scheme Actuary and advised to the Charitable Company by the Scheme Administrator. The Scheme is a multi-employer pension scheme and relates to former employees. It is not possible to identify the assets and liabilities of the scheme which are attributable to the Charitable Company. In accordance with FRS 102 therefore, the Scheme is accounted for as a defined contribution scheme.

All contributions are charged to the Statement of Financial Activities as they become payable.

The Charitable Company has agreed to a deficit funding arrangement resulting in additional charges that are intended to equalise the pension scheme deficit, in relation to past services, by 2025. A liability for this obligation has been recognised in long term liabilities. The amount recognised is the net present value of the deficit reduction contributions payable under the agreement that relates to the deficit. The present value is calculated using the discount rate detailed in the note 12. The unwinding of the discount rate is recognised as a finance cost.

2.13 Financial Instruments

The Charitable Company 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.

2.14 Government Grants

Grant income is recognised when the conditions for receipt have been met and there is reasonable assurance that the grant will be received. It is then recognised in income on a systematic basis over the periods in which the entity recognises the related costs for which the grant is intended to compensate, except where the grant is compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the entity with no future related costs in which case it is recognised as income in the period in which it becomes receivable.

Ripon Community Link Company Limited

For the Year Ended 31 March 2023

(A company limited by guarantee)

Notes to the Accounts

3 DONATIONS

	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total Funds 2023 £	Total Funds 2022 £
Donations	13,191	23,197	36,388	193,887
Gift aid	2,093	-	2,093	3,056
Grants	42,875	73,995	116,870	97,708
	<u>£ 58,159</u>	<u>£ 97,192</u>	<u>£ 155,351</u>	<u>£ 294,651</u>

Included in Grants is Government grants of £6,950 (2022 - £nil).

Restricted income in 2022 from donations was £83,050, gift aid was £5,142 and grants was £175,329 (In total £263,521 was restricted).

4 INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total Funds 2023 £	Total Funds 2022 £
Grants and Contracts				
NYCC Service Contracts	337,154	-	337,154	318,705
Other Local Authorities	19,490	-	19,490	38,075
Private Contracts	80,981	-	80,981	47,153
	<u>£ 437,625</u>	<u>£ -</u>	<u>£ 437,625</u>	<u>£ 403,933</u>

Restricted income from charitable activities in 2022 was £nil.

Learning skills - with beneficiaries

Walled Garden Sales	55,721	-	55,721	63,038
Catering Sales	17,449	-	17,449	9,424
	<u>£ 73,170</u>	<u>£ -</u>	<u>£ 73,170</u>	<u>£ 72,462</u>

Restricted income from learning skills in 2022 was £nil.

Ripon Community Link Company Limited

For the Year Ended 31 March 2023

(A company limited by guarantee)

Notes to the Accounts

5 TOTAL STAFF COSTS

	2023	2022
	£	£
Wages and Salaries	407,108	361,723
Social Security Costs	26,464	22,217
Other Pension Costs (Employer)	11,280	9,964
Pension Deficit Remeasurements	(109)	(12,097)
Other Employee Expenses	9,424	7,171
	£ 454,167	£ 388,978

The key management personnel of the Charitable Company comprise the Trustees and the Senior Leadership Team. The total employee benefits of the key management personnel (including employer NIC and pension costs), with only senior leadership team members being paid, were £173,700 (2022 - £163,593). Only one employee earns between £60,000 to £69,999 (2022 - 1).

Number of employees

The average number of full-time equivalent employees during the year was 16 (2022 - 14).

The head count of employees on the payroll as at March 2023 was 23 (2022 - 21).

The Charitable Company benefits greatly from the contribution of volunteers. Volunteers bring their skills and expertise to the organisation. Some volunteers work particularly with members and this enables additional support for individuals and groups which helps members get even more from the activities we do. It can also mean a group's activity can be more flexible and individually-tailored. Some volunteers bring very specific skill input such as woodland management or marketing expertise. Operational delivery is not the responsibility of volunteers.

Ripon Community Link Company Limited

For the Year Ended 31 March 2023

(A company limited by guarantee)

Notes to the Accounts

6 ANALYSIS OF TOTAL EXPENDITURE

	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total Funds 2023 £	Total Funds 2022 £
6.1 Charitable activities				
Staff Costs	421,421	32,746	454,167	388,978
Education and Leisure	3,370	-	3,370	4,378
Motor Expenses	3,559	2,420	5,979	3,943
Operational Costs	24,749	3,771	28,520	25,896
Walled Garden Purchases	22,015	-	22,015	29,827
Tea Room Purchases	7,763	-	7,763	4,391
Licencing	1,161	-	1,161	-
Marketing and Website	458	850	1,308	191
Property Costs	34,854	14,956	49,810	30,821
Depreciation	28,220	-	28,220	17,041
Irrecoverable VAT	8,998	16	9,014	10,671
Support Costs	25,058	-	25,058	21,808
	<u>£ 581,626</u>	<u>£ 54,759</u>	<u>£ 636,385</u>	<u>£ 537,945</u>

Restricted expenditure in 2022 totalled £60,415 of which £nil was in support costs.

6.2 Support costs

Independent Examiner's Fee	1,050	-	1,050	1,050
Accountancy Fees	22,828	-	22,828	18,532
Legal and Professional Fees	1,180	-	1,180	2,226
	<u>£ 25,058</u>	<u>£ -</u>	<u>£ 25,058</u>	<u>£ 21,808</u>

Ripon Community Link Company Limited

For the Year Ended 31 March 2023

(A company limited by guarantee)

Notes to the Accounts

7 RELATED PARTIES

No Trustees received remuneration or expenses during the year (2022 - £nil).

There were no other related party transactions in the reporting period which require disclosure (2022 - nil).

8 TANGIBLE FIXED ASSETS

	Land £	Site Development £	Motor Vehicles £	Plant & Equipment £	Computers £	Total £
Cost						
At 1 April	65,601	302,340	53,006	129,873	17,771	568,591
Additions	-	20,245	23,530	22,374	2,941	69,090
Disposals	-	-	(10,890)	-	-	(10,890)
At 31 March	65,601	322,585	65,646	152,247	20,712	626,791
Depreciation						
At 1 April	-	3,935	38,094	96,376	4,465	142,870
Charge for year	-	10,913	3,700	8,828	4,779	28,220
Disposal in year	-	-	(10,890)	-	-	(10,890)
At 31 March	-	14,848	30,904	105,204	9,244	160,200
Net Book Amounts At						
31 March 2023	£ 65,601	£ 307,737	£ 34,742	£ 47,043	£ 11,468	£ 466,591
31 March 2022	£ 65,601	£ 298,405	£ 14,912	£ 33,497	£ 13,306	£ 425,721

9 DEBTORS

	2023 £	2022 £
Fees Receivable	14,195	14,200
Prepayments	7,704	3,421
Accrued Income	24,748	8,015
Other Debtors	4,127	2,518
	£ 50,774	£ 28,154

Ripon Community Link Company Limited

For the Year Ended 31 March 2023

(A company limited by guarantee)

Notes to the Accounts

	2023 £	2022 £
10 LIABILITIES: Amounts falling due within one year		
Bank Loan	10,083	11,160
Trade Creditors	8,292	20,919
Fees in advance	26,992	24,112
Social Security and Other Taxes	8,365	9,872
Accruals	7,593	43,085
Other creditors	4,003	1,266
	<u>£ 65,328</u>	<u>£ 110,414</u>
11 LIABILITIES: Amounts falling due after more than year		
Bank Loan	22,417	31,340
	<u>£ 22,417</u>	<u>£ 31,340</u>
The loan is a bounce back loan where no interest is payable in the first 12 months and 2.5% thereafter. The remaining loan is now repayable over 3 years and 3 months.		
12 PROVISIONS		
Pension provision at the beginning of the year	6,420	24,601
Remeasurements	(109)	(12,097)
Deficit contribution paid	(2,339)	(6,226)
Unwinding of the discount factor (interest expense)	121	142
	<u>£ 4,093</u>	<u>£ 6,420</u>
Income and expenditure impact		
Interest expense	121	142
Remeasurements - impact of any changes in assumptions	(109)	(148)
Remeasurements - amendments to the contribution schedule	-	(11,949)
	<u>12</u>	<u>(11,955)</u>

The discount rate applied to the provision is 5.52% (2022 - 2.35%, 2021 - 0.66%). Further details are contain in Note 16.

Ripon Community Link Company Limited

For the Year Ended 31 March 2023

(A company limited by guarantee)

Notes to the Accounts

13 RESTRICTED FUNDS

	Balance at 1 Apr 2022	Income	Expenditure	Transfer Capital Spend	Transfers	Balance at 31 Mar 2023
Restricted Funds	£	£	£	£	£	£
RWG 25	-	2,197	-	-	-	2,197
Minibus Fund	3,632	20,500	(2,420)	(21,712)	-	-
Workshop	11,717	-	(11,717)	-	-	-
Kick Start	-	3,255	(3,255)	-	-	-
Retail - Refurbishment	2,676	15,201	(5,613)	(12,264)	-	-
Retail - Development	2,989	5,000	(4,656)	-	-	3,333
Build Fund	(13,079)	13,079	-	-	-	-
Member retail	-	20,000	(16,398)	(3,602)	-	-
Garden Room	-	5,000	(3,352)	(1,648)	-	-
Sensory Garden	-	10,195	(6,083)	(1,065)	-	3,047
Defibrillator	-	1,000	-	(1,000)	-	-
Grants and donations under £1k	-	1,765	(1,265)	(500)	-	-
	£ 7,935	£ 97,192	£ (54,759)	£ (41,791)	£ -	£ 8,577

RWG25: Money received for the redevelopment of the Walled Garden site.

Minibus Fund: Funding for a new minibus and the on-going running costs.

Workshop: Monies received from Oliver Ford, National Lottery and Ellis Bates for developing and running the workshop.

KickStart: Allocate to salaries - funding for creating new jobs for 16 to 24 year olds on Universal Credits.

Retail Refurbishment: For the renovation of the catering facilities Income received from the Freemasons and Marshall Viggars in 2022 and Kirby Foundation in 2023.

Retail Development: Income received from the Rank Foundation for the development of the catering facilities.

Build Fund: Funding received from various donors for the new build project. £13k is money pledged from the National Lottery, remaining to be paid on provision on a completion certificate.

Member retail: Income received from the Rank Foundation for the development of the retail facilities.

Garden Room: Funding received for the refurbishment of the garden room.

Sensory Garden: Funding received from Two Ridings, Ripon City Council, NYCC Locality Fund and The Shears Foundation for the development of the sensory garden.

Defibrillator: Monies received from Harrogate Borough Council for a Defibrillator.

Grants and donations under £1k: various restricted monies received under £1k for small one off projects in the year.

Ripon Community Link Company Limited

For the Year Ended 31 March 2023

(A company limited by guarantee)

Notes to the Accounts

13 RESTRICTED FUNDS continued

Restricted Funds	Balance at 1 Apr 2021 £	Income £	Expenditure £	Transfer Capital Spend £	Transfers £	Balance at 31 Mar 2022 £
RWG 25	1,972	1,856	-	(3,828)	-	-
Minibus Fund	6,557	-	(2,925)	-	-	3,632
Workshop	-	20,918	(9,298)	-	97	11,717
Kick Start	-	11,197	(11,197)	-	-	-
Retail - Refurbishment	-	2,725	(49)	-	-	2,676
Retail - Development	-	10,043	(7,040)	(14)	-	2,989
Build Fund	1,000	159,921	-	(174,000)	-	(13,079)
Build Fund - F&F	-	14,081	(91)	(8,649)	(5,341)	-
New - Green House	-	5,000	(418)	(4,926)	344	-
Mein Trust	-	9,426	-	(9,426)	-	-
NYCC - Infection control	-	25,504	(25,504)	-	-	-
NYCC - Councillor Grant	-	2,000	(2,000)	-	-	-
Science Week	-	1,000	(1,000)	-	-	-
Grants and donations under £1k	173	1,140	(893)	(500)	80	-
	£ 9,702	£ 264,811	£ (60,415)	£ (201,343)	£ (4,820)	£ 7,935

Funds - Ceased in 2022

Build Fund - Fixtures and Fittings: Funding received from various donors for equipment and supplies for the new build project.

New - Greenhouse: Funding £3,500 from Lord Barnby Foundation, £500 from Douglas Arter Foundation for purchase of greenhouse and further £1,000 from Lord Barnby Foundation for Cold Frames and Finishing.

Mein Trust: Sewerage and Toilets project (received after costs are incurred).

NYCC - Infection Control: Grant for expenditure on infection control.

NYCC - Councillor Grant: Grant for Gazebo in Walled Garden.

Science Week: Grant for science projects.

Ripon Community Link Company Limited

For the Year Ended 31 March 2023

(A company limited by guarantee)

Notes to the Accounts

14 UNRESTRICTED FUNDS

	Balance at 1 April 2022	Income	Expenditure	Transfers	Balance at 31 March 2023
Unrestricted Funds	£	£	£	£	£
Designated					
Fixed Assets	425,721	-	(28,220)	69,090	466,591
New build	10,000	-	-	(10,000)	-
Pension charges	4,796	-	(2,616)	-	2,180
Member retail - build	10,000	-	-	23,113	33,113
	450,517	-	(30,836)	82,203	501,884
Undesignated					
Free reserves	148,786	583,187	(551,950)	(40,412)	139,611
Total Unrestricted Funds	£ 599,303	£ 583,187	£ (582,786)	£ 41,791	£ 641,495

	Balance at 1 April 2022	Income	Expenditure	Transfers	Balance at 31 March 2022
Unrestricted Funds	£	£	£	£	£
Designated					
Fixed Assets	152,768	-	(17,041)	289,994	425,721
New build	30,000	-	-	(20,000)	10,000
Pension charges	-	-	-	4,796	4,796
Member retail - build	-	-	-	10,000	10,000
	182,768	-	(17,041)	284,790	450,517
Undesignated					
Free reserves	173,964	514,822	(461,373)	(78,627)	148,786
Total Unrestricted Funds	£ 356,732	£ 514,822	£ (478,414)	£ 206,163	£ 599,303

Designated Funds

The Fixed Asset Fund: This is the net book value of the assets required to be held for the on-going work of the Charitable Company and therefore do not form part of distributable reserves. Monies transferred into the fund during the year are to cover the purchase of fixed assets.

New build: This money had been set aside by the Trustees for the shortfall in funding for the new build project which has now been spent. A further £10,000 has been allocated for remaining works and landscaping for new property.

Pension charges: This money has been set aside to cover the new pension administration fees for the defined benefit scheme at £218 per month over the next 22 months.

Member retail - build: This money has been set aside by the trustees for the new retail build project which now has planning permission and will be built in the first quarter of 2023.

Ripon Community Link Company Limited

For the Year Ended 31 March 2023

(A company limited by guarantee)

Notes to the Accounts

15 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted		Restricted	Total
	Undesignated	Designated	Funds	Funds
	Funds	Funds		
	£	£	£	£
Tangible Fixed Assets	-	466,591	-	466,591
Current Assets	231,449	35,293	8,577	275,319
Current Liabilities	(65,328)	-	-	(65,328)
Long term liabilities	(22,417)	-	-	(22,417)
Provisions	(4,093)	-	-	(4,093)
At 31 March 2023	£ 139,611	£ 501,884	£ 8,577	£ 650,072

	Unrestricted		Restricted	Total
	Undesignated	Designated	Funds	Funds
	Funds	Funds		
	£	£	£	£
Tangible Fixed Assets	-	425,721	-	425,721
Current Assets	296,960	24,796	7,935	329,691
Current Liabilities	(110,414)	-	-	(110,414)
Long term liabilities	(31,340)	-	-	(31,340)
Provisions	(6,420)	-	-	(6,420)
At 31 March 2022	£ 148,786	£ 450,517	£ 7,935	£ 607,238

16 PENSION

Current pension plan

Ripon Community Link Company Limited participates in The Pensions Trust's Growth Plan (the Plan). The Plan is funded and is not contracted-out of the State scheme. The Plan is a defined contribution scheme.

Ripon Community Link Company Limited paid contributions at the rate of either 8% or in line with the auto enrolment thresholds during the accounting period. Members paid contributions at the rate of either 8% or inline with the auto enrolment thresholds during the accounting period.

Ripon Community Link Company Limited

For the Year Ended 31 March 2023

(A company limited by guarantee)

Notes to the Accounts

16 PENSION (continued)

Historic pension plan

The company participates in the scheme, a multi-employer scheme which provides benefits to some 638 non-associated participating employers. The scheme is a defined benefit scheme in the UK. It is not possible for the company to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore it accounts for the scheme as a defined contribution scheme.

The scheme is classified as a 'last-man standing arrangement'. Therefore the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

A full actuarial valuation for the scheme was carried out at 30 September 2020. This valuation showed assets of £800.3m, liabilities of £831.9m and a deficit of £31.6m. To eliminate this funding shortfall, the Trustee has asked the participating employers to pay additional contributions to the scheme.

Ripon Community Link Company Limited from 1 April 2021 are required to pay £6,226 per annum. The Charitable Company are committed to make these annual contributions to 31 January 2025.

Ripon Community Link Company Limited has been notified by The Pensions Trust of the estimate employer debt on withdrawal from the Plan based on the financial position of the Plan as at 30 September 2021 was £52,733.

The following schedule details the deficit contributions agreed between the Charitable Company and the scheme at each year end period:

Deficit contributions schedule

	2023	2022	2021
Year ending	£	£	£
Year 1	2,339	2,339	6,226
Year 2	1,949	2,339	6,412
Year 3	-	1,949	6,605
Year 4	-	-	5,669
Year 5	-	-	-
Year 6	-	-	-

The present values of the provision is £4,093 (2022 - £6,420) and detailed in note 12.

Ripon Community Link Company Limited

For the Year Ended 31 March 2023

(A company limited by guarantee)

Notes to the Accounts

17 RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES

	2023	2022
	£	£
Net income for the reporting period	42,834	240,804
<i>Adjustments for:</i>		
Finance charge on pension deficit	121	142
Remeasurement of pension deficit	(109)	(12,097)
Depreciation charges	28,220	17,041
Loan interest	878	870
(Increase)/decrease in stock	(2,347)	436
(Increase)/decrease in trade and other debtors	(22,620)	22,967
(Decrease)/Increase in trade and other creditors	(3,784)	40,022
Net cash provided by operating activities	£ 43,193	£ 310,185

18 ANALYSIS OF CASH AND CASH EQUIVALENTS

Cash in hand	218,696	298,035
Total cash and cash equivalents	£ 218,696	£ 298,035

19 ANALYSIS OF CHANGES IN NET DEBT

	At 01/04/2022	Cash-flows	At 31/03/2023
	£	£	£
Cash	298,035	(79,339)	218,696
Loans falling due within one year	(11,160)	1,077	(10,083)
Loans falling due after more than one year	(31,340)	8,923	(22,417)
	£ 255,535	£ (69,339)	£ 186,196

RIPON COMMUNITY LINK COMPANY LIMITED

England & Wales - Charity number 1049030

Accounts

Ripon Community Link Company Limited

Annual Report and

Financial Statements

Year ended 31 March 2022

Company No. 3062948

Registered Charity No. 1049030



Ripon Community Link Company Limited

Year ended 31 March 2022

Table of Contents

Chief Executive's Report	3
The Charity's Vision, Mission and Values	3
Philosophy	4
Achievements and performance	4
Future Activities.....	9
Annual Report of the Trustees	11
Objectives and Activities	11
Public Benefit	11
Structure, governance and management	11
Financial review	14
Income	14
Expenditure	16
Funds	16
Policies	16
Reserves Policy	16
Banking and Investment Policy	17
Pension Liability.....	17
Pay Policy	18
Fundraising Policy	18
Principal Risks and Uncertainties	18
Forthcoming year	21
Volunteering.....	21
Trustees, Officers and Professional Advisors	22
Independent Examiner's Report.....	25
Statement of Financial Activities.....	26
Balance Sheet	27
Statement of Cash Flows	28
Notes to the Accounts	29

Ripon Community Link Company Limited

Year ended 31 March 2022

Chief Executive's Report

Ripon Community Link is a key provider of Day Care Services in Ripon and surrounding District, where we offer a range of opportunities for adults and young people with learning disabilities, and by doing so also support their families with respite. We aim to provide a wide range of opportunities in our day care support to enable our Members to develop and learn new skills across a range of activities and work-based opportunities in horticulture, catering retail and woodwork. We work closely with each individual to deliver outcome-focussed support, using person-centred approaches to set goals, deliver learning support and review and record every individual's achievement.

We offer a broad range of learning opportunities to the adults and young people, who we refer to as Members throughout this report. We deliver our services in the community and at our two sites: St Wilfrid's Bungalow and Ripon Walled Garden. Activities available are broad and individualised timetables are tailored to each Member's needs and assessed with agreed goals. Activities include skills development for employment or volunteering, independent living skills, arts and crafts, sports and healthy living, wellbeing, catering and horticulture. We aim to deliver positive outcomes for all those we support and celebrate every person's talent and contribution to our community.

We have a strong partnership with Evolve, Craven College, on which we place great value. The partnership enables us to provide work experience at Ripon Walled Garden in the garden, where students can achieve qualifications.

As a Charity, we receive social care funding, generate income from our work-based opportunities for Members and social enterprise at our Walled Garden shop and nursery, and catering take away and fundraise to support and develop our services.

As we prepare our Annual Report, the impact and uncertainty of Covid-19 remains significant. The measures to control the virus have a high degree of social disruption directly impacting on delivery and demand of our work for beneficiaries, charitable activity, staff and volunteers and significant financial impacts.

The Charity has been agile, and reacted quickly, ensuring that we can continue to support our vulnerable beneficiaries, whilst delivering our charitable objectives. Over the past year we have delivered high quality services, managed the challenges of a hybrid working model of site based services and home based services, whilst at the same time significantly improving our onsite facilities and infrastructure to ensure that we can meet the challenges of the pandemic today, and as we learn to live with Covid ensure our resilience into the future. We are very grateful to all of those who have supported us both financially and with their time, we simply wouldn't be able to deliver what we do without them.

The Charity's Vision, Mission and Values

The Charity has a strategic plan 2019-2024, following consultation with stakeholders, to take the organisation into the future. The Strategy focuses on 4 key themes as seen in Diagram 1, on the next page. The Board have structured subcommittees to enable support, monitor and scrutinise the delivery of the Strategy. The Strategy has been reviewed in light of the challenges of the pandemic, and our business continuity planning has only reinforced the strategic intention.

Ripon Community Link Company Limited

Year ended 31 March 2022

The Charity's 4 key Strategic objectives are as follows:



Vision

Our Vision is to be a leading learning disability service provider, assisting our Members to develop and learn new skills whilst supporting them to reach their full potential.

Mission

To support adults and young people with learning disabilities to develop skills and grow in confidence. We do this by supporting personal, social and life skills, skills for employment, enabling friendships and relationships and promoting healthy living.

Philosophy

Ripon Community Link's philosophy is that of enablement; accepting our Members without judgement and nurturing them to learn new skills and grow in confidence. The Staff and Trustees place high importance on close and effective liaison with others and welcome partnership working.

Achievements and performance

At the time of writing this report in June 2022, it is time to reflect over the past year, which has been extremely busy and challenging because of the impact of Covid-19 and as we navigate the covid recovery phase. Despite these challenges we are proud of our many achievements and performance in a world of uncertainty, this has been made possible only by generous support.

Ripon Community Link Company Limited

Year ended 31 March 2022

Facilities Improvements

There was a paucity of quality warm, dry facilities at the Walled Garden further exacerbated by the need to socially distance and operate under a bubble system to ensure Member safety throughout the financial year. In 2021 our response was to design and obtain planning permission, and begin fundraising for a brand-new purpose designed building, the Woodland Lodge. Our fundraising campaign has continued in year building on pledges and receipts in 2020/21 from the National lottery. This year we have been generously supported by Major Donors, Lightwater Quarries, Jaytee Foundation, Mr and Mrs Page, Kirkby Foundation, NYCC Day Services support Fund, continued support from the Charles and Elsie Sykes Trust in addition to many grants and trust donations and local fundraising. Thank you to all supporters for your generous support. The build programme was delayed due to a late requirement to undertake ground investigation for gypsum, when clear adverse weather conditions prevented work on the foundations adding a further delay. Additional groundworks were required due to a change in foundation design. Foundations were completed in January 2021 and the building craned into position. At the end of the financial year the building was complete and awaiting building regulation sign off.

The Charity also had a lack of accessible and available toilets at the Walled Garden, managing previously with Portaloos. Funding agreed in the previous financial year, has enabled installation of a brand-new toilet block opening in May 2021. We are extremely grateful for the generous support of this project which has truly transformed the services we can offer and to those we can offer services to in the future and firmly putting Ripon Walled Garden on the map as a visitor destination with baby change and accessible toilets. This is essential to ensure we are creating a diverse community, which our Members are at the heart of.

The tearoom closed in 2020, and the building was re-purposed as a classroom until the new building opened. In the short term we opened a takeaway kiosk in the garden to meet the catering needs of the site and provide opportunity for Members continued involvement. This has been a successful initiative outperforming budgeted expectations.

Closing the tearoom provided opportunity to review the model. Once no longer used as a classroom, the tearoom is being fully renovated to provide a dedicated catering kitchen, the Garden kitchen, works will complete early in the new Financial year. This room will provide up to 6 Member workstations, fully accessible, with thanks to the Rank Foundation and the Freemasons Provincial grandmaster who are both contributing to this project. Further funding is being sought to finalise the project.

Work has continued in year in the Woodland enhancing the entire environment, with volunteers from RAF Menwith Hill, Briggs Equipment, Wolseley, Sedbergh School, undertaking work in clearing dead and decaying trees and matter and continuing laying paths. They have created an accessible, peaceful, inspiring Woodland environment for Members and the public to access, including a story telling / outside classroom for member use to support our environmental learning themes. We have developed the Woodland including picnic areas, and Den building with thanks to support from Skell Valley. The Woodland created the perfect environment to host our Science Trail, a replica of planets to celebrate British Science week, enhancing Member and public learning.

Ripon Community Link Company Limited

Year ended 31 March 2022

Member services

We have delivered 1860 Member sessions in the last year, across site based and home support programme. In addition, we have had a successful partnership with Evolve, part of Craven College; with 10 Horticulture students and 5 Evolve students with us on work experience. During the year, we had 8 new referrals and of existing Members 4 increased the days that they attend our services. Two Members left as they have moved out of the area.

We have operated site-based services throughout the entire year, including through the lockdowns, alongside the continued home support programme so that we can ensure our entire communities' safety. This hybrid model has enabled us to safely manage numbers on site and continue to offer high quality services. Onsite operations have been delivered in "bubbles" with strict rules to avoid cross contamination including zoning of site, dedicated toilet for every bubble, no staff cross over. Staff and front-line volunteers have fully participated in testing and the vaccination program, and we have regularly revisited and updated risk assessments.

Home support, now well established is multifaceted, all with the aim of providing high quality services, tailored to an individual's needs, in their home. The Home support was pared back this year as we have run in parallel to site-based services under the Hybrid model. However, staff continued providing varied, challenging activities to entertain, occupy, stimulate, and educate, exercise to maintain physical health and wellbeing and social opportunities all remotely. In addition to this, staff were continuing to safeguard; regular staff contact enables us to identify and be alert to areas of concern which may intensify in the lockdown situation. We have ensured that staff have heightened awareness of possible concerns. Sessions delivered have been varied and run over a Monday - Friday. Zoom sessions have included a wide range of sessions to provide diversity in skill development including but not limited to "Sing and Sign", virtual treasure hunts, quizzes, talent competitions, baking, virtual coffee mornings, dance and exercise and art group. In March 2022, the Sign and Sign Group were able to perform publicly in Ripon Cathedral at the Sights and Sounds event.

As the living with covid strategy emerged we have continued to operate in bubbles but encouraged community integration at a distance on site, outside, using PPE. This has kept Members safe but has also enabled them to safely reintegrate into society and familiarise themselves with people and practice social skills.

We are acutely aware of the public health impact of the pandemic on Members, and detrimental impacts on physical, emotional, and psychological health. Staff have all been directed to plan sessions with a specific focus included each day on health and wellbeing. We were fortunate to receive a grant from Boost for more bikes to increase the numbers in the cycling session with cycling developing a broad range of skills, following instructions, balance, co-ordination, strength, and stamina.

Members, whilst on site, have also enjoyed participating in their familiar and therapeutic gardening and horticulture or supporting the production of jams and chutneys from homegrown produce in our kitchen. Members have participated on sowing, growing and watering plants for sale to the Community. Quality of plants has significantly improved and provides an important source of income generation. Christmas was a busy and fun time when we sold over 600 Christmas trees, 110 wreaths and countless baubles, many of which had been hand made by Members although much of this was by distance selling. In January, Members started Jubilee celebrations in the garden with the Lord Lieutenant, Dean of the Cathedral and Members planting a tree as part of the Queen's Green Canopy.

Ripon Community Link Company Limited

Year ended 31 March 2022

Although the Tea Room has been closed, we have successfully made produce to sell as take away continues to provide a popular catering experience. Our already established Apple Juice range from our beautiful orchard remains popular.

The workshop has been manned for many years by volunteers. During the year, the volunteers generously gave up their time and with support from local companies providing materials they refurbished the entire workshop. The Oliver Ford Foundation and National Lottery Awards for all programmes have both funded additional equipment and staff costs enabling us to now run workshop sessions for Members, 3 days per week. A variety of products are being made from bird boxes to planters and special orders, all sold in the on-site shop.

Member Garden retail and Kiosk

With the beautiful environment and 4-acre site, of the Historic Walled Garden, Woodland, and Victorian Orchard, Ripon Walled Garden was a popular visitor attraction during the year. We were able to manage visitors safely ensuring that members were not at risk from Covid, and we had no outbreaks due to visitors. We undertook significant improvement works on site in the sales area and around the new toilets in May 2021, with Lightwater Quarries generously donating significant stone to refresh the sales area along with the opening of our Garden Kiosk take away we were in a strong position to welcome visitors and families. In turn this generated income for the Charity through our garden nursery, take away and shop.

Vitality it also provided opportunity to break down the barriers for Members, reintegrating into society after many months of isolation. We also improved our greenhouses and kitchen garden area, increasing opportunity to grow plants and vegetables, owing to a grant from the Lord Barnaby Foundation for a new greenhouse and cold frames. Furthermore, our volunteers worked hard in the Orchard improving and installing new fruit beds so that we can maximise fruit production further enhancing our “plot to plate” approach in sales through the kiosk and production of Preserves, valuable learning opportunities for Members.

Information Technology, Website and Social Media

This year saw us realise our full ambition for the Rank Foundation DCMS award received in the 2020/21 Financial year. We have installed and fully rolled out the E-Tapestry CRM system, to digitalise many of our systems including fundraising, volunteer management and most importantly an electronic Member record. Our systems are now fully electronic, GDPR compliant, ensuring that a Member of staff has the most up to date access to a Member record including health and safeguarding, whichever site they are at, or even home working. This ensures contemporaneous record always keeping and access to the most up to date information improving Member safety.

The use of IT has remained a strong focus in our service delivery, with tablets being used by Members in their homes to access our electronic home support programme, joining with other Members, or joining bubbles together on site using interactive whiteboards enabling Members to “meet up” preventing social isolation and promoting strong relationships, and development of social skills in a disproportionately socially isolated group.

We have improved our social media presence, raising the profile of the Charity in the local community, and offering an additional communication tool to stakeholders. We have explored new retail using digital platforms to innovatively generate income introducing text giving.

Ripon Community Link Company Limited

Year ended 31 March 2022

In the forthcoming year we plan to continue our IT improvement with the introduction of an electronic till system and human resource CRM system. In our service delivery we will continue to use innovative ways to help Members learn, for example the till system will run using colour coding and pictures so that Members can participate irrespective of literacy levels.

Partnership Working

The CEO and Board recognise the importance of partnership working. The CEO has invested time with commissioning partners and is involved in several networking partnerships in addition to the partnership with Evolve college, whom we host their Horticultural College students and teachers 2 days per week. Partnership working supports innovation and improvements and opportunities to constantly develop, learn and improve whilst at the same time creating a diverse society on site.

Education and Training

Staff education and training remains a priority and in the last year we have standardised our approach to induction of staff and volunteers. We have introduced staff objectives, which has helped to keep staff motivated, understand what is expected of everyone in their individual role and their personal responsibility in collective responsibility for delivering high quality services.

Strengthening the Board of Trustees

We have further strengthened the Board of Trustees, recruiting Dean John Dobson, Dean of the Cathedral in December 2021, in line with our skills matrix. We continue with annual reviews for Trustees focusing on personal contributions and Charity Governance. The diverse skill base of our Trustees will help us withstand future uncertainty and support our continuous service improvement.

Strong Financial Management

Debt recovery has improved, and tight control of expenditure continues with cost efficiencies realised in many areas, but we have been keen to ensure that this has never compromised the delivery of high-quality services. Contract negotiations have also given rise to reduced expenditure.

Annual salary uplifts were awarded in January 2021 following significant consideration of the affordability and at the same time retaining a skilled and valued workforce. It is important that we invest in our staff and ensure that we retain our loyal and skilled workforce.

A key part of assuring financial resilience for Ripon Community Link has been reducing the reliance on statutory funding over the past years. This has been achieved by increasing income generated through our social enterprises, for example at the Walled Garden as well as increasing voluntary income in the form of both community fundraising and grant income.

Covid-19 has affected both social enterprise and fundraised income. Tea Room income has ceased, however, the Garden Kiosk Take Away has been popular, introduced in 2021, has outperformed budget.

Garden income has improved year on year due to new ways of working. The Charity regularly hosts a Spring Fair which we were unable to do this in May 2021 however, our popular Apple Day an important event on our fundraising calendar was a great success in October 2021. Our Members performed outside in bubbles, the work they had been practicing in Sing and Sign during the pandemic.

Ripon Community Link Company Limited

Year ended 31 March 2022

We are incredibly grateful for all the support, time, skills and financial assistance shown to the Charity by supporters, major donors and grant making foundations over the last year which have both supported core costs and specific campaigns.

Quality Assurance Framework

We have baselined our practice against best practice frameworks and have developed a comprehensive development plan overseen by the Strategy/Assurance/People subgroup. This helps drive continuous service improvement. This subgroup also monitors the Risk Register regularly.

Future Activities

The Trustees and Senior Leadership Team are remaining cautious and prudent given the uncertainty and economic impact of Covid-19 as we navigate through the recovery phase. Our priority remains enabling Members to access site at full capacity, accommodate those who need our services and the opening of the new building, the Woodland Lodge will enable this to happen. Once opened and fully functioning we will develop a fully accessible sensory garden. In the new financial year, we also aim to complete the full refurbishment of the old tearoom to create an accessible dedicated catering facility, which will support up to 6 Members regardless of ability. This will ensure produce for sale in the shop and take away on site.

We aim to improve our retail offering. We have identified that a bigger retail space, used during the Christmas period, provides increased opportunity for Member involvement, and generates sustainable income to support service delivery. Our Members will be able to be involved in the whole process if they choose, from working in the garden, growing plants for use in the kitchens and finally retail. The skills development opportunities along this trajectory are immense. Our strong governance and financial management will always mean that we develop at a pace that is affordable.

Furthermore, the Charity faces a procurement exercise for its statutory funding and potentially a more competitive commissioning environment. This is expected to challenge current models of working, require conformity with a Quality Assurance Pathway and monitoring system and pose some financial changes. The Charity feels it is in a strong position after the positioning led by the Trustees and CEO over recent years to ensure we remain competitive in the marketplace.

We will continue decision making on the grounds of affordability to ensure financial sustainability in both short and longer term. This may mean re-prioritising activities. However, whilst we do this we will also continue to plan for our future success, for re-building in the post pandemic recovery phase.

- We commit ourselves to closely monitoring financial information, making well thought through decisions based on information available at the time, and being pragmatic to change decisions in line with the changing local and national picture brought about by Covid-19 and procurement as well as the economic environment
- We commit ourselves to a future where our service is dynamic, innovative, and responsive to the needs of our Members.
- We will continue to be agile and adapt so that we can best support our Members, their families, and the local community during the pandemic.
- We want a future where our Members receive high-quality services, this will be delivered remotely and onsite until it is safe to fully return to site based services.
- We will deliver premises that are fit for purpose.
- We will roll out fully our IT strategy.
- We will continue our strong community presence and engagement, and development of new partnerships.
- We will deliver our Quality Assurance Framework to underpin all our work and learn as we implement new Quality Framework underpinning procurement.

Ripon Community Link Company Limited

Year ended 31 March 2022

- We aim to reach as many Members as possible who can benefit from our services, supporting both them and their families to help them learn and develop new skills, grow in confidence and to meet their full potential.
- We have developed strong local relationships and we will continue to build on this. Remaining a trustworthy organisation for all our stakeholders will be the cornerstone on which we build.

To be sustainable to develop and grow we will:

- Remain business focused whilst compassionate to our Members, always putting the Members at the heart of everything we do but ensuring our business focus will enable us to keep doing what we do best, long into the future.
- Consider the needs of customers of our social enterprises anticipating and thinking of longer-term considerations and possible shifts in their buying patterns that may affect our income, and how we can overcome this.
- Assess future needs for learning disabilities on a population basis, working closely with our commissioning partners to ensure that our existing and future services are designed to deliver and meet need and align to commissioning priorities and models determined during procurement.
- Value, listen and engage our members, parents, staff and volunteers in all we do.
- Strive to grow our income to reach more people through our services.
- Strive to develop our communications and our influence with strategic partners.
- Deliver excellence in all we do.
- Develop IT technology to support our service delivery.
- Have a strong reputation and be trustworthy using our resources carefully ensuring maximum impact and showing integrity to our donors.
- Invest in new ways to raise money at the same time as achieving greater efficiency in all that we do.
- Further develop and broaden the skillset of our Board of Trustees so that we can continue to be well led and well governed.
- Recruit staff effectively, increase volunteer numbers, identify new corporate partnerships.
- Work collaboratively with existing partners, commissioners, and other similar charities to ensure we complement other services and can embrace broader opportunities.

Given the challenges ahead, we continue to need to be prudent, responsive, and willing to respond quickly in the short term, whilst never losing sight of the need to invest in the future, and simultaneously developing and strengthening all income streams.

The Pandemic has highlighted further the vulnerability of those who use our services, and our referrals are increasing, never has a charity like ours been more needed. With this in mind, we strive to deliver the highest possible quality of service, continue to be aware of opportunities, collaborate and build long term resilience for the Charity.

Victoria Ashley, CEO

Ripon Community Link Company Limited

Year ended 31 March 2022

Annual Report of the Trustees

Directors' Report

The Board of Trustees, who are also the Directors, of Ripon Community Link Company Limited presents its report and financial statements for the year ended 31st March 2022. These comply with the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to Charities preparing their accounts accordance with special provisions of the Small Companies Regime.

The Board of Trustees present their Directors' Report for the year ended 31 March 2022, which should be read in conjunction with the Chief Executive's Report.

Objectives and Activities

Charitable Objectives

The Charity's stated objectives within the Memorandum of Articles are as follows:

- The relief of adults and young people with a learning difficulty resident in the Ripon area.
- The provision in the interests of social welfare of facilities for the social education, recreation and leisure time occupation of adults and young people with a learning difficulty, with the object of developing and improving their conditions of life.
- To promote any other charitable purpose for the benefit of adults and young people with a learning difficulty.

Principal Activities

The Charity fulfils its purpose through its principal activities of providing Day Care to support individuals with learning disabilities. The Charity at the end of the financial year had 48 members on register, 5 work experience students and 9 horticulture students. Trustees regularly monitor our capacity and demand and any waiting lists in each functional area. This information is essential to ensure we are delivering value for money and are meeting charitable aims. The achievements and future plans for the Charity are included in the Chief Executive Report in detail.

Public Benefit

The Charities Act 2011 placed a requirement on the Charity Commission to produce a guide to charities on the newly created public benefit requirement. Trustees are required by the act to have regard to the guidance in their decision-making. The Trustees have considered the purpose, aims and objectives of the Charity and its current and planned activity against the Charity Commission's general guidance on public benefit. The Trustees are satisfied that the Charity's purpose, aims, objectives and activities are fully consistent with the charitable purposes as defined in the Charities Act 2011, where the charitable objective is to provide welfare, education, and leisure opportunities for adults with learning difficulties.

Structure, governance, and management

Ripon Community Link is a Charitable Company Limited by guarantee. Good Governance is key to the future success of the Charity and is essential in times of adversity and challenge. The Charity has enhanced its leadership and governing body during the year and is confident it has a strong and highly skilled Chief Executive and Trustee team who work extremely well together. There is a wide range of capabilities which we will continue to add to in line with our skills matrix.

Ripon Community Link Company Limited

Year ended 31 March 2022

Nationally, there has been significant and justified public concern regarding safeguarding in some charities, which naturally can damage trust in the wider charitable sector. To ensure our own best practice we regularly review safeguarding policies and mandatory safeguard training for staff, volunteers, including Trustees is in place, and raised awareness on both sites regarding safeguard practice and reporting. The social care manager is the safeguarding lead. All safeguarding incidents are reported to the Board and an escalation process is in place for external reporting, including to commissioners and the Charity Commission. In practice, we are confident that we have appropriate policies, procedures, training, shared understanding of the importance across the organisation and concerns are handled sensitively and properly.

To further mitigate risk the charity has management and entity defence insurance for the company directors.

Day to Day management

Trustees delegate day to day management responsibility to the Chief Executive, who in turn delegates some leadership functions to the Senior Leadership Team, which is comprised of the Chief Executive, Social Care Manager, Head of Member Services, with service coordinators forming a general management level.

There is an established integrated team working across sites bringing together the Charity as one whole, with staff taking collective responsibility. All Members can expect the same high level of service, irrespective of the geographical point of service delivery. The Social Care Manager has worked hard with the team to ensure consistency of approach to assessment, goal setting, risk assessments and review, to ensure our services are outcome-focused and high quality for all Members, this same quality approach applies to site based and home support. Health and safety is a top priority with the CEO and head of member services both ISOH health and safety trained.

People

The Trustees wish to record their thanks to all the Staff and Volunteers of the Charity, who are essential to the provision of high-quality services for our Members. Volunteers are critical to our success at the Charity.

Staff have shown great resilience, flexibility, and loyalty throughout the pandemic. Our people are our greatest asset, working together to deliver a service that is needed and appreciated by our Members and their families, and this has never been more needed than during the past 12 months. We employ on average 21 people across the Charity.

We welcome applications for employment from all prospective employees regardless of disabilities and are committed to developing practices that at the minimum meet legislative requirements.

The Board of Trustees introduced a pay scale for parity and fairness of pay in January 2022.

Throughout the Pandemic, there has been at least weekly clear, concise, communications from the CEO to the Volunteer and Staff Team as well as regular parent/carer letters. This has ensured truthful, accurate communication easing concerns, aiding wellbeing.

There is an annually reviewed scheme of delegation in place defining board responsibilities and those of the CEO. In year CEO appraisal and objective setting was introduced with regular reviews of objectives by the Chair. The CEO and Chair regularly meet, the CEO also introduced objectives for staff clearly linked to organisational priorities.

Ripon Community Link Company Limited

Year ended 31 March 2022

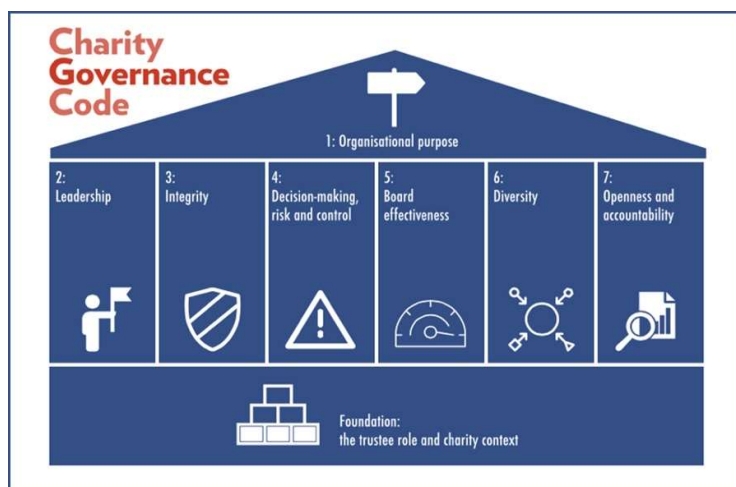
Trustees

Trustees are elected, in line with policy on recruitment for a three-year term and it is expected that they should normally serve up to two-three-year terms with the possibility of a further term, when skills can't easily be replaced.

There is no specified number of Trustees, but our aim is to maintain a diverse range of skills and experience to provide the broadest level of support to the CEO and Senior Leadership Team. When vacancies arise or are anticipated we consider the skills mix and diversity of continuing Trustees and determine skills required. A skills audit has been completed and feeds into an open and competitive recruitment process. A parent/carer is expected to join the Board early in the new financial year following completion of active current recruitment.

Every Trustee who joins the Board is made aware of their legal responsibilities. Improved recruitment processes are stringent, including interview, references, DBS checks and directors' checks. All new trustees must complete interested parties' information.

The Charity has a finance subcommittee, health and safety subcommittee and strategy/assurance/people subcommittee (previously quality assurance and strategic achievement) and income generation subcommittee. The subcommittees have annually reviewed terms of reference.



We continue to monitor ourselves against the Charity Governance Code:

The baseline exercise against the Governance Code is positive but enabled development of an action plan. Monitored by the Strategy, People, Assurance subcommittee (SAP).

The Charity produces a financial dashboard monthly to provide detailed focus on current financial position. This practice will be broadened with the introduction of dashboards for Health and Safety and SAP subcommittees during the next financial year.

All Trustees are expected to attend the Board meetings and to participate in at least one Trustee subcommittee

Trustees' Responsibilities

Company law requires the Trustees of the Charitable Company to prepare financial statements that give a true and fair view of the state of affairs of the Charitable Company at the end of the financial year and of its surplus or deficit for the financial year. In preparing those financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Make judgements and estimates that are reasonable and prudent.

Ripon Community Link Company Limited

Year ended 31 March 2022

- c) State whether applicable accounting standards and statements of recommended practice have been followed, subject to any discrepancies disclosed and explained in the financial statements.
- d) Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charitable Company will continue in operation.

The Trustees are responsible for keeping adequate accounting records which disclose with reasonable accuracy the financial position of the Charitable Company and which enables them to ensure that the financial statements comply with the Companies Act 2006. The Trustees are also responsible for safeguarding the assets of the Charitable Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In accordance with S418 of the companies act 2006, as the Charity's directors, the Trustees certify that;

- so far as we are aware, there is no relevant information of which the company's independent examiners are unaware; and
- as the directors of the company, we have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant information and to establish that the Charitable Company's independent examiners are aware of that information.

Financial review

Ripon Community Link had total incoming resources of £779,633 and expenditure of £538,829 in the financial year. The Charity has performed well against budget despite the pandemic and has managed relatively to maintain its free reserves in the year. The Charity was prudent and has taken out a Government backed bounce back loan in June 2020. This was to mitigate against anticipated financial losses in the early part of the pandemic and potential cash flow uncertainties. The Charity is aware of its obligations regarding loan repayments which are factored into 2022/2023 budget process.

Income

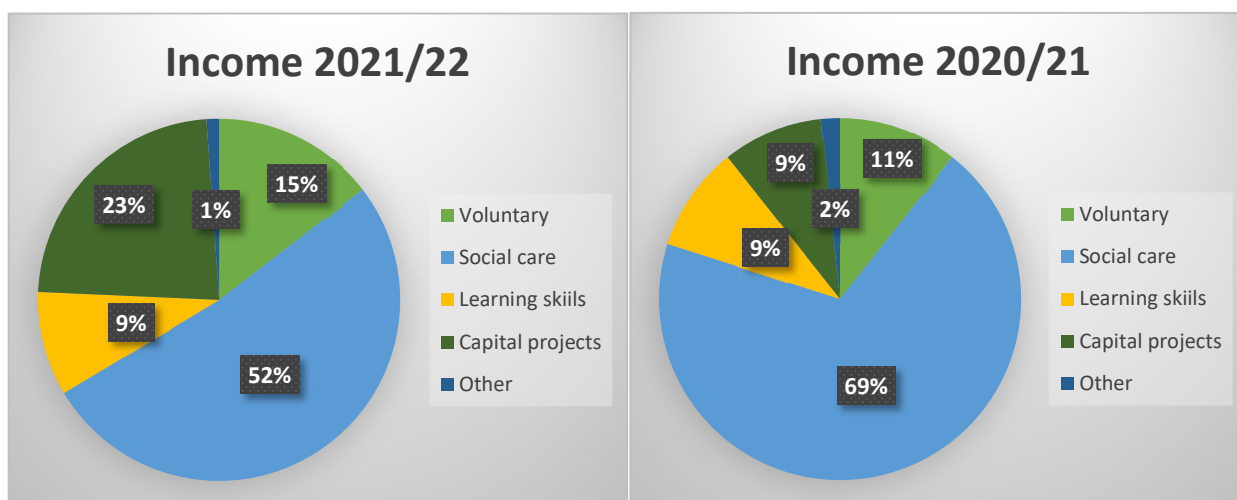
The Charity's principal funding sources are social care funding (main commissioning partner North Yorkshire County Council, also Leeds and York), voluntary income (fundraising activities including grants and donations) and income generated from learning skills activities, which includes the sale of produce at the Walled Garden and income generated through take-aways.

The emphasis on how we generated our income in 2021/22 changed due to the impact of COVID-19 on our learning skills activities and the impact of the Capital Projects.

Over £181k has been raised for new capital projects in 2021/22 compared to £54k in 2020/21. All monies have been invested in fixed assets and allocated to designated funds accordingly.

Ripon Community Link Company Limited

Year ended 31 March 2022



The Tea Room closed in 2020 due to the pandemic and our trial of take aways has generated more income than expected and outperformed budgeted expectations, catering income budget was £6,000 and actual income £9,424.

In horticulture the priority has been to increase profitability and reduce costs. This has been made possible by improved greenhouse facilities over recent years enabling more to be grown on site rather than purchased and grown on from larger nurseries and a staff restructure. We have also diversified the ranges of plants sold and increased volunteer input for example, in wreath making increasing profitability. The garden shop gifts range has further extended with Members making more items to sell alongside some specific purchased in stock to complement Member made items, and woodwork items produced in the workshop have been very popular.

Christmas represents significant income at the Walled Garden. Whilst Christmas tree income was lower than budgeted, the overall Christmas campaign was the highest on record with year-on-year increase over past 3 years. The success of the approach to Christmas retail has led the Charity to focus on developing improved retail in the new financial year, as a reliable and sustainable income source for the charity. Overall garden income has increased on previous year's performance from to £50,304 to £63,038, with a net income of £33,989 showing positive variance against budget of £6,674.

Ripon Community Link operates on extremely tight margins and so small losses of fees can have a disproportionately negative impact. In a sector that is experiencing funding pressures, our main financial challenge is to ensure that we sustain income to enable us to deliver high quality services and develop and maintain buildings, facilities and equipment. We are reducing financial risk by ensuring we do not have over reliance on statutory funding by focusing on generating retail income where possible, and fundraised income.

Ripon Community Link Company Limited

Year ended 31 March 2022

Covid-19 has brought increased risk to member income. During the pandemic the County Council agreed that payment would be made in advance rather than arrears based on planned activity, easing cash flow. Covid absences have also been paid for by the County Council. Despite this, Member income is lower than budget by almost £2,800. This can be explained by 2 Members moving out of area and school income has been lost which distorts the income from Member contracts as in reality several Members have increased their days with the service, and we have had new starters during the pandemic.

Our ongoing principal day to day challenges are to ensure that costs are controlled and that our demand meets our capacity to deliver services as efficiently as possible. The Charity has had regular dialogue with commissioners throughout the pandemic and was one of the first day care providers to reopen day services in the region.

Expenditure

We continue to control expenditure effectively. Commercial contracts have been reviewed and re-negotiated where possible. Payroll expenditure increased in year due to increased care staff costs because of working in bubbles in smaller staff: Member ratios. All non-frontline care staff vacancies have been frozen or we have delayed recruitment if possible to divert funds into frontline care.

Expenditure on facility improvements has been carefully managed. There has been a weekly temporary additional Trustee subcommittee, Buildings subcommittee to oversee expenditure against budget for all the capital projects on site. The new build project has come in over budget due to 2 key areas. Building control required a bore hole ground investigation to eliminate risk of gypsum, this was not requested when planning permission was granted, this was an additional direct cost of £11,500 and the additional groundworks and retaining wall were required due to the change in foundation design, following ground investigation, costing an additional £10,500. However, there were savings in other areas including significant donated furniture, and the donation of the concrete for the foundations. Overall, the build project came in 6% over budget.

Funds

The Charity holds funds of £607,238. Of this, £7,935 is restricted and the Trustees have designated £450,517. The unrestricted free reserves for the Charity are £148,786, which are 3.3 months slightly under the 4-month reserve policy.

Policies

Ripon Community Link has a comprehensive library of policies. During the Pandemic the CEO and Board have worked to review and update all organisational policies in line with legislation and best practice. Installing new processes for review, storage, and cascading of policies to ensure that all staff and volunteers understand and comply with policies. In addition, standard operating procedures have been introduced in key business areas steering commonality of approach to regular business tasks.

Key Policies:

Reserves Policy

The Trustees regularly review the reserves policy, examining the reliability of future income streams, the commitment to future expenditure and risks faced by the Charity and has determined that it needs funds that equate to 4 months running costs. Reserves will be used for the following reasons:

- To fund shortfalls in income (whether statutory, voluntary or income generated) when it does not reach its expected levels. Fundraised income is subject to fluctuation as economic conditions change as is anticipated in the post-Covid recovery phase.

Ripon Community Link Company Limited

Year ended 31 March 2022

- To fund unexpected expenditure, for example when unplanned events occur, such as increased expenditure for equipment and resources to support remote working through Covid-19 as has been the case this year. This could also pay for unexpected building development and maintenance costs and to provide a degree of flexibility for innovation.
- To fund additional staff costs if long term cover is required for staff sickness, and if the impact of working differently.
- To fund working capital. Our largest expenditure is the salaries and therefore the timing of cash outflow is relatively fixed whereas both fundraised and generated income fluctuate in terms of cash inflow over the year, in addition member numbers can change, causing further fluctuations.

The Trustees are even more mindful of the need to ensure the Charity's long-term sustainability and maintaining reserves will improve our prospects of overcoming a short-term fall in income. The reserves would not normally be used for major developments, which instead would normally be funded through additional capital appeals. Level of reserves will be monitored regularly by the Finance Subcommittee and will be reviewed annually by the main Board when the budgets are approved. This will ensure that appropriate steps are in place to build reserves up to the required levels.

The current level of reserves also allows the Charity to continue to explore and develop its sources of income whilst monitoring and controlling costs. Retail is a key development area for income generation in the next financial year and will enable the Charity to maintain reserves in line with policy and continue to meet the Charity's strategic aims.

Banking and Investment Policy

The Charity reviewed its banking facilities in the year. Trustees continue a cautious approach and have decided to maintain a low-risk investment strategy, ensuring that the majority of monies are readily available in the current account and in addition to a notice account to gain higher interest rates on reserves.

It is necessary to ensure that funds are always readily available for use to ensure that levels of care and support are not adversely affected in the event of any short-term income reduction. This is also the reason that the Trustees choose not to risk funds in higher risk, but potentially higher return, investments. The Charity took the Government backed bounce back loan to ensure that the uncertainties anticipated during the pandemic did not negatively impact cashflow. Repayments are fully factored into the new financial years budgeting process.

Pension Liability

The Charitable Company contributes to a Defined Benefits Scheme at rates set by the Scheme Actuary and advised to the Charitable Company by the Scheme Administrator. The Scheme is a multi-employer pension scheme, and it is not possible to identify the assets and liabilities of the scheme which are attributable to the Charitable Company. In accordance with FRS102 therefore, the Scheme is accounted for as a defined contribution scheme.

The Charitable Company has agreed to a deficit funding arrangement resulting in additional charges that are intended to equalise the pension scheme deficit, in relation to past services, by 2025. A liability for this obligation has been recognised in long term liabilities. The amount recognised is the net present value of the remaining deficit contributions payable under the deficit funding arrangement. The present value is calculated using a discount rate equivalent to the interest rate obtainable to the Charitable Company.

The Finance subcommittee monitor the pension deficit and consider early exit options and costs at regular intervals.

Ripon Community Link Company Limited

Year ended 31 March 2022

Pay Policy

Attracting and retaining the best people is a key priority, which means offering a remuneration and reward package that is competitive, fair, and sustainable. Ripon Community Link has a combination of contracts. Pay awards are reviewed annually and pay awards have been made in year. The charity has also introduced a Pay Spine providing a transparent framework for pay awards and career succession.

Fundraising Policy

Ripon Community Link is committed to maintaining high standards of fundraising and retail activity. The Charity is registered with the Fundraising Regulator and holds a small lotteries license. The Charity is committed to the fundraising promise and fundraising best practice. Fundraising practice has been reviewed in line with revised fundraising regulations issued in July 2019. No fundraising complaints have been made during the financial year to the Charity. We encourage an open culture to report any concerns.

Ripon Community Link does not employ professional fundraisers or commercial participators, and therefore does not need to regulate their activities. We are part of the Local Lotto and has its own governance arrangements in relation to relevant fundraising and gambling regulations.

COVID-19 has affected and will continue to affect fundraised income it is anticipated as the economy navigates the post covid recovery phase. Ripon Community Link cancelled several events in year, however, reopened our events calendar in October with Apple Day which welcomed a return to on site fundraising.

Principal Risks and Uncertainties

The Covid-19 pandemic has resulted in high levels of risk and uncertainty. The Trustees have sought to mitigate these risks as much as possible and mitigation is explained below.

The main risks are:

Risk Area	Mitigation
Member, Staff and Volunteer Safety Risk	Immediate focus on keeping everyone safe. Hybrid site based and home support programme designed to keep Members at home and keep them safe whilst still offering some site-based services. All premises risk assessed for safe numbers, limited staff on site, working 7 days to reduce numbers and working from home as much as possible. Comprehensive risk assessments undertaken, PPE employed, all national guidance implemented. Cautious reopening of sites in line with guidance and local commissioners' authority using bubbles, zoning of areas, isolation spaces. Backed by temporary Covid policies throughout. Clear, concise, and effective communication programme instigated. Launch of build program to enable changed use of facilities and additional facility development. Staff and front-line volunteer vaccination and testing programme introduced. Staff support signposting for mental health.
Member Risk - in the form of reduced numbers of consequence of Covid-19.	Impact of Covid-19 has led to reduction in numbers from Spring Hill School. Offset by increases in referrals in other areas. Agile launch of home support programme which has evaluated highly has meant that no regular member places have been lost due to dissatisfaction with service provided.
Member Risk -in the form of mental or physical health deterioration safeguarding, carer crisis.	Home support programme designed to provide holistic programme to support physical, emotional, and psychological health. Members grouped to a regular staff member, weekly calls to identify any changes, deterioration, regression, safeguarding or carer crisis. Internal central monitoring of all

Ripon Community Link Company Limited

Year ended 31 March 2022

Staff risk - Overload	contacts to identify concerns. Risk rating for all Members and crisis packages established where necessary by social worker. Staff have worked in bubbles on site, we have had high sickness in year, mitigated by relief staff.
Financial Risk - due to unplanned and unavoidable substantial expenditure or inadequate income from a drop in statutory income generation from social enterprise, fundraised income, reputational damage, poor budgetary control or fraud. Financial Risk- Impact of Covid-19.	Charity has worked hard to mitigate financial risk by adopting a three-strand financial strategy of avoiding over reliance on anyone funding stream and instead maximising statutory income, generated income and fundraised income. Evident and expected Covid-19 impact on garden retail and tearoom. Emergency grant funding applications and launch of emergency funding campaign. Close and regular communication with commissioning partners. Secured use of government bounce back loan to ease fluctuations in cash flow if required. Increased emphasis on grant and major donor fundraising and specific capital campaign.
Information Technology Risk - due to the system not being fit for purpose and outdated, a breach of data protection and a failure to back up procedures. Information Technology Risk - Impact of Covid-19 on a digitally marginalised population	Full implementation of E-Tapestry providing cloud based member, fundraising and retail records, secure and GDPR compliant. The Charity has set up remote support for service users, using IT. This has also included training on IT safety, how to use technology to access services such as Zoom.
Facilities Risk - lease on the Bungalow expiration 2026; long term under-investment in the Walled Garden in particular, with sewerage/septic tank failure/inadequate facilities to enable social distancing and accommodate services on site Facilities Risk - Impact of Covid-19 and ability to social distance	Major build program for a toilet block, cess tank and new classroom building at the Walled Garden.

Ripon Community Link Company Limited

Year ended 31 March 2022

Risk management

The Trustees of the Charity have governance responsibility for the Charity and its work. They are advised by the Chief Executive and other members of the senior leadership team who manage the operations of the services of any impending operational risks and Trustees identify corporate and strategic risk. There is an open and transparent culture of risk communication, sharing and mitigation.

The Charity has baselined its practice against the Charity Commission Internal Financial Controls for Charities, reviewing its internal financial controls to conform fully to the guidelines issued by the Charity Commission, and the Charity Good Governance Guide. These controls help the Trustees meet their legal duties to safeguard the Charity's assets, administer the Charity's finances and assets in a way that identifies and manages risk and ensures the quality of financial reporting by keeping adequate accounting records and preparing timely and relevant financial information. Significant work has been undertaken in strengthening financial practice and controls including but not limited to:

- Continued engagement of HPH accountants for fully integrated service including bookkeeping, Payroll and management accounting to enable full segregation of duties, full oversight of all financial activity and improved quality and driving cost efficiencies, creation of financial dashboard.
- Continuance and further development of a Trustee Finance Sub-committee, underpinned by terms of reference, membership includes 4 Trustees with the CEO and Accountant in attendance.
- Improved Budgeting process.
- Comprehensive financial policies and procedures.
- Specific Trustees Subcommittee convened to monitor the facilities improvements, including expenditure

The Charity has a risk register which describes how each risk is managed and the processes and procedures that are in place to mitigate that risk. The risk register has been reviewed and developed alongside the development of the strategic plan and the entire organisational approach to risk management has been strengthened. Risk registers are ranked by likelihood and impact to produce a score, which ranks the risk as red, amber or green in terms of potential impact to the organisation. The overarching organisational risk register is monitored by the Strategy/Assurance/People subcommittee, with any red risks escalated to the main Board.

Trustee led health and safety now complements operational activity led by the CEO. Whilst a whole Board responsibility, health and safety lead responsibility has been allocated to the Trustee Health, Safety and Facilities Chair, who conducts regular health and safety walkarounds with the CEO and head of member services, all three individuals have now also completed IOSH managing safely.

Ripon Community Link Company Limited

Year ended 31 March 2022

The response to the Covid-19 Pandemic by the Trustees, CEO and Senior Leadership Team and staff and volunteer teams has been effective. The Business Continuity plans were tested and delivered, enhanced by Governance arrangements, increased frequency of Chair and CEO meetings and Board/Subcommittee meetings to keep our entire community safe. The whole workforce has responded with great flexibility, determination and passion to help the Charity succeed. The plans have been adapted and stepped down in accordance with Government direction throughout the year at a safe and manageable pace.

Forthcoming year

The Trustees and senior leadership team recognise that we continue in uncertain times with Covid being ever present, the current economic climate and the possibility of future recession and pressures on statutory funding. However, we remain ambitious for the future of Ripon Community Link. We commit ourselves to a future where our services are dynamic, innovative, and responsive to need, and to ensure that our facilities and infrastructure enable us to do this, be it on site or supporting service users remotely. The details of the Charity's future plan are included within the Chief Executive's Report.

Volunteering

Volunteers and of course our Members are at the heart of our organisation. Not only do volunteers help our Members grow in confidence but also raise our profile within the community, help with our fundraising efforts and keep our sites looking their absolute best. Volunteers are an instrumental part of our team, bringing a variety of valuable skills; we never underestimate their contribution, and we are extremely grateful to all our volunteers.

The Charity is fortunate to have a strong and loyal volunteer base, with a very low rate of turnover. During the year we had 40 regular volunteers, including Trustees. Three volunteers left the volunteer team to join our staff team and two Ripon Grammar School students left for University. At the time of writing we have welcomed six new volunteers to our regular team. In addition to this core team of volunteers we have event/occasional volunteers who support our outreach program and fundraising events, significantly reducing the associated cost of running these activities.

During the course of the year our volunteers undertook a multitude of tasks including: keeping the garden looking its best, working in the woodland, supporting our kiosk and retail sales, assisting in the production of cakes and jam and of course supporting our Members in session. A highly skilled team of regular volunteers worked tirelessly in the garden throughout the year, hugely improving our facilities in particular the Orchard, clearing overgrown areas and generally developing the space for our Members and visitors to enjoy. Volunteers also helped to clean and prepare the Woodland Lodge ensuring it was ready to welcome the Members.

We were incredibly grateful to one of our former volunteers, who returned to Ripon for the summer and together with other volunteers and the support of local businesses completely renovated our old workshop, turning it into a wonderful, fully equipped space for our Members to learn new woodworking skills and make wooden items for sale in the shop.

Another of our regular volunteers hosted a garden party for us in her own lovely garden raising over £800 for the Charity.

We continue to strengthen and benefit from our relationship with our Corporate Volunteers and are very grateful to Ridding Park, Briggs Equipment, RAF Menwith Hill for partnering with us in corporate volunteering. Their help and support has been invaluable and we will continue to nurture and develop these relationship and build others during 2022/23.

Ripon Community Link Company Limited

Year ended 31 March 2022

We also value our relationship with Ripon Cathedral and C3 who brought a team of volunteers at Christmas to make wreaths for us to sell in our Christmas shop. Together they produced over 30 wreaths during the course of the day.

Not only do our volunteers, vastly improve our environment and enhance the lives of our Members, but we estimate our corporate and volunteer hours have saved the Charity well over £40,000 in time alone.

We could not do what we do without the support of our wonderful volunteers and we greatly appreciate their commitment and their generosity.

Trustees, Officers and Professional Advisors

Trustees

Carolyn Sands (Chair)

Joe Bradley (Vice Chair)

Kathryn Harrison

Andrew Marson

Don Hanson

Charles David Mortimer (retired 30.09.2021)

Loretta Williams (December 2021)

Philip Ratcliff

Hilary Thompson

Dean John Dobson (co-opted December 2021)

Finance Sub Committee

Andrew Marson (Chair), Joe Bradley, Carolyn Sands, Kathryn Harrison, Victoria Ashley (In attendance)

Strategy, Assurance, People Subcommittee

Joe Bradley (Chair), Philip Ratcliff, Hilary Thompson, Victoria Ashley (In attendance), Lisa Fletcher (In attendance)

Health, Safety and Facilities Subcommittee

Don Hanson (Chair), David Mortimer, Loretta Williams, Philip Ratcliff, Victoria Ashley (In attendance), David Foster (In attendance)

Income Generation Subcommittee

Kathryn Harrison (Chair), Carolyn Sands, Loretta Williams, Victoria Ashley (In attendance), Sarah Johnson (In attendance)

Ripon Community Link Company Limited

Year ended 31 March 2022

Senior Leadership Team

Chief Executive	Victoria Ashley
Social Care Manager	Lisa Fletcher
Head of Member Services	David Foster
Fundraiser	Sarah Johnson (left organisation 30.03.2021)

Changes during the Year

Dean John Dobson was co-opted appointed, December 2021. Dean John is the Dean of Ripon Cathedral.

The Trustees wish to record their thanks to Charles David Mortimer and Loretta Williams for their service as Trustees. David continues as honorary Vice President and Loretta as Ambassador for the Charity.

The Leadership Team are not Directors within the Companies Act.

Registered Office	54 Bootham, YORK, YO30 7XZ
Company Number	03062948 (England & Wales)
Charity Number	1049030 (England & Wales)
Principal Office	Ripon Walled Garden, Palace Road, RIPON, HG4 3HN
Accountants	HPH Chartered Accountants, Conyngham Hall Business Centre, Bond End, KNARESBOROUGH, North Yorkshire, HG5 9AY
Independent Examiner	Waltons Business Advisers Limited, Maritime House, Harbour Walk, The Marina, HARTLEPOOL, TS24 0UX

Ripon Community Link Company Limited

Year ended 31 March 2022

The Trustees would like to thank our CEO, Senior Leadership Team, Staff and Volunteers for their loyalty, drive, and determination in driving improvements in year and navigating through challenges posed by the national pandemic. Through their flexibility, willingness, tenacity, skill and commitment they have driven up quality of our support, delivered unifying member experience across sites and developed unique and innovative service models, whilst also working around a major build programme and all of the disruption this brings on site.

Furthermore, the Charity has benefitted from incredible support from the Community, Major Donors, Grant making Foundations and our loyal customers supporting with time, money and donations. We would like to thank all of our people for their incredibly hard work and commitment to Ripon Community Link. We look forward to the future of the Charity with great positivity to overcome the challenges that lie ahead.

The Trustee's report was approved by the Trustees 18 August 2022 and is signed as authorised on its behalf by:

Carolyn Sands

Chair of Trustees and Director

Ripon Community Link

Ripon Community Link Company Limited

Year ended 31 March 2022

Independent Examiner's Report

I report to the charity Trustees on my examination of the financial statements of the company for the year ended 31 March 2022.

RESPONSIBILITIES AND BASIS OF REPORT

As the Trustees of the company (and its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the financial statements of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the company's financial statements carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

INDEPENDENT EXAMINER'S STATEMENT

Since the company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of The Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

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

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the financial statements do not accord with those records; or
3. the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
4. the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

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

This report is made solely to the company's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the company's Trustees those matters I am required to state to them in an independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the company and the company's Trustees as a body, for my work or for this report.

Signed:

Dated: 22 September 2022

HEATHER O'DRISCOLL FCA
WALTONS BUSINESS ADVISERS LIMITED
Chartered Accountants

Ripon Community Link Company Limited

For the Year Ended 31 March 2022

(A company limited by guarantee)

Statement of Financial Activities (Income and Expenditure Account)

For the Year Ended 31 March 2022

	Note	Unrestricted funds £	Restricted funds £	Total 2022 £	Total 2021 £
INCOME					
Donations	3	31,130	263,521	294,651	118,792
Charitable activities					
Grants and Contracts	4	403,933	-	403,933	419,594
Learning Skills	4	72,462	-	72,462	56,874
Other trading activities					
Fundraising		6,874	1,290	8,164	4,028
Investments		315	-	315	311
Other income		108	-	108	6,090
TOTAL INCOME		514,822	264,811	779,633	605,689
EXPENDITURE					
Raising funds		884	-	884	168
Charitable activities	6.1	477,530	60,415	537,945	513,498
TOTAL EXPENDITURE		478,414	60,415	538,829	513,666
Net income/ (expenditure) before transfers		36,408	204,396	240,804	92,023
Transfers between funds	13 & 14	206,163	(206,163)	-	-
Net movement in funds		242,571	(1,767)	240,804	92,023
Reconciliation of funds					
Total funds brought forward	15	356,732	9,702	366,434	274,411
Total funds carried forward	15	£ 599,303	£ 7,935	£ 607,238	£ 366,434

All activities derive from continuing operations.

The notes on pages 29 to 42 form part of the accounts.

Ripon Community Link Company Limited

For the Year Ended 31 March 2022

(A company limited by guarantee)

Balance Sheet

As at 31 March 2022

Company registration number: 03062948

	Note	2022	2021
		£	£
FIXED ASSETS			
Tangible assets	8	425,721	152,768
CURRENT ASSETS			
Stock		3,502	3,938
Debtors	9	28,154	51,121
Cash at Bank and in hand	18	298,035	292,440
		329,691	347,499
LIABILITIES			
Creditors: amounts falling due within one year	10	110,414	66,729
NET CURRENT ASSETS		219,277	280,770
TOTAL ASSETS LESS CURRENT LIABILITIES		644,998	433,538
Creditors: amounts falling due after more than one year	11	(31,340)	(42,503)
Provisions for liabilities	12	(6,420)	(24,601)
TOTAL NET ASSETS		£ 607,238	£ 366,434
THE FUNDS OF THE CHARITY:			
Restricted Funds	13	7,935	9,702
Unrestricted Funds			
- Designated Funds	14	450,517	182,768
- Undesignated Funds	14	148,786	173,964
TOTAL FUNDS		£ 607,238	£ 366,434

For the financial year ended 31 March 2022, the Charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies. The Members have not required the Charity to obtain an audit of its accounts for the year in question in accordance with section 476. The Directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

The financial statements have been prepared in accordance with the special provisions of Part VII of the Companies Act 2006 relating to small companies.

The notes on pages 29 to 42 form part of the accounts.

These financial statements were approved by the trustees on 18 August 2022 and signed on its behalf by:

A. Marson - Director

Ripon Community Link Company Limited

For the Year Ended 31 March 2022

(A company limited by guarantee)

Statement of Cash Flows

For the Year Ended 31 March 2022

		2022		2021	
	Note	£	£	£	£
Net cash provided by operating activities	17		310,185		144,689
Cash flows from investing activities					
Purchase of property, plant and equipment		(289,994)		(41,789)	
Net cash provided by investing activities			(289,994)		(41,789)
Cash flows from financing activities					
Cash inflows from new borrowing		-		50,000	
Loan repayments		(8,370)		-	
Pension deficit payments		(6,226)		(6,044)	
			(14,596)		43,956
Change in cash and cash equivalents in the year			5,595		146,856
Cash and cash equivalents at beginning of the year			292,440		145,584
Cash and cash equivalents at end of the year	18,19		£ 298,035		£ 292,440

The notes on pages 29 to 42 form part of the accounts.

Ripon Community Link Company Limited

For the Year Ended 31 March 2022

(A company limited by guarantee)

Notes to the Accounts

1 GENERAL INFORMATION

The Charitable Company is a private company limited by guarantee, which is incorporated and registered in England and Wales (no.03062948).

The address of its registered office is 54 Bootham, YORK, YO30 7XZ.

2 ACCOUNTING POLICIES

2.1 Basis of preparation of accounts

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

Ripon Community Link Company 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 note(s).

2.2 Going Concern policy

COVID-19 has had a significant impact on the delivery on on-site services. The Charitable Company has successfully fundraised to develop remote services and develop their sites for the return of their beneficiaries. The focus is now on obtaining funding for further site developments in order to ensure they can bring all members back to site in a safe environment and adapting services to minimise loss of income.

The Directors have considered the cash requirements beyond 12 months from date of approval of the accounts and have a reasonable expectation that the Charitable Company has adequate resources to continue in operational existence for the foreseeable future. They continue to believe that the going concern basis of accounting is appropriate in preparing the annual financial statements.

2.3 Fund accounting

The Trustees have a defined policy for identification of different types of income:

- a) Designated funds are unrestricted funds but are specifically earmarked by the Trustees for a particular purpose.
- b) Restricted funds are only to be used for the specific purpose laid down by the donor. Expenditure which meets this criteria is charged to the fund.
- c) Unrestricted funds are the residue of incoming resources receivable or generated from the objects of the charitable company without further specified purposes and are available as general funds.

2.4 Income

All income is recognised in the statement of financial activities when the conditions for receipt have been met and there is reasonable assurance of receipt. Except for the following:

Grants receivable

Grants for immediate expenditure are accounted for when they become receivable. Grants received for specific purposes are treated as restricted funds. Grants which are received for a future accounting period are deferred and recognised in those periods.

Ripon Community Link Company Limited

For the Year Ended 31 March 2022

(A company limited by guarantee)

Notes to the Accounts

2 ACCOUNTING POLICIES (continued)

2.4 Income (continued)

Capital Grants for specific fixed assets are included in restricted income when received. Once the asset is purchased these monies are transferred to unrestricted funds unless there is a restriction on the disposal of the asset. If so, the net book value of the asset is shown as a restricted fund.

2.5 Donations in kind

Donations in kind are valued at their market value at the transaction date. Any donations that cannot be reliably measured are not included.

2.6 Expenditure

Expenditure is included in the Statement of Financial Activities on an accruals basis. Costs are allocated on the following basis:

Raising funds	- actual cost basis.
Charitable activities	- actual cost basis except for those included in support costs.
Support costs	- allocated to charitable activities on an equal basis.

2.7 Tangible fixed assets and depreciation

Fixed assets for Charitable Company use are capitalised at cost, for items above £1,000. Donated assets are valued at market value on donation. They are stated in the accounts at cost/original value less depreciation.

Depreciation is calculated to write off the cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Site Development	4% straight line basis
Motor Vehicles	25% straight line basis
Plant & Equipment	15% straight line basis
Computers	25% straight line basis

Land value is not depreciated.

2.8 Stock

Stock is valued at the lower of cost or net realisable value.

2.9 Debtors

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

2.10 Cash at bank and in hand

Cash at bank and cash in hand includes cash and any short-term deposit accounts with a maturity of three months or less from the date of opening.

Ripon Community Link Company Limited

For the Year Ended 31 March 2022

(A company limited by guarantee)

Notes to the Accounts

2 ACCOUNTING POLICIES (continued)

2.11 Creditors

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

2.12 Pension costs and provisions

The Charitable Company operates a defined contribution pension scheme for current employees. Contributions are charged in the Statement of Financial Activities as they become payable in accordance with the rules of the scheme.

The Charitable Company also contributes deficit funding contributions to a Defined Benefits Scheme at rates set by the Scheme Actuary and advised to the Charitable Company by the Scheme Administrator. The Scheme is a multi-employer pension scheme and relates to former employees. It is not possible to identify the assets and liabilities of the scheme which are attributable to the Charitable Company. In accordance with FRS 102 therefore, the Scheme is accounted for as a defined contribution scheme.

All contributions are charged to the Statement of Financial Activities as they become payable.

The Charitable Company has agreed to a deficit funding arrangement resulting in additional charges that are intended to equalise the pension scheme deficit, in relation to past services, by 2025. A liability for this obligation has been recognised in long term liabilities. The amount recognised is the net present value of the deficit reduction contributions payable under the agreement that relates to the deficit. The present value is calculated using the discount rate detailed in the note 12. The unwinding of the discount rate is recognised as a finance cost.

2.13 Financial Instruments

The Charitable Company 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.

2.14 Government Grants

Grant income is recognised when the conditions for receipt have been met and there is reasonable assurance that the grant will be received. It is then recognised in income on a systematic basis over the periods in which the entity recognises the related costs for which the grant is intended to compensate, except where the grant is compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the entity with no future related costs in which case it is recognised as income in the period in which it becomes receivable.

Ripon Community Link Company Limited

For the Year Ended 31 March 2022

(A company limited by guarantee)

Notes to the Accounts

3 DONATIONS

	Unrestricted Funds 2022 £	Restricted Funds 2022 £	Total Funds 2022 £	Total Funds 2021 £
Donations	22,449	83,050	105,499	18,028
Gift aid	3,181	5,142	8,323	3,056
Grants	5,500	175,329	180,829	97,708
	<u>£ 31,130</u>	<u>£ 263,521</u>	<u>£ 294,651</u>	<u>£ 118,792</u>

Included in Grants is Government grants of £nil (2021 - £14,852).

Restricted income in 2021 from donations was £4,939 and from grants was £84,082.

4 INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted Funds 2022 £	Restricted Funds 2022 £	Total Funds 2022 £	Total Funds 2021 £
Grants and Contracts				
NYCC Service Contracts	318,705	-	318,705	330,217
Other Local Authorities	38,075	-	38,075	32,013
Private Contracts	47,153	-	47,153	57,364
	<u>£ 403,933</u>	<u>£ -</u>	<u>£ 403,933</u>	<u>£ 419,594</u>

Restricted income from charitable activities in 2021 was £nil.

Learning skills - with beneficiaries

Walled Garden Sales	63,038	-	63,038	50,304
Tea Room Sales	9,424	-	9,424	6,453
Other income	-	-	-	117
	<u>£ 72,462</u>	<u>£ -</u>	<u>£ 72,462</u>	<u>£ 56,874</u>

Restricted income from learning skills in 2021 was £nil.

Ripon Community Link Company Limited

For the Year Ended 31 March 2022

(A company limited by guarantee)

Notes to the Accounts

5 TOTAL STAFF COSTS

	2022 £	2021 £
Wages and Salaries	361,723	319,540
Redundancy Costs	-	5,875
Social Security Costs	22,217	19,073
Other Pension Costs (Employer)	9,964	7,300
Pension Deficit Remeasurements	(12,097)	841
Other Employee Expenses	7,171	6,338
	£ 388,978	£ 358,967

The key management personnel of the Charitable Company comprise the Trustees and the Senior Leadership Team. The total employee benefits of the key management personnel (including employer NIC and pension costs), with only senior leadership team members being paid, were £163,593 (2021 - £153,809). Only one employee earns between £60,000 to £69,999 (2021 - 1).

Number of employees

The average number of full-time equivalent employees during the year was 14 (2021 - 13).

The head count of employees on the payroll as at March 2022 was 21 (2021 - 19).

The Charitable Company benefits greatly from the contribution of volunteers. Volunteers bring their skills and expertise to the organisation. Some volunteers work particularly with members and this enables additional support for individuals and groups which helps members get even more from the activities we do. It can also mean a group's activity can be more flexible and individually-tailored. Some volunteers bring very specific skill input such as woodland management or marketing expertise. Operational delivery is not the responsibility of volunteers.

Ripon Community Link Company Limited

For the Year Ended 31 March 2022

(A company limited by guarantee)

Notes to the Accounts

6 ANALYSIS OF TOTAL EXPENDITURE

	Unrestricted Funds 2022 £	Restricted Funds 2022 £	Total Funds 2022 £	Total Funds 2021 £
6.1 Charitable activities				
Staff Costs	339,472	49,506	388,978	358,967
Education and Leisure	3,507	871	4,378	3,909
Motor Expenses	1,018	2,925	3,943	2,932
Operational Costs	25,896	-	25,896	29,291
Walled Garden Purchases	29,677	150	29,827	27,812
Tea Room Purchases	4,391	-	4,391	2,526
Marketing and Website	191	-	191	366
Property Costs	24,009	6,812	30,821	36,768
Depreciation	17,041	-	17,041	12,167
Irrecoverable VAT	10,520	151	10,671	14,223
Support Costs	21,808	-	21,808	24,537
	<u>£ 477,530</u>	<u>£ 60,415</u>	<u>£ 537,945</u>	<u>£ 513,498</u>

Restricted expenditure in 2021 totalled £52,246 of which £nil was in support costs.

6.2 Support costs

Independent Examiner's Fee	1,050	-	1,050	1,188
Accountancy Fees	18,532	-	18,532	21,809
Legal and Professional Fees	2,226	-	2,226	1,540
	<u>£ 21,808</u>	<u>£ -</u>	<u>£ 21,808</u>	<u>£ 24,537</u>

Ripon Community Link Company Limited

For the Year Ended 31 March 2022

(A company limited by guarantee)

Notes to the Accounts

7 RELATED PARTIES

No Trustees received remuneration or expenses during the year (2021 - £nil).

There were no other related party transactions in the reporting period which require disclosure (2021 - nil).

8 TANGIBLE FIXED ASSETS

	Land £	Site Development £	Motor Vehicles £	Plant & Equipment £	Computers £	Total £
Cost						
At 1 April	65,601	42,612	53,006	103,793	13,585	278,597
Additions	-	259,728	-	26,080	4,186	289,994
Disposals	-	-	-	-	-	-
At 31 March	65,601	302,340	53,006	129,873	17,771	568,591
Depreciation						
At 1 April	-	1,861	30,314	93,370	284	125,829
Charge for year	-	2,074	7,780	3,006	4,181	17,041
Disposal in year	-	-	-	-	-	-
At 31 March	-	3,935	38,094	96,376	4,465	142,870
Net Book Amounts At						
31 March 2022	£ 65,601	£ 298,405	£ 14,912	£ 33,497	£ 13,306	£ 425,721
31 March 2021	£ 65,601	£ 40,751	£ 22,692	£ 10,423	£ 13,301	£ 152,768

9 DEBTORS

	2022 £	2021 £
Fees Receivable	14,200	22,746
Prepayments	3,421	10,889
Accrued Income	8,015	17,473
Other Debtors	2,518	13
	£ 28,154	£ 51,121

Ripon Community Link Company Limited

For the Year Ended 31 March 2022

(A company limited by guarantee)

Notes to the Accounts

	2022 £	2021 £
10 LIABILITIES: Amounts falling due within one year		
Bank Loan	11,160	7,497
Trade Creditors	20,919	10,958
Fees in advance	24,112	26,550
Social Security and Other Taxes	9,872	5,584
Accruals	43,085	12,136
Other creditors	1,266	4,004
	£ 110,414	£ 66,729
11 LIABILITIES: Amounts falling due after more than year		
Bank Loan	31,340	42,503
	£ 31,340	£ 42,503
The loan is a bounce back loan where no interest is payable in the first 12 months and 2.5% thereafter. The loan is repayable over 6 years.		
12 PROVISIONS		
Pension provision at the beginning of the year	24,601	29,710
Remeasurements	(12,097)	280
Deficit contribution paid	(6,226)	(6,044)
Unwinding of the discount factor (interest expense)	142	655
Pension provision at the end of the year	£ 6,420	£ 24,601
Income and expenditure impact		
Interest expense	142	655
Remeasurements - impact of any changes in assumptions	(148)	841
Remeasurements - amendments to the contribution schedule	(11,949)	-
	(11,955)	1,496

The discount rate applied to the provision is 2.35% (2021 - 0.66%, 2020 - 2.53%). Further details are contained in Note 16.

Ripon Community Link Company Limited

For the Year Ended 31 March 2022

(A company limited by guarantee)
Notes to the Accounts

13 RESTRICTED FUNDS

	Balance at 1 Apr 2021	Income	Expenditure	Transfer Capital Spend	Transfers	Balance at 31 Mar 2022
Restricted Funds	£	£	£	£	£	£
RWG 25	1,972	1,856	-	(3,828)	-	-
Minibus Fund	6,557	-	(2,925)	-	-	3,632
Woodwork	173	-	(173)	-	-	-
Workshop - Oliver Ford	-	10,000	(2,532)	-	-	7,468
Workshop - National Lottery	-	9,918	(5,669)	-	-	4,249
Workshop - Ellis Bates	-	1,000	(1,097)	-	97	-
New - Green House	-	5,000	(417)	(4,927)	344	0
Mein Trust	-	9,426	-	(9,426)	-	-
Alpkit	-	150	(150)	-	-	-
NYCC - Infection control	-	25,504	(25,504)	-	-	-
NYCC - Councillor Grant	-	2,000	(2,000)	-	-	-
Stonebridge Homes	-	500	-	(500)	-	-
Boost	-	340	(420)	-	80	-
Kick Start	-	11,197	(11,197)	-	-	-
Rank Foundation	-	10,043	(7,041)	-	-	3,003
Build Fund	1,000	159,921	-	(174,000)	-	(13,079)
Build Fund - F&F	-	14,081	(91)	(8,648)	(5,341)	-
Science Week	-	1,000	(1,000)	-	-	-
Catering Facilities	-	2,725	(49)	(14)	-	2,662
Wildflower Garden	-	150	(150)	-	-	-
	9,702	264,811	(60,415)	(201,343)	(4,820)	7,935

	Balance at 1 Apr 2020	Income	Expenditure	Transfer Capital Spend	Transfers	Balance at 31 Mar 2021
Restricted Funds	£	£	£	£	£	£
RWG 25	4,149	2,568	(4,745)	-	-	1,972
Minibus Fund	9,489	-	(2,932)	-	-	6,557
Woodwork	200	-	(27)	-	-	173
Woodland	2,381	-	(3,300)	-	919	-
Kitchen Improvement	658	-	(658)	-	-	-
Member Bicycles	-	2,660	(285)	-	(2,375)	-
Home Based Services	-	16,151	(16,181)	-	30	-
New Class Refurbishment	-	17,699	(11,269)	-	(6,430)	-
Toilet Hire and Tools	-	967	(967)	-	-	-
Sewerage and Toilets	-	22,457	-	-	(22,457)	-
IT Infrastructure	-	25,000	(11,363)	-	(13,637)	-
Table Tennis	-	519	(519)	-	-	-
Build Fund	-	1,000	-	-	-	1,000
	16,877	89,021	(52,246)	-	(43,950)	9,702

Ripon Community Link Company Limited

For the Year Ended 31 March 2022

(A company limited by guarantee)

Notes to the Accounts

13 RESTRICTED FUNDS continued

RWG25: Money received for the redevelopment of the Walled Garden site.

Minibus Fund: Funding for a new minibus and the on-going running costs.

Woodwork: Funding received for specific woodwork equipment.

Workshops: Monies received from Oliver Ford, National Lottery and Ellis Bates for developing and running the workshop.

New - Greenhouse: Funding £3,500 from Lord Barnby Foundation, £500 from Douglas Arter Foundation for purchase of greenhouse and further £1,000 from Lord Barnby Foundation for Cold Frames and Finishing.

Mein Trust: Sewerage and Toilets project (received after costs are incurred).

Alpkit: Donation for spending on the Stumpery area in the woodland.

NYCC - Infection Control: Grant for expenditure on infection control.

NYCC - Councillor Grant: Grant for Gazebo in Walled Garden.

Stonebridge Homes: Monies for plumbing for the new toilet block.

Boost: Monies received for the bikes.

KickStart: Allocate to salaries - funding for creating new jobs for 16 to 24 year olds on Universal Credits.

Rank Foundation: Retail development and catering development.

Build Fund: Funding received from various donors for the new build project. £13k is money pledged from the National Lottery, remaining to be paid on provision on a completion certificate.

Build Fund - Fixtures and Fittings: Funding received from various donors for equipment and supplies for the new build project.

Science Week: Grant for science projects.

Catering Facilities: For the renovation of the catering facilities.

Wildflower Garden: Grant from Alpkit for the Wildflower Garden.

Ripon Community Link Company Limited

For the Year Ended 31 March 2022

(A company limited by guarantee)

Notes to the Accounts

14 UNRESTRICTED FUNDS

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2022 £
Unrestricted Funds					
<i>Designated</i>					
Fixed Assets	152,768	-	(17,041)	289,994	425,721
New build	30,000	-	-	(20,000)	10,000
Pension charges	-	-	-	4,796	4,796
Member retail	-	-	-	10,000	10,000
	182,768	-	(17,041)	284,790	450,517
<i>Undesignated</i>					
Free reserves	173,964	514,822	(461,373)	(78,627)	148,786
Total Unrestricted Funds	£ 356,732	£ 514,822	£ (478,414)	£ 206,163	£ 599,303
	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2021 £
Unrestricted Funds					
<i>Designated</i>					
Fixed Assets	123,146	-	(12,167)	41,789	152,768
New build	-	-	-	30,000	30,000
	123,146	-	(12,167)	71,789	182,768
<i>Undesignated</i>					
Free reserves	134,388	516,668	(449,253)	(27,839)	173,964
Total Unrestricted Funds	£ 257,534	£ 516,668	£ (461,420)	£ 43,950	£ 356,732

Designated Funds

The Fixed Asset Fund: This is the net book value of the assets required to be held for the on-going work of the Charitable Company and therefore do not form part of distributable reserves. Monies transferred into the fund during the year are to cover the purchase of fixed assets.

New build: This money had been set aside by the Trustees for the shortfall in funding for the new build project which has now been spent. A further £10,000 has been allocated for remaining works and landscaping for new property.

Pension charges: This money has been set aside to cover the new pension administration fees for the defined benefit scheme at £218 per month over the next 22 months.

Member retail: This money has been set aside by the trustees for the new retail project starting in the forthcoming year.

Ripon Community Link Company Limited

For the Year Ended 31 March 2022

(A company limited by guarantee)

Notes to the Accounts

15 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted		Restricted	Total
	Undesignated	Designated	Funds	Funds
	Funds	Funds	Funds	Funds
	£	£	£	£
Tangible Fixed Assets	-	425,721	-	425,721
Current Assets	296,960	24,796	7,935	329,691
Current Liabilities	(110,414)	-	-	(110,414)
Long term liabilities	(31,340)	-	-	(31,340)
Provisions	(6,420)	-	-	(6,420)
At 31 March 2022	£ 148,786	£ 450,517	£ 7,935	£ 607,238

	Unrestricted		Restricted	Total
	Undesignated	Designated	Funds	Funds
	Funds	Funds	Funds	Funds
	£	£	£	£
Tangible Fixed Assets	-	152,768	-	152,768
Current Assets	307,797	30,000	9,702	347,499
Current Liabilities	(66,729)	-	-	(66,729)
Long term liabilities	(42,503)	-	-	(42,503)
Provisions	(24,601)	-	-	(24,601)
At 31 March 2021	£ 173,964	£ 182,768	£ 9,702	£ 366,434

16 PENSION

Current pension plan

Ripon Community Link Company Limited participates in The Pensions Trust's Growth Plan (the Plan). The Plan is funded and is not contracted-out of the State scheme. The Plan is a defined contribution scheme.

Ripon Community Link Company Limited paid contributions at the rate of either 8% or inline with the auto enrolment thresholds during the accounting period. Members paid contributions at the rate of either 8% or inline with the auto enrolment thresholds during the accounting period.

Ripon Community Link Company Limited

For the Year Ended 31 March 2022

(A company limited by guarantee)

Notes to the Accounts

16 PENSION (continued)

Historic pension plan

The company participates in the scheme, a multi-employer scheme which provides benefits to some 638 non-associated participating employers. The scheme is a defined benefit scheme in the UK. It is not possible for the company to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore it accounts for the scheme as a defined contribution scheme.

The scheme is classified as a 'last-man standing arrangement'. Therefore the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

A full actuarial valuation for the scheme was carried out at 30 September 2020. This valuation showed assets of £800.3m, liabilities of £831.9m and a deficit of £31.6m. To eliminate this funding shortfall, the Trustee has asked the participating employers to pay additional contributions to the scheme.

Ripon Community Link Company Limited from 1 April 2021 are required to pay £6,226 per annum. The Charitable Company are committed to make these annual contributions to 31 January 2025.

Ripon Community Link Company Limited has been notified by The Pensions Trust of the estimate employer debt on withdrawal from the Plan based on the financial position of the Plan as at 30 September 2021 was £52,733.

The following schedule details the deficit contributions agreed between the Charitable Company and the scheme at each year end period:

Deficit contributions schedule

Year ending	2022 £	2021 £	2020 £
Year 1	2,339	6,226	6,044
Year 2	2,339	6,412	6,226
Year 3	1,949	6,605	6,412
Year 4	-	5,669	6,605
Year 5	-	-	5,669
Year 6	-	-	-

The present values of the provision is £6,420 and detailed in note 12.

Ripon Community Link Company Limited

For the Year Ended 31 March 2022

(A company limited by guarantee)

Notes to the Accounts

17 RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES

	2022	2021
	£	£
Net income for the reporting period	240,804	92,023
<i>Adjustments for:</i>		
Finance charge on pension deficit	142	655
Remeasurement of pension deficit	(12,097)	280
Depreciation charges	17,041	12,167
Loan interest	870	-
Decrease in stock	436	3,885
Decrease/(increase) in trade and other debtors	22,967	(4,067)
Increase in trade and other creditors	40,022	39,746
Net cash provided by operating activities	£ 310,185	£ 144,689

18 ANALYSIS OF CASH AND CASH EQUIVALENTS

Cash in hand	298,035	292,440
Total cash and cash equivalents	£ 298,035	£ 292,440

19 ANALYSIS OF CHANGES IN NET DEBT

	At 01/04/2021 £	Cash-flows £	At 31/03/2022 £
Cash	292,440	5,595	298,035
Loans falling due within one year	(7,497)	(3,663)	(11,160)
Loans falling due after more than one year	(42,503)	11,163	(31,340)
	£ 242,440	£ 13,095	£ 255,535

20 OPERATING LEASES

The total future value of minimum lease payments is as follows:

Within one year	-	820
In two to five years	-	205
	£ -	£ 1,025

The amount of non-cancellable operating lease payments recognised as an expense during the period was £820 (2021 - £820).

RIPON COMMUNITY LINK COMPANY LIMITED

England & Wales - Charity number 1049030

Accounts

Ripon Community Link Company Limited

Annual Report and Financial Statements

Year ended 31 March 2021

Company No. 3062948



Registered Charity No. 1049030



Ripon Community Link Company Limited

Year ended 31 March 2021

Table of Contents

Chief Executive's Report	3
The Charity's Vision, Mission and Values	3
Philosophy	4
Achievements and performance	4
Future Activities	8
Annual Report of the Trustees	10
Objectives and Activities	10
Public Benefit	10
Structure, governance and management	11
Financial review	14
Income	14
Expenditure	15
Funds	16
Policies	16
Reserves Policy	16
Banking and Investment Policy	17
Pension Liability	17
Pay Policy	17
Fundraising Policy	17
Principal Risks and Uncertainties	18
Forthcoming year	20
Volunteering	21
Trustees, Officers and Professional Advisors	22
Independent Examiner's Report	25
Statement of Financial Activities	26
Balance Sheet	27
Statement of Cash Flows	28
Notes to the Accounts	29

Chief Executive's Report

Covid-19 is an unprecedented global health emergency and began to significantly impact on daily life of our entire population in the United Kingdom in March 2020. It has brought unparalleled and unforeseen impacts to lives, livelihoods, economies and society as a whole.

However, despite the uncertainties and challenges that we have faced and will continue to face in the post covid recovery phase, the Charity is wholly committed to delivering our Charitable Objectives, it has never been more important to support our beneficiaries, emotionally, psychologically, physically, to keep them safe and to keep offering our services.

We must do this against the backdrop of the serious wider implications the virus has on our local and national businesses and economy. These impacts are very real for the Charity, implications have been felt in changed service delivery models, financial impacts are envisaged to be long lasting on our generated income through our social enterprise and the wider impact on fundraised income through reduced donations, cancelled fundraising events and subsequent re-focus on grant making providers. We have and will continue to work hard to mitigate the risks associated with Covid-19 which are detailed throughout this Annual report.

The Charity's Vision, Mission and Values

The Charity has a strategic plan 2019-2024, following consultation with stakeholders, to take the organisation into the future. The Strategy focuses on 4 key themes as seen in Diagram 1. The Board have structured subcommittees to enable support, monitor and scrutinise the delivery of the Strategy.

The Charity's 4 key Strategic objectives are as follows:



Vision

Our Vision is to be a leading learning disability service provider, assisting our Members to develop and learn new skills whilst supporting them to reach their full potential.

Ripon Community Link Company Limited

Year ended 31 March 2021

Mission

To support adults and young people with learning disabilities to develop skills and grow in confidence. We do this by supporting personal, social and life skills, skills for employment, enabling friendships and relationships and promoting healthy living.

Philosophy

Ripon Community Link's philosophy is that of enablement; accepting our Members without judgement and nurturing them to learn new skills and grow in confidence. The Staff and Trustees place high importance on close and effective liaison with others and welcome partnership working.

Achievements and performance

At the time of writing this report in April 2021, it is time to reflect over the past year which has been extremely busy and challenging as the impact of Covid-19 became apparent. Despite these challenges we are proud of our achievements and performance in a world of uncertainty.

Member services

Covid-19 is having a significant impact on our service delivery model, we were unable to offer site based services from March 2020-November 2020. We responded quickly and innovatively to the first lockdown. As an organisation we have been agile and in March 2020, as it became necessary for vulnerable Members to stay at home, we began to offer remote support to beneficiaries, through our Home Support Programme. This support is multifaceted, all with the aim of providing high quality services, tailored to an individual's needs, in their home. Staff are providing varied, challenging activities to entertain, occupy, stimulate and educate, exercise to maintain physical health and wellbeing and social opportunities all remotely. In addition to this, staff are continuing to safeguard; regular staff contact enables us to identify and be alert to areas of concern which may intensify in the lockdown situation, we have ensured that staff have heightened awareness of possible concerns. All eligible Members have had interim planning and review meetings.

Sessions delivered have been varied and run over a Monday - Friday. Zoom sessions have included a wide range of sessions to provide diversity in skill development including but not limited to "Sing and Sign", virtual treasure hunts, quizzes, talent competitions, baking, virtual coffee mornings, Dance and Exercise and Art Group. Over the course of the year we have provided over 526 zoom sessions or on site sessions, staff prepared and planned 298 sessions sent as paper packs for Members to use at home when not in zoom.

Where possible we have maintained projects for example, the Conservation Group have had a Stag Beetle Hotel, where this was constructed on site and Members in groups constructed at home, with electronic sharing, discussion and education. We have also continued skills development for example with a 6 week Money Management course.

Forty eight Members have actively participated in the Home Support Program. In addition we have had a successful partnership with Evolve, part of Craven College; schools and colleges have been able to access the site more than Members and we have supported, on site, 2 Evolve work experience students and 8 Horticulture students. Despite the lockdown, we have had 3 new Members start with us during the year and some Members increased their sessions. Four Springhill school students left the service.

We undertook significant risk assessments and planning for a safe return to site based services in November 2020 when government restriction enabled a cautious and slow reopening of services. We opened in "bubbles" with strict rules to avoid cross contamination including zoning of site, portaloo for every bubble, no staff cross over. Unfortunately our facilities have significantly restricted our ability to return to site when allowed. We have therefore worked to develop innovative facilities plans detailed below to support our full return to service provision. Despite the physical limitations we safely delivered 48 sessions on site November-December and January – 31st March a further 264 sessions successfully.

Ripon Community Link Company Limited

Year ended 31 March 2021

Staff and front line volunteers have participated in testing and the vaccination program. To support the local covid response, RCL were willing to participate in the Mutual Aid scheme through North Yorkshire County Council.

We are very grateful for the various generous grants and donations that have facilitated our Home Support Programme.

As site based services returned, in parallel to continued Home Support we continue to operate very differently, with Bubbles and sessions and of course keeping Members segregated from visiting public. Furthermore, we are aware of the public health impact of the pandemic on Members, and detrimental impacts on physical, emotional and psychological health. Staff have all been directed to plan sessions with a specific focus included each day on Health and Wellbeing. We were fortunate to receive a grant from Boost for sports equipment and Members have enjoyed participating in table tennis and yoga. During the year we erected our Bike stand and Members have enthusiastically participated in cycling developing a broad range of skills, following instructions, balance, co-ordination, strength and stamina.

Members, whilst on site, have also enjoyed participating in their familiar and therapeutic gardening and horticulture or supporting the production of jams and chutneys from homegrown produce in our kitchen. Garden Members have enjoyed sowing, growing and watering plants for sale to the Community. Quality of plants has significantly improved and provides an important source of income generation. Christmas was a busy and fun time when we sold over 600 Christmas Trees, 110 Wreaths and countless baubles, many of which had been hand made by Members although much of this was by distance selling. Although the Tea Room has been closed we have successfully made produce to sell as take away continues to provide a popular catering experience. Our already established Apple Juice range from our beautiful Orchard remains popular.

Facilities Improvements

There is a paucity of quality warm, dry facilities at the Walled Garden further exacerbated by the need to socially distance and operate under a bubble system to ensure Member safety. Thanks to generous grants including but not limited to Two Ridings, 52 Lives, Leeds Building Society and the Round Table we were able to fully refurbish a donated portacabin, adding disabled ramp access, accessible paths and safety lighting alongside full internal refurbishment. This facility has been pivotal in welcoming more Members back to site and would not have been possible without this generous support.

The portacabin only solves part of the challenge, and the Tea Room has been repurposed as a classroom, although is still used to offer catering opportunities for Members in the onsite take away through the shop.

The Charity has reprioritised its need to build additional facilities at the Walled Garden. An innovative design has been agreed, a modular building to be positioned on the car park, clad in wood to fit into the Woodland environment, fully accessible, purpose built and designed providing 4 additional classrooms, toilets and reception and garden area. Planning permission has been sought and agreed. A significant fundraising campaign has been underway during the pandemic with support secured as pledges/donations from a number of major grant providers including National Lottery, Bernard Sunley Foundation, David Lister Foundation and major donors. At the time of writing there is a gap to fund of approximately 15k and it is expected the building timescale will commence in June 2021.

A further significant facility issue is a lack of accessible and available toilets at the Walled Garden. Historically the charity has managed using portaloos however, the pandemic again forced the need to reprioritise the need to install proper toilets. Design and planning permission have been granted with funding provided by a Trust, the Cess Tank was sunk in November 2020 and foundations laid March/April 2021 with the building

Ripon Community Link Company Limited

Year ended 31 March 2021

being erected in May 2021. We are extremely grateful for the generous support of this project which has truly transformed the services we can offer and to those we can offer services to in the future.

The Car park has been completely re-laid, removing dead tree stumps and a historic enormous compost heap that was causing public health concerns. The Car park labour was carried out largely by volunteers and materials were generously supported by Robinsons. This at least triples the size of the car park providing ample space for the new build.

The Woodland has been transformed enhancing the entire environment, with volunteers from RAF Menwith Hill, Morrisons and Rudding Park to name a few, undertaking months of work during lockdown in clearing dead and decaying trees and matter and laying paths. They have created an accessible, peaceful, inspiring Woodland environment for Members and the general public to access, including a story telling / outside classroom for member use and Bug Hotel, to support our environmental learning themes. Further plans to develop the Woodland include picnic areas, bluebell walkways and a Fairy Garden.

Duke of Edinburgh volunteers worked on an amazing restoration and improvement project in the Woodland, along with other volunteers they cleared a hidden Bird hide, cleaned, sanded and painted the structure creating a fantastic environment for Birdwatching and adding to our environmental learning for Members.

As part of generally improving the Walled Garden and St Wilfrid's Bungalow sites staff and volunteers have undertaken an intensive program of maintenance, painting, cleaning, and remedial works to existing buildings

Information Technology, Website and Social Media

It is widely recognised that people with learning disabilities are digitally marginalised. Launching a partially virtual home support programme has been no mean feat. The Charity quickly designed and established a regular programme of support incorporating digital methods such as Zoom which required significant time and training. Furthermore investment in IT was essential and we are very grateful to the Clothworkers Foundation, CAF and the Rank Foundation who have all provided grants to improve IT Infrastructure. In addition the Charity has undertaken a tendering process for a Customer Relation Management system (CRM) which will enable electronic Member records, fundraising and retail records. This system will ensure that staff have access to the most up to date Member information irrespective of which premises or if they are home working, enabling the highest possible care delivery, secure records compliant with GDPR, all made possible by the Rank Foundation. This grant also funded interactive whiteboards which will enable those on site to connect with friends between premises, bubbles on the same site or at home to "meet up" preventing social isolation and promoting strong relationships and development of social skills in a disproportionately socially isolated group.

We have launched a new website to enable beneficiaries and potential beneficiaries, volunteers and customers to access information about Ripon Community Link and its services. The Website is user friendly, and is able to take direct donations, and deliver a responsive thankyou to donors. We have run successful fundraising campaigns from the Website and offered an invaluable plant retail and Christmas Tree retail service for click and collect and home delivery raising essential funds for the entire Charity.

We have improved our Social Media presence, raising the profile of the Charity in the local community and offering an additional communication tool to stakeholders. We have explored new retail using digital platforms to innovatively generate income.

Strengthening Corporate Volunteering and New Volunteers

The Charity has attracted new skilled volunteers, particularly in the garden during the past 12 months and are very grateful to Rudding Park, Morrison's and RAF Menwith Hill for partnering with us in corporate volunteering. Their help and support has been invaluable

Ripon Community Link Company Limited

Year ended 31 March 2021

Partnership Working

The CEO and Board recognise the importance of partnership working. The CEO has invested time with commissioning partners and sits on the local strategic leaders group for the voluntary sector. Partnerships with Chopsticks and Evolve have been maintained during the pandemic.

Education and Training

Home working has enabled Staff to undertake comprehensive training programs including safeguarding refreshers, furthermore the Chair of the Health and Safety Trustee Subcommittee, CEO and Head of Member Services have completed the IOSH Managing Safely course.

Strengthening the Board of Trustees

We have further strengthened the Board of Trustees, recruiting two new trustees in line with our skills matrix. We have also introduced a trustee review process, and we have moved trustee meetings to electronic meetings, including the AGM 2020. The diverse skill base of our Trustees will help us withstand future uncertainty.

Improved Communication

We have successfully moved parent and carer communications to electronic format and the CEO has communicated very regularly, mainly on a weekly basis with parents over the past year. We have also introduced staff and volunteer monthly bulletins to ensure that all stakeholders are effectively included in the latest information in a fast changing environment.

Garden retail

Traditionally Ripon Community Link has welcomed the public into its garden centre with plant sales generating funds for the Charity. The horticulture industry was significantly adversely impacted in the early stages of the pandemic with enforced closures preventing care of plants and supply chain interruptions. Ripon Community Link faced the same challenges and to mitigate losses we successfully launched a website garden sales presence, click and collect and home delivery which were in place through key seasons of bedding plants and Christmas Tree sales. Furthermore, we trialled a different shop by turning a polytunnel into a Winter Wonderland. This hugely improved sales of shop stock and items Members had made, despite Christmas tree sales being down we outperformed expected income. We will review our entire retail approach in the forthcoming year to build on the successes experienced from this alternative retail model.

Strong Financial Management

Debt recovery has improved, and tight control of expenditure continues with cost efficiencies realised in many areas, but we have been keen to ensure that this has never compromised the delivery of high-quality services. Contract negotiations have also given rise to reduced expenditure.

Annual salary uplifts were awarded in January 2021 following significant consideration of the affordability and at the same time retaining a skilled and valued workforce. It is important that we invest in our staff and ensure that we retain our loyal and skilled workforce.

A key part of assuring financial resilience for Ripon Community Link has been reducing the reliance on statutory funding over the past years. This has been achieved by increasing income generated through our social enterprises, for example at the Walled Garden as well as increasing voluntary income in the form of both community fundraising and grant income.

Covid-19 has affected both social enterprise and fundraised income. Tea Room income has ceased. Garden income has been successful due to innovative and new ways of working. The Charity regularly hosts a Spring Fair, for plant sales however, lockdown prevented this and Apple Day, two important events on our Fundraising calendar, in addition to cancelled events such as Sights and Sounds and our Annual Golf Day.

Ripon Community Link Company Limited

Year ended 31 March 2021

We are incredibly grateful for all the support, time, skills and financial assistance shown to the Charity by supporters, major donors and grant making foundations over the last year which have both supported core costs and specific campaigns.

Quality Assurance Framework

We have baselined our practice against best practice frameworks and have developed a comprehensive development plan overseen the Strategy/Assurance/People subgroup. This will drive continuous service improvement.

Future Activities

The Trustees and Senior Leadership Team are being cautious and prudent given the uncertainty and economic impact of Covid-19. Our single biggest priority is enabling Members to return safely to site at full capacity, the planned facility developments will enable this to happen. Our strong governance and financial management will always mean that we develop at a pace that is affordable.

We cannot predict if the pandemic will affect Member numbers during the next year, but we will undertake a full capacity exercise when the building is erected and based on Government Guidance at that point in time, if we have capacity we will aim to support more Members.

Whilst effects are felt both in delivering services and financial impacts, we remain ambitious for the future of Ripon Community Link. The strategic plan forms the blueprint for our development and financial planning and this is reinforced as the impact of the pandemic is felt. We have already proven that we are agile and quick to react. We have made immediate decisions to ease the financial position; reducing expenditure, vacancy freeze, Bounceback Loan, alongside innovative service delivery.

We will continue decision making on the grounds of affordability to ensure financial sustainability in both short and longer term. This may mean re-prioritising activities. However, whilst we do this we will also continue to plan for our future success, for re-building in the post pandemic recovery phase.

- We commit ourselves to closely monitoring financial information, making well thought through decisions based on information available at the time, and being pragmatic to change decisions in line with the changing local and national picture brought about by Covid-19.
- We commit ourselves to a future where our service is dynamic, innovative and responsive to the needs of our Members.
- We will continue to be agile, and adapt so that we can best support our Members, their families and the local community during the pandemic.
- We want a future where our Members receive high-quality services, this will be delivered remotely and onsite until it is safe to fully return to site based services.
- We will deliver premises that are fit for purpose.
- We will roll out fully our IT strategy.
- We will continue our strong community presence and engagement, in the short term by contributing to Mutual Aid where necessary, our garden delivery service for those who must stay at home and committing to existing activities and development of new partnerships.
- We will deliver our Quality Assurance Framework to underpin all our work.
- We aim to reach as many Members as possible who can benefit from our services, supporting both them and their families to help them learn and develop new skills, grow in confidence and to meet their full potential.
- We have developed strong local relationships and we will continue to build on this. Remaining a trustworthy organisation for all our stakeholders will be the cornerstone on which we build.

Ripon Community Link Company Limited

Year ended 31 March 2021

To be sustainable during the pandemic, to develop and grow we will:

- Remain business focused whilst compassionate to our Members, always putting the Members at the heart of everything we do but ensuring our business focus will enable us to keep doing what we do best, long into the future. This will mean closely examining our entire service model, staffing model and financial model to ensure we are sustainable and making difficult decisions where necessary in the best interest of the Charity.
- Consider the needs of customers of our social enterprises anticipating and thinking of longer-term considerations and possible shifts in their buying patterns that may affect our income, and how we can overcome this.
- Assess future needs for learning disabilities on a population basis, working closely with our commissioning partners to ensure that our existing and future services are designed to deliver and meet need.
- Value, listen and engage our Members, Parents, Staff and Volunteers in all we do.
- Strive to grow our income to reach more people through our services.
- Strive to develop our communications and our influence with strategic partners.
- Deliver excellence in all we do.
- Develop IT technology to support our service delivery, both now and to build resilience should there be any further lockdown.
- Have a strong reputation and be trustworthy using our resources carefully ensuring maximum impact and showing integrity to our donors.
- Invest in new ways to raise money at the same time as achieving greater efficiency in all that we do.
- Further develop and broaden the skillset of our Board of Trustees so that we can continue to be well led and well governed.
- Work collaboratively with existing partners, commissioners and other similar charities to ensure we complement other services and can embrace broader opportunities.

Given the challenges ahead, we need to be prudent, responsive and willing to respond quickly in the short term with a need to invest in the future, where possible, developing new income streams. We must also explore what isn't working well. Undoubtedly, we face difficulties with constrained and uncertain times and changes to income, we must also control our costs as well as the need for us to work in a more competitive commissioning environment. We face difficulties in ensuring that we develop the premises so that we can continue to deliver services. Despite these difficulties we are committed and looking forward to the future with positivity, to ensure we are sustainable and can continue to deliver high quality services to our beneficiaries.

Victoria Ashley, CEO

Ripon Community Link Company Limited

Year ended 31 March 2021

Annual Report of the Trustees

Directors' Report

The Board of Trustees, who are also the Directors, of Ripon Community Link Company Limited presents its report and financial statements for the year ended 31st March 2021. These comply with the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to Charities preparing their accounts accordance with special provisions of the Small Companies Regime.

The Board of Trustees present their Directors' report for the year ended 31 March 2021, which should be read in conjunction with the Chief Executives Report.

Objectives and Activities

Charitable Objectives

The Charity updated its Memorandum of Articles in August with key changes including extending our Reach to include young people (defined as age 14 years and above) and the introduction of electronic meeting methods and a term of office for Trustees.

The Charity's stated objectives within the Memorandum of Articles are as follows:

- The relief of adults and young people with a learning difficulty resident in the Ripon area.
- The provision in the interests of social welfare of facilities for the social education, recreation and leisure time occupation of adults and young people with a learning difficulty, with the object of developing and improving their conditions of life.
- To promote any other charitable purpose for the benefit of adults and young people with a learning difficulty.

Principal Activities

The Charity fulfils its purpose through its principal activities of providing Day Care to support individuals with learning disabilities. The Charity at the end of the financial year had 48 members on register, 2 work experience students and 8 horticulture students. Between April 2020 and March 2021, we had 3 new referrals. Over the course of the year we have provided almost 43,000 hours of services to Members either remotely or on site. Trustees regularly monitor our capacity and demand and any waiting lists in each functional area. This information is essential to ensure we are delivering value for money and are meeting charitable aims. The achievements and future plans for the Charity are included in the Chief Executive Report in detail.

Public Benefit

The Charities Act 2011 placed a requirement on the Charity Commission to produce a guide to charities on the newly created public benefit requirement. Trustees are required by the act to have regard to the guidance in their decision-making. The Trustees have considered the purpose, aims and objectives of the Charity and its current and planned activity against the Charity Commission's general guidance on public benefit. The Trustees are satisfied that the Charity's purpose, aims, objectives and activities are fully consistent with the charitable purposes as defined in the Charities Act 2011, where the charitable objective is to provide welfare, education and leisure opportunities for adults with learning difficulties.

Ripon Community Link Company Limited

Year ended 31 March 2021

Structure, governance and management

Ripon Community Link is a Charitable Company Limited by guarantee.

Good Governance is key to the future success of the Charity and is essential in times of adversity and challenge. The Charity has enhanced its leadership and governing body during the year and is confident it has a strong and highly skilled Chief Executive and Trustee team who work extremely well together. There is a wide range of capabilities which we will continue to add to in line with our skills matrix.

Nationally, there has been significant and justified public concern regarding safeguarding in some charities, which naturally can damage trust in the wider charitable sector. To ensure our own best practice we regularly review Safeguarding Policies and Mandatory Safeguard Training for Staff, Volunteers, including Trustees is in place, and raised awareness on both sites regarding Safeguard Practice and reporting. The Social Care Manager is the Safeguarding lead. All safeguarding incidents are reported to the Board and an escalation process is in place for external reporting, including to commissioners and the Charity Commission. In practice, we are confident that we have appropriate policies, procedures, training, shared understanding of the importance across the organisation and concerns are handled sensitively and properly.

Day to Day management

The Trustees delegate day to day management responsibility to the Chief Executive, who in turn delegates some leadership functions to the Senior Leadership Team which is comprised of the Chief Executive, Social Care Manager, Head of Member Services, Fundraiser, with service coordinators forming a general management level. There is an established Integrated Team working across sites bringing together the Charity as one whole, with staff taking collective responsibility. All Members can expect the same high level of service, irrespective of the geographical point of service delivery. The Social Care Manager has worked hard with the team to ensure consistency of approach to assessment, goal setting, risk assessments and review, to ensure our services are outcome-focussed and high quality for all Members, this same quality approach applies to site based and home support.

People

The Trustees wish to record their thanks to all the Staff and Volunteers of the Charity, who are essential to the provision of high-quality services for our Members. Volunteers are critical to our success at the Charity. Please refer to Page 21 where we give special thanks to our volunteers.

Staff have shown great resilience, flexibility and loyalty throughout the pandemic. Our people are our greatest asset, working together to deliver a service that is needed and appreciated by our Members and their families, and this has never been more needed than during the past 12 months. We employ on average 20 people across the Charity. We have undertaken an engagement survey with Staff and Volunteers and some of the key findings follow:

We welcome applications for employment from all prospective employees regardless of disabilities and are committed to developing practices that at the minimum meet legislative requirements.

As the Covid-19 Pandemic became apparent, we quickly moved to put a vacancy freeze in place, this has helped with staff cost expenditure. As the service model has changed, staff roles have also temporarily changed to support this service model, with as many as possible working from home, and strict social distancing on site for those who are office based. Staff whose roles are not publicly funded and non-essential to current functions were being furloughed utilising the Government Job retention scheme. During the year, there has been a restructure resulting in one redundancy, Tea room Co-ordinator based on business need.

Ripon Community Link Company Limited

Year ended 31 March 2021

Throughout the Pandemic, there has been at least weekly clear, concise, communications from the CEO to the Volunteer and Staff Team. This has ensured truthful, accurate communication easing concerns, aiding wellbeing.

There is an annually reviewed Scheme of Delegation in place defining Board responsibilities and those of the CEO. In year CEO appraisal and objective setting was introduced with regular reviews of objectives by the Chair. The CEO and Chair meet regularly; during the pandemic on a weekly basis. The CEO also introduced objectives for staff clearly linked to organisational priorities.

Trustees

Trustees are now elected for a three year term and it is expected that they should normally serve up to two-three year terms with the possibility of a further term, when skills can't easily be replaced. As part of this year's annual trustee reviews, discussion commenced regarding planning retirement dates for Trustees to enable effective succession planning.

The Charity has written and adopted a new Policy on Trustee recruitment. There is no specified number of Trustees but our aim is to maintain a diverse range of skills and experience to provide the broadest level of support to the CEO and Senior Leadership Team. When vacancies arise or are anticipated we consider the skills mix and diversity of continuing Trustees and determine skills required. A skills audit has been completed and feeds into an open and competitive recruitment process. The Charity was approached by a prospective Trustee in March, and on interview it became apparent that the individual had excellent skills to add to the skills diversity of the Board, however, required development in broader Trustee responsibilities. Therefore, we have co-opted Vicky Reader onto the Income Generation trustee subcommittee (commencing May 2021) and have devised a Trustee development programme and identified a suitable mentor. We have actively advertised for a parent/carer for the Board of Trustees. As this was unsuccessful, this position will remain open and appointed to when there is interest.

It is the Charity's policy and practice to provide Trustees with appropriate induction and training, including Safeguard training, to undertake their role of Charity Trustee and Company Director.

Every Trustee who joins the Board is made aware of their legal responsibilities. Improved recruitment processes are stringent, including interview, references, DBS checks and directors' checks. All new Trustees must complete interested parties' information.

Normally an annual Trustee away day is held, however, due to the pandemic this has been postponed until September 2021.

The Charity has a Finance subcommittee, Health and Safety Subcommittee and Strategy/Assurance/People subcommittee (Previously Quality assurance and Strategic Achievement). The subcommittees have annually reviewed Terms of reference.

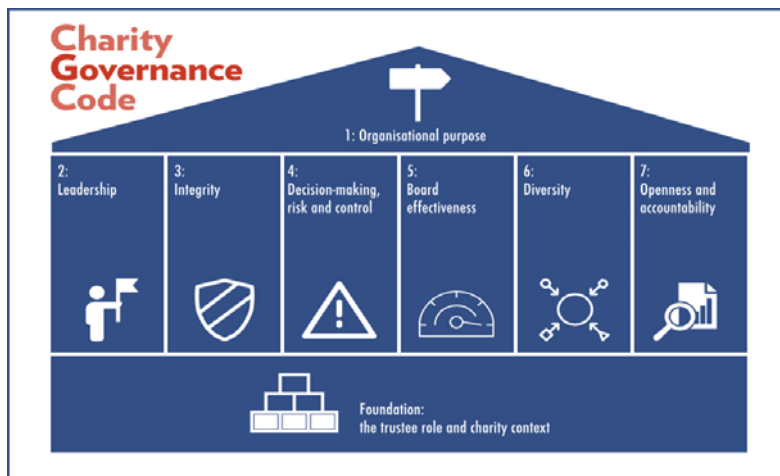
All trustee and trustee sub-committee meetings have continued electronically as permitted by the Charity Commission. Given the principal financial risk posed by the pandemic, the Trustees acted appropriately and increased the frequency of Finance subcommittee meetings to bi-monthly and increased management accounting to monthly.

In addition a further temporary subcommittee has been convened, Buildings subcommittee, meeting weekly to oversee the facilities work at the Walled Garden. This subcommittee has buildings expertise co-opted. There is a separate risk register that is reviewed regularly.

Ripon Community Link Company Limited

Year ended 31 March 2021

We continue to monitor ourselves against the Charity Governance Code:



The baseline exercise against the Governance Code are positive but enabled development of an action plan. Monitored by the Strategy, People, Assurance subcommittee (SAP).

The Charity produces a financial dashboard monthly to provide detailed focus on current financial position. This practice will be broadened with the introduction of dashboards for Health and Safety and SAP subcommittees during the next financial year.

All Trustees are expected to attend the Board meetings and to participate in at least one Trustee subcommittee.

Trustees' Responsibilities

Company law requires the Trustees of the Charitable Company to prepare financial statements that give a true and fair view of the state of affairs of the Charitable Company at the end of the financial year and of its surplus or deficit for the financial year. In preparing those financial statements, the Trustees are required to:

- a) Select suitable accounting policies and then apply them consistently;
- b) Make judgements and estimates that are reasonable and prudent;
- c) State whether applicable accounting standards and statements of recommended practice have been followed, subject to any discrepancies disclosed and explained in the financial statements;
- d) Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charitable Company will continue in operation.

The Trustees are responsible for keeping adequate accounting records which disclose with reasonable accuracy the financial position of the Charitable Company and which enables them to ensure that the financial statements comply with the Companies Act 2006. The Trustees are also responsible for safeguarding the assets of the Charitable Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In accordance with S418 of the companies act 2006, as the Charity's directors, the Trustees certify that;

- so far as we are aware, there is no relevant information of which the company's independent examiners are unaware; and
- as the directors of the company we have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant information and to establish that the Charitable Company's independent examiners are aware of that information.

Ripon Community Link Company Limited

Year ended 31 March 2021

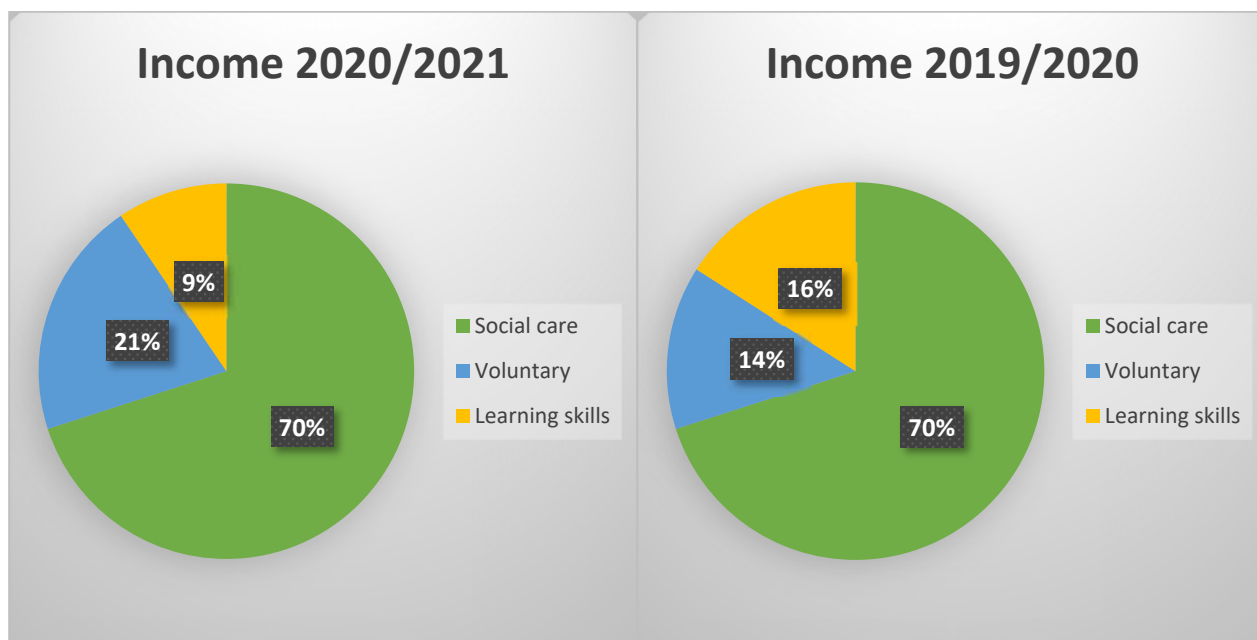
Financial review

Ripon Community Link had total incoming resources of £605,689 and Expenditure of £513,498 in the financial year. The Charity has performed well against budget despite the pandemic and has managed to increase its free reserves in the year. The Charity was prudent and has taken out a Government backed Bounceback loan in June 2020. This was to mitigate against anticipated financial losses in the early part of the pandemic and potential cash flow uncertainties. The Charity is aware of its obligations regarding loan repayments which are factored into 2021/2022 budget process.

Income

The Charity's principal funding sources are social care funding (main commissioning partner North Yorkshire County Council, also Leeds and York), voluntary income (fundraising activities including grants and donations) and income generated from learning skills activities, which includes the sale of produce at the Walled Garden and income generated through take-aways.

The emphasis on how we generated our income in 2020 changed due to the impact of COVID-19 on our learning skills activities not being able to be delivered:-



The Tea Room has been closed during the pandemic as with much hospitality, and there has been minimal income from takeaways and sales of produce sold via the shop. It is currently necessary to use the Tea Room building as a classroom until the new build is in situ to enable Members to return to site.

The Trustees took the strategic decision in January 2021 to close the Tea Room in its current format. Pre-pandemic the Trustees were reviewing the service model as despite offering a unique member service, the working environment was less than ideal and the Tea Room was producing a monthly deficit when considering income from member fees and customer income against high staff costs and cost of sales. Given the pressures of the pandemic further exacerbating the situation it is not financially viable to continue the Tea Room. Catering provision for Members will continue on a pared back basis. Coffee morning has not taken place at all during 2020/21 therefore zero income. Tea room income has decreased on previous year's performance showing a deficit of £46,725 against budget, actual income for the year is £6,453.

Ripon Community Link Company Limited

Year ended 31 March 2021

Horticulture and garden industries nationally have been hard hit by the pandemic, as much of the costs of sales hit months before the selling season for bedding plants. Ripon Community Link faced the same challenges with lockdown until 25th June 2020. However, we were innovative and quickly set up website and telephone sales, click and collect and home delivery of plants and produce. Furthermore, Christmas represents significant income at the Walled Garden, again website and telephone sales were extremely popular along with transformation of a polytunnel into a winter wonderland. Whilst Christmas Tree income was lower than previously, the shop generated approximately £8,000 more than previous years. The success of the retail has led the Charity to focus on developing improved retail in the new financial year with the establishment of the Income Generation subcommittee to oversee. Overall garden income has increased on previous years performance from £48,260 to £50,304.

Ripon Community Link operates on extremely tight margins and so small losses of fees can have a disproportionately negative impact. In a sector that is experiencing funding pressures, our main financial challenge is to ensure that we sustain income to enable us to deliver high quality services and develop and maintain buildings, facilities and equipment. We are reducing financial risk and ensuring we do not have over reliance on statutory funding. Covid-19 has brought increased risk to member income. Early in the pandemic the County Council and Government were slow to decide if funding for Day Care would continue. Eventually it was agreed that payment would be made in advance rather than arrears based on planned activity, easing cash flow. In addition, as payments did not include absences (not normally paid for) and a higher than budgeted inflationary increase, member income from social care has exceeded budget. Member numbers also posed significant uncertainty during the pandemic, due to sickness and possible death of Members and also risk of attrition. In fact member numbers have increased which is testament to the high quality services delivered throughout. However, member income was lost from Springhill school who gave notice on contracts. Despite this overall member income was £419,594 against the previous year of £406,320.

Our ongoing principal day to day challenges are to ensure that costs are controlled and that our demand meets our capacity to deliver services as efficiently as possible. The Charity has had regular dialogue with commissioners throughout the pandemic and was one of the first Day Care Providers to reopen Day services. We have supported the commissioners by pioneering new ways of working to enable site based services to re-open and have shared this with commissioners as a Gold standard. The Charity strategy continues to align with local commissioning priorities.

The Charity has been ineligible for much of the raft of government support packages for business to support income. The Charity does not pay business rates therefore has been excluded from rate relief and grants and is also ineligible for the Local Restrictions Support Grants. The Charity, in receipt of government funding through social care contracts was eligible for very limited use of the Job retention scheme. The garden support assistants were furloughed until re-opening of the garden centre and the Tea Room Co-ordinator until October. The Tea Room co-ordinator post was made redundant in March 2021. The Charity has received income from its business interruption insurance, of circa £6,000 as a contribution to lost income from fundraising events and member contracts.

Fundraising events were cancelled due to the pandemic leading to lost income. However, the Charity was successful in emergency funding from grants and major donors and from generous supporters. Local lotto income has also increased.

Expenditure

We continue to control expenditure effectively. Commercial contracts have been reviewed and re-negotiated where possible. Utilities contracts changed giving rise to significant savings. Payroll expenditure reduced in year with vacancies and delayed recruitment. Overall costs of running services have increased in some areas and decreased in others. For example, in the first two quarters increased hygiene and Personal Protective

Ripon Community Link Company Limited

Year ended 31 March 2021

Equipment costs rose prior to free access to government schemes. In addition, costs such as hiring additional portaloos to ensure each bubble has a dedicated toilet have been significant.

Unbudgeted facility improvements have also been required such as installing handwashing stations and transforming a polytunnel into a dedicated space for Evolve, refurbishing a donated portacabin, installing paths safety lighting and the start of the installation of the Cess tank for the Toilet block project. Furthermore, the IT investment has been significant. However, given the amazingly generous support from grant giving foundations much of the capital costs have been met through grants.

Funds

The Charity holds funds of £366,434. Of this, £9,702 is restricted and the Trustees have designated £152,768 as tangible fixed assets and £30,000 towards the new build. The unrestricted free reserves for the Charity are £173,964, which are just over 4 months costs. Since the re-organisation, the Charity has focussed on tight financial controls to increase its surplus, thus increasing free reserves to be back in line with our reserves policy.

Policies

Ripon Community Link has a comprehensive library of policies. During the Pandemic the CEO and Board have worked to review and update all organisational policies in line with legislation and best practice. Installing new processes for review, storage and cascading of policies to ensure that all staff and volunteers understand and comply with policies. In addition standard operating procedures have been introduced in key business areas steering commonality of approach to regular business tasks.

Key Policies:

Reserves Policy

The Trustees have reviewed the reserves policy in year, examining the reliability of future income streams, the commitment to future expenditure and risks faced by the Charity and has determined that it needs funds that equate to 4 months running costs. Reserves will be used for the following reasons:

- To fund shortfalls in income (whether statutory, voluntary or income generated) when it does not reach its expected levels. Fund raised income is subject to fluctuation as economic conditions change, particularly in light of Covid-19, Brexit and statutory funding could be affected by government policy.
- To fund unexpected expenditure, for example when unplanned events occur, such as increased expenditure for equipment and resources to support remote working through Covid-19. This could also pay for unexpected building development and maintenance costs and to provide a degree of flexibility for innovation.
- To fund additional staff costs if long term cover is required for staff sickness, and if the impact of working differently due to Covid -19.
- To fund working capital. Our largest expenditure is the salaries and therefore the timing of cash outflow is relatively fixed whereas both fundraised and generated income fluctuate in terms of cash inflow over the year, in addition member numbers can change, causing further fluctuations. It is unknown if Covid-19 will impact on member numbers.

Particularly following the historic financial challenges faced by the Charity, the Trustees are even more mindful of the need to ensure the Charity's long-term sustainability and maintaining reserves will improve our prospects of overcoming a short-term fall in income. The reserves would not normally be used for major developments, which instead would normally be funded through additional capital appeals. Level of reserves will be monitored regularly by the Finance Subcommittee and will be reviewed annually by the main Board when the budgets are approved. This will ensure that appropriate steps are in place to build reserves up to the required levels.

Ripon Community Link Company Limited

Year ended 31 March 2021

Banking and Investment Policy

The Charity reviewed its banking facilities in the year. Trustees continue a cautious approach and have decided to maintain a low risk investment strategy, ensuring that the majority of monies are readily available in the current account and in addition have opened a notice account to gain higher interest rates on reserves. It is necessary to ensure that funds are always readily available for use to ensure that levels of care and support are not adversely affected in the event of any short-term income reduction. This is also the reason that the Trustees choose not to risk funds in higher risk, but potentially higher return, investments. The Charity took the Government backed Bounceback loan to ensure that the uncertainties anticipated during the pandemic did not negatively impact cashflow.

The Covid-19 impact on income remains high risk and is identified on the Charity risk register. The Finance subcommittee increased frequency of cash flow forecasting to monthly and monthly management account production during the last 12 months.

Pension Liability

The Charitable Company contributes to a Defined Benefits Scheme at rates set by the Scheme Actuary and advised to the Charitable Company by the Scheme Administrator. The Scheme is a multi-employer pension scheme and it is not possible to identify the assets and liabilities of the scheme which are attributable to the Charitable Company. In accordance with FRS102 therefore, the Scheme is accounted for as a defined contribution scheme.

The Charitable Company has agreed to a deficit funding arrangement resulting in additional charges that are intended to equalise the pension scheme deficit, in relation to past services, by 2025. A liability for this obligation has been recognised in long term liabilities. The amount recognised is the net present value of the remaining deficit contributions payable under the deficit funding arrangement. The present value is calculated using a discount rate equivalent to the interest rate obtainable to the Charitable Company.

The Finance subcommittee monitor the pension deficit and consider early exit options and costs at regular intervals.

Pay Policy

Attracting and retaining the best people is a key priority, which means offering a remuneration and reward package that is competitive, fair and sustainable. Ripon Community Link has a combination of contracts. Pay awards are reviewed annually and pay awards have been made in year of 3%.

The Board of Trustees recognises that first class senior managers are vital for the Charity to maximise quality, efficiency and income to allow us to deliver our purpose. Salary levels for senior managers are based on externally benchmarked rates and therefore have a spot salary.

Fundraising Policy

Ripon Community Link is committed to maintaining high standards of fundraising and retail activity. The Charity is registered with the Fundraising Regulator and also holds a small lotteries license. The Charity is committed to the fundraising promise and fundraising best practice. Fundraising practice has been reviewed in line with revised Fundraising regulations issued in July 2019. One fundraising complaint has been made during the financial year to the Charity. The Charity suggested directing the complaint to the Fundraising regulator however, the complainant declined and the complaint was resolved. We promote an open culture of reporting of any concerns.

Ripon Community Link does not employ professional fundraisers or commercial participators, and therefore does not need to regulate their activities. We are part of the Local Lotto and has its own governance arrangements in relation to relevant fundraising and gambling regulations.

Ripon Community Link Company Limited

Year ended 31 March 2021

COVID-19 has affected and will continue to affect fundraised income. Events have been cancelled; site-based donations significantly reduced due to site closure. We therefore undertook a prompt change of focus to the fundraising plan. An emergency appeal was launched and increased grant applications made. Virtual fundraising was also set up via the Website. Clear, open and honest dialogue with major donors regarding planned commitments has taken place. Donors including major donors have pledged support for the Charity in particular to support the capital campaigns.

Principal Risks and Uncertainties

The Covid-19 pandemic has resulted in high levels of risk and uncertainty. The Trustees have sought to mitigate these risks as much as possible and mitigation is explained below.

The main risks are:

Risk Area	Mitigation
Member, Staff and Volunteer Safety Risk	Immediate focus on keeping everyone safe. Sites closed to Members, customers and volunteers and Home Support for Members began. Home support programme designed to keep Members at home and keep them safe. All premises risk assessed for safe numbers, limited staff on site, working 7 days to reduce numbers and working from home as much as possible. Comprehensive risk assessments undertaken, PPE employed, all national guidance implemented. Cautious reopening of sites in line with guidance and local commissioners authority using bubbles, zoning of areas, isolation spaces. Backed by Temporary Covid policies throughout. Clear, concise and effective communication programme instigated. Launch of build program to enable changed use of facilities and additional facility development. Staff and front line volunteer vaccination and testing programme introduced. Staff support signposting for mental health.
Member Risk - in the form of reduced numbers of consequence of Covid-19.	Impact of Covid-19 has led to minimal reduction in numbers from Spring Hill school. Offset by increases in referrals in other areas. Agile launch of Home support programme which has evaluated highly has meant that no regular member places have been lost due to dissatisfaction with service provided.
Member Risk -in the form of mental or physical health deterioration safeguarding, carer crisis.	Home support programme designed to provide holistic programme to support physical, emotional and psychological health. Members grouped to a regular staff member, weekly calls to identify any changes, deterioration, regression, safeguarding or carer crisis. Internal central monitoring of all contacts to identify concerns. Risk rating for all Members and crisis packages established where necessary by social worker.
Staff risk - Overload	Provision has varied, however, when the garden centre reopened and latterly site based services, staff teams are stretched running home support, site based and retail operations. Staff have been used in different ways to enable balance.

Ripon Community Link Company Limited

Year ended 31 March 2021

Financial Risk - due to unplanned and unavoidable substantial expenditure or inadequate income from a drop in statutory income generation from social enterprise, fundraised income, reputational damage, poor budgetary control or fraud.	Charity has worked hard to mitigate financial risk by adopting a three-strand financial strategy of avoiding over reliance on any one funding stream and instead maximising statutory income, generated income and fundraised income. Evident and expected Covid-19 impact on garden retail and tearoom. Loss mitigated by using Government Job retention scheme and setting up garden home delivery service. Emergency grant funding applications and launch of emergency funding campaign. Close and regular communication with commissioning partners and business interruption insurance. Secured use of government Bounceback loan to ease fluctuations in cash flow if required.
Financial Risk- Impact of Covid-19.	Increased emphasis on grant and major donor fundraising and specific capital campaign.
Information Technology Risk - due to the system not being fit for purpose and outdated, a breach of data protection and a failure to back up procedures.	A review of broader IT infrastructure is underway at the time of writing this report. During the year we have undertaken a tender process for a customer relations service (CRM) and successfully appointed E-Tapestry which will provide cloud based member, fundraising and retail records, secure and GDPR compliant. The Charity are very grateful to the Rank Foundation for a significant grant that has enabled improved IT hardware for Staff, Volunteer and Member use and the CRM system which will significantly improve care delivery.
Information Technology Risk - Impact of Covid-19 on a digitally marginalised population	The Charity has set up remote support for service users, using IT. This has also included training on IT safety, how to use technology to access services such as Zoom.
Facilities Risk - lease on the Bungalow expiration 2026; long term under-investment in the Walled Garden in particular, with sewerage/septic tank failure/inadequate facilities to enable social distancing and accommodate services on site	A portacabin was donated, and refurbished, made possible by grants for refurbishment and outside lighting and accessible pathways and ramps enabling more sessions to be delivered from the Walled Garden site. Reallocation of use of the Tea room as a classroom. Launch of Major build program for a Toilet block, cess tank and new classroom building at the Walled Garden. The Cess tank installed in November and toilet block and classroom will be delivered in 2021/2022. Use of portaloos and installation of additional handwashing facilities.
Facilities Risk - Impact of Covid-19 and ability to social distance	
Volunteer Shortages	Many of the Charity's volunteers were over 70 and shielding or vulnerable. Ripon Community Link recognised the important role we play in their lives as well as their enormous contribution to the Charity. Therefore invited to participate in Home Support zoom sessions to aid both themselves and Members. Recruitment of different volunteer roles has taken place, where volunteers can support in the garden. Development of corporate volunteering schemes, for example use of Furloughed workers to volunteer in gardens.

Ripon Community Link Company Limited

Year ended 31 March 2021

Risk management

The Trustees of the Charity have governance responsibility for the Charity and its work. They are advised by the Chief Executive and other members of the senior leadership team who manage the operations of the services of any impending operational risks and Trustees identify corporate and strategic risk. There is an open and transparent culture of risk communication, sharing and mitigation.

During the financial year the Charity has baselined its practice against the Charity Commission Internal Financial Controls for Charities, reviewing its internal financial controls to conform fully to the guidelines issued by the Charity Commission, and the Charity Good Governance Guide. These controls help the Trustees meet their legal duties to safeguard the Charity's assets, administer the Charity's finances and assets in a way that identifies and manages risk and ensures the quality of financial reporting by keeping adequate accounting records and preparing timely and relevant financial information. Significant work has been undertaken in strengthening financial practice and controls including but not limited to:

- Continued engagement of HPH accountants for fully integrated service including bookkeeping, Payroll and management accounting to enable full segregation of duties, full oversight of all financial activity and improved quality and driving cost efficiencies, creation of Financial dashboard.
- Continuance and further development of a Trustee Finance Sub-committee, underpinned by Terms of Reference, membership includes 4 Trustees with the CEO and Accountant in attendance.
- Improved Budgeting process.
- Comprehensive Financial Policies and Procedures.

The Charity has a risk register which describes how each risk is managed and the processes and procedures that are in place to mitigate that risk. The risk register has been reviewed and developed alongside the development of the strategic plan and the entire organisational approach to risk management has been strengthened. Risk registers are ranked by likelihood and impact to produce a score which ranks the risk as red, amber or green in terms of potential impact to the organisation. The overarching organisational risk register is monitored by the Strategy/Assurance/People subcommittee, with any red risks escalated to the main Board. There is also an additional temporary risk register reviewed weekly by the Buildings Subcommittee in relation to the build project.

Trustee led Health and Safety now complements operational activity led by the CEO. Whilst a whole Board responsibility, Health and Safety lead responsibility has been allocated to the Trustee Health, Safety and Facilities Chair, who conducts regular Health and Safety Walkarounds with the CEO and Head of Member services, all three individuals have now also completed IOSH Managing safely.

The response to the Covid-19 Pandemic by the Trustees, CEO and Senior Leadership Team has been effective. The Business Continuity plans were tested and delivered, enhanced by Governance arrangements, increased frequency of Chair and CEO meetings and Board/Subcommittee meetings to keep our entire community safe. The whole workforce have responded with great flexibility, determination and passion to help the Charity succeed.

Forthcoming year

The Trustees and senior leadership team recognise that we continue in uncertain times and the unknown impact of Covid-19 both financially for the Charity and on the Community we serve. However, we remain ambitious for the future of Ripon Community Link. We commit ourselves to a future where our services are dynamic, innovative and responsive to need, and to ensure that our facilities and infrastructure enable us to do this, be it on site or supporting service users remotely. The details of the Charity's future plan are included within the Chief Executives Report.

Ripon Community Link Company Limited

Year ended 31 March 2021

Volunteering

Volunteers and of course our Members are at the heart of our organisation. Not only do volunteers help our Members grow in confidence but also raise our profile within the community, help with our fundraising efforts and keep our sites looking their absolute best. Volunteers are an instrumental part of our team, bringing a variety of valuable skills; we never underestimate their contribution and we are extremely grateful to all our volunteers.

We continue to monitor volunteering procedures to ensure best practice is maintained. During the year we formalised the recruitment process, introduced a new volunteer handbook and reviewed volunteer policies. We also introduced a regular volunteer article into the Members' Newsletter to highlight the valuable contributions of our volunteers.

At the start of the year the Charity had 40 regular volunteers, including Trustees and whilst some of our member facing volunteers couldn't take part in their usual member sessions we continued to keep in close contact with them via the regular bulletins, newsletters, cards and emails thus reducing their isolation and ensuring they remained connected and felt valued by the Charity. Many of these volunteers continued to support us in other ways, by attending zoom sessions, promoting our plant and Christmas sales, making deliveries and producing items for sale in the shop.

Volunteering remained a permissible activity during lockdown and 16 volunteers continued to regularly attend The Walled Garden site completing an estimated 3000 volunteer hours. During the course of the year they undertook a multitude of tasks including: keeping the garden looking its best, working in the woodland, painting and decorating the new Garden Room, relocating sheds, property improvements, producing wooden items for sale, planting and pricking out, making wreaths and supporting our Christmas sales. A team of volunteers completed a comprehensive pruning project in the Victorian Orchard, which will extend the life of the old and rare apple trees and vastly improve the environment. Another team of volunteers extended and re-laid the car park, which was a huge undertaking saving the Charity estimated £10,000 had a contractor undertaken the work.

During the year we recruited six new volunteers and we said farewell to two longstanding volunteers when they left the UK for a new life in Australia. We are delighted that they remain in regular contact with us, even attending the virtual Carol Concert, despite it being 1am in Australia.

We have grown and strengthened our relationships with our Corporate Volunteers, Ridding Park, Morrisons and Menwith Hill, who together helped transform our Woodland into a beautiful and inspiring space. These partnerships are invaluable to us and we will continue to nurture them and develop others during 2021/22. The Charity was delighted to support a group of six Duke of Edinburgh students in gaining their required volunteer hours. The students worked in the Woodland and cleaned and renovated the bird hide over the course of a number of weeks. It was a pleasure to have them on site and we continue our commitment to encouraging young people to make a difference to their communities through the power of volunteering.

Being able to continue our program of volunteering throughout the pandemic has not only benefited the Charity, but has been a lifeline to some of our volunteers by giving them a sense of purpose, helping to combat isolation and improve their mental and physical wellbeing.

At the time of writing as we slowly increase our onsite service we are actively aiming to recruit to our core volunteer team.

Ripon Community Link Company Limited

Year ended 31 March 2021

A word from our Volunteers:

“This year has been a challenge for all but the thing that has kept me motivated is being able to come to the walled garden and have fun with great members of staff and volunteers and to Zoom with the members. Thanks for the fun and the friendship”

“I love being part of the walled garden and working with members to create a beautiful environment for others to enjoy”

“The WG is a very friendly and welcoming place. Being a volunteer means I get to be with lovely people in beautiful surroundings. What's not to like!”

Trustees, Officers and Professional Advisors

Trustees

Carolyn Sands (Chair)

Joe Bradley

Kathryn Harrison

Andrew Marson

Don Hanson

David Mortimer

Loretta Williams

Philip Ratcliff (appointed 17.12.2020)

Hilary Thompson (appointed 25.03.2021)

Finance Sub Committee

Andrew Marson (Chair)

Joe Bradley

Carolyn Sands

Kathryn Harrison

Victoria Ashley (In attendance)

Strategy, Assurance, People Subcommittee

Joe Bradley (Chair)

Philip Ratcliff

Hilary Thompson

Victoria Ashley (In attendance)

Lisa Fletcher (In attendance)

Health, Safety and Facilities Subcommittee

Don Hanson (Chair)

David Mortimer

Loretta Williams

Philip Ratcliff

Victoria Ashley (In attendance)

David Foster (In attendance)

Ripon Community Link Company Limited

Year ended 31 March 2021

Income Generation Subcommittee

Kathryn Harrison (Chair)

Carolyn Sands

Loretta Williams

Vicky Reader (in attendance)

Victoria Ashley (In attendance)

Sarah Johnson (In attendance)

Senior Leadership Team

Chief Executive

Victoria Ashley

Social Care Manager

Lisa Fletcher

Head of Member Services

David Foster

Fundraiser

Sarah Johnson

Changes during the Year

Philip Ratcliff was appointed, 17.12.2020. Philip has held many key senior posts in HR management and is currently employed as Deputy Director of HR at Teesside University. Philip's skill base is broad, obviously an expert in HR but also has key skills in strategy and planning, service improvement and project management. Philip's wide range of skills contributes to the Board and complements the Board members skills in supporting the governance of the Charity.

Hilary Thompson was appointed on the 25.03.2021. Hilary is also the Senior Responsible Officer for the Harnessing Power of Communities Programme; West Yorkshire & Harrogate Integrated Care System. Representing and advocating on behalf of the voluntary, community & social enterprise sectors, across the six places of the ICS, with health and local authorities. Hilary has previously been the CEO at Batley Resource Centre and Age UK.

The Leadership Team are not Directors within the Companies Act

Registered Office

54 Bootham, York, YO30 7XZ

Company Number

03062948 (England & Wales)

Charity Number

1049030 (England & Wales)

Principal Office

Ripon Walled Garden, Palace Road, Ripon HG4 3HN

Accountants

HPH Chartered Accountants, 13 Hornbeam Square South,
Hornbeam Park, Harrogate HG2 8NB

Independent Examiner

Brett Davis, Hentons
124 Acomb Road, York, YO24 4EY

The Trustees would like to thank our CEO, Senior Leadership Team, Staff and Volunteers for their loyalty, drive and determination in driving improvements in year and navigating through an extremely challenging end of year as a result of the national pandemic. Through their flexibility, willingness, tenacity, skill and commitment they have driven up quality of our support, delivered unifying member experience across sites and developed unique and innovative remote service models, brought the organisation together with collective responsibility and withstood unprecedented significant challenges to operations and finance.

Ripon Community Link Company Limited

Year ended 31 March 2021

Furthermore, the Charity has benefitted from incredible support from the Community, Major Donors, Grant making Foundations and our loyal customers who have rallied around in our hour of need, supporting with time, money and donations. We would like to thank all of our people for their incredibly hard work and commitment to Ripon Community Link. We look forward to the future of the Charity with great positivity to overcome the challenges that lie ahead.

The Trustees report was approved by the Trustees 4 August 2021 and is signed as authorised on its behalf by:

Carolyn Sands
Chair of Trustees and Director
Ripon Community Link

Independent Examiner's Report

I report to the Trustees on my examination of the financial statements of Ripon Community Link Company Limited (the Charity) for the year ended 31 March 2021.

This report is made solely to the Charitable Company's Trustees, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and the Charitable Company's Trustees as a body in accordance with section 154 of the Charities Act 2011. My independent examiner's work has been undertaken so that I might state to charitable company's trustees those matters that I am required to state to them in an independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Charitable Company, the Charitable Company's Members as a body and the Charitable Company's Trustees as a body for my independent examiner's work, for this report, or for the opinions I have formed.

Responsibilities and basis of report

As the Trustees of the Charity (and also its directors for the purposes of company law) you are responsible for the preparation of the Financial Statements in accordance with the requirements of the Companies Act 2006 (the 2006 Act).

Having satisfied myself that the Financial Statements of the Charity are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the Charity's Financial Statements carried out under section 145 of the Charities Act 2011 (the 2011 Act). In carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since the Charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

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

- 1 accounting records were not kept in respect of the Charity as required by section 386 of the 2006 Act; or
- 2 the Financial Statements do not accord with those records; or
- 3 the Financial Statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
- 4 the Financial Statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

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

Brett Davis FCA
Hentons
124 Acomb Road
Holgate
York
YO24 4EY

Dated: 4 August 2021

Ripon Community Link Company Limited

(A company limited by guarantee)

Statement of Financial Activities (Income and Expenditure Account)

For the Year Ended 31 March 2021

	Note	Unrestricted funds £	Restricted funds £	Total 2021 £	Total 2020 £
INCOME					
Donations	3	29,771	89,021	118,792	71,526
Charitable activities					
Grants and Contracts	4	419,594	-	419,594	406,320
Learning Skills	4	56,874	-	56,874	92,464
Other trading activities					
Fundraising		4,028	-	4,028	9,785
Investments		311	-	311	392
Other income		6,090	-	6,090	99
TOTAL INCOME		516,668	89,021	605,689	580,586
EXPENDITURE					
Raising funds		168	-	168	2,541
Charitable activities	6.1	461,252	52,246	513,498	508,248
TOTAL EXPENDITURE		461,420	52,246	513,666	510,789
Net income/ (expenditure) before transfers		55,248	36,775	92,023	69,797
Transfers between funds	13 & 14	43,950	(43,950)	-	-
Net movement in funds		99,198	(7,175)	92,023	69,797
Reconciliation of funds					
Total funds brought forward	15	257,534	16,877	274,411	204,614
Total funds carried forward	15	£ 356,732	£ 9,702	£ 366,434	£ 274,411

All activities derive from continuing operations.

The notes on pages 29 to 42 form part of the accounts.

Ripon Community Link Company Limited

(A company limited by guarantee)

Balance Sheet

As at 31 March 2021

Company registration number: 03062948

	Note	2021	2020
		£	£
FIXED ASSETS			
Tangible assets	8	152,768	123,146
CURRENT ASSETS			
Stock		3,938	7,823
Debtors	9	51,121	47,054
Cash at Bank and in hand	18	292,440	145,584
		<u>347,499</u>	<u>200,461</u>
LIABILITIES			
Creditors: amounts falling due within one year	10	66,729	19,486
NET CURRENT ASSETS		<u>280,770</u>	<u>180,975</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>433,538</u>	<u>304,121</u>
Creditors: amounts falling due after more than one year	11	(42,503)	-
Provisions for liabilities	12	(24,601)	(29,710)
TOTAL NET ASSETS		<u>£ 366,434</u>	<u>£ 274,411</u>
THE FUNDS OF THE CHARITY:			
Restricted Funds	13	9,702	16,877
Unrestricted Funds			
- Designated Funds	14	182,768	123,146
- Undesignated Funds	14	173,964	134,388
TOTAL FUNDS		<u>£ 366,434</u>	<u>£ 274,411</u>

For the financial year ended 31 March 2021, the Charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies. The Members have not required the Charity to obtain an audit of its accounts for the year in question in accordance with section 476. The Directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

The financial statements have been prepared in accordance with the special provisions of Part VII of the Companies Act 2006 relating to small companies.

The notes on pages 29 to 42 form part of the accounts.

These financial statements were approved by the trustees on 4 August 2021 and signed on its behalf by:

A. Marson - Director

Ripon Community Link Company Limited

(A company limited by guarantee)

Statement of Cash Flows

For the Year Ended 31 March 2021

		2021		2020	
	Note	£	£	£	£
Net cash provided by operating activities	17		144,689		86,691
Cash flows from investing activities					
Purchase of property, plant and equipment		(41,789)		(33,160)	
Net cash provided by investing activities			(41,789)		(33,160)
Cash flows from financing activities					
Cash inflows from new borrowing		50,000		-	
Pension deficit payments		(6,044)		(5,868)	
			43,956		(5,868)
Change in cash and cash equivalents in the year			146,856		47,663
Cash and cash equivalents at beginning of the year			145,584		97,921
Cash and cash equivalents at end of the year	18,19		£ 292,440		£ 145,584

The notes on pages 29 to 42 form part of the accounts.

Ripon Community Link Company Limited

For the Year Ended 31 March 2021

(A company limited by guarantee)

Notes to the Accounts

1 GENERAL INFORMATION

The Charitable Company is a private company limited by guarantee, which is incorporated and registered in England and Wales (no.03062948).

The address of its registered office is 54 Bootham, York, YO30 7XZ.

2 ACCOUNTING POLICIES

2.1 Basis of preparation of accounts

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

Ripon Community Link Company 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 note(s).

2.2 Going Concern policy

COVID-19 has had a significant impact on the delivery on on-site services. The Charitable Company has successfully fundraised to develop remote services and develop their sites for the return of their beneficiaries. The focus is now on obtaining funding for further site developments in order to ensure they can bring all members back to site in a safe environment and adapting services to minimise loss of income.

The directors have considered the cash requirements beyond 12 months from date of approval of the accounts and have a reasonable expectation that the Charitable Company has adequate resources to continue in operational existence for the foreseeable future. They continue to believe that the going concern basis of accounting is appropriate in preparing the annual financial statements.

2.3 Fund accounting

The trustees have a defined policy for identification of different types of income:

- a) Designated funds are unrestricted funds but are specifically earmarked by the Trustees for a particular purpose.
- b) Restricted funds are only to be used for the specific purpose laid down by the donor. Expenditure which meets this criteria is charged to the fund.
- c) Unrestricted funds are the residue of incoming resources receivable or generated from the objects of the charitable company without further specified purposes and are available as general funds.

2.4 Income

All income is recognised in the statement of financial activities when the conditions for receipt have been met and there is reasonable assurance of receipt. Except for the following:

Grants receivable

Grants for immediate expenditure are accounted for when they become receivable. Grants received for specific purposes are treated as restricted funds. Grants which are received for a future accounting period are deferred and recognised in those periods.

Ripon Community Link Company Limited

For the Year Ended 31 March 2021

(A company limited by guarantee)

Notes to the Accounts

2 ACCOUNTING POLICIES (continued)

2.4 Income (continued)

Capital Grants for specific fixed assets are included in restricted income when received. Once the asset is purchased these monies are transferred to unrestricted funds unless there is a restriction on the disposal of the asset. If so, the net book value of the asset is shown as a restricted fund.

2.5 Donations in kind

Donations in kind are valued at their market value at the transaction date. Any donations that cannot be reliably measured are not included.

2.6 Expenditure

Expenditure is included in the Statement of Financial Activities on an accruals basis. Costs are allocated on the following basis:

Raising funds	- actual cost basis.
Charitable activities	- actual cost basis except for those included in support costs.
Support costs	- allocated to charitable activities on an equal basis.

2.7 Tangible fixed assets and depreciation

Fixed assets for Charitable Company use are capitalised at cost, for items above £1,000 (£250 prior to July 2015). Donated assets are valued at market value on donation. They are stated in the accounts at cost/original value less depreciation.

Depreciation is calculated to write off the cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Site Development	25% straight line basis
Motor Vehicles	25% straight line basis
Plant & Equipment	15% straight line basis
Computers	25% straight line basis

Land value is not depreciated.

2.8 Stock

Stock is valued at the lower of cost or net realisable value.

2.9 Debtors

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

2.10 Cash at bank and in hand

Cash at bank and cash in hand includes cash and any short-term deposit accounts with a maturity of three months or less from the date of opening.

Ripon Community Link Company Limited

For the Year Ended 31 March 2021

(A company limited by guarantee)

Notes to the Accounts

2 ACCOUNTING POLICIES (continued)

2.11 Creditors

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

2.12 Pension costs and provisions

The Charitable Company operates a defined contribution pension scheme for current employees. Contributions are charged in the Statement of Financial Activities as they become payable in accordance with the rules of the scheme.

The Charitable Company also contributes deficit funding contributions to a Defined Benefits Scheme at rates set by the Scheme Actuary and advised to the Charitable Company by the Scheme Administrator. The Scheme is a multi-employer pension scheme and relates to former employees. It is not possible to identify the assets and liabilities of the scheme which are attributable to the Charitable Company. In accordance with FRS102 therefore, the Scheme is accounted for as a defined contribution scheme.

All contributions are charged to the Statement of Financial Activities as they become payable.

The Charitable Company has agreed to a deficit funding arrangement resulting in additional charges that are intended to equalise the pension scheme deficit, in relation to past services, by 2025. A liability for this obligation has been recognised in long term liabilities. The amount recognised is the net present value of the deficit reduction contributions payable under the agreement that relates to the deficit. The present value is calculated using the discount rate detailed in the note 12. The unwinding of the discount rate is recognised as a finance cost.

2.13 Financial Instruments

The Charitable Company 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.

2.14 Government Grants

The government has made the Coronavirus Job Retention Scheme available to the company which have been recognised as income using the accrual model. This Scheme was used for staff not directly involved in providing member services.

Grant income is recognised when the conditions for receipt have been met and there is reasonable assurance that the grant will be received. It is then recognised in income on a systematic basis over the periods in which the entity recognises the related costs for which the grant is intended to compensate, except where the grant is compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the entity with no future related costs in which case it is recognised as income in the period in which it becomes receivable.

Ripon Community Link Company Limited

For the Year Ended 31 March 2021

(A company limited by guarantee)

Notes to the Accounts

3 DONATIONS

	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total Funds 2021 £	Total Funds 2020 £
Donations	13,089	4,939	18,028	59,048
Gift aid	3,056	-	3,056	1,778
Grants	13,626	84,082	97,708	10,700
	<u>£ 29,771</u>	<u>£ 89,021</u>	<u>£ 118,792</u>	<u>£ 71,526</u>

Restricted income from donations in 2020 was £54,639.

4 INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total Funds 2021 £	Total Funds 2020 £
Grants and Contracts				
NYCC Service Contracts	330,217	-	330,217	308,357
Other Local Authorities	32,013	-	32,013	35,033
Private Contracts	57,364	-	57,364	62,930
	<u>£ 419,594</u>	<u>£ -</u>	<u>£ 419,594</u>	<u>£ 406,320</u>

Restricted income from charitable activities in 2020 was £nil.

Learning skills - with beneficiaries

Walled Garden Sales	50,304	-	50,304	48,260
Tea Room Sales	6,453	-	6,453	43,667
Other income	117	-	117	537
	<u>£ 56,874</u>	<u>£ -</u>	<u>£ 56,874</u>	<u>£ 92,464</u>

Restricted income from learning skills in 2020 was £nil.

Ripon Community Link Company Limited

For the Year Ended 31 March 2021

(A company limited by guarantee)

Notes to the Accounts

5 TOTAL STAFF COSTS	2021 £	2020 £
Wages and Salaries	319,540	333,745
Redundancy Costs	5,875	-
Social Security Costs	19,073	20,172
Other Pension Costs (Employer)	8,141	8,207
Other Employee Expenses	6,338	3,225
	£ 358,967	£ 365,349

The key management personnel of the Charitable Company comprise the Trustees and the Senior Leadership Team. The total employee benefits of the key management personnel (including employer NIC and pension costs), with only senior leadership team members being paid, were £153,809 (2020 - £131,827). Only one employee earns between £60,000 to £69,999 (2020 - none).

Number of employees

The average number of full-time equivalent employees during the year was 13 (2020 - 14).

The head count of employees on the payroll as at March 2021 was 19 (2020 - 20).

The Charitable Company benefits greatly from the contribution of volunteers. Volunteers bring their skills and expertise to the organisation. Some volunteers work particularly with members and this enables additional support for individuals and groups which helps members get even more from the activities we do. It can also mean a group's activity can be more flexible and individually-tailored. Some volunteers bring very specific skill input such as woodland management or marketing expertise. Operational delivery is not the responsibility of volunteers.

Ripon Community Link Company Limited

For the Year Ended 31 March 2021

(A company limited by guarantee)

Notes to the Accounts

6 ANALYSIS OF TOTAL EXPENDITURE

	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total Funds 2021 £	Total Funds 2020 £
6.1 Charitable activities				
Staff Costs	338,971	19,996	358,967	365,349
Education and Leisure	3,152	757	3,909	12,238
Motor Expenses	-	2,932	2,932	4,520
Operational Costs	17,074	12,217	29,291	22,000
Walled Garden Purchases	27,812	-	27,812	26,044
Tea Room Purchases	2,526	-	2,526	12,551
Marketing and Website	366	-	366	888
Property Costs	22,240	14,528	36,768	27,205
Depreciation	12,167	-	12,167	7,650
Irrecoverable VAT	12,407	1,816	14,223	8,501
Bad Debts	-	-	-	216
Support Costs	24,537	-	24,537	21,086
	<u>£ 461,252</u>	<u>£ 52,246</u>	<u>£ 513,498</u>	<u>£ 508,248</u>

Restricted expenditure in 2020 totalled £18,630 of which £nil was in support costs.

6.2 Support costs

Governance Costs	-	-	-	281
Independent Examiner's Fee	1,188	-	1,188	1,164
Accountancy Fees	21,809	-	21,809	18,300
Legal and Professional Fees	1,540	-	1,540	1,341
	<u>£ 24,537</u>	<u>£ -</u>	<u>£ 24,537</u>	<u>£ 21,086</u>

Ripon Community Link Company Limited

For the Year Ended 31 March 2021

(A company limited by guarantee)

Notes to the Accounts

7 RELATED PARTIES

No Trustees received remuneration or expenses during the year (2020 - £nil).

There were no other related party transactions in the reporting period which require disclosure (2020 - nil).

8 TANGIBLE FIXED ASSETS

	Land £	Site Development £	Motor Vehicles £	Plant & Equipment £	Computers £	Total £
Cost						
At 1 April	65,601	20,904	53,006	97,297	12,236	249,044
Additions	-	21,708	-	6,496	13,585	41,789
Disposals	-	-	-	-	(12,236)	(12,236)
At 31 March	65,601	42,612	53,006	103,793	13,585	278,597
Depreciation						
At 1 April	-	1,025	22,534	90,103	12,236	125,898
Charge for year	-	836	7,780	3,267	284	12,167
Disposal in year	-	-	-	-	(12,236)	(12,236)
At 31 March	-	1,861	30,314	93,370	284	125,829
Net Book Amounts At						
31 March 2021	£ 65,601	£ 40,751	£ 22,692	£ 10,423	£ 13,301	£ 152,768
31 March 2020	£ 65,601	£ 19,879	£ 30,472	£ 7,194	£ -	£ 123,146

	2021 £	2020 £
9 DEBTORS		
Fees Receivable	22,746	5,680
Prepayments	10,889	5,682
Accrued Income	17,473	35,261
Other Debtors	13	431
	£ 51,121	£ 47,054

Ripon Community Link Company Limited

For the Year Ended 31 March 2021

(A company limited by guarantee)

Notes to the Accounts

	2021 £	2020 £
10 LIABILITIES: Amounts falling due within one year		
Bank Loan	7,497	-
Trade Creditors	10,958	4,893
Fees in advance	26,550	-
Social Security and Other Taxes	5,584	5,878
Accruals	12,136	5,287
Other creditors	4,004	3,428
	<u>£ 66,729</u>	<u>£ 19,486</u>
11 LIABILITIES: Amounts falling due after more than year		
Bank Loan	42,503	-
	<u>£ 42,503</u>	<u>£ -</u>

The loan is a bounce back loan where no interest is payable in the first 12 months and 2.5% thereafter.
The loan is repayable over 6 years.

12 PROVISIONS

Pension provision at the beginning of the year	29,710	35,360
Remeasurements	280	(230)
Deficit contribution paid	(6,044)	(5,868)
Unwinding of the discount factor (interest expense)	655	448
	<u>£ 24,601</u>	<u>£ 29,710</u>

The discount rate applied to the provision is 0.66% (2020 - 2.53%, 2019 - 1.39%). Further details are contain in Note 16.

Ripon Community Link Company Limited

For the Year Ended 31 March 2021

(A company limited by guarantee)

Notes to the Accounts

13 RESTRICTED FUNDS

Restricted Funds	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2021 £
RWG 25	4,149	2,568	(4,745)	-	1,972
Minibus Fund	9,489	-	(2,932)	-	6,557
Woodwork	200	-	(27)	-	173
Woodland	2,381	-	(3,300)	919	-
Kitchen improvement	658	-	(658)	-	-
Member Bicycles	-	2,660	(285)	(2,375)	-
Home based services	-	16,151	(16,181)	30	-
New class refurbishment	-	17,699	(11,269)	(6,430)	-
Toilet hire and tools	-	967	(967)	-	-
Sewerage and toilets	-	22,457	-	(22,457)	-
IT infrastructure	-	25,000	(11,363)	(13,637)	-
Table tennis	-	519	(519)	-	-
New build	-	1,000	-	-	1,000
	£ 16,877	£ 89,021	£ (52,246)	£ (43,950)	£ 9,702

Restricted Funds	Balance at 1 April 2019 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2020 £
RWG 25	3,059	2,429	(1,339)	-	4,149
Portakabin	4,665	-	(4,665)	-	-
Pantomime - WG	177	-	(177)	-	-
Pantomime - Link	250	-	(250)	-	-
Member activities	1,864	-	(2,818)	954	-
Yorkshire Gardens	1,000	-	(1,000)	-	-
Minibus Fund	-	40,610	-	(31,121)	9,489
Sign for WG	-	400	(420)	20	-
Tools	-	834	(834)	-	-
Member Bicycles	-	2,920	(2,920)	-	-
Woodwork	-	500	(300)	-	200
Woodland	-	4,000	(1,619)	-	2,381
Kitchen improvement	-	2,946	(2,288)	-	658
	£ 11,015	£ 54,639	£ (18,630)	£ (30,147)	£ 16,877

Ripon Community Link Company Limited

For the Year Ended 31 March 2021

(A company limited by guarantee)

Notes to the Accounts

13 RESTRICTED FUNDS continued

RWG25: Money received for the redevelopment of the Walled Garden site.

Minibus Fund: Funding for a new minibus and the on-going running costs.

Woodwork: Funding received for specific woodwork equipment.

Woodlands: Funding received from Bettys Trees for Life for the improvement to the woodland area.

Kitchen improvement: Funding received for Kitchen improvements.

Members bicycles: Funding received in 2021 for storing members bicycles. The funding for the purchase of members bicycles was received in 2020.

Home based services: Funding was received from CAF, Two Ridings Foundation, Tesco, Edward Gostling Foundation and The Clothworkers' Foundation for resources needed to develop and supply home-based services to members during the COVID-19 lockdown restrictions.

New class refurbishment: Funding was received from Two Ridings Foundation, 52 Lives, Ripon Round Table, Co-op Community Funds, Ripon Activities Project, and Bailey Thomas. These funds covered the costs of refurbishing the new classroom on site including, ramp and path access and lighting to classroom.

Toilet hire and tools: Funding received from Ripon City Council for toilet hire and tools.

Sewerage and toilets: Funding was received for the purchase and installation of a cesspool and a new toilet block at the walled garden site.

IT infrastructure: Funding was received from the Rank foundation for new IT equipment and software.

Table tennis: Funding was received for outdoor table tennis equipment.

New build: Funding was received from David Lister Charitable Trust for the new build for new classrooms at the walled garden site.

Portakabin: We have a phased development plan for the refurbishment of the members' area portakabin. Phase two of the development phase in the Members Portakabin continues with funding from the Brelms Trust. This has included an accessible external door, furniture, janitors cupboard and lockers.

Ripon Pantomime (WG): Kindly donated funds for improvements to the woodland area.

Ripon Pantomime (Link): Kindly donated funds for patio improvements at St. Wilfrids bungalow.

Member activities: The Mayor of Ripon donated money for members.

Yorkshire Gardens Trust: Donated money towards the Garden, which has been spent at the time of writing this report.

Sign for Walled Garden: Funding for new sign.

Tools: Funding from Ripon City Council for lawnmower, shelters, wheelbarrow and hand tools.

Ripon Community Link Company Limited

For the Year Ended 31 March 2021

(A company limited by guarantee)

Notes to the Accounts

14 UNRESTRICTED FUNDS

	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2021 £
Unrestricted Funds					
<i>Designated</i>					
Fixed Assets	123,146	-	(12,167)	41,789	152,768
New build	-	-	-	30,000	30,000
	123,146	-	(12,167)	71,789	182,768
<i>Undesignated</i>					
Free reserves	134,388	516,668	(449,253)	(27,839)	173,964
Total Unrestricted Funds	£ 257,534	£ 516,668	£ (461,420)	£ 43,950	£ 356,732
	Balance at 1 April 2019 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2020 £
Unrestricted Funds					
<i>Designated</i>					
Fixed Assets	97,636	-	(7,650)	33,160	123,146
<i>Undesignated</i>					
Free reserves	95,963	525,947	(484,509)	(3,013)	134,388
Total Unrestricted Funds	£ 193,599	£ 525,947	£ (492,159)	£ 30,147	£ 257,534

Designated Funds

The Fixed Asset Fund: This is the net book value of the assets required to be held for the on-going work of the Charitable Company and therefore do not form part of distributable reserves. Monies transferred into the fund during the year are to cover the purchase of fixed assets.

New build: This money has been set aside by the trustees for the shortfall in funding for the new build project which now has planning permission and is expected to be built over the next forthcoming year.

Ripon Community Link Company Limited

For the Year Ended 31 March 2021

(A company limited by guarantee)

Notes to the Accounts

15 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted		Restricted	Total
	Undesignated	Designated	Funds	Funds
	Funds	Funds		
	£	£	£	£
Tangible Fixed Assets	-	152,768	-	152,768
Current Assets	307,797	30,000	9,702	347,499
Current Liabilities	(66,729)	-	-	(66,729)
Long term liabilities	(42,503)	-	-	(42,503)
Provisions	(24,601)	-	-	(24,601)
At 31 March 2021	£ 173,964	£ 182,768	£ 9,702	£ 366,434

	Unrestricted		Restricted	Total
	Undesignated	Designated	Funds	Funds
	Funds	Funds		
	£	£	£	£
Tangible Fixed Assets	-	123,146	-	123,146
Current Assets	183,584	-	16,877	200,461
Current Liabilities	(19,486)	-	-	(19,486)
Provisions	(29,710)	-	-	(29,710)
At 31 March 2020	£ 134,388	£ 123,146	£ 16,877	£ 274,411

16 PENSION

Current pension plan

Ripon Community Link Company Limited participates in The Pensions Trust's Growth Plan (the Plan). The Plan is funded and is not contracted-out of the State scheme. The Plan is a defined contribution scheme.

Ripon Community Link Company Limited paid contributions at the rate of either 6.25% or inline with the auto enrolment thresholds during the accounting period. Members paid contributions at the rate of either 6% or inline with the auto enrolment thresholds during the accounting period.

Ripon Community Link Company Limited

For the Year Ended 31 March 2021

(A company limited by guarantee)

Notes to the Accounts

16 PENSION (continued)

Historic pension plan

The company participates in a multi-employer scheme which provides benefits to some 950 non-associated participating employers, of which former employees are still members. The scheme is a defined benefit scheme in the UK. It is not possible for the company to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore it accounts for the scheme as a defined contribution scheme.

The scheme is classified as a 'last-man standing arrangement'. Therefore the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

A full actuarial valuation for the scheme was carried out at 30 September 2017. This valuation showed assets of £794.9m, liabilities of £926.4m and a deficit of £131.5m. To eliminate this funding shortfall, the Trustee has asked the participating employers to pay additional contributions to the scheme. Ripon Community Link Company Limited from 1 April 2020 are required to pay £6,044 per annum. These contributions will increase on the 1 April each year by 3% per annum compound. The Charitable Company are committed to make these annual contributions to 31 January 2025.

Ripon Community Link Company Limited has been notified by The Pensions Trust of the estimate employer debt on withdrawal from the Plan based on the financial position of the Plan as at 30 September 2018 was £70,376.

The following schedule details the deficit contributions agreed between the Charitable Company and the scheme at each year end period:

Deficit contributions schedule

Year ending	2021 £	2020 £	2019 £
Year 1	6,226	6,044	5,868
Year 2	6,412	6,226	6,044
Year 3	6,605	6,412	6,226
Year 4	5,669	6,605	6,412
Year 5	-	5,669	6,605
Year 6	-	-	5,669

The present values of the provision is £24,601 and detailed in note 12.

Ripon Community Link Company Limited

For the Year Ended 31 March 2021

(A company limited by guarantee)

Notes to the Accounts

17 RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES

	2021 £	2020 £
Net income for the reporting period	92,023	69,797
<i>Adjustments for:</i>		
Finance charge on pension deficit	655	218
Remeasurement of pension deficit	280	-
Depreciation charges	12,167	7,650
Decrease/(increase) in stock	3,885	1,861
Decrease in trade and other debtors	(4,067)	4,798
Increase in trade and other creditors	39,746	2,367
Net cash provided by operating activities	£ 144,689	£ 86,691

18 ANALYSIS OF CASH AND CASH EQUIVALENTS

Cash in hand	292,440	145,584
Total cash and cash equivalents	£ 292,440	£ 145,584

19 ANALYSIS OF CHANGES IN NET DEBT

	At 01/04/2020 £	Cash-flows £	At 31/03/2021 £
Cash	145,584	146,856	292,440
Loans falling due within one year	-	(7,497)	(7,497)
Loans falling due after more than one year	-	(42,503)	(42,503)
	£ 145,584	£ 96,856	£ 242,440

20 OPERATING LEASES

The total future value of minimum lease payments is as follows:

Within one year	820	820
In two to five years	205	410
	£ 1,025	£ 1,230

The amount of non-cancellable operating lease payments recognised as an expense during the period was £820 (2020 - £820).