

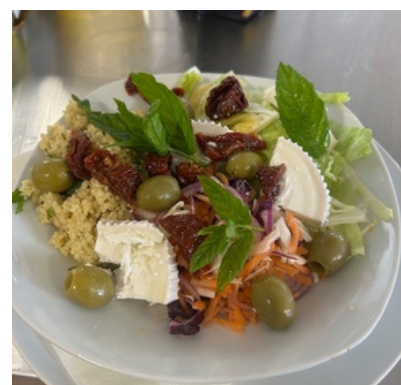
# ANNUAL REPORT



RIPON COMMUNITY LINK COMPANY LIMITED

Registered Charity number: 1049030

# 2025



Company Number: 3062948

Year end 31<sup>st</sup> March 2025

# **Ripon Community Link Company Limited**

Year ended 31 March 2025

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# 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

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## 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

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**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

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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.

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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

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### 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

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## 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

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## 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.

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- 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 31<sup>st</sup> 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

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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 31<sup>st</sup> 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

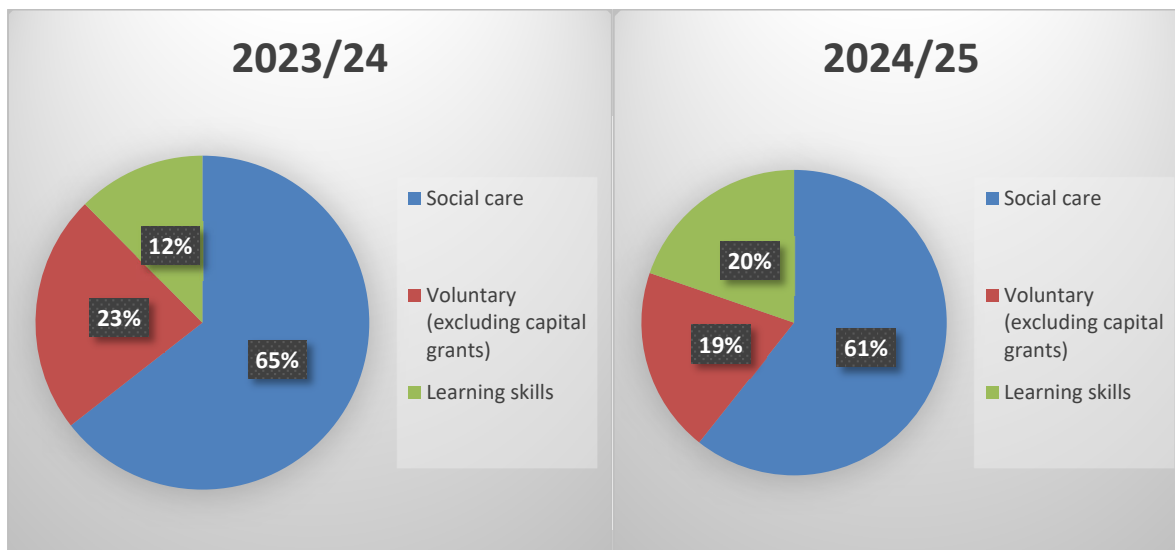
The Charity's principal funding sources are social care funding, with our main commissioning partner North Yorkshire Council, voluntary income (fundraising activities including grants and donations) and income generated from learning skills activities, which includes the sale of produce at the Walled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

<p>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.</p> <p>Financial Risk- Impact of Inflation</p>	<p>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.</p> <p>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.</p> <p>Increased emphasis on grant and major donor fundraising, particularly capital and core cost and any cost-of-living grants available.</p> <p>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.</p>
<p>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.</p>	<p>Review of IT systems for member services.</p> <p>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.</p> <p>Cyber Insurance in Place</p>
<p>Facilities Risk – Walled Garden Wall</p>	<p>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.</p> <p>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.</p>

### 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 14<sup>th</sup> 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 £
<b>INCOME</b>					
<b>Donations</b>	<b>3</b>	47,267	137,158	184,425	301,878
<b>Charitable activities</b>					
Grants and Contracts	<b>4</b>	558,772	-	558,772	523,181
Learning Skills	<b>4</b>	181,621	-	181,621	100,918
<b>Other trading activities</b>					
Fundraising		21,007	-	21,007	15,399
<b>Investments</b>		2,594	-	2,594	5,307
<b>Other income</b>		-	-	-	230
<b>TOTAL INCOME</b>		811,261	137,158	948,419	946,913
<b>EXPENDITURE</b>					
<b>Raising funds</b>		2,293	-	2,293	1,862
<b>Charitable activities</b>	<b>6.1</b>	847,192	80,716	927,908	761,082
<b>TOTAL EXPENDITURE</b>		849,485	80,716	930,201	762,944
<b>Net income before transfers</b>		(38,224)	56,442	18,218	183,969
<b>Transfers between funds</b>	<b>13 &amp; 14</b>	1,296	(1,296)	-	-
<b>Net movement in funds</b>		(36,928)	55,146	18,218	183,969
<b>Reconciliation of funds</b>					
Total funds brought forward	<b>13 &amp; 14</b>	805,187	28,854	834,041	650,072
<b>Total funds carried forward</b>	<b>15</b>	£ 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
		£	£
<b>FIXED ASSETS</b>			
Tangible assets	<b>8</b>	615,753	651,365
<b>CURRENT ASSETS</b>			
Stock		15,182	4,597
Debtors	<b>9</b>	60,225	45,183
Cash at Bank and in hand	<b>18</b>	244,018	224,618
		<hr/>	<hr/>
		319,425	274,398
<b>LIABILITIES</b>			
Creditors: amounts falling due within one year	<b>10</b>	76,184	77,410
		<hr/>	<hr/>
NET CURRENT ASSETS		243,241	196,988
		<hr/>	<hr/>
TOTAL ASSETS LESS CURRENT LIABILITIES		858,994	848,353
Creditors: amounts falling due after more than one year	<b>11</b>	(2,400)	(12,400)
Provisions for liabilities	<b>12</b>	(4,335)	(1,912)
		<hr/>	<hr/>
<b>TOTAL NET ASSETS</b>		£ 852,259	£ 834,041
		<hr/>	<hr/>
<b>THE FUNDS OF THE CHARITY:</b>			
Restricted Funds	<b>13</b>	84,000	28,854
Unrestricted Funds			
- Designated Funds	<b>14</b>	620,088	653,277
- Undesignated Funds	<b>14</b>	148,171	151,910
		<hr/>	<hr/>
<b>TOTAL FUNDS</b>	<b>15</b>	£ 852,259	£ 834,041
		<hr/>	<hr/>

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	£	£	£	£
<b>Net cash provided by operating activities</b>	<b>17</b>		34,337		283,614
<b>Cash flows from investing activities</b>					
Purchase of property, plant and equipment		(2,540)		(264,653)	
<b>Net cash provided by investing activities</b>			(2,540)		(264,653)
<b>Cash flows from financing activities</b>					
Loan repayments		(10,448)		(10,700)	
Pension deficit payments		(1,949)		(2,339)	
			(12,397)		(13,039)
<b>Change in cash and cash equivalents in the year</b>			19,400		5,922
Cash and cash equivalents at beginning of the year			224,618		218,696
<b>Cash and cash equivalents at end of the year</b>	<b>18,19</b>		£ 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 £
<b>Grants and Contracts</b>				
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
	<hr/>	<hr/>
	£ 632,270	£ 529,130
	<hr/>	<hr/>

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 £
<b>6.1 Charitable activities</b>				
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 £
<b>Cost</b>						
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
<b>Depreciation</b>						
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
<b>Net Book Amounts At</b>						
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

#### 9 DEBTORS

	2025 £	2024 £
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 £
<b>10 LIABILITIES: Amounts falling due within one year</b>		
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
	<hr/>	<hr/>
	£ 76,184	£ 77,410
	<hr/>	<hr/>
<b>11 LIABILITIES: Amounts falling due after more than year</b>		
Bank Loan	2,400	12,400
	<hr/>	<hr/>
	£ 2,400	£ 12,400
	<hr/>	<hr/>
<b>12 PROVISIONS</b>		
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
	<hr/>	<hr/>
Pension provision at the end of the year	£ 4,335	£ 1,912
	<hr/>	<hr/>
<b>Income and expenditure impact</b>		
Interest expense	50	157
Remeasurements - impact of any changes in assumptions	27	1
Remeasurements - amendments to the contribution schedule	4,295	-
	<hr/>	<hr/>
	4,372	158
	<hr/>	<hr/>

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	£	£	£	£	£
<b>Designated</b>					
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
<b>Undesignated</b>					
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	£	£	£	£	£
<b>Designated</b>					
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
<b>Undesignated</b>					
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
	£	£
<b>Net income for the reporting period</b>	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
<b>Net cash provided by operating activities</b>	<b>£ 34,337</b>	<b>£ 283,614</b>

#### 18 ANALYSIS OF CASH AND CASH EQUIVALENTS

Cash in hand	244,018	224,618
<b>Total cash and cash equivalents</b>	<b>£ 244,018</b>	<b>£ 224,618</b>

#### 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)
	<b>£ 202,118</b>	<b>£ 9,077</b>	<b>£ 231,518</b>

**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	
	£	£	£	£
<b><u>INCOME</u></b>				
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
		<hr/>		<hr/>
		945,825		941,606
<b><u>OTHER OPERATING INCOME</u></b>				
Interest received		2,594		5,307
		<hr/>		<hr/>
		948,419		946,913
<b><u>DIRECT CHARITABLE EXPENDITURE</u></b>				
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)	
	<hr/>		<hr/>	
		71,758		53,729
		<hr/>		<hr/>
		876,661		893,184
<b><u>OVERHEADS</u></b>				
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	
	<hr/>		<hr/>	
		858,443		709,215
		<hr/>		<hr/>
<b>Net surplus for the year</b>		<b>£18,218</b>		<b>£183,969</b>
		<hr/>		<hr/>