

**Charity number: 1137167**  
**Company number: 07252866**

**Ruskin Mill Trust Limited**  
**(A Company Limited by Guarantee)**

**Trustees' report and financial statements**

**For the year ended 31 August 2021**

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# RUSKIN MILL TRUST LIMITED

## REPORT OF THE TRUSTEES

**Status** The charity is governed by its Articles of Association dated 12 May 2010.

- **Trustees**

A C H Gordon (Chair)  
H M Kippax (Vice-Chair)  
V Wren (resigned 20 September 2021)  
V F B Griffiths  
K A Shillito (resigned 15 February 2021)  
P Forder (resigned 17 December 2020)  
C A Hindmarsh (resigned 28 March 2022)  
G Vassall-Adams QC  
J Barane  
C Court  
J T Fearnley  
D Wragg (appointed 20 September 2021)  
L Griffin (appointed 20 September 2021)

- **Company Secretary**

I K Clements

- **Founder** A C H Gordon

- **Charity number** 1137167

- **Company number** 07252866

- **Executive Team**

Aonghus Gordon – Founder & Executive Chair  
Helen Kippax – Senior Executive Mentor  
Oliver Cheney – Director of Colleges & Rise  
Tara Gratton – Director of Schools & Rise  
Constantin Court – Director of PSTE Pedagogy  
Associate Members:  
Shazuli Iqbal – Chief Financial Officer  
Lindsay Wilkinson – Head of Human Resources  
Elisabeth Johnson – Executive Operations Manager

- **Registered office** Ruskin Mill  
Mill Bottom  
Nailsworth  
Gloucestershire, GL6 0LA

- **Auditor** Grant Thornton UK LLP  
Chartered Accountants and Statutory Auditor  
17<sup>th</sup> Floor  
102 Colmore Row  
Birmingham, B3 3AG

- **Bankers** Triodos Bank NV  
Deanery Road  
Bristol, BS1 5AS  
Lloyds Plc  
12 Rowcroft  
Stroud, Glos., GL5 3BD

- **Solicitors** Royds Withy King LLP  
69 Carter Lane  
London, EC4V 5EQ

**Notes:** The Registered Office (above) is also the principal office of Ruskin Mill Trust. The Trustees are also Directors for the purposes of the Companies Act 2006 and company law.

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REPORT OF THE TRUSTEES

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**REPORT OF THE TRUSTEES**

The Trustees present their Report, including their Strategic Report and Financial Statements for the year ended 31 August 2021, which have been prepared in accordance with statutory requirements, the Articles of Association and the Statement of Recommended Practice 'Accounting and Reporting by Charities'. The Legal & Administrative Information on page 2 forms part of this Report. The comparative information presented is for the twelve months from 1 September 2019 to 31 August 2020.

In undertaking their responsibilities during the year, the Trustees have given due consideration to Charity Commission published guidance on the operation of the Public Benefit Requirement.

Throughout this Report, wherever reference is made to "Trust", this refers to "Ruskin Mill Trust Limited".

**SECTION 1: Introduction by the Chair of Trustees**

In spite of a further challenging year with regards to limitations with social distancing, the Trust's schools, colleges and adult provision have all been able to continue to provide quality learning and social development due to their predominantly outdoor curriculum. None of the Trust's schools and colleges had to close and this was due to the skill of staff, and the leadership's creative adaptation of curriculum, relationships and timetabling. First and foremost has been the dedication of staff who enabled learning and development to continue throughout these difficult times.

I would like to include here a reflection from a student at Ruskin Mill College who wrote a poem and summarised the experience of being fully immersed in what he called the "power of nature". The student has been able to express and capture the underlying re-generative power of being outdoors in the natural world. Children and students at Ruskin Mill Trust provisions have had few incidents regarding the pandemic, often attributed to the Trust's outdoor, practical curriculum.

**The Power of Nature**

*From the moment I walk into the valley I feel a sense of adventure.*

*I feel the winter's breeze as cold as the Arctic and it makes me shiver like I've had strong coffee.*

*The grass and the flowers give me a sense of direction and the flowers' blossoms fills me with joy and laughter.*

*I let go into the wild.*

*The torch of life and shiny gold light gives me a new mission.*

*The power of the glorious trees talks to me about my feelings and gives me comfort so I can go on.*

*But when rain hammers down and the thunder glazes out with lightning it makes my anger boil over like a burning piece of salmon.*

*But when the rain turns into a pitter patter I feel myself go in to a lighter mood again.*

*My love for nature helps every day and without it would feel like meeting a stranger.*

*The power of nature is in our hands, we just have to put our trust in it.*

By Patrick, RMC student.



*A Sunfield pupil nurturing the connection with newborn lambs, with Ed Berger, biodynamic land manager*

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Children and students significantly benefited from the Trust's seed-to-table curriculum where biodynamic produce was readily available in the autumn, spring and summer months for the preparation of healthy meals. The opening of the Sunfield shop in the village of Clent is a role model for future initiatives within the Trust's schools. It has brought new opportunities for the older children to experience community relationships and independence training.

From April, when schools and colleges were able to open up with greater normality, Ofsted, CQC and Estyn again took up their responsibility for inspections. The Trust was inspected on no less than eight occasions, including independent inspections from local authorities. Please see the recently updated table with regards to inspections on pages 4 and 5 of this Report.

In spite of the pandemic, the Trust was successful in bringing forward the opening of the Grace Garden School in May 2021 on the former Camphill site at Cherry Orchards in Westbury-on-Trym, Bristol. The Lord Mayor of Bristol opened the school to great applause and support, including from the representatives of a number of local authorities. By the time it opened in May, Grace Garden School already had a pipeline of over 100 enquiries and expressions of interest.

The opening of Coleg Ty'r Eithin in Carmarthenshire, 40 minutes from Coleg Plas Dwbl, got off to a good start in September 2020. There were 5 new students who are currently benefiting from a small-scale, largely agricultural initiative, with some craft workshops. It is managed by Coleg Plas Dwbl. The college is extremely fortunate to have found an outstanding biodynamic farm manager in Laura Wallwork. She is following in the footsteps of the pioneers who passed on responsibilities for a new educational provision on the site.

Overall, the Trust experienced a growth of 11% in the number of pupils and students compared to the previous year's intake.

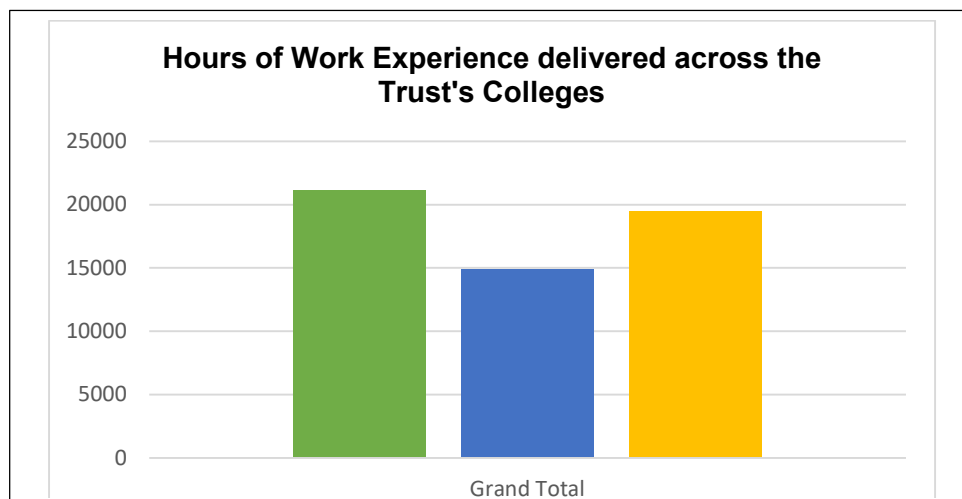
### Student Progress

The vast majority of students attending Ruskin Mill Trust colleges make good or outstanding overall progress as assessed by its Education, Health & Care managers. The majority make progress towards their independent living skills development as assessed by the college's residential teams.

Ruskin Mill Trust also uses the 3 Stage Process (1. Overcoming barriers to learning, 2. Becoming skilled, 3. Contributing to the community) to measure student progress and using this assessment, 85% of the students, across all colleges, are making good progress.

### Work experience

The Trust continues to invest in work experience opportunities for all students. Work experience placements have continued to remain high, even with some businesses unable to take students during the pandemic and lockdown periods.



REPORT OF THE TRUSTEES

### Craft Ledger

The Trust has introduced a Craft Ledger to capture the progress students make through craft. Even though the process is fairly new, the data for 2020 – 2021 shows that 253 craft items were produced over the year (this number was almost certainly higher as not all items were recorded). Of the items made and recorded, 50% of the items made by students were gifted to someone else or for use in the community. This is a significant achievement, demonstrating the students' ability to contribute to their community.

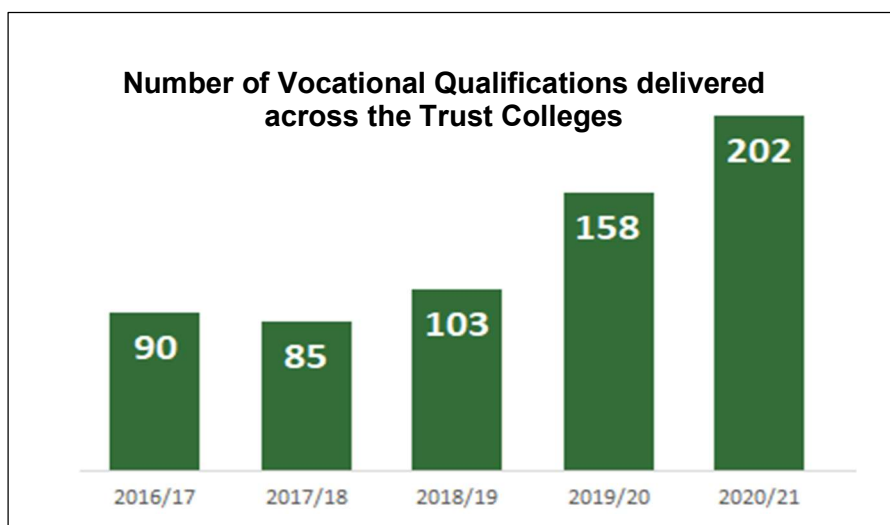
### Literacy & Numeracy

Literacy and Numeracy are two of the subjects that Trust students struggle with the most, often because of additional learning needs including dyslexia and dyscalculia. The Trust embeds literacy and numeracy into land work so that students can learn and apply their knowledge in a practical and contextual way. This approach has supported over 50% of the students to progress a full level in their literacy and/or numeracy skills, which is a remarkable achievement.

### Vocational Qualifications

In 2020 – 2021, there was an increase in the vocational qualification achievement rates compared to 2019 – 2020. 75% of all students at Ruskin Mill Trust colleges achieved a vocational qualification during the academic year. This is a significant achievement given that many students struggle to fully engage in their first year and have barriers to learning that make it difficult for them to complete the formal coursework required for vocational qualifications. This is a reflection of the high quality teaching and creativity of staff and the determination of the students.

In addition, there has been a significant increase in the number of vocational qualifications delivered, more than doubling over the past 5 years. This indicate that the Internal Qualification Assessors and Educational Health & Care Manager are now better at planning for vocational qualifications and ensuring students have opportunities to follow the courses that meet their needs and interests.



- Current Statutory Inspection Grades

	Education	Date	Care	Date
<b>Ruskin Mill College</b>	Grade 2 'Good'	April 2018	Grade 2 'Good' <i>Responsiveness outstanding</i>	September 2021
<b>Argent College</b>	Grade 2 'Good'	October 2021	N/A	N/A
<b>Glasshouse College</b>	Grade 2 'Good'	October 2021	Grade 2 'Good'	April 2022

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	Education	Date	Care	Date
<b>Freeman College</b>	Grade 2 'Good' <i>Behaviour &amp; Attitude outstanding</i>	September 2019	Grade 2 'Good' <i>Responsiveness outstanding</i>	May 2019
<b>Coleg Plas Dwbl</b>	Grade 2 'Good'	October 2019	Grade 2 'Good'	
<b>Coleg Ty'r Eithin</b>	<i>1 day Inspection – awaiting outcome</i>	January 2022	<i>Awaiting Inspection</i>	
<b>Brantwood School</b>	Grade 2 'Good'	January 2019	Grade 2 'Good'	March 2020
<b>Sunfield School</b>	Grade 2 'Good'	November 2021	Grade 2 'Good' <i>Good in all areas</i>	May 2021
<b>Grace Garden School</b>	<i>Ofsted confirmed all standards were met - registration agreed</i>	April 2021	N/A	N/A
<b>Clervaux Garden School</b>	Grade 2 'Good'	July 2021	Grade 2 'Good'	May 2021
<b>Clervaux Rise</b>	N/A	N/A	Grade 2 'Good'	July 2021
<b>Fairhill Rise</b>	<i>Registration with Care Inspectorate Scotland successful</i>		N/A	N/A
<b>Coleg Trigonos</b>	<i>Application in process to register as Post-16 education</i>  <i>Planning to open in 2023</i>		<i>Registration in progress.</i>	

• **Governance and Senior Management**

Each autumn, trustees undertake a strategic review of the whole Ruskin Mill Trust Group and then set the Group's strategic aims & direction for the years ahead. At the 2021 Review, a new vision for the Ruskin Mill Eco-System was put forward, which envisions how all the entities closely connected to Ruskin Mill Trust could collaborate more effectively. This Ecosystem includes independent, but associated, charitable trusts and trust companies, along with the Ruskin Mill Centre for Practice, the Trust's training and higher education arm. In order to facilitate this vision, a new Civil Service concept has been adopted, ensuring that Central Services, such as Human Resources (HR) and Information Technology (IT), develop an interdisciplinary, collaborative and cohesive approach to supporting the three key operational areas of the Trust, Schools, Colleges, Adult Provision and Training & Research.

Central to this year's strategic development has been a cross-Trust IT & Management Information Systems (MIS) review and subsequent upgrade. The Trust has also been exploring broadening its scope to widen its charitable objects to include clarity regarding its medical offer. These new objects will need to be submitted for approval to the Charity Commission. It was also agreed to pursue a partnership with a UK university regarding the delivery of the Trust's PSTE method at master's level.

In April, Kimberly Downton, Chief Operating Officer (COO), resigned for family reasons. Kimberly had been with the Trust for seven years and as part of her role had contributed legal and charity advice. She passed this responsibility to her colleague, Antonia Whitbread, who has since been appointed Head of

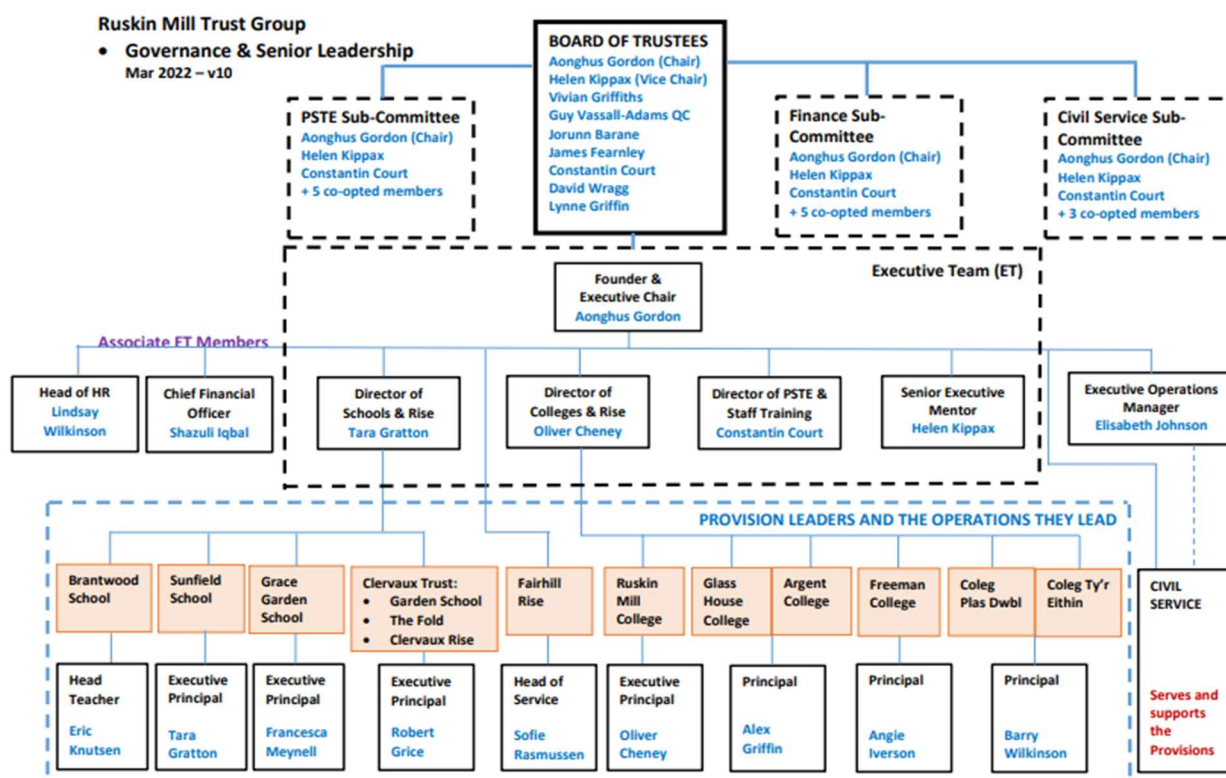
## REPORT OF THE TRUSTEES

Legal Services. We were delighted that Elisabeth Johnson stepped temporarily into the role of administrating the Executive Team and coordinating the new Ruskin Mill Civil Service. Elisabeth was appointed permanently to these two roles in August 2020.

At the AGM in February 2021, the following were appointed as trustees:

- Aonghus Gordon, Helen Kippax, Chloe Hindmarsh, Constantin Court, Guy Vassall-Adams QC, Jorunn Barane, Vicky Wren and Vivian Griffiths.
- Kerry Shillito stepped down as she was returning to Vancouver.
- Two new trustees were put forward and were elected during subsequent board meetings: Lynne Griffin and David Wragg. Lynne Griffin has a lifetime's experience of working in social services, and David Wragg has a lifetime's experience of working in further education and safeguarding.

*The current Governance & Senior Management Structure of the Ruskin Mill Trust Group is set out below:*



### • Ruskin Mill Centre for Practice

In September 2020, the Ruskin Mill Centre for Practice, a subsidiary of Ruskin Mill Land Trust, was launched as part of the celebrations of the 7<sup>th</sup> Anniversary of the founding of the Field Centre for research into Goethean science & Rudolf Steiner's spiritual science. The vision of the Golden Triangle linking the Field Centre with the Life Science Centre near Edinburgh, and the Castelliz Centre at Coleg Plas Dwbl in Pembrokeshire, was further affirmed. Professor Gert Biesta gave the key address and accepted the nomination of Patron of the Ruskin Mill Centre for Practice.

Through the tireless efforts of the Ruskin Mill Centre for Practice, we are pleased to confirm that the developing partnership with Huddersfield University is being pursued. If successful, it will mean that the Trust can inaugurate its new master's programme in the spring of 2022. The faculty for the delivery of the master's will be drawn from the Trust's PhD sponsorship of research into the Seven Fields of Practice. The PhD students are as follows:



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	STAFF MEMBER	UNIVERSITY	FIELD OF PRACTICE
1.	Berni Courts	COVENTRY	Field 3 Biodynamic Ecology
2.	Vicky Wren	EXETER	Field 4 Therapeutic Education
3.	Matt Briggs	SHEFFIELD HALLAM	Field 2 Practical Skills
4.	Constantin Court	SHEFFIELD	Field 4 Therapeutic Education
5.	Ricardo Pereira	COVENTRY	Field 3 Biodynamic Ecology
6.	Simon Reakes	LONDON HOLLOWAY	Field 1 Genius Loci

• **Staff Training and Research**

Through its Hiram Education & Research Team (HEaRT), the Trust continues to invest in staff and trustee training which centres on mandatory needs, knowledge and skills. The educational offer concentrates on the Trust's unique method, PSTE, and, in preparation, there is a two-week induction for all new staff which continues through to specific job-related training pathways. Set out below is a summary of the training courses that are currently offered by the Trust; some are open to external participants

➤ **Biodynamic Forestry - Trees in a Changing World (1 year)**

The aim of this course is to highlight the importance of forests for the future of the Earth. Through the 7 Fields of Practice, we combine biodynamic, close-to-nature forestry principles and Goethean scientific observation with ideas and data. This course is largely held outdoors encouraging an awareness of woodland health and diversity, and how to regenerate, protect and tend wooded land in tune with planetary rhythms using biodynamic preparations. It is open to all staff as well as to external participants but is especially recommended to those who work with wood and the woodland and/or source their material from the woodland.

FACULTY:

Nick Raeside (Biodynamic Forestry expert)

➤ **Pedagogic Potential of Craftwork (2 years)**

This course is for staff who want to deepen their understanding of the crafts, their impact on students and their interrelationship to the other Fields of Practice. It is open to all staff but is especially recommended for craft tutors, those who work with the crafts and those who have an oversight of arranging the PSTE experience for students. It will develop and deepen the use of craftwork as a pedagogic tool to support and facilitate educational and personal development for learners. It's delivered regionally at Coleg Plas Dwbl, Ruskin Mill College, Glasshouse College/Sunfield School/Argent College and at Freeman College/Brantwood School.

FACULTY:

Various experienced staff in the regions and facilitated by Matt Briggs, Alan Ellsmore, Joe Moore, Julie Woods and Mike Quille

➤ **Growing the Land, Growing People Biodynamic Training (2 years)**

The aim of the Trust's biodynamic programme is to equip participants with the knowledge, skills and attitudes to become independent and confident in biodynamic working, in order to work within a biodynamic or organic holding; it provides participants with the opportunity and attributes to work with people with differing educational and developmental needs in a therapeutic context through land-based activities. The programme has two primary areas of focus: biodynamic training *Growing the Land* and social therapeutic education *Growing People*.

FACULTY:

Various experienced staff in the regions and facilitated by Pieter Van Vliet, Berni Courts, Ed Berger and Laura Wallwork

➤ **7 Fields of Practice in Practical Skills Therapeutic Education (PSTE) (1 year)**

This course has been designed to introduce participants to the unique vision, values and method of Ruskin Mill Trust while aiming to help participants forge a personalised learning journey through the 7 Fields of Practice, in order to deepen and broaden the individual's and the Trust's understanding and application of

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these themes. It aims to raise awareness and understanding of the 7 Fields of Practice and PSTE, through experiential workshops, presentations, reflective practice and discussions. This course is aimed at staff who wish to deepen their understanding and further their application of the Trust's method, especially those who are involved in middle and senior management positions, in order to provide the most beneficial therapeutic and educational conditions for the Trust's students and staff.

FACULTY:

Matt Briggs, Helen Kippax, Constantin Court, Dr Keith Griffiths and other experts of the Trust

➤ **Holistic Practices in Nutrition (4 days)**

This course is designed to enable all people working directly in education, care and social enterprise settings to connect with the potential of a practical food culture that has health, nutrition and wellbeing at its heart. The course is a symbiosis of biodynamic agriculture, current medical understanding of the human microbiome and the implementation of holistic support and care. It is open to all staff as well as external participants but is aimed especially at staff involved in food preparation.

FACULTY:

Berni Courts and external experts in the field

➤ **Homemaking (4 days)**

This is a fundamental aspect of the Trust's method of PSTE and is centred around a set of Seven Care Qualities. The Seven Care Qualities provide a framework and context for person-centred residential care and learning. The course is open to all staff but aimed at those who work in a residential setting.

FACULTY:

Sofie Rasmussen and other experts in the field

➤ **Two Goethean science courses - Four-Fold (4 weekends) & Polarities) (1 weekend)**

These courses invite participants to experientially and comparatively work with Goethean science in either professional or personal practice. Goethean science differs from present day mainstream natural science in both methods and aims. The boundaries of mainstream science lie in the ideals of objectivity, detachment, analytical fragmentation and the constraints of hypothesis testing. Goethean science broadens the boundaries to acknowledge that the observer and what is observed are in a state of relationship rather than detachment, and that knowledge can emerge out of the relationship established through accurate observation and subsequent meditative work. Both are open internally and externally.

FACULTY:

Troy Vine, Judyth Sassoon, Simon Reakes

➤ **Leadership in Health & Social Care Level 5 (PSTE) (1 year)**

This qualification provides a deepening of the Trust's approach to care as well as the skills and knowledge required to manage, practise and lead others in adult health and social care provision or in children and young people's services. While providing an externally recognised qualification, this course gives Care Managers the opportunity to deepen their understanding of the 7 Fields of Practice as they are applied in the residential setting and gives them the insights and tools to run a high quality Ruskin Mill care service.

FACULTY:

Leigh Bown and Sofie Rasmussen and other experts

➤ **Neuro-typical Steiner Educational Insights (1 year)**

This course aims to provide a broad outline of Rudolf Steiner's indications regarding physical, emotional and spiritual development from birth to young adulthood. The course is for middle and senior managers within the Trust to support them deepening their pedagogical insights. While giving Steiner's insights into neuro-typical child development, this course allows staff to deepen their understanding into the underlying developmental principles of PSTE and the 7 Fields of Practice. Three primary themes are explored and woven through these topics:

1. An introduction to principles & primary indications of Steiner's anthropology & psychology
2. Pictures of the differentiated human organism
3. Reflections on the developmental phases from infancy to adolescence

FACULTY:

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Trevor Mephram

➤ **Lillehammer Master's Course**

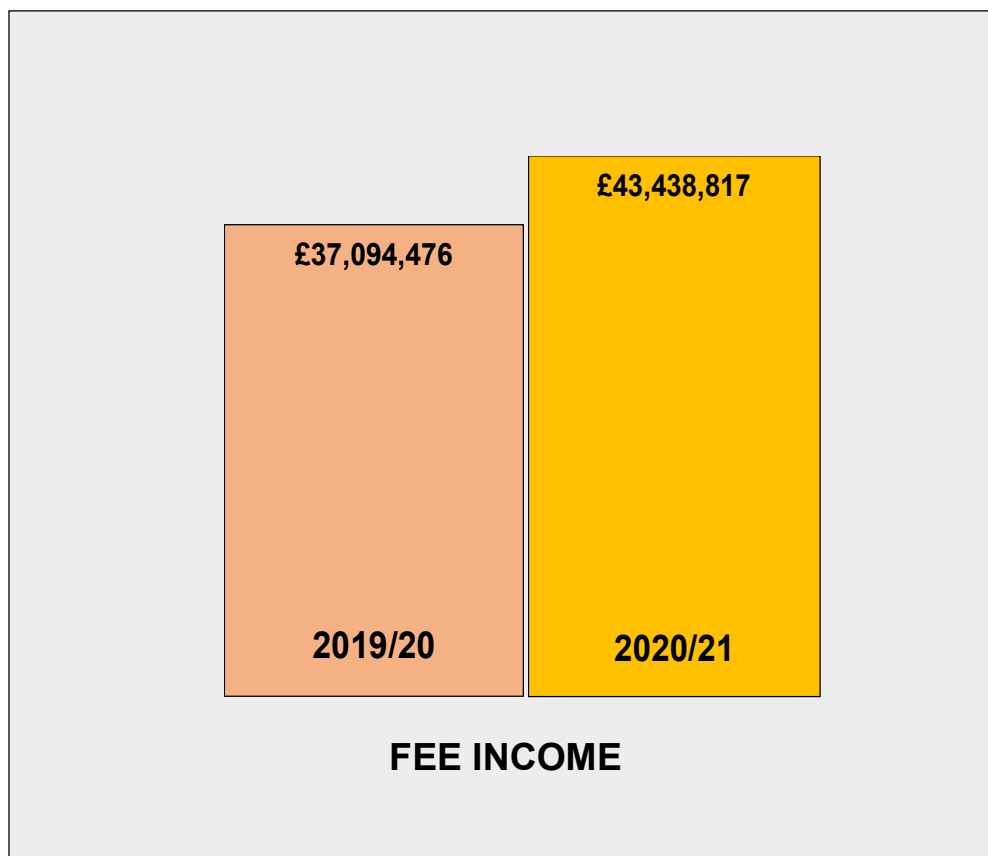
This year is the final year that the Trust will co-create a Master's degree with Lillehammer University in Norway. This is due to two reasons; firstly, there was a lack of candidate up-take from Norway and secondly, because of the Trust's own endeavour to offer a Higher Degree – See Ruskin Mill Centre for Practice (page 7). However, the Trust has 6 staff who are currently completing their final year of the Lillehammer Master's – via their thesis projects.

The Trust is also pleased to confirm that, with the 6 who will complete this year, the total number of staff who have graduated with an MA in Special Education in PSTE is 44. The result of this investment in higher education and research is to further enhance the quality of experience for students at the Trust's centres.

• **Marketing & Admissions**

The Trust continued to grow during 2020-21, with an 11% increase in student & pupil numbers across the Group. Considering there was an impact on admissions due to the pandemic, this was a strong result mirroring the 5 year growth trend across the Trust.

In addition, the income from student & pupil fees increased significantly during 2020-21. This was partly due to the increase in numbers but also because, for a small number of students and pupils, the Trust was providing high levels of support to meet complex needs.



The pandemic impacted the outreach activities of the Trust and many national conferences and exhibitions were postponed. However, through online meetings with parents and local authorities, the Trust continued to build relationships, and offer assessments.

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• **UK Developments & Collaborations**

**Clervaux Garden School:** Clervaux Garden School opened with festivities and a vision for providing specialist education to North Yorkshire and Darlington. During the latter part of the autumn term 2020 the leadership of the school required re-configuring. The school has subsequently grown and is proving to be an exceptional resource for parents and children in the North-East. The school is also having to consider expansion due to the demand for places. It was inspected in July 2021 and received a Grade 2, Good, in all areas. This was a substantial achievement both for the leadership of the school and for the Trust as a whole.

**Sunfield School:** The Trustees of Sunfield School have commissioned the building of a new lower school, together with upgrades to the area around Home Farm and modifications to the current school complex. A vibrant new design for the lower school is being commissioned for up to 20 pupils. It was submitted for planning approval in autumn 2021 and a decision is awaited.

**Ruskin Mill College:** The first phase of the College's new Wool Barn has been completed. It was inaugurated with a Wool Week event as part of the Pedagogic Potential of Craft course in July 2021. The second phase is likely to be finished in the summer of 2022, providing facilities for performance, large-scale workshops and cultural programmes. Adjoining the barn are facilities for weaving, dyeing, and sheep shearing/lambing.

**Coleg Ty'r Eithin:** Completion of Coleg Ty'r Eithin's workshops adjoining the Christopher Day building gave a new lease of life to the launch of the college in September 2020. The second phase is now underway and should be completed in the summer of 2022.

**Vale Head Farm, Glasshouse:** A complete review of the facilities at Vale Head Farm is being drawn up. There is a proposal to increase the number of residential students at the farm and to explore a new care model. However, further research is required. It is likely to be role modelled and implemented in September 2022.

**King Arthur:** The Trust has embarked on a cross-Group project regarding the newly commissioned King Arthur play by Peter Oswald. Small-scale performances have taken place across a number of college sites, mainly Ruskin Mill College and Glasshouse College, and outdoor performances to Trust and public audiences are planned for May and June 2022.

• **International Developments & Collaborations**

**Lillehammer University, Norway - BA Work Experience from August 2021 to December 2021:**

The Trust has been playing host to 12 Norwegian students in the third year of their BA in Special Education course at Lillehammer University, Norway. They were offered work experience placements at four college provisions across the UK: Freeman College, Glasshouse College, Argent College and Ruskin Mill College. The project started in mid-August 2021 and finished on 10 December 2021.

**Erasmus Grant:**

The Trust has embarked on an Erasmus research project (this was achieved before Brexit and is thus a legacy project). It is a collaboration between Nord University, Bodø (NO), Snæfellsnes Regional Park/Alta consultants, Reykjavik (IS) and Norwegian University of Life Sciences, (NO). The Project is looking at 'Cultural Innovation through Applied Ecopreneurship'. It took place at Freeman College in November 2021.

**Horizon Europe - Culture, Creativity & Inclusive Society:**

The Trust is also in conversations with Inland University, which is a lead partner, in a potential research project supported by EU funding, named Horizon. The draft title of this project is: 'Traditional Crafts for the Future: a new approach'. This is still in the very early stages. An announcement will be made if this progresses further.

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**Brazil, Monte Azul:**

The Trust continues to collaborate in researching leadership & succession with Ute Craemer, founder of the Monte Azul Community Association. A co-sponsorship is in place to do this through the new Ruskin Mill master's programme starting in April 2022.

**USA, New Hampshire, Temple Wilton:**

A collaboration between Temple Wilton Community Supported Agriculture (CSA) in New Hampshire, Coventry University and Ruskin Mill Trust is underway to research the de-commodification of agriculture. This exciting piece of research explores the success of the CSA envisioned by Trauger Groh and Alice Groh.

**Switzerland, World Social Initiative Forum (WSIF), Goetheanum:**

Over the last year, the Trust has been invited to join the World Social Initiative forum. This is a collaboration to understand and research what lies behind the design thinking that brings to birth social ideas that can be supportive. This initiative is led by Joan Sleight and involves other international colleagues.

**Other updates:**

The Trust's collaboration with Nanjing University in China is currently on hold, as is its collaboration with the India Autism Centre in Calcutta, although regular contact is being maintained.

• **Awards & Fundraising**

The fundraising team has successfully supported some excellent new initiatives across the Trust this year. Seventy five different trusts and foundations gave grants during the year, and the Trust also received numerous donations from organisations and individuals, including legacies and in-memoriam gifts. Key highlights were:

The Trust was delighted to welcome the Rt Hon Rishi Sunak MP to open the Fold Army Family Centre and Clervaux Garden School. The Fold is now providing positive, supportive activities to veterans and service families. Clervaux Garden School has also benefitted from tools and equipment funded by the Co. Durham Community Foundation, William Leech Charity, CLA Charitable Trust & Alpkitt Foundation.

Construction continued on the new Wool Barn at Ruskin Mill College, with generous support from the Wolfson Foundation, Whitstone Head Educational Trust, Dr Mortimer and Theresa Sackler Foundation, The Sterling Charity, Fred and Marjorie Sainsbury Charitable Trust and the Worshipful Company of Woolmen. We are also grateful to the Horlock Educational Trust for funding the new lambing shed.

Funders also supported the opening of the new Grace Garden School with the John James Bristol Foundation funding the Trust's first electric car to meet the needs of the Bristol Clean Air Zone, the Portishead Nautical Trust buying the new hen house and the Nineveh Charitable Trust funding the much-loved Kunekune pig project.

The National Lottery Awards for All has enabled us to buy battery powered equipment for Coleg Ty'r Eithin and a new centrifugal casting machine for Freeman College so students can make pewter knives and Christmas ornaments.

Urgent repairs are underway at 9 Regent Place in Birmingham, part of Argent College, thanks to the Townscape Heritage Fund. We also continue to receive funding from the National Lottery Heritage Fund for The Hive in the Jewellery Quarter, halfway through a five year funded programme of community activities.

2720 whips and saplings were gifted by the Tree Appeal, Carbon Footprint and The Woodland Trust. Students and staff have been busy planting them at Coleg Plas Ddwbl, Clervaux and Eyam. The Arts Council England awarded £15,000 towards the new King Arthur play, which goes on tour next year.

• **Conferences & Festivals**

**UK, International Festival of Glass**

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The next International Festival of Glass (IFoG) takes place in August 2022 at the Glasshouse, and will explore the theme of Contemporary Glass & Culture from Korea, Japan, China and Taiwan. It includes the Trust's first major international exhibition of East Asian glass, the flagship British Glass Biennale, the new International Bead Biennale, and a new partnership with the Korean Cultural Centre UK.

- **Patron**

We would like to thank our Patron, Karen Morgan OBE, for her continued, active support for the Trust.

Aonghus Gordon OBE – Chair of Trustees

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**SECTION 2: Strategic Report**

**2.1 Achievements and Performance**

• **Report from the Executive Team**

The Trust continued to work dynamically and creatively during the 2020/21 academic year. As various changes in legislation came into effect, the Executive Team worked hard to ensure that staff, students, pupils and adults on Trust programmes all had the information and support needed to continue working in ways that did not compromise their safety, and that continued to ensure they received a high quality experience, all within the context of the Trust's method of Practical Skills Therapeutic Education (PSTE) and its 7 Fields of Practice. Contingency planning and risk assessments have continued to be reviewed and updated as the legislation and guidance around the Coronavirus pandemic continued to change.

The new roles of Director of Schools & Rise and Director of Colleges & Rise have helped to bring greater focus, continuity and consistency to the Trust's schools and colleges, as well as further enabling collaborative working such as the transition of students from its schools into the Trust's colleges, where appropriate. The Directors have established regular senior leaders' meetings with their teams to quality assure work, develop new concepts and share good practice.

The main areas of focus for the Executive Team over the year have been:

1. The Trust's response to the Coronavirus pandemic and changing legislation
2. The development of the Civil Service Unit
3. Staff recruitment
4. Implementing the Trust's Strategic Aims & Direction

**Coronavirus Pandemic**

The Trust continued to operate throughout the pandemic and students, parents and local authorities have expressed gratitude for the ongoing care and support of the people it works with. In doing so, the Trust had to continue adapting to changing legislation. One of the most significant changes was the introduction of the requirement from Public Health England (PHE) for all care workers to become vaccinated against COVID-19 in order to continue working. This impacted residential staff working at the Trust's colleges, as these sites are registered with the Care Quality Commission (CQC) and therefore fall under the requirements for care homes; the Trust's schools and all daytime staff were not affected. The Executive Team worked closely throughout with Provision Leaders and HR teams to ensure that staff affected by this new legislation, who did not wish to take the vaccine, were offered alternative roles or redeployment so they could continue their employment within the Trust, should they choose to do so.

Staff, student and pupil absence remained low throughout the year, and where there have been absence issues, colleagues have adapted to ensure that operations remained open and students and pupils continued to receive support.

**Development of the Civil Service**

The Trust's Civil Service continued to be discussed, designed and developed, led by the Civil Service Subcommittee and with insights from the Executive Team. Throughout the year there was a focus on refining its purpose and intention and planning its implementation. The concept of the Civil Service was first introduced in November 2020. The intention is now to develop a cohesive and co-collaborative way of operating amongst the Trust's central functions of HR, Finance, Property, Legal Services, Business Development, Residential Oversight, Safeguarding, Health & Safety, Staff Training, IT/ Management Information Systems (MIS), Publishing, Governance and Fundraising, providing continuity and stability through clear, agreed policies and procedures, mitigating risk and developing business continuity. The Civil Service works in service to the Trust, supporting the work of its schools, colleges and adult social care, providing advice, guidance and information on their respective areas of expertise.

The Heads of the Civil Service Departments met initially at the end of June for a shared meal and a presentation on the history of the Trust. This foundational activity set the intention for the Civil Service, which is to support constancy in the use of the method of Ruskin Mill Trust through its operations. There remains further work to grow and develop the Civil Service as a cohesive unit, and, in working closely with

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the Director of Schools and the Director of Colleges, ensure that it meets operational needs, as well as bringing learning back into the organisation through research and professional expertise.

### Staff Recruitment

Affected by the repercussions of Brexit and the pandemic, the Trust experienced difficulty throughout the year recruiting staff and, in particular, support staff, both in day and residential provisions. There was a labour shortage in these areas because people from the European Union no longer had a right to work in the UK, and although this has not had a direct impact on Trust staff, the resulting job market opportunities mean that people are making different career choices. In addition, with the lockdown and furlough schemes that were introduced in 2020-21, many people re-evaluated their work-life balance and chose alternative careers. The Executive Team, along with the Trust Head of HR and Chief Financial Officer, has been reviewing staff recruitment and retention and, as a result, staff recruiters have been appointed. In addition, the HR teams have identified additional incentives to attract staff. However, job retention across the Trust continues to be strong.

The following measures were implemented during the year to support staff, improve working conditions, foster good staff relations and improve retention:

- Providing information on matters of concern to employees through Staff Circulars and quarterly Staff Newsletters. These were supplemented by morning Team Meetings for both day and residential staff.
- Consulting staff on a regular basis through Employee Surveys, Q&A Sessions and Feedback on trainings.
- Encouraging the involvement of staff in the Trust's performance through annual PDRs and associated Objective Setting, feedback and recognition following statutory inspections, such as those conducted by Ofsted and CQC, and the opportunity to participate in courses and in research that were designed to contribute to improving the Trust's future performance.
- Achieving a common awareness amongst staff of the financial and economic factors affecting the Trust's performance through quarterly Staff Newsletters and through the regular participation of Provision Leaders at meetings of the Board's Finance Sub-Committee.

### Objectives

The Executive Team continues to hold operational oversight and management of the 12 schools, colleges and adult social care provisions within the Group. With the development of the Civil Service, the Executive Team has identified the need for a more coherent governance framework, consistent quality assurance processes, and greater understanding of risks and risk management. With these aims in mind, the Executive Team has identified for itself the following overarching objectives:

- To continue to oversee the delivery of education, care and operational outcomes across all provisions, ensuring that provisions have the resources they need to delivery high quality services
- To work with the Civil Service to identify and implement the most appropriate governance structure for the Trust's operational activities, and develop an associated governance framework including reporting policies and procedures.
- To work with the Civil Service to develop appropriate quality assurance processes to enable Provision Leaders, the Executive Team and trustees to assess whether quality standards are being met.
- To understand the potential risks to the Trust's operations and success, and identify ways to manage and mitigate these risks, identifying areas where the Civil Service Heads can contribute and/or lead
- To continue the implementation of the integrated Access Systems Project (Finance, Maintenance, HR, Payroll, Workforce Planning and H&S), and ensure that staff have the resources and training needed to use these functions effectively
- To continue to develop student & pupil progress reporting and data capture linked to the method of Practical Skills Therapeutic Education (PSTE) and the 7 Fields of Practice



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- To work with the Hiram Education & Research Team (HEaRT) to ensure that staff can access appropriate training in a timely manner and identify areas for new training development.

### Staff Training and Development

Through its Hiram Education and Research Team (HEaRT), the Trust continues to invest in staff and trustee training which centres on mandatory requirements, knowledge and skills. The educational offer is concentrated on the Trust's unique method, Practical Skills Therapeutic Education (PSTE). There is a two-week induction for all new staff which continues through to specific job-related training pathways.

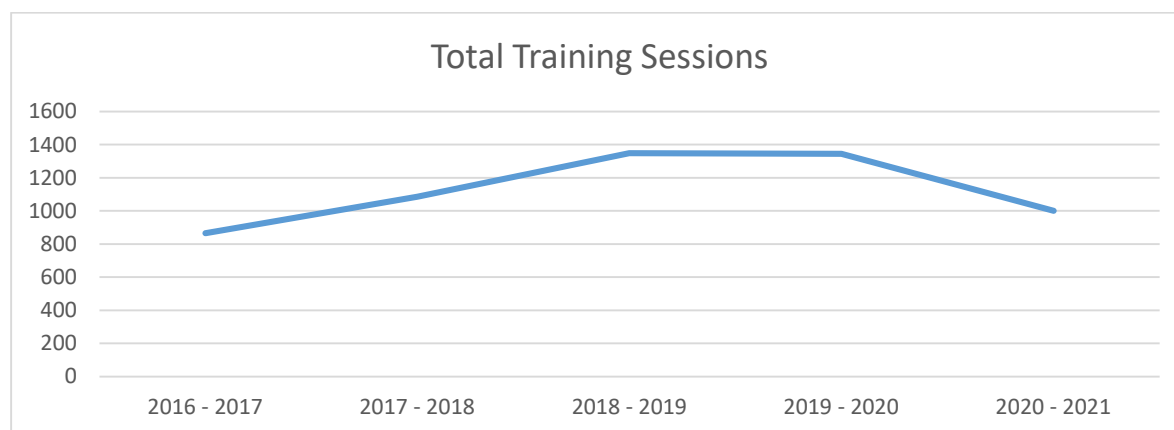
The Trust's commitment to the development of staff skills and professionalism, and its unique position within the education arena, has led it to a significant development. It is now seeking registration with the Office for Students as a Higher Education provider in order to gain Taught Degree Awarding Powers (TDAP). This led to the establishment of the Ruskin Mill Centre for Practice (RMCP) as a higher education developer. In time this will enable the Trust to deliver, validate and award its own degrees in Practical Skills Therapeutic Education (PSTE). This form of academic independence is sought in order to develop and externally validate the Trust's unique methodology whilst offering its staff an internationally recognised, practitioner orientated qualification.

The Master's degree (MA in Practical Skills Therapeutic Education) will critically explore and examine the function and impact of the Seven Fields of Practice. This development will safeguard the Trust's method for the future and secure its authenticity and integrity, ensuring students and pupils benefit from innovative research-enhanced practice.

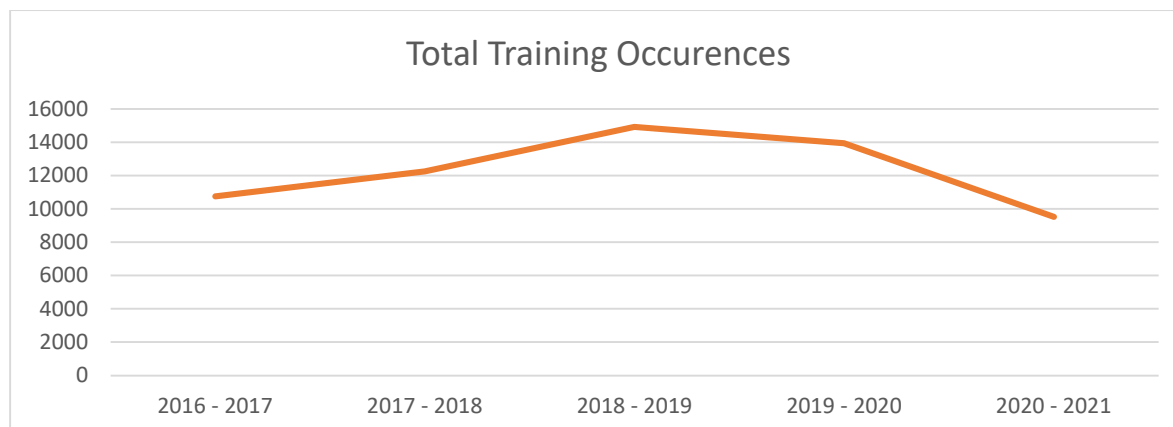
The HEaRT team is led by a Director and a senior manager who, through their collaboration, have brought renewed energy across the Trust for both method and compliance. They are tasked with furthering the second of the Trust's charitable objects: "To promote research into the practice and development in these areas of education provided that all research findings will be widely disseminated."

During the academic year 2020-21 946 individual training sessions were held across the Trust, and from this there were 9,539 training occurrences. For comparison, in the academic year 2019-20 there were 1,130 individual training sessions, from which were logged 13,937 training occurrences. Between the periods there was a decrease of 184 in the number of sessions and a decrease of 4,398 in the number of occurrences. The large decrease in the number of occurrences can be credited to the limits on numbers per training session due to the Covid-19 pandemic. This is most obvious when considering the figures from the September training week. In 2019-20 (pre-Covid) there were 125 sessions from which were logged 4,303 occurrences, and in 2020-21 there were 198 sessions from which were logged 2,343 occurrences.

In addition to this, 5,502 staff sessions were completed and certificated on an online training course. This equates to a significant 54% increase on last year's 3,580 and was due to the mandatory trainings being completed via an online format.



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As is made clear above, the decrease in training sessions and occurrences between the academic years 2018-19 and 2020-21 can be attributed to the Covid-19 pandemic. While face-to-face sessions have been able to proceed in some cases, the restrictions on group size have affected the number of people who could attend. The number of people completing online training increased by 54%.

The training courses HEaRT delivers fit broadly into four categories:

- Mandatory and Compliance: Safeguarding, Prevent, MAPA, Equality & Diversity, Health & Safety, Mental Capacity Act & DoLS
- Method, Skills and Crafts: Vision & Values, Practical Skill Therapeutic Education (PSTE), Diagnostics, Hygeia Therapy
- Knowledge: Teaching & Learning, Disorders
- HEaRT Programme: Biodynamics, Nutrition, Holistic Support & Care, Pedagogic Potential of Craftwork, Seven Fields of Practice

## 2.2 Financial review

Total student and pupil numbers grew during 2020/2021 to 322 having stood at 292 at the beginning of the year in September 2020, so the Trust experienced significant in-year growth despite the ongoing pandemic. Student & pupil numbers were 327 for the start of 2021/22, and it is anticipated that there will be further growth during the financial year.

Monthly Management Accounts and Cash Flow Forecasts are scrutinised initially by the Executive Team before being reported to the Finance Sub-Committee, and then to the Board of Trustees. High agency staff costs continue to be a concern during the year and external consultants were commissioned to assist the Trust in analysing the causes and developing solutions.

### • Consolidated Performance

The consolidated financial statements for 2020/21 include the results of the Trust's subsidiary companies for the full twelve months. Trustees value the consolidated surplus of £3,440,903 made during the year (2020: Deficit of £445,283).

### • Investment powers, policy and performance

Investment powers are governed by the Trust's Memorandum and Articles of Association and permit the Trust's funds to be invested in a wide range of assets.

### • Financial Management & Reserves policy

The Trustees review the Group's financial plans and results regularly throughout the year. This is done through monitoring income and expenditure against budget forecasts and monitoring cash flow forecasts across the whole Group.

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The Group's Reserves Policy is that Free Reserves should consistently exceed three months staff related expenditure. The reserves currently held in the Group at year-end are £2,957,200 (2020: £3,746,956) restricted and £7,620,879 (2020: £3,390,219) unrestricted. Three months staff related expenditure was approximately £6m throughout the year, therefore the Group has been able to operate in line with Policy.

Within the charity there are £2,872,180 (2020: £2,895,640) restricted and -£21,198 (2020: -£2,496,327) unrestricted reserves at the year-end.

### 2.3 Risk and uncertainties

These are the key risks and uncertainties facing the Ruskin Mill Trust Group. They have been drawn from the Risk Register 2020/21

Strategic Risk	Specific Risk	Comments/Mitigation
<b>Declining long term demand for the Trust's services</b>	Lack of Strategic Planning and Provision Development Planning	The Trust's Strategic Aims & Direction are determined by trustees and senior managers at the Annual Strategic Review; this forms the basis for Strategic Planning. From this, the Executive Team drives, co-ordinates and implements the Trust's short, medium and long-term strategy and planning.
	Failure to respond to national priorities and/or react to changes in the regional economy which could reduce external funding	The Business Development and Admission Teams mitigate this risk by good planning and regular market appraisals. The Head of Business Development is part of the Trust's Civil Service Unit and attends meetings of the Finance Sub-Committee.
	Failure to meet demand for places on programmes or to provide sufficient residential places	Continuous review of student & pupil 'pipelines' and workforce planning, and campaigns to secure additional housing where stock is short. The Directors of Colleges and of Schools aim to ensure appropriate residential offers at each provision, matched to demand.
	Failure to maintain effective relationships with external partners and stakeholders and to maintain the support of stakeholders and partners	Lack of consistency in local authority funding continues, though relationships with local authorities are generally strong and developing well. The Trust is re-introducing face-to-face meetings with local authorities, stakeholders and parents as appropriate. Additionally, the Trust has built a strong on-line/virtual presence to offer as an alternative means of engagement.
<b>Loss of reputation</b>	Failure to maintain the profile and reputation of the Trust's provisions	The Trust's Marketing Strategy continues to be implemented and is kept under review. A new website is under development and additional resources are being deployed to social media to counter a lack of face-to-face opportunities.
	Breach of confidentiality leading to a loss of	Staff training on GDPR and the need to read policies is raising staff awareness about the risk of breaching confidentiality. The appointment of an

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	<p>reputation and potential legal action</p> <p>A provision becomes liable for damages as a result of legal action</p> <p>Poor Regulatory Inspection results cause funders to lose confidence in a provision</p> <p>Student and pupil safeguarding incidents and/or staff issue results in adverse publicity for a provision or the wider Trust</p> <p>Fraud/financial irregularities are discovered in the Trust</p>	<p>external Data Protection Officer is strengthening GDPR compliance and staff training.</p> <p>The Head of Legal Services monitors areas of risk and is on-hand to take action promptly and evaluate if further action is necessary or if external, specialist legal advice is needed. Insurance cover is in place and a PR consultancy is on retainer.</p> <p>Each Provision Leader and Head of Department takes responsibility for ensuring that their area is working within the relevant inspection framework. This is backed up with regular internal QA visits and mock inspections led by Civil Service Heads and including trustees, members of the Executive Team and external consultants. Specialist Education &amp; Care advisors continue to provide support and advice.</p> <p>The Trust Head of Safeguarding is part of the Trust's Civil Service Unit and works closely with the Directors of Schools and of Colleges, in addition to the Trustee lead for Safeguarding, Designated Safeguarding Leads and Provision Leaders across the Group. Data is provided to SMTs and the Executive Team weekly, is reviewed across the Trust monthly and is reported to trustees at all Board meetings.</p> <p>The Trust Head of Safeguarding reviews the cross-Trust position, identifying trends and developing actions accordingly, including networking with external agencies.</p> <p>Safeguarding knowledge and support is provided to all individuals attending/visiting Trust sites.</p> <p>Safeguarding and associated trainings are provided to all staff to maintain and update their knowledge.</p> <p>Finance procedures and segregation of duties are implemented and monitored regularly, and are checked during the annual Audit.</p>
<b>Poor educational performance</b>	<p>Failure to engage with learners and achieve targeted learner outcomes</p>	<p>Improved communication and engagement with Quality Improvement Plans (QIPs) and Self-Improvement Plans (SIPs) mitigates this risk. The Data Manager supports the tracking of achievement targets and provides regular feedback to Local Management Teams and the Executive Team. A wide scale review of progress data has resulted in improved assessment and tracking tools and improved reporting. A University research project has been commissioned to review the quality of</p>

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	<p>Failure to develop and deliver an appropriate curriculum and embed high quality teaching</p> <p>Failure to engage effectively with learners in the wider life of a Provision</p> <p>Inability of a provision to develop the estate and facilities to support the curriculum and any changes to it</p> <p>Failure to identify a student causing concern</p>	<p>data collected by the Trust to assess progress and learner outcomes. Improved joining-up with the Trust's PSTE Sub-Committee is ensuring that learner outcomes are better embedded within the PSTE Method.</p> <p>Curriculum development for both Colleges and Schools remains a priority for 2021/22. The Quality Assurance (QA) framework for 2021/22 will continue to focus on teaching and learning, with increased lesson observations and book checks. This will be monitored and reported-on centrally. A review of the Teaching &amp; Learning Policy will be finalised and embedded by the Trust during this academic year.</p> <p>All of the Trust's English adult residential services are now formally registered under Ruskin Mill Trust. This will further improve the integration of day and residential and lead to a deeper understanding of the Trust's 24 hour curriculum.</p> <p>A review of the maintenance team structure is underway to improve the planned development of the Trust's estates and facilities. Greater emphasis is being placed on the importance of aesthetics and the learning environment and its impact on learner outcomes.</p> <p>A student At-risk Register is completed on a weekly basis at Provision level. Students at high risk of placement failure are discussed at Executive Team meetings weekly and support strategies agreed.</p>
<b>Falling behind competitors</b>	<p>A Provision's facilities fall behind those of competitors leading to the slow decline in the number of students/pupils</p> <p>A Provision is undercut by a competitor</p>	<p>This is mitigated through the continued development of provision/site facilities, the development of marketing strategies to promote the special qualities and features of each provision based on its location and the continued development of good relationships with local authorities. The strength of the Trust's outdoor curriculum proved invaluable during the Covid-19 pandemic and is leading the market in this area; parent choice is driving interest in a PSTE inspired curriculum and learning environment model.</p> <p>Marketing strategies continue to be developed which promote the USP of each Provision. Programmes and fee structures are continually reviewed.</p>
<b>Ineffective governance,</b>	Failure to provide effective governance,	Following a review of governance across the Trust, a Governance Handbook has been produced, and

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<b>leadership and management</b>	leadership and management	a new Accountability Framework, charting the responsibilities of the three layers of governance, is being embedded. Regular reporting by Provision Leaders to the Executive Team, along with QA visits allows continued monitoring and oversight, and the early identification of any areas of weakness. The development of the Civil Service Unit is underpinning good governance, leadership, management and quality improvement.
	Change in senior leadership	Management Training programmes are provided for senior staff and succession planning is under regular consideration by the trustees and at all management levels within the Trust. The Directors of Schools and of Colleges are working across their respective stream to stabilise senior leadership within individual Provisions. The Director of PSTE Pedagogy and the Trust Head of Staff Training & Development are also working on improving support and training for both new and existing senior leaders. The Civil Service Unit now provides improved continuity following the departure of a senior leader.
	Failure to maintain current workforce skills and effectively manage Provision workforce planning and development	Succession planning continues to be given close attention across all areas of the Trust and is reviewed regularly by the Executive Team. The promotion of staff is encouraged including secondment opportunities. Staff training programmes are in place to develop skills and knowledge.
	Failure to achieve statutory compliance	This is monitored through the results of Statutory Inspections (Ofsted, CQC etc), reports from the Executive Team to the Board of Trustees, reports from Provision Leaders to the Executive Team and QA visits. The Trust's Head of Legal Services is a member of the Civil Service team and this, together with a strong team of Trust Heads of compliance and other central services, greatly assists the Trust to adhere to its statutory duties.
	Failure to meet a Provision's commitment to equalities, access and inclusion	<p>This is mitigated through equality &amp; diversity and disability training for all staff, wide-ranging opportunities for succession within the Trust and ongoing assessments, maintenance and improvements of access and facilities for all staff, students and pupils.</p> <p>The maintenance of Trust properties is currently under review in order to improve organisational</p>

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	<p>Failure to invest in the physical assets of each Provision</p> <p>Failure to effectively monitor a Provision's performance against its objectives and targets</p> <p>Failure to motivate and engage with staff in contributing to the setting of aims and targets</p> <p>Failure to communicate clear vision, aims and objectives</p> <p>Failure to plan for the adverse effects of external factors on a Provision's ability to maintain its business</p> <p>Inability to attract quality staff and retain existing staff</p>	<p>structures and processes. An increased budget has been agreed for 2021/22, Regional Maintenance Managers are being recruited and the goal is to develop Planned Preventative Maintenance Plans (PPMs) across the board. In addition, specific capital investment projects at each provision are considered regularly, in association with reports to the Trust's landlords, for inclusion in Capital Programmes.</p> <p>The Directors of Colleges and of Schools monitor this closely. Each Provision Leader provides their respective Director with weekly updates. Directors then report on these to the Executive Team weekly and to each meeting of the Board of Trustees. The Civil Service Unit has been allocated the task of co-ordinating all QA processes, both internal and external.</p> <p>Staff morale and engagement are monitored by the Executive Team and this is backed up with regular visits to each provision by senior trustees. Excellent practice is acknowledged and annual PDRs are now wholly aligned with the Trust's vision, values and aims.</p> <p>The Trust's vision, aims and objectives are communicated through its marketing strategy, admissions teams, website and events. This is enhanced by staff newsletters and continued access for staff on to training programmes in the Trust's method.</p> <p>Trustees and the Executive Team regularly review the development of alternative business and funding streams for the Trust</p> <p>The Trust invests heavily in staff training and development and provides opportunities for internal succession, promotion and secondment. Significant investment is being made to improve recruitment through the appointment of three regional recruiters</p>
<b>Deterioration in the quality of service</b>	<p>Failure to embed a culture of quality enhancement and improvement</p> <p>Inappropriate/inadequate education provision</p>	<p>The College/School improvement and QA cycles have been formalised and are now being co-ordinated by the Civil Service Unit.</p> <p>External education and care consultants provide critical advice and support. This supplements the Trust's internal QA visits with action plans.</p>

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	<p>results in the withdrawal of funding Overstretched resources result in poor service delivery</p> <p>Failure to maintain staff morale leading to poor standards</p> <p>Failure to ensure that staff are trained and capable of performing their duties</p>	<p>Monthly meetings to review each Provision's operating budgets take place between the relevant Director, Provision Leader and Chief Financial Officer. This is complemented by enhanced reporting to both the Executive Team and the Trust's Finance Sub-Committee</p> <p>The continuation of effective and regular supervision/line management to ensure staff feel supported and able to achieve targets. This will be supplemented by the introduction of a mentoring scheme and improved support for newly recruited staff, in particular support workers and other student-facing roles, and regular staff meetings with clear communication relating to provision matters plus regular internal updates from different sites delivered to all staff</p> <p>The Trust continues to invest heavily in staff training and reviewing/improving the positive impact this investment makes on each area</p>
<b>Failure to comply with employee legislation</b>	Employment claims and regulatory non-compliance	The Trust employs a team of qualified HR professionals, supplemented by access to external specialist HR advisors. Strict monitoring is carried out on all new staff and staff personnel files, and the Single Central Record is updated regularly
<b>Financial risks</b>	<p>Government funding changes significantly, reduces income and impacts on cash-flow and financial viability</p> <p>Major deterioration in student numbers due to ineffective marketing, an un-competitive fee structure or the inability to innovate</p> <p>The standard of the care service deteriorates</p>	<p>Government policy and new initiatives are monitored closely by the Executive Team to enable effective forward planning and to mitigate any negative impact. Hand in hand with this, the Trust continues to explore new business opportunities to diversify income streams, such as the successful strategy of developing additional school provision and the launch of the Gateway and Rise programmes for post-College opportunities.</p> <p>Continued development of the central admissions function with clear marketing and outreach strategies in order to grow the student pipeline, backed up with continued investment in Research &amp; Development and innovation. The development of a new Trust website, the continuation of the policy of inter-Trust movement of student placements and external and internal reviews of the Trust's fee structure</p> <p>Particular attention is paid to ensuring that the Trust's care provision is of the highest standard, particularly at Ruskin Mill College where residential student numbers/income is highest. Intervention by</p>



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		the Civil Service Unit where required and to support CQC Inspection readiness. Continued development and improvement of the 24 hour curriculum to promote the positive benefits of residential provision.
	The Group's Budget is inaccurate and makes over-optimistic assumptions about income	The Budget is prepared by the Chief Financial Officer following detailed scrutiny of student number/income forecasts by the Finance Sub-Committee. Each Provision is allocated its own Budget as is Central Services. A Budget review is conducted in January based on the Group's financial performance during the first four months of the year and updated student number/income forecasts.
	Regular monitoring of performance against budget does not take place resulting in major overspend	Monthly Management Accounts are scrutinised by the Executive Team and any variations in performance against budget are picked up and appropriate action taken. This is backed up by monthly meetings between each Director, Provision Leader and the Chief Financial Officer, and the introduction of a new real-time Accounting system.
	Inadequate financial controls in place resulting in inaccurate reconciliations/fraud/error	The Accounts are audited annually by external auditors who would pick up anything significant. Financial protocols are monitored by the Chief Financial Officer and the Finance Team. Finance staff attend fraud awareness and prevention training. This is all aided by the introduction of a new real-time Accounting system.
	Inability to control staff costs	All recruitment requests have to be approved by the Executive Team and are linked strictly to budgets. Strict protocols are in place regarding the pre-approval of overtime and enhanced monitoring and reporting is in place for the use of agency staff.
	Failure to respond to variations in funding	All student costings are approved by the Chief Financial Officer and are checked by the Contracts Liaison Officer before being submitted to Local Authorities.
	Capital Projects run over-budget or the contractor goes out of business or is in dispute with the Trust	Capital Projects are developed and managed by the Trust Architect, in close association with Ruskin Mill Land Trust and relevant external professional expertise regarding design, project management and contract monitoring. A schedule of approved contractors is being developed.
	Inability to maintain cash flow due to local	The Chief Financial Officer and Directors/Provision Leaders monitor which local authorities are not

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	authorities not paying or delaying the payment of fees	paying or are delaying payment. Significant outstanding invoices are brought to Executive Meetings monthly and the Head of Legal Services is involved where necessary. Further Finance Team resources are being deployed to monitor and chase contracts and late payments.
<b>Non-compliance</b>	Failure to promote a culture of safety in the Provisions with appropriate systems and procedures	This risk is mitigated through Health & Safety and Safeguarding training for staff, Health & Safety and Safeguarding Audits, regular communication with all staff in morning meetings and updated policies. The local Safeguarding Managers update staff on safeguarding themes on a weekly basis. There is also regular monitoring of accident statistics. The Trust Head of Health & Safety monitors and drives improvement and compliance across the Trust, all coupled with improved budgetary planning to support compliance
	Failure to comply with Health & Safety legislation, including fire safety and food hygiene, results in an employee, student, third party injury	Risk Assessments are in place for all individual students and activities. Health & Safety monitoring and audits take place regularly to ensure compliance. Regular Health & Safety training raises staff awareness of potential Health & Safety risks
	Security breach/loss of data becomes corrupted and unavailable	The Trust has a Data Protection Compliance Team in place to monitor breaches and train staff. External specialist support is now in place to complement tight protocols around information security and frequent back-up of soft data enables it to be retrieved in emergencies as necessary. Improved training is underway and the Trust has achieved Cyber Essentials +.
	Inadequate/out-of-date policies in place	A full suite of Trust policies covering all aspects of the organisation is in place. These are updated or added to regularly and are presented to the Board of Trustees for approval according to a strict timetable. All Trust policies are in-line with Keeping Children Safe in Education 2022; all staff and Trustees receive a copy of this policy, and the latest Prevent Guidance, together with any updates, and sign a confirmation of receipt and reading.
	Inability of a provision to comply with the requirements of statutory regulators and agencies	The Trust commissions and works with external consultants to ensure statutory compliance. QA visits ensure that standards are met through follow-up action plans.
<b>Other risks and uncertainties</b>	Failure to ensure adequate training, precautions, risk	Individual student risk assessments and off-site/placement risk assessments are carried out. Changes and strategies for dealing with these are

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	<p>assessments re off-site activities resulting in injury</p> <p>Failure to plan for a major disaster affecting a provision's ability to function from its existing premises and resources, and to have adequate back-up systems in place</p>	<p>discussed regularly in staff meetings and changes are entered automatically into Databridge.</p> <p>The Trust has a Business Continuity Plan (BCP) in place; it is updated regularly to account for major risks including:</p> <ul style="list-style-type: none"> <li>a) Covid-19 – The Trust adopted a two-tier strategy which involves centrally developed guidance applied nationally across all Provisions, and local Provision-based emergency response and contingency planning</li> <li>b) Major Power Failure – The Trust's modern servers back-up data on a regular basis and there is remote access to Databridge and other key IT systems for all staff. There is regular contingency planning to test systems</li> <li>c) A major fire/disaster affecting a Provision's ability to function</li> <li>d) Disruption of supplies, funding and legislation due to Brexit</li> </ul> <p>The BCP is overseen and administered by the Trust's Business Continuity Response Team that remains convened will regular reviews and contingency planning.</p>
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## 2.4 Future plans

- An increasingly important feature of the Trust's forward planning process is the Annual Strategic Review which brings together trustees and senior leaders for three days each autumn to debate and analyse the key strategic challenges facing the organisation, and to develop plans for addressing them creatively and effectively in furthering the Trust's Objects.
- At the 2021 Review held in November, trustees resolved that the Group's strategic aims and priorities for 2021-22 were:

### Research:

- Work collaboratively with Ruskin Mill Land Trust (RMLT) to establish the Ruskin Mill Centre for Research (RMCR) as a new, independent charity company that takes responsibility for Goethean Science and Spiritual Science Research at four Research Centres within the UK and is funded through a series of endowments
- All research to be approved in advance by the PSTE Sub-Committee
- Establish Protocols that ensure research findings flow back into staff training and inform all Trust Policies and practice

### Governance:

Complete implementation of the governance arrangements set out in Group's Handbook, in line with Charity Commission recommendations and good practice

### Civil Service:

Implement the '*Ruskin Mill Trust Civil Service Proposal*' that was presented to the 2021 Strategic Review and which explains how the Civil Service will serve the Group

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**Schools:**

Continue the development & expansion of the Group's schools, specifically:

- a) Build the new Sunfield Garden School and open it in 2022
- b) Explore and research the potential for opening a new Lower School in the Bristol area in 2022
- c) Double the number of pupils at the Grace Garden School and at the Clervaux Garden School

**Rise Offer** (Post Education facilities for those without an EHCP):

Double the numbers of individuals accessing the Group's 'Rise' offer, and increase the opportunities for training and employment within the Group's social enterprises. Specifically:

- a) Develop a collaboration between Clervaux Rise and the Seòl Trust Rise
- b) Develop a Sunfield Rise and a Ruskin Mill Rise

**Broadening Ruskin Mill's Scope:**

Broadening the Objects and Powers of the Trust and its subsidiaries to promote, research and operate within Field 6 (Holistic Medicine), including the use of anthroposophic therapies and the potential for working with or merging with other organisations operating in these areas

**UK-wide Provision:**

Consolidate the Group as a UK-wide provider by continuing to grow its provision through:

- a) The completion of Phase 2 of Coleg Ty'r Eithin by September 2022 and its continued expansion
- b) Establishing Coleg Trigonos in 2023

**New Opportunities:**

Explore and evaluate further opportunities for the growth and development of the Group through both new initiatives and mergers or collaborations with other organisations with a similar vision and purpose. Specifically:

- a) Receive Trigonos Ltd into the Group and develop its hospitality & catering training opportunities for young adults with special learning needs
- b) Continue to support West Midlands Eurythmy and Peredur Eurythmy to merge to create a single training entity for the whole of the UK
- c) Explore the potential for a collaboration with the Helios Trust to create an anthroposophic health initiative in the Bristol area
- d) Explore opportunities to acquire land & property in order to further the Trust's Objects
- e) Continue to research the potential for the 'Safe House' proposal

**International:**

Continue to maintain existing, and develop new International collaborations where there is interest in learning about and applying the Trust's method, subject to Covid restrictions. Specifically:

- a) Continue to work with the Norway Inland University on a BA Course
- b) Explore opportunities with the Therapeutic Centre at Temple Wilton, New Hampshire
- c) Erasmus: Continue to be part of the current programme in Norway, Iceland and Wales and develop a new initiative with a community in Sweden on the impact of craft & technology

**Capital Projects:**

In partnership with RMLT, continue to develop and implement a programme of capital investment to improve facilities for the people served by the Group. In particular:

- a. Complete the Wool Barn at Ruskin Mill (July 2022)
- b. Complete Phase 2 of Coleg Ty'r Eithin (September 2022)
- c. Complete the refurbishment of residential provision at Vale Head Farm (August 2022)
- d. Complete the new Lower School at Sunfield (September 2022)
- e. Continue to purchase residential properties in low cost areas (ongoing)

**Higher Education:**

Work together with RMLT on the development of the Ruskin Mill University (a 3-5 year project) and launch the new Master's in PSTE in collaboration with Huddersfield University in April 2022

REPORT OF THE TRUSTEES

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**Communications & Marketing:**

Complete the redesign of the Ruskin Mill Trust Website and re-launch it by April 2022

**Systems Upgrade:**

Complete the upgrade of the Group's Access based Management Information System, to create a more integrated, whole-system approach that reduces inefficiencies and costs and leads to better information for managers, better workforce planning and an improved service for students

**Policies, Procedures & Protocols:**

Undertake a review of Group Policies, Procedures & Protocols with respect to PSTE

**Fee & Cost Structure:**

Implement a baseline fee increase for 2022 of 6% and 10% for new placements, and continue to analyse and scrutinise the cost base of all entities within the Group

**Staff Training**

Undertake a full-scale review and evaluation of all staff training that includes:

- a) Matching staff roles to training content
- b) Assessing PSTE content in all training
- c) Assessing the effectiveness of the new Education Health & Care Manager training programme
- d) Developing a bespoke training programme for school teachers on Steiner's insights into Phasic Development, to be accredited at Level 4 through Huddersfield University

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### **SECTION 3: Structure, Governance & Management**

#### **3.1 Governing Document**

The charity Ruskin Mill Trust Limited is governed by its Articles of Association of 12 May 2010.

#### **3.2 Objects**

The charity's objects, as set out in the Articles of Association are:

- a) The advancement of the education of young people with learning difficulties and/or behavioral problems or special educational needs through training in the areas of the arts, crafts, agriculture and environmental sciences, with particular reference being given to the indications and insights of Rudolf Steiner in these areas
- b) The promotion of research into the practice and development of those areas of education provided that all research findings will be widely disseminated
- c) The promotion of Rudolf Steiner educational establishments

#### **3.3 Governing Body**

Ruskin Mill Trust Limited was registered with Companies House on 13 May 2010 (Company number 07252866) and with the Charity Commission on 29 July 2010 (Charity number 1137167). The charity is a company limited by guarantee. The Trustees of the charity, whose names are listed on page 1, are also the directors for the purposes of the Companies Act 2006.

#### **3.4 Recruitment and Training of Trustees**

The charity's practice regarding recruitment is for members of the Board to make recommendations for suitably skilled and experienced people who are then appraised and interviewed by the full Board. Since the previous Trustees' Annual Report, two new trustees have joined the Board and four have resigned.

Each new trustee receives an Induction which includes a description of the Trust and the structure of the Group. This is supplemented with trustee training to which all trustees in the Group are invited and that cover sessions on the role of a trustee, charity law, good governance practice and mandatory trainings, such as Safeguarding, Health & Safety, Prevent and Equality & Diversity. In arranging this training with HEaRT, good use is made of the charity law expertise of the Trust's Head of Legal Services.

#### **3.5 Organisational Management**

The trustees are legally responsible for the overall governance and control of the charity, and met six times during the year. While maintaining full overall control of the Trust and accountability for it, the trustees have continued to delegate day to day leadership and management to an Executive Team in line with Article 55 of the Trust's Articles of Association. The membership of this Executive Team is currently Aonghus Gordon (Founder & Executive Chair), Helen Kippax (Senior Executive Mentor), Oliver Cheney (Director of Colleges & Rise), Tara Gratton (Director of Schools & Rise) and Constantin Court (Director of PSTE Pedagogy). Elisabeth Johnson (Executive Operations Manager) chairs meetings of the Executive Team; she, Shazuli Iqbal (Chief Financial Officer) and Lindsay Wilkinson (Head of Human Resources) are Associate Members of the Executive Team.

The Trust's comprehensive Pay & Grading Policy together with the results of the annual PDR, are used as the basis for setting the pay and remuneration of key management personnel. Benchmarking is conducted externally and, based on the results of this, action is taken if required.

REPORT OF THE TRUSTEES

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### **3.6 Group Structure and Relationships**

Overall, the Group, Ruskin Mill Trust and its subsidiaries, has continued to show itself to be a powerful and effective structure within which aligned organisations can work together in a mutually supportive way to achieve common objectives.

The extent and breadth of the Group's activities throughout the UK can be seen in the Map of Provisions on page 36. This covers both the Ruskin Mill Trust Group and the Ruskin Mill Land Trust Group and provides a snapshot of both current provisions and provisions that are in the pipeline.

Ruskin Mill Trust has the following subsidiaries: Transform Residential Services Limited is responsible for residential services in Wales. Brantwood Specialist School Limited, Sunfield Children's Home Limited and Clervaux Garden School Ltd operate specialist schools and children's homes for pupils with special educational needs between the ages of 5 and 19 in Sheffield, near Stourbridge and in North Yorkshire respectively. Clervaux Trust Limited provides educational facilities for adults and young people in and around Darlington. The Seòl Trust Limited operates Ruskin Mill Trust's activities at Fairhill in East Lothian, Ruskin Mill Trust's first venture north of the border, and the Catherine Grace Trust Limited will operate the Grace Garden School on the Cherry Orchards site in Bristol once it opens in May 2021. Any profits made by these subsidiaries are donated by Giftaid to Ruskin Mill Trust. See note 6 to the Financial Statements for extracts from the subsidiary companies' audited financial statements.

### **3.7 Related Parties and Partnerships**

The Trust leases most of the property it occupies from Ruskin Mill Land Trust (or one of its subsidiaries), the Responsive Earth Trust, the Living Earth Land Trust Limited and Clervaux Trust Holdings Limited. The charity leases its headquarters from Ruskin Mill Limited. For full details of related parties and their relationship to the Trust, its trustees and senior management, please refer to note 21 to the Financial Statements.

### **3.8 Risk Management**

The Trustees have assessed the major risks to which the charity is exposed, in particular those relating to its operations and finances and are satisfied that systems are in place to mitigate exposure to the major risks. See Section 2.3 for more details.

REPORT OF THE TRUSTEES

**SECTION 4: Environmental Report**

**4.1 10 Year Environmental Plan**

The Trust recognises that good environmental management must be an integral and fundamental part of its Group strategy and vision. It believes that the protection and enhancement of the environment, and adopting sustainable practices, are an essential part of good educational practice and it is fully committed to reducing the harmful impacts of its operations. It aims to continuously improve its environmental performance through careful management of the Estate and all its operations.

Respect for the relationship between humanity and the environment is inherent in the Trust's vision and is made manifest through its method (PSTE) and, specifically, through the adoption of biodynamic land practices. However, the deterioration of the global ecosystem and a recognition that more action is needed, has led the Trust to begin preparing a 10 Year Environmental Plan. This will cover Climate Change, Biodiversity, Land Management & Food Production, Pollution and the Use of Materials; the Plan will review the current position across the whole Group and set challenging targets, and will also spell out clearly how those targets are going to be met within a realistic timescale; it will also include updating the Trust's Environmental Policy.

**4.2 Streamlined Energy & Carbon Reporting (SECR)**

As a first concrete step towards reducing its carbon emissions, the Trust has prepared its first Streamlined Energy & Carbon Report (SECR) for the whole Group. SECR is intended to encourage the implementation of energy efficiency measures and the adoption of low or zero carbon practices. The methodology used was in accordance with the Government guidelines and the results will now be used as a benchmark for future reports. The exercise of determining the Trust's Carbon Intensity Ratio has itself highlighted opportunities to improve and this will form a key component to the 10 Year Environmental Plan.

• **Annual Reporting Figures**

**a) The total consumption and emissions figures for energy supplies**

**Consumption (kWh) and Greenhouse Gas emissions (tCO<sub>2</sub>e) Totals**

The following figures make up the baseline reporting for Ruskin Mill Trust Limited and its subsidiaries, as 2020/21 is the first year that Ruskin Mill Trust Limited and its subsidiaries are required to report this information.

Scope 1 consumption and emissions relate to direct combustion of natural gas, and fuels utilised for transportation operations, such as company vehicle fleets.

Scope 2 consumption and emissions relate to indirect emissions relating to the consumption of purchased electricity in day-to-day business operations.

Scope 3 consumption and emissions relate to emissions resulting from sources not directly owned by the reporting companies; this is related to grey fleet (business travel undertaken in employee-owned vehicles) only.

**Totals**

The total consumption (kWh) figures for energy supplies reportable by Ruskin Mill Trust Limited and its subsidiaries are as follows:

<b>Utility and Scope</b>	<b>2020/21 UK Consumption (kWh)</b>
Grid-Supplied Electricity (Scope 2)	2,389,793.87
Gaseous and other fuels (Scope 1)	6,488,636.87
Transportation (Scope 1)	586,717.98
Transportation (Scope 3)	722,155.01
Heat and Steam (Scope 2)	360,000.00



REPORT OF THE TRUSTEES

**Total** **10,547,303.72**

The total emission (tCO<sub>2</sub>e) figures for energy supplies reportable by Ruskin Mill Trust Limited and its subsidiaries are as follows. Conversion factors utilised in these calculations are detailed in the appendix:

<b>Utility and Scope</b>	<b>2020/21 UK Consumption (tCO<sub>2</sub>e)</b>
Grid-Supplied Electricity (Scope 2)	507.42
Gaseous and other fuels (Scope 1)	1,312.23
Transportation (Scope 1)	137.91
Transportation (Scope 3)	167.45
Heat and Steam (Scope 2)	61.46
<b>Total</b>	<b>2,186.48</b>

**Intensity Metric**

Intensity metrics of tCO<sub>2</sub>e per £m and tCO<sub>2</sub>e per m<sup>2</sup> have been applied for the annual total consumption/emission of Ruskin Mill Trust and its subsidiaries.

The methodology of the intensity metric calculations is detailed in the appendix of the full SECR, and the results of this analysis are as follows:

<b>Intensity Metric</b>	<b>2020/21 Intensity Metric</b>
tCO <sub>2</sub> e per £m	49.77
tCO <sub>2</sub> e per m <sup>2</sup>	0.06

**b) Energy Efficiency Improvements**

Ruskin Mill Trust Limited and its subsidiaries are committed to year-on-year improvements in their operational energy efficiency. As such, a register of energy efficiency measures has been compiled, with a view to implementing these measures in the course of the next 3 years:

**Measures ongoing and undertaken through 2020/21:**

- purchased first electric minibus and charging point
- where possible electricity is now only purchased from suppliers offering 100% renewables
- investigated the replacement of boilers at Sunfield School and are exploring shorter and longer term options for replacement
- continued to install LED lighting where fittings needed replacing
- moved to install permanent electricity supplies to replace the generator at Clervaux (see renewables)
- installed the highest levels of insulation possible on new building projects/refurbishments; fitted double glazing etc. Moving towards more electrically based heating installations to benefit from 'global' renewable installations
- introduced a subsidised cycle-to-work scheme to encourage bicycle usage

**Measures prioritised for implementation in 2021-24:**

- develop, approve and begin to implement a 10 year Environmental Strategy & Plan
- investigate the potential for carbon off-setting through tree-planting etc. on Trust land
- investigate patterns of heating in some Trust buildings. Implement greater user education on use of time controls and thermostats, especially in residential properties
- increase the number of hybrid and electrically powered vehicles and install charging points to encourage staff to purchase and use electric vehicles

REPORT OF THE TRUSTEES

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- develop a long term strategy for replacing fossil fuel consuming boilers
- share energy data with staff so they understand the scale of the operation
- initiate bench-marking between sites, and with other organisations if relevant
- analyse grey fleet usage generally
- continued improvements in insulation and better controlled heating systems (eg replacing old style storage heaters)

**c) Reporting Methodology**

Scope 1, 2 and 3 consumption and CO<sub>2</sub>e emissions data has been calculated in line with the 2019 UK Government environmental reporting guidance. Emissions Factor Database 2021 version 1 has been used, utilising the published kWh gross calorific value (CV) and kgCO<sub>2</sub>e emissions factors relevant for reporting period 01/09/2020 – 31/08/2021.

Estimations undertaken to cover missing billing periods for properties directly invoiced to Ruskin Mill Trust Limited and its subsidiaries were calculated on a kWh/day pro-rata basis at meter level. These estimations equated to 58% of reported consumption.

For properties where Ruskin Mill Trust Limited and its subsidiaries are indirectly responsible for utilities (i.e. via a landlord or service charge), an average consumption for properties with similar operations was calculated at meter level and applied to the properties with no available data. These full year estimations were applied to 98 electricity supplies, and 73 gas supplies.

Intensity metrics have been calculated using total tCO<sub>2</sub>e figures and the selected performance indicator agreed with Ruskin Mill Trust Limited for the relevant report period:

- Total turnover (£m) **£49.928m**
- Gross internal area (m<sup>2</sup>) **33,729.67**

## REPORT OF THE TRUSTEES

### SECTION 5: Section 172 Statement

- **The long-term consequences of decisions**

The Vision, Values, Purpose & Method of the Trust are set out in its Strategic Plan. Each year Ruskin Mill Trust's Board of Trustees holds a Strategic Review with senior leaders at which Strategic Aims & Direction are reviewed and the Strategic Plan is updated and rolled forward. Integral to this process is an assessment by trustees and senior leaders of the short, medium and long-term consequences of those decisions. The origins of the Trust date back more than thirty five years and its steady growth during that period, up to its present position as a leading provider of specialist education and care services, is a testament to the quality of its decision-making and foresight, particularly at critical points in its history.

- **The interests of the Group's employees**

Trustees fully appreciate the work of the Trust's staff and this appreciation is guided by values that are embodied in the Strategic Plan, namely:

- The potential of all people for development and positive change
- Relating with openness, goodwill, tolerance and treating individuals with dignity and respect
- Respecting, striving to understand and celebrating all peoples' differences and uniqueness

This is backed up with access to a comprehensive staff training & development programme, including access to Higher Education, opportunities for promotion and transfer within a Group of organisations that now employ over one thousand staff, a well-developed Pay & Grading Scheme and structured, annual Personal Development Reviews.

- **The need to foster the Group's business relationships with suppliers, customers and others**

The Trust recognises the value in fostering relationships with all its stakeholders; it leads to loyalty, mutual respect, trust and openness which are central to its Vision & Values as a charitable organisation with high principles. Feedback from local authority customers is positive, evidenced by the growing number of students and pupils who attend Trust Provisions, and at each of its twelve Centres (see the Map on page 35), local staff have worked hard to develop good, long-term relationships with local suppliers which are based on fair payment arrangements and mutual respect.

- **The impact of the Group's operations on the community and the environment**

The Trust has a fine track record of positive community engagement and making its facilities available to the local community and public at large. This is part of the design thinking whenever a new Centre is developed and includes, subject to Trust safeguarding policies and practices, access to permissive rights of way, cafes (using organic and biodynamic ingredients, including food grown on Trust land), retail outlets, theatres and other performing spaces that are used by local societies and other members of the community for a variety of purposes, and festivals, such as the biennial International Festival of Glass that is held at the Glasshouse.

The Trust also has a fine track record of making a positive impact on the environment within which it operates. Its approach over the last 35 years has been to acquire, refurbish and re-purpose sites that have fallen into decay and disrepair. Many of these sites contained iconic industrial or agricultural buildings with a rich heritage, which the Trust has restored sensitively and to high environmental standards, and which now form the basis of the local curriculum for students and pupils. Hand in hand with the sensitive refurbishment of buildings, land is converted to biodynamic standards as it is acquired. However, in spite of these positive steps, the Trust acknowledges that it has more to do and fully embraces the need for the 10 Year Environmental Plan that it is committed to producing.

- **Maintaining a reputation for high standards of business conduct**

The Trust's Vision & Values enshrine the importance of high standards in its external relationships, and these encompass maintaining high standards in the way that the whole Group conducts business. As a result, and because it is also 'Not-for-Profit', the Trust has developed an enviable reputation which is supported by the use of rigorous vetting of new staff and the ethical ethos that underpins its operations. The Trust has also fostered, with the assistance of its Auditors, a culture which rejects any form of fraudulent practice, bribery or corruption. Over thirty five years of successful operation, eleven in its current legal form, reflects well on the Trust's standards of business conduct.

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REPORT OF THE TRUSTEES

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**SECTION 6: Financial Review**

**6.1 Financial review and trading results for the 12 months to 31 August 2021**

Trustees value the consolidated surplus of £3,440,903 made during the year (*2020: consolidated deficit of £445,283*).

- **Fundraising**

Fundraising at Ruskin Mill Trust is managed by its own Fundraising Department which is led by the Director of Fundraising who supervises a small in-house team. No use is made of any external, professional fundraiser or any commercial participator, so no fundraising activities were carried out on its behalf during the year nor were any approaches made to vulnerable individuals in pursuit of the raising of funds for the charity or any of its charitable subsidiaries.

Ruskin Mill Trust has signed up to the Fundraising Regulator's Code of Fundraising Practice and it pays an annual levy to the Regulator. During the year there was no failure to comply with a scheme or standard cited nor were any complaints received about the fundraising activities conducted by the Trust. Money raised through fundraising activities is used by the Trust as agreed with the donor and complies with any conditions attached by the donor.

- **Subsidiaries**

The Trust's subsidiaries generated £20,164,266 in fees from health, care and educational income, a 56% rise compared to the previous year (excluding intercompany transactions and proceeds from the sale of freehold land and buildings to Ruskin Mill Land Trust, the latter amounting to £3,878,875).

Transform Residential Limited continued to provide residential placements for students in Wales and it received its income from residential students attending the Trust's provision in the Principality.

Brantwood Specialist School Limited saw its income grow during the year by £844,528 (excluding intercompany transactions), a 30% rise compared to the previous year (excluding intercompany transactions).

Sunfield Children's Home Limited received income of £9,128,624 (excluding intercompany transactions and proceeds from the sale of land and buildings to the Land Trust), a 28% rise compared to the previous year (excluding intercompany transactions).

Clervaux Garden School Limited received income of £899,331 (excluding intercompany transactions), 1701% rise compared to the previous year.

Clervaux Trust Limited received income of £701,391 (excluding intercompany transactions), a 6% rise compared to the previous year (excluding intercompany transactions).

Lantern Trading Limited ceased trading as of 1st September 2019, so there was no income during the year.

Seol Trust Limited received income of £52,603 (excluding intercompany transactions), a 57% rise compared to the previous year (excluding intercompany transactions).

Catherine Grace Trust Limited received income of £58,503 (excluding intercompany transactions).

Any profits from the trading activities of its subsidiaries are gift aided to the charity to be used in the furtherance of its Objects.

- **Local Authorities**

Throughout the year there was continued uncertainty about how local authority funding might affect the Trust's services, and tight control over expenditure has had to be maintained. Significant measures were also undertaken across the Trust to reduce current and projected costs and efforts continued to be made to diversify income streams.

- **Capital Expenditure and Borrowings**

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REPORT OF THE TRUSTEES

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Capital expenditure by the charity for the year totaled £1,674,415 (2020: £1,082,088). There were nil new borrowings in the year (2020: £nil).

## 6.2 Statement of Trustees' responsibilities

The trustees (who are also directors of Ruskin Mill Trust Limited for the purposes of company law) are responsible for preparing the Trustees' Annual Report & Financial Statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

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

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

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

The trustees consider that Ruskin Mill Trust and its subsidiaries is a going concern.

## Qualifying third party indemnity provisions

Trustees' indemnity insurance, indemnifying each director against liability to third parties, has been in place throughout the year ended 31 August 2021 and up to the date of approval of this report.

## 6.3 Provision of Information to Auditor

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

- so far as that trustee is aware, there is no relevant audit information of which the company's auditor is unaware; and
- that trustee has taken all the steps that ought to have been taken as a trustee in order to be aware of any information needed by the company's auditor in connection with preparing its report and to establish that the company's auditor is aware of that information.

## 6.4 Auditor

The auditor, Grant Thornton UK LLP, will be proposed for reappointment at the annual general meeting.

Approved by the trustees on 25 May 2022 and signed on their behalf by:



.....  
A C H Gordon - Executive Chair and Trustee

# Ruskin Mill Trust Centres

*in England, Wales and Scotland*

1. grace garden school  
Bristol, 7-19,  
opening 2021

2. ruskin mill college  
Nailsworth, 16-25

the field centre  
Nailsworth, RMT  
research centre

3. coleg ty'r eithin  
Swansea, 16-25

4. coleg plas dwbl  
Cynderwen, 16-25

castelliz research centre  
Cynderwen, opening 2022

5. sunfield school  
Clent, 6-19

6. argent college  
Birmingham, 16-25

7. glasshouse college  
Stourbridge, 16-25

8. trigonos  
Social enterprise and  
conference centre

9. freeman college  
Sheffield, 16-25

10. brantwood specialist school  
Sheffield, 7-19

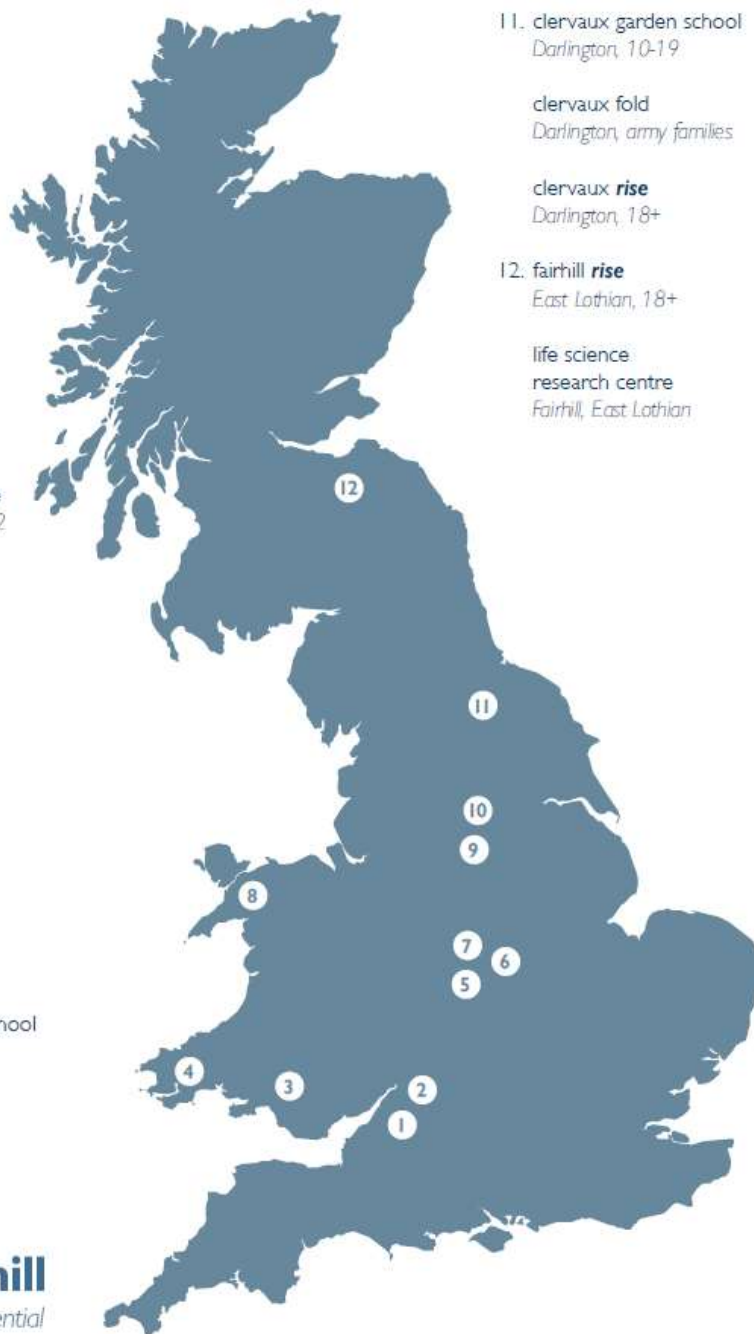
11. clervaux garden school  
Darlington, 10-19

clervaux fold  
Darlington, army families

clervaux **rise**  
Darlington, 18+

12. fairhill **rise**  
East Lothian, 18+

life science  
research centre  
Fairhill, East Lothian



**INDEPENDENT AUDITORS REPORT to the Trustees'**

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**Opinion**

We have audited the financial statements of Ruskin Mill Trust Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 August 2021, which comprise the Group Statement of Financial Activities (incorporating an Income and Expenditure Account), the Group Balance Sheet, the Charity Balance Sheet, the Group Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102; The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 August 2021 and of the group's incoming resources and application of resources including, its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

We have been appointed as auditor under the Companies Act 2006 and report in accordance with regulations made under that Act. We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the 'Auditor's responsibilities for the audit of the financial statements' section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

We are responsible for concluding on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group's and the parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify the auditor's opinion. Our conclusions are based on the audit evidence obtained up to the date of our report. However, future events or conditions may cause the group or parent charitable company to cease to continue as a going concern.

In our evaluation of the trustees' conclusions, we considered the inherent risks associated with the group's and parent charitable company's business model including effects arising from macro-economic uncertainties such as Covid-19, we assessed and challenged the reasonableness of estimates made by the trustees and the related disclosures and analysed how those risks might affect the group's and parent charitable company's financial resources or ability to continue operations over the going concern period.

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

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

The responsibilities of the trustees with respect to going concern are described in the 'Responsibilities of trustees for the financial statements' section of this report.

**INDEPENDENT AUDITORS REPORT to the Trustees'**

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**Other information**

The trustees are responsible for the other information. The other information comprises the information included in the Trustees' Report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**Opinion on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Strategic Report and the Directors' report, prepared for the purposes of company law, included in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Strategic Report and the Directors' Report included in the Trustees' Report have been prepared in accordance with applicable legal requirements.

**Matter on which we are required to report under the Companies Act 2006**

In the light of the knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report or the Directors' Report included in the Trustees' Report.

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

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charitable company, or
- returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

**Responsibilities of trustees for the financial statements**

As explained more fully in the Statement of Trustees' Responsibilities set out on page 35, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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



**INDEPENDENT AUDITORS REPORT to the Trustees'**

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**Auditor's responsibilities for the audit of the financial statements**

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

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

**Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud**

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. Owing to the inherent limitations of an audit, there is an unavoidable risk that material misstatements in the financial statements may not be detected, even though the audit is properly planned and performed in accordance with the ISAs (UK).

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below:

- We obtained an understanding of the legal and regulatory frameworks that are applicable to the group and the sector in which it operates. We determined that the following laws and regulations were most significant: The Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS 102), Charities SORP (FRS 102), the Companies Act 2006 and Charities Act 2011;
- We understood how the group is complying with these legal and regulatory frameworks by making inquiries of management and those charged with governance. We enquired of management and those charged with governance whether there were any instances of non-compliance with laws and regulations, or whether they had any knowledge of actual or suspected fraud. We corroborated the results of our enquiries through our review of board and other minutes and through our legal and professional expenses review;
- We assessed the susceptibility of the group's financial statements to material misstatement, including how fraud might occur and the risk of material override of controls. Audit procedures performed by the engagement team included:
  - Identifying and assessing the design effectiveness of certain controls management has in place to prevent and detect fraud
  - Challenging assumptions and judgements made by management in its significant accounting policies
  - Identifying and testing journal entries, with a focus on manual postings, journals that directly impacted on the surplus reported in the statement of financial activities and journal entries posted in the closing and accounts preparation period
  - Identifying and testing related party transactions
  - Inspecting the board and other committee minutes
  - Assessing the extent of compliance with the relevant laws and regulations as part of our procedures on the related financial statement item
- These audit procedures were designed to provide reasonable assurance that the financial statements were free from fraud or error. However, detecting irregularities that result from fraud is inherently more difficult than detecting those that result from error, as those irregularities that result from fraud may involve collusion, deliberate concealment, forgery or intentional misrepresentations. Also, the further

**INDEPENDENT AUDITORS REPORT to the Trustees'**

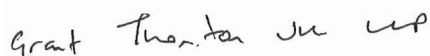
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removed non-compliance with laws and regulations is from events and transactions reflected in the financial statements, the less likely we would become aware of it.

- Assessment of the appropriateness of the collective competence and capabilities of the engagement team included consideration of the engagement team's:
  - understanding of, and practical experience with audit engagements of a similar nature and complexity through appropriate training and participation
  - knowledge of the charity, education and care sector
  - understanding of the legal and regulatory requirements specific to the group including:
    - the provisions of the applicable legislation
    - guidance issued by the Charities Commission.
- The team communications in respect of potential non-compliance with relevant laws and regulations included the potential for fraud in revenue through manipulation of income and management override of controls; and
- In assessing the potential risks of material misstatement, we obtained an understanding of:
  - the group's operations, including the nature of its income and expenditure and its services and of its objectives and strategies to understand the classes of transactions, account balances, expected financial statement disclosures and business risks that may result in risks of material misstatement.
  - the group's control environment, including:
    - the policies and procedures implemented by the group to ensure compliance with the requirements of the financial reporting framework and relevant laws and regulations
    - the adequacy of procedures for authorisation of transactions and review of management accounts
    - procedures to ensure that possible breaches of laws and regulations are appropriately resolved.

**Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



William Devitt FCA  
Senior Statutory Auditor  
for and on behalf of Grant Thornton UK LLP  
Statutory Auditor, Chartered Accountants  
Birmingham

Date: 30 May 2022

**RUSKIN MILL TRUST LIMITED**

**GROUP STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 AUGUST 2021  
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)**

	Notes	2021			2020
		Unrestricted	Restricted	Total	
<b>Income</b>					
Grant & Donations	2,3	151,428	219,076	370,504	681,546
Charitable activities	4	38,746,159		38,746,159	28,399,593
Other Trading activities	6	7,770,203	0	7,770,203	4,425,723
Investments Income	7	96,438		96,438	24,520
Other					
<b>Total Income</b>		<b>46,764,228</b>	<b>219,076</b>	<b>46,983,304</b>	<b>33,531,381</b>
<b>Expenditure</b>					
Raising funds	8	(386,856)		(386,856)	(363,484)
Charitable Activities	8	(38,941,580)	(62,536)	(39,004,116)	(24,317,626)
Other Expenditure	8	(8,030,964)	0	(8,030,964)	(9,295,553)
<b>Total Expenditure</b>		<b>(47,359,401)</b>	<b>(62,536)</b>	<b>(47,421,937)</b>	<b>(33,976,664)</b>
<b>Group Net income</b>		<b>(595,173)</b>	<b>156,540</b>	<b>(438,633)</b>	<b>(445,283)</b>
Exceptional items					
Transfers between funds	18	946,296	(946,296)	0	
<b>Net (losses)/ gains on fixed assets</b>	6	<b>3,879,536</b>	<b>0</b>	<b>3,879,536</b>	
<b>Net Income/(Expenditure) and net movement in funds</b>		<b>4,230,659</b>	<b>(789,756)</b>	<b>3,440,903</b>	
<i>Reconciliation of funds</i>					
<b>Total funds brought forward</b>	17	<b>3,390,219</b>	<b>3,746,956</b>	<b>7,137,175</b>	<b>7,582,458</b>
<b>Total funds carried forward</b>	17,18	<b>7,620,878</b>	<b>2,957,200</b>	<b>10,578,079</b>	<b>7,137,175</b>

All amounts relate to continuing operations.

The notes on pages 45 to 74 form part of these financial statements.


**RUSKIN MILL TRUST LIMITED**

**GROUP BALANCE SHEET  
AS AT 31 AUGUST 2021  
REGISTERED NUMBER – 07252866**

	Notes	2021	2020
		£	£
<b>Fixed Assets</b>			
Intangible assets	13	124,916	137,408
Tangible assets	12	4,346,882	5,723,167
Investments	14	<u>563,227</u>	<u>468,835</u>
		<b><u>5,035,025</u></b>	<b><u>6,329,410</u></b>
<b>Current Assets</b>			
Stock		15,669	16,066
Debtors	15	6,449,057	4,129,706
Cash at bank and in hand		<u>4,475,218</u>	<u>2,332,213</u>
		<b><u>10,939,944</u></b>	<b><u>6,477,985</u></b>
<b>Creditors:</b> amounts falling due within one year	16	<u>(5,262,940)</u>	<u>(5,536,270)</u>
<b>Net current assets/(liabilities)</b>		<b><u>5,677,004</u></b>	<b><u>941,715</u></b>
<b>Total assets less current liabilities</b>		<b><u>10,712,029</u></b>	<b><u>7,271,125</u></b>
<b>Creditors:</b> amounts due after more than one year		(133,950)	(133,950)
<b>Net Assets</b>		<b><u>10,578,079</u></b>	<b><u>7,137,175</u></b>
<b>Funds</b>			
Restricted funds	17	2,957,200	3,746,956
Unrestricted funds	18	<u>7,620,879</u>	<u>3,390,219</u>
		<b><u>10,578,079</u></b>	<b><u>7,137,175</u></b>

The parent charity's net surplus for the year was £737,132 (2020: deficit £3,684,511)

The financial statements were authorised and approved for issue by the Trustees on 25 May 2022 and signed on their behalf by



**A C H Gordon**

**Executive Chair and Trustee**

The notes on pages 45 to 74 form part of these financial statements.

**RUSKIN MILL TRUST LIMITED**

**CHARITY BALANCE SHEET  
AS AT 31 AUGUST 2021  
REGISTERED NUMBER – 07252866**

	Notes	2021	2020
		£	£
<b>Fixed Assets</b>			
Tangible assets	12	3,418,445	2,771,116
Investments	14	<u>2,065,834</u>	<u>2,065,834</u>
		<u>5,484,279</u>	<u>4,836,950</u>
<b>Current Assets</b>			
Stock		15,669	16,066
Debtors	15	3,566,830	2,989,571
Cash at bank and in hand		<u>726,494</u>	<u>450,777</u>
		<u>4,308,993</u>	<u>3,456,414</u>
<b>Creditors:</b> amounts falling due within one year	16	<u>(6,942,290)</u>	<u>(7,894,051)</u>
<b>Net current (liabilities)/ assets</b>		<u>(2,633,297)</u>	<u>(4,437,637)</u>
<b>Total assets less current liabilities</b>		<u>2,850,982</u>	<u>399,313</u>
<b>Net assets</b>		<u>2,850,982</u>	<u>399,313</u>
<b>Funds</b>			
Restricted funds	17	2,872,180	2,895,640
Unrestricted funds	18	<u>(21,198)</u>	<u>(2,496,327)</u>
		<u>2,850,982</u>	<u>399,313</u>

The financial statements were authorised and approved for issue by the Trustees on 25 May 2022 and signed on their behalf by



**A C H Gordon**

**Executive Chair and Trustee**

The notes on pages 45 to 74 form part of these financial statements.

**RUSKIN MILL TRUST LIMITED**

**GROUP CASH FLOW STATEMENT  
FOR THE YEAR ENDED 31 AUGUST 2021**

	Notes	2021	2020
<b>Cash flows from operating activities:</b>			
<b>Net cash inflow/(outflow) from operating activities</b>	22	<b>3,977,635</b>	<u><b>(2,318,498)</b></u>
<b>Cash flow from investing activities:</b>			
Interest received		<b>96,438</b>	24,520
Payments to acquire tangible fixed assets		<b>(1,674,415)</b>	(619,088)
Proceeds on disposal of tangible assets		<b>(5,800)</b>	-
Payments to acquire fixed asset investments		<b>(92,219)</b>	(87,797)
Receipts from sale of investments		<b>82,921</b>	<u>84,326</u>
<b>Net cash provided by (used in) investing activities</b>		<u><b>(1,593,075)</b></u>	<u><b>(839,593)</b></u>
<b>Cash flow from financing activities:</b>			
Interest paid		<b>(241,555)</b>	(241,554)
Cash acquired from Catherine Grace Trust		<u>-</u>	<u>5,841</u>
<b>Net cash provided by (used in) financing activities:</b>		<u><b>(241,555)</b></u>	<u>5,841</u>
<b>Change in cash and cash equivalents in reporting period</b>		<u><b>2,143,005</b></u>	<u><b>(3,152,250)</b></u>
<b>Cash and cash equivalents at beginning of the reporting period</b>		<u><b>2,332,213</b></u>	<u><b>5,484,464</b></u>
<b>Cash and cash equivalents at the end of the reporting period</b>		<u><b>4,475,218</b></u>	<u><b>2,332,213</b></u>

The notes on pages 45 to 74 form part of these financial statements.

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NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2021

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**1. Accounting policies**

**1.1 Legal status of the Charity**

Ruskin Mill Trust Limited was incorporated in the United Kingdom as a company limited by guarantee (registered no. 07252866) and has no share capital.

Ruskin Mill Trust Limited is also registered as a charity with the Charity Commission (registered no. 1137167).

**Registered and principal office**

The registered and principal office of Ruskin Mill Trust is Ruskin Mill, Mill Bottom, Old Bristol Road, Nailsworth, Gloucestershire, GL6 0LA.

**Basis of accounting**

The financial statements have been prepared in accordance with the 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)) and the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

The financial statements have been prepared under the historical cost convention.

The financial statements are presented in sterling (£) which is the functional currency of the charity.

Ruskin Mill Trust Limited meets the definition of a public benefit entity under FRS 102.

For the year ended 31 August 2021 the Group financial statements consolidated the financial statements of the Charity and its subsidiaries; Brantwood Specialist School Limited, Transform Residential Limited, Clervaux Trust Limited, Sunfield Children's Homes Limited, Catherine Grace Trust, SEOL Trust and Clervaux Garden School.

All inter-group transactions have been fully eliminated on consolidation for the year ended 31 August 2021. The parent Charity has taken advantage of the exemptions available to a qualifying entity in FRS 102 from the requirement to present a Company only Statement of Cash Flows and certain disclosures about the Company's financial instruments within the Consolidated Financial Statements. The Charity has also taken the exemption from presenting an unconsolidated SOFA as permitted under Section 408 of the Companies Act 2006 and paragraph 397 of the SORP. The unconsolidated surplus of the charity for the period was £2,451,669 (2020: *deficit* £3,648,511).

**1.2 Going concern**

Ruskin Mill Trust Limited has group net current asset of £5,677,004 (2020: *net current asset* £941,715) at the balance sheet date. The charity manages its working capital requirement through bank balances and borrowings with an overdraft facility which is not currently being fully utilised.

During the Covid-19 pandemic the Trust has continued to support its students and pupils, either through home learning or on-site; this resulted in there being a very limited impact on the Trust during this period. During this time, cash flow has been regularly monitored to make sure the Trust was able to meet all its commitments. During the year as a whole, the Trust saw a small increase in the number of student and pupil assessments and this led on to an increase in the numbers on roll.

The Trust ensures that robust budgets are set, and that actual spend against these budgets is analysed on a monthly basis by both the Executive Team and the Board of Trustees' Finance Sub-Committee; the full Board also receives these monthly management accounts and reviews them on a two-monthly cycle.

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2021**

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**Accounting policies (continued)**

The forecast figures for 2021/22 show a surplus of £2,081,335 with positive cash flow estimated at £5,431,927. Having regard to these matters, the Trustees consider it appropriate to prepare the financial statements on a going concern basis.

**1.3 Incoming resources**

College fees receivable and charges for services are accounted for in the year in which the service is provided.

Voluntary income is received by way of donations and gifts and these are credited to the Statement of Financial Activities when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable the income will be received and the amount can be measured reliably.

Any profits from the trading activities of its subsidiaries are gift aided to the charity to be used in the furtherance of its Objects. The charity records gift aid donations to distributable profits, as the associated profits earned by its subsidiaries relate to the preceding financial year.

Grant income, including government grants for the purchase of fixed assets, are recognised in full in the Statement of Financial Activities in the year in which they are receivable. The capital grants received by the Trust are not permanent endowments.

Income from investments is included in the year in which it is receivable.

**1.4 Resources expended**

Resources expended are recognised in the Statement of Financial Activities on an accruals basis.

Charitable activity expenses are allocated to functional headings on a direct cost basis or apportioned according to staff time or space occupied.

Support costs are those costs incurred directly in support of expenditure on the objects of the charity and include project management.

Governance costs are those incurred in connection with governing the charity and compliance with constitutional and statutory requirements, including legal fees and audit fees.

Cost of raising funds includes all the fundraising and financing costs of the entity.

**1.5 Termination payments**

Termination payments are accounted for as soon as the charitable company is aware of the obligation to make the payment.

**1.6 Investments**

Listed investments are stated at market value at the balance sheet date. The Charity balance sheet also includes investments in subsidiary companies, these investments are accounted for at cost less any impairment at the balance sheet date. The SOFA includes the net gains and losses arising on revaluation and disposal throughout the year.



**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2021**

**1. Accounting policies (continued)**

**1.7 Tangible fixed assets and depreciation**

Depreciation is provided at rates calculated to write off the cost less residual value of each asset, over its expected useful life, as follows:

Leasehold improvements	-	Over the term of the lease
Fixtures, fittings and equipment	-	10%-33% straight line
Motor vehicles	-	25% straight line

Assets are only depreciated once complete and operational; thus no depreciation is charged on assets under construction.

Items costing less than £500 are written off as an expense as acquired.

**1.8 Intangible fixed assets and amortisation**

Goodwill is the difference between amounts paid on the acquisition of a business and the fair value of the identifiable assets and liabilities. Goodwill is to be amortised over its economic useful life of 20 years. No amortisation is charged in the year of acquisition.

**1.09 Stock**

Stocks are valued at the lower of cost and estimated selling price less costs to complete and sell.

**1.10 Cash and cash equivalents**

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours.

Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

**1.11 Debtors**

Short term debtors are initially measured at transaction price, less any impairments. Prepayments are measured at the amount prepaid.

**1.12 Creditors**

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

**1.13 Financial Instruments**

The group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. The listed investments are initially recognised at their transaction value and are subsequently measured at their fair value (market value) as at the balance sheet date. All other basic financial instruments held by the group are initially recognised at transaction value and subsequently measured at their settlement value.

**1.14 Significant estimates and judgements**

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

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2021**

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**1. Accounting policies (continued)**

The items in the financial statements where these estimates and judgements have been made include the following:

*Useful economic lives of intangible and tangible assets*

The annual depreciation charges for the intangible and tangible assets are sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on economic utilisation and the physical condition of the assets.

*Impairment of debtors*

The Group makes an estimate of the recoverable value of trade and other debtors. When assessing impairment of trade and other debtors, management considers factors including the current credit rating of the debtor, the ageing profile of debtors and historical experience. See Note 15 for the net carrying amount of the debtors and note 25 for the associated impairment provision.

**1.15 Pensions**

The pension costs charged in the financial statements represent the contributions payable to the personal pension plans of certain employees during the year. Amounts paid in relation to these defined contribution schemes are charged to the Statement of Financial Activities when they fall due. All pension costs are allocated to unrestricted funds.

**1.16 Operating leases**

Rentals payable under operating leases are charged against income on a straight-line basis over the period of the lease.

**1.17 Unrestricted funds**

The General Funds comprise the accumulated surplus. As such, the Trustees consider these funds to be Unrestricted Funds within the definitions contained in the Charities Act in that they are funds over which they have complete discretion as to their use.

**1.18 Restricted funds**

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

**1.19 Taxation**

As a registered charity Ruskin Mill Trust Limited is entitled to taxation exemptions on all its income and gains as long as they are properly applied for its charitable purpose.

**RUSKIN MILL TRUST LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2021**

**2. Donation income**

	<b>2021</b>	<i>2020</i>
	<b>£</b>	<b>£</b>
Donations received	<b><u>370,504</u></b>	<u>526,969</u>

**3. Grant income**

	<b>2021</b>	<i>2020</i>
	<b>£</b>	<b>£</b>
RMC Farm Projects	351	-
Youth Exchange 2	6,246	14,198
Glastir Capital Works	-	9,699
Wool Barn Build	90,926	20,166
Ridan Composter	3,750	-
High Riggs Toilets	-	10,000
Merlin Dining Room	-	3,000
Green Woodwork	16,160	-
Bee Project	-	2,320
Cornerstone Social Enterprises	-	300
Defibrillators	411	1,500
Catering Oven	-	1,000
Composting	200	18,904
Tractor @ Gables	-	12,000
Covid-19 Donations	-	9,490
Fisheries Response	-	10,000
Outdoor Centres	1,250	500
Battery Powered Tools	9,912	1,000
Felting	-	500
Steiner Research	-	40,000
Pathways Project	475	-
Farm Machinery	3,000	-
Willow Weaving Equipment	750	-
Bee Keeping Equipment	1,913	-

**RUSKIN MILL TRUST LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2021**

**3. Grant income (continued)**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Hort/Farm Equipment	8,750	-
Hen House	950	-
King Arthur & Parfizal story	478	-
S Reed – Erasmus	10,817	-
VHF Tractor	675	-
Andrew Greavy Stone Plaque Project	3,000	-
Bike Equipment	125	-
Centrifugal Casting Machine	11,960	-
Apple Pressing Equipment	1,295	-
Baron Davenports	1,369	-
Horticulture Tools	3,500	-
Sheep Handler	1,000	-
Summer Camps	2,000	-
Horticulture Activities & Equipment	4,000	-
Cruck Barn	6,000	-
CGS Developments	1,000	-
Bike Storage	200	-
Nineva Trust	5,089	-
FUN289 Equipment	2,000	-
FUN235 Weather Equipment	1,000	-
FUN294	2,000	-
Responsive Earth Grant	16,523	-
	<b>219,076</b>	<b>154,577</b>

**4. Incoming resources from charitable activities**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
<b>Education</b>		
College fees	<b>22,638,744</b>	19,341,399
Respite Care	<b>3,537,457</b>	-
Subsidiary Charitable income	<b>12,228,299</b>	8,484,745
Other	<b>341,659</b>	573,449
	<b>38,746,159</b>	<b>28,399,593</b>

Incoming resources from charitable activities comprises a prior year restatement affecting disclosure of Subsidiary Charitable Income for companies Clervaux Trust Ltd, Sunfield Children's Home Ltd and Catherine Grace Trust (2020: reported wholly as Other Trading Activities). The value of the restatement is an increase of the charitable income for the prior year by £8,484,745, this has increased from £19,914,848. There is a corresponding decrease in trading income.

# RUSKIN MILL TRUST LIMITED

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2021

### 5. Net income for the year

The net income / (expenditure) for the year is stated after charging:

	2021 £	2020 £
Amortisation – intangible fixed assets	12,492	12,492
Depreciation – owned tangible assets	810,005	805,985
Operating lease – land and buildings	2,634,998	2,896,480
Auditor's remuneration - audit services	61,500	58,000
- non-audit services	<u>700</u>	<u>680</u>

### 6. Income from subsidiaries trading activities

Ruskin Mill Trust owns the whole of the share capital of three of its subsidiaries which are Lantern Trading Limited (formerly Ruskin Mill Trading Limited) and Transform Residential Limited. Ruskin Mill Trust Limited is also the sole member of Clervaux Trust Limited, Brantwood Specialist School Limited (BSS), Sunfield Children's Homes Limited, Catherine Grace Trust, SEOL Trust and Clervaux Garden School.

a) Lantern Trading Limited (registered no. 04082122) has income and expenditure in relation to running the café located at Ruskin Mill Trust Limited.

Its trading results for the year to 31 August 2021 as extracted from the audited financial statements are summarised below:

	2021 £	2020 £
Turnover	-	26,084
Cost of Sales	-	<u>(3,308)</u>
<b>GROSS PROFIT</b>	<b>=</b>	<b><u>22,776</u></b>
Administrative expenses	-	13,921
Interest payable and expenses	<u>-</u>	<u>645</u>
<b>(LOSS)/PROFIT BEFORE TAX</b>	<b>=</b>	<b><u>37,342</u></b>
<b>(LOSS)/PROFIT FOR THE YEAR</b>	<b>=</b>	<b><u>37,342</u></b>
Total assets	-	-
Total liabilities	<u>-</u>	<u>-</u>
Capital and reserves	<u><u>-</u></u>	<u><u>-</u></u>

Transactions with the parent undertaking, eliminated on consolidation include £nil (2020: £nil) of recharged expenses included in turnover and £nil (2020: £nil) of administration costs. A grant of £nil (2020: £nil) was also made to Ruskin Mill Trading Limited.

**RUSKIN MILL TRUST LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2021**

**b)** Transform Residential Limited (registered no. 07275053) provides residential placements in Yorkshire, the Midlands, Gloucestershire and Pembrokeshire.

Its trading results, as extracted from the audited financial statements, are summarised below:

	2021	2020
	£	£
Turnover	2,148,104	8,897,168
Cost of sales	<u>(33,631)</u>	<u>(2,086,412)</u>
<b>GROSS PROFIT</b>	<b>2,114,473</b>	<b>6,810,756</b>
Administrative expenses	(1,292,339)	(3,271,960)
Interest payable and expenses	(238)	<u>(2,658)</u>
<b>PROFIT BEFORE TAX</b>	<b>821,896</b>	<b>3,536,138</b>
<b>PROFIT FOR THE YEAR</b>	<b>821,896</b>	<b>3,536,138</b>
Total assets	1,962,907	4,959,957
Total liabilities	<u>(86,415)</u>	<u>(348,013)</u>
Capital and reserves	<u>1,876,492</u>	<u>4,611,944</u>

Transactions with the parent undertaking, eliminated on consolidation, include £2,147,718 (2020: £9,107,531) of turnover and £nil (2020: £181,531) of cost of sales and administrative expenses. A donation of £3,557,348 (2020 £756,393) was also made to Ruskin Mill Trust Ltd.

**c)** Ruskin Mill Trust Limited is the sole member of Brantwood Specialist School Limited (a company limited by guarantee, registered company no. 07481656) which deals with the education of young people with emotional and behavioural difficulties and special learning needs.

Its trading results for the year to 31 August 2021 as extracted from the audited financial statements are summarised below:

	2021	2020
	£	£
Turnover	3,637,469	2,792,942
Cost of sales	<u>(108,219)</u>	<u>(70,483)</u>
<b>GROSS PROFIT</b>	<b>3,529,250</b>	<b>2,722,459</b>
Administrative expenses	(2,723,890)	(2,442,974)
Interest payable and expenses	(150)	<u>(155)</u>
<b>PROFIT BEFORE TAX</b>	<b>805,210</b>	<b>279,330</b>
<b>PROFIT FOR THE YEAR</b>	<b>805,210</b>	<b>279,330</b>
Total assets	2,007,624	1,113,843
Total liabilities	<u>(497,327)</u>	<u>(88,606)</u>
Capital and reserves	<u>1,510,297</u>	<u>1,025,237</u>

# RUSKIN MILL TRUST LIMITED

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2021

Transactions with the parent undertaking eliminated on consolidation include £nil (2020 £nil) of recharged expenses included in turnover and £nil (2020: £6,515) of cost of sales and administrative expenses. A donation of £575,000 (2020: £785,000) was also made to Ruskin Mill Trust Ltd.

**d)** Clervaux Trust Ltd - registered in England and Wales, (company number 04295400 and charity number 1143033). Ruskin Mill Trust Limited is the sole member of Clervaux Trust Ltd (a company limited by guarantee). Clervaux exists to advance the education of the public in the subject of conservation, protection and restoration of the natural environment and the sustainable and rational use of natural resources with particular reference to the setting up or establishing either jointly or with others educational facilities for children and adults, including children and adults with learning difficulties, to include arts and crafts activities, woodland management and residential accommodation, with particular reference being given to the indications and insights of Rudolf Steiner in these areas.

Its trading results for the year to 31 August 2021 as extracted from the audited financial statements are summarised below:

	2021	2020
	£	£
Income	701,391	660,885
Expenditure	<u>(559,092)</u>	<u>(363,863)</u>
<b>GROSS PROFIT</b>	<b><u>142,299</u></b>	<b><u>297,022</u></b>
Administrative expenses	(311,090)	(259,064)
Interest payable and expenses	(1,567)	(3,024)
<b>PROFIT/(LOSS) BEFORE TAX</b>	<b>(170,358)</b>	<b>34,934</b>
<b>PROFIT/(LOSS) FOR THE YEAR</b>	<b><u>(170,358)</u></b>	<b><u>34,934</u></b>
	£	£
Total assets	488,428	313,671
Total liabilities	<u>(716,443)</u>	<u>(371,328)</u>
<b>TOTAL FUNDS</b>	<b><u>228,016</u></b>	<b><u>57,657</u></b>

**RUSKIN MILL TRUST LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS  
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**e)** Sunfield Children's Home Ltd – (company number 00413810 and charity number 527552). Sunfield exists to help, support and educate young people with severe and complex learning needs including those with autistic spectrum disorder.

During the year, the company sold Freehold land and buildings to related company Ruskin Mill Land Trust, for which the gain on sale was £3,878,875. This gain included the release of an associated impairment reserve valued at £2,558,831. Its trading results for the year to 31 August 2021 as extracted from the audited financial statements are summarised below:

	2021 £	2020 £
Income	9,137,385	7,155,296
Expenditure	(8,889,393)	(6,434,132)
Gain on sale of Freehold	3,878,875	
Gain on investment	78,612	(7,482)
<b>NET INCOME</b>	<b><u>4,205,480</u></b>	<b><u>713,683</u></b>
	£	£
Total assets	6,607,371	4,992,076
Total liabilities	(451,161)	(3,041,345)
<b>TOTAL FUNDS</b>	<b><u>6,156,211</u></b>	<b><u>1,950,732</u></b>

**f)** Clervaux Garden School – (company number 11740783 and charity number 1190556). Ruskin Mill Trust is the sole member of Clervaux Garden School, which deals with the education of young people with emotional, behavioural difficulties and special learning needs. The company achieved charity status 24<sup>th</sup> July 2020.

Its trading results for the year to 31 August 2021 as extracted from the audited financial statements are summarised below:

	2021 £	2020 £
Income	899,331	49,948
Expenditure	(878,951)	(268,492)
<b>GROSS PROFIT</b>	<b><u>20,379</u></b>	<b><u>(218,544)</u></b>
Administrative expenses	(84,314)	(21,144)
Interest payable and expenses	(718)	(321)
<b>PROFIT/(LOSS) BEFORE TAX</b>	<b><u>(64,653)</u></b>	<b><u>(240,010)</u></b>
<b>PROFIT/(LOSS) FOR THE YEAR</b>	<b><u>(64,653)</u></b>	<b><u>(240,010)</u></b>
	£	£
Total assets	222,378	67,950
Total liabilities	(601,778)	(382,697)
<b>TOTAL FUNDS</b>	<b><u>379,400</u></b>	<b><u>314,747</u></b>



# RUSKIN MILL TRUST LIMITED

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2021

g) Seol Trust is a registered charity in Scotland (charity number SC050258) and a company registered by guarantee (company number SC626147). Ruskin Mill Trust Ltd is the sole member of Seol Trust Ltd. Seol Trust Ltd sub-leases from the Life Science Trust (related party), Pishwanton Woods, a 60-acre woodlands with pastures, for the purpose of delivering work and living skills training for young people and adults with special needs both day and residential. The company achieved charity status 24<sup>th</sup> July 2020.

Its trading results for the year to 31 August 2021 as extracted from the audited financial statements are summarised below:

	2021	2020
	£	£
Income	52,603	33,503
Expenditure	<u>(107,660)</u>	<u>(74,235)</u>
<b>GROSS PROFIT</b>	<b><u>(55,057)</u></b>	<b><u>(40,732)</u></b>
Administrative expenses	(54,474)	(14,249)
Interest payable and expenses	(868)	(388)
<b>PROFIT/(LOSS) BEFORE TAX</b>	<b>(110,399)</b>	<b>(55,369)</b>
<b>PROFIT/(LOSS) FOR THE YEAR</b>	<b><u>(110,399)</u></b>	<b><u>(55,369)</u></b>
	£	£
Total assets	62,470	14,186
Total liabilities	<u>(278,681)</u>	<u>(119,997)</u>
<b>TOTAL FUNDS</b>	<b><u>(216,210)</u></b>	<b><u>(105,811)</u></b>

**RUSKIN MILL TRUST LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2021**

**h)** Catherine Grace Trust – (company number 00462901 and charity number 311740). Ruskin Mill Trust is the sole member of Catherine Grace Trust. The charitable objectives are “to advance the education and care in accordance with the principles, methods or philosophy of Rudolph Steiner”.

Its trading results for the year to 31 August 2021 as extracted from the audited financial statements are summarised below:

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Income	<b>58,503</b>	<b>0</b>
Expenditure	<b>(651,276)</b>	<b>(23,046)</b>
Gain on investment	<b>-</b>	<b>10,799</b>
<b>NET EXPENDITURE</b>	<b><u>(592,773)</u></b>	<b><u>12,247</u></b>

	<b>£</b>	<b>£</b>
Total assets	<b>1,712,283</b>	<b>1,690,376</b>
Total liabilities	<b>(751,121)</b>	<b>(136,441)</b>
<b>TOTAL FUNDS</b>	<b><u>961,162</u></b>	<b><u>1,553,935</u></b>

**7. Investment income**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Deposit interest	<b><u>96,438</u></b>	<b><u>24,520</u></b>

**RUSKIN MILL TRUST LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2021**

**8. Resources expended**

<b>Year ended: 31 August 2021</b>	<b>Staff Costs £</b>	<b>Depreciation £</b>	<b>Other Costs £</b>	<b>Total 2021 £</b>	<b>Total 2020</b>
<b>Charitable expenditure</b>					
Teaching and educational costs	12,046,325	2,101		12,048,426	9,809,649
Premises costs		269,696	3,402,500	3,672,196	2,481,928
Support costs and administration	3,048,652	114,206	8,574,814	11,737,673	4,965,017
	<b>15,094,978</b>	<b>386,003</b>	<b>11,977,314</b>	<b>27,458,295</b>	<b>17,256,594</b>
<b>Governance costs</b>					
					-
<b>Costs of generating funds</b>					
Fundraising costs (incl NI and Pension)	145,302			145,302	121,930
Financing costs			241,555	241,555	241,554
<b>Charity</b>	<b>15,240,279</b>	<b>386,003</b>	<b>12,218,869</b>	<b>27,845,151</b>	<b>17,620,078</b>
Non-charitable expenditure within subsidiaries	2,428,865	64,006	5,538,093	8,030,964	9,295,553
Charitable expenditure within subsidiaries	5,458,363	359,995	5,727,463	11,545,821	7,061,033
<b>Group</b>	<b>23,127,507</b>	<b>810,005</b>	<b>23,484,425</b>	<b>47,421,937</b>	<b>33,976,664</b>

Resources expended comprise a prior year restatement affecting the disclosure of Subsidiary charitable expenditure for companies Clervaux Trust Ltd, Sunfield Children's Home Ltd and Catherine Grace Trust (2020: reported wholly as charitable expenditure within subsidiaries). The restatement of the expenditure has not affected the overall expenditure for the group. The £16,356,586 charitable expenditure within subsidiaries has now been split between non-charitable expenditure within subsidiaries, £9,295,553 and charitable expenditure within subsidiaries, £7,061,033.

Governance costs include payments to the auditor of £62,200 for audit related services. (2020: £58,000) and legal costs of £129,219 (2020: £62,515).

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2021

9. Employees

**Number of employees**

The average monthly numbers of full-time equivalent employees during the year were:

	2021 Number	2020 Number
Teaching	157	131
Care support and administration	562	482
Management	56	51
	<u>775</u>	<u>664</u>

**Number of employees**

The average headcount during the year was:

	2021 Number	2020 Number
Teaching	212	175
Care support and administration	769	689
Management	66	57
	<u>1,041</u>	<u>921</u>

**Employment costs**

	2021 £	2020 £
Wages and salaries	21,521,103	18,634,066
Social security costs	1,999,059	1,651,081
Other pension costs	501,294	404,010
Welfare, training and volunteers	<u>847,970</u>	<u>757,665</u>
	<u>24,869,427</u>	<u>21,446,821</u>

The numbers of employees earning in excess of £60,000 (excluding employer NI and pension costs) were:

	2021 Number	2020 Number
£60,001 - £70,000	6	7
£70,001 - £80,000	2	4
£80,001 - £90,000	2	3
£90,001 - £100,000	3	1
£100,001-£110,000	-	0

Contributions payable into the pension schemes for higher paid employees amounted to £36,496 (2020 £33,201).

Remuneration for key management personnel (including employer NI and pension costs) totalled £683,169 in the year (2020: £639,466).

During the year there were termination payments made which amounted to £6,000 (2020: £108,068). At 31 August 2021 there was £nil outstanding (2020: £nil).

# RUSKIN MILL TRUST LIMITED

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2021

### 10. Trustees' emoluments

The emoluments of the Executive Chair were £96,425 (2020: £95,593) with Employer's Pension contributions of £12,348 (2020: £12,348) into the scheme. Two Trustees, H Kippax received salary of £31,370 during the period (2020: £31,200), and C Court received salary of £79,585 (2020: £78,899) and pension of £1,318 (2020: £1,316)

These payments to Trustees are authorised in the Charitable Company's Memorandum of Association and the Charity Commission has been informed.

Expenses reimbursed to 7 Trustees (2020: 7) during the year amounted to £42,697 (2020: £47,681) all of which were for travel and subsistence.

### 11. Pension costs

The charity operates a defined contribution pension scheme in respect of the staff. The scheme and its assets are held by independent managers. The pension charge represents contributions due from the group and amounted to £501,294 (2020: £404,010).

### 12. Tangible fixed assets – Group

	Leasehold	Freehold Property	Assets Under Construction	Motor Vehicles	FFE	Total 2021
<b>Cost/val</b>						
<i>B/fwd at 1 September 2020</i>	4,429,614	6,609,589	84,972	654,490	2,337,874	14,116,539
Additions	247,665	36,736	1,052,273	161,116	176,625	1,674,415
Transfer	207,210	-	(207,210)	-	-	-
Disposals	-	(6,609,589)	-	(45,517)	(54,791)	(6,709,897)
<b>C/fwd at 31 August 2021</b>	<b>4,884,489</b>	<b>36,736</b>	<b>930,035</b>	<b>770,089</b>	<b>2,459,709</b>	<b>9,081,057</b>
<b>Depn</b>						
<i>B/fwd at 1 September 2020</i>	1,643,122	4,140,768	-	530,822	2,078,662	8,393,374
Charge	331,858	288,865	-	70,048	119,234	810,005
Transfer	-	-	-	-	-	-
Disposals	-	(4,429,633)	-	(18,428)	(21,143)	(4,469,204)
<b>C/fwd at 31 August 2021</b>	<b>1,974,980</b>	<b>-</b>	<b>-</b>	<b>582,443</b>	<b>2,176,752</b>	<b>4,734,175</b>
<b>NBV 2021</b>	<b>2,909,509</b>	<b>36,736</b>	<b>930,035</b>	<b>187,646</b>	<b>282,956</b>	<b>4,346,882</b>
<i>NBV 2020</i>	<i>2,786,491</i>	<i>2,468,821</i>	<i>84,972</i>	<i>123,668</i>	<i>259,213</i>	<i>5,723,165</i>

The net book value of assets held under hire purchase contracts for the group was £ Nil (2020: £Nil).

# RUSKIN MILL TRUST LIMITED

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2021

### 12. Tangible fixed assets – Charity

	Leasehold	Freehold Property	Assets Under Construction	Motor Vehicles	FFE	Total 2021
<b>Cost/val</b>						
<i>B/fwd at 1 September 2020</i>	3,778,391		71,125	392,927	1,401,789	5,644,231
Additions	128,480		709,699	-	102,254	940,433
Transfer	-		-		-	-
Disposals	-		-	(45,517)	-	(45,517)
C/fwd at 31 August 2021	<b>3,906,871</b>		<b>780,824</b>	<b>467,398</b>	<b>1,504,043</b>	<b>6,659,134</b>
<b>Depn</b>						
<i>B/fwd at 1 September 2020</i>	1,312,547		-	302,595	1,257,972	2,873,115
Charge	269,696			47,470	68,836	386,003
Transfer						-
Disposals	-			(18,428)	-	(18,428)
C/fwd at 31 August 2021	<b>1,582,243</b>		<b>-</b>	<b>331,638</b>	<b>1,326,809</b>	<b>3,240,690</b>
<b>NBV 2021</b>	<b>2,324,628</b>		<b>780,824</b>	<b>135,760</b>	<b>177,234</b>	<b>3,418,445</b>
<i>NBV 2020</i>	2,465,844	-	71,125	90,331	143,816	2,771,116

### 13. Intangible fixed assets

<b>Group</b>	<b>Total Goodwill £</b>
<b>Cost</b>	<b>249,836</b>
31 August 2021	<u><b>249,836</b></u>
<b>Depreciation</b>	
At 1 September 2020	<b>(112,428)</b>
Charge for the year	<u><b>(12,492)</b></u>
At 31 August 2021	<u><b>(124,920)</b></u>
<b>Net book value</b>	
At 31 August 2021	<u><b>124,916</b></u>
At 31 August 2020	<u><b>137,408</b></u>

Goodwill arose from the acquisition of shares in subsidiary undertaking Transform Residential Limited from Ruskin Mill Land Trust Limited. Goodwill is amortised over the Trustees' estimate of its useful economic life.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2021

14. Investments

	Group 2021 £	Charity 2021 £	Group 2020 £	Charity 2020 £
Listed investments	560,572	-	468,835	-
Sunfield assets (see note 26)	-	2,065,831	-	2,065,831
Shares in subsidiary trading companies at cost	-	2	-	2
	<u>560,572</u>	<u>2,065,833</u>	<u>468,835</u>	<u>2,065,833</u>

On the basis that the activities of the trading subsidiaries are confined to charitable trading within the objects of the parent charity, the investments in the subsidiaries are classified as social investments. Please see note 6 of the financial statements for details of the trading subsidiaries.

	2021 £	2020 £
<b>Listed investments:</b>		
Market value at 31 August 2020	442,539	459,267
Acquisitions at cost	92,219	87,797
Proceeds on disposal	(82,921)	(84,326)
Gain in the period	<u>78,612</u>	<u>(20,199)</u>
Market value at 31 August 2021	530,449	442,539
Cash held by investment managers	14,851	17,531
Total value at 31 August 2021	545,300	460,070

Sunfield Investments at market value comprised:	£
<b>UK bonds</b>	17,946
<b>UK equities</b>	142,203
<b>Overseas bonds</b>	50,518
<b>Overseas equities</b>	254,616
<b>Alternative investments</b>	8,070
<b>Properties</b>	16,045
<b>Other</b>	41,052
	<u>530,450</u>
<b>Historical cost</b>	<u>397,089</u>
Catherine Grace Trust Investments at market value:	
<b>Invesco</b>	18,270
<b>Henderson</b>	5,962
<b>Threadneedle</b>	<u>5,890</u>
	<u>30,122</u>

**RUSKIN MILL TRUST LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS  
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The following investments represent more than 5% of the total market value:

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
JUPITER UT MANAGERS	<b>33,307</b>	33,118
JP MORGAN LTD US EQUITY	-	41,210
VANGUARD INV UK	<b>69,127</b>	54,761
BLACKROCK FM EUR DYNAMIC	<b>29,794</b>	24,239

**15. Debtors**

	<b>Group 2021</b>	<b>Charity 2021</b>	<b>Group 2020</b>	<b>Charity 2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Trade debtors	<b>2,180,557</b>	<b>1,266,865</b>	3,668,726	1,730,549
Bad debt provision	<b>(32,073)</b>	-	(124,357)	-
Amounts owed by group undertakings	-	<b>1,697,472</b>	-	855,686
Other debtors	<b>3,823,920</b>	<b>166,622</b>	90,147	18,795
Prepayments and accrued income	<b><u>476,653</u></b>	<b><u>435,871</u></b>	<b><u>495,191</u></b>	<b><u>384,542</u></b>
	<b><u>6,449,057</u></b>	<b><u>3,566,830</u></b>	<b><u>4,129,706</u></b>	<b><u>2,989,571</u></b>

**16. Creditors - Amounts falling due within one year:**

	<b>Group 2021</b>	<b>Charity 2021</b>	<b>Group 2020</b>	<b>Charity 2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Trade creditors	<b>1,944,052</b>	<b>1,342,169</b>	1,184,381	725,549
Amounts owed to group undertakings	-	<b>3,221,713</b>	-	5,847,680
Fees in advance	<b>1,405,918</b>	<b>954,474</b>	554,038	533,238
Other creditors	<b>754,335</b>	<b>670,722</b>	404,109	276,752
Grant commitment (see note 26)	-	-	2,558,831	-
Social security and VAT	<b>439,135</b>	<b>334,888</b>	483,239	260,745
Pension contributions	<b>407,661</b>	<b>178,538</b>	95,616	61,556
Accruals and deferred income	<b><u>311,840</u></b>	<b><u>239,785</u></b>	<b><u>256,072</u></b>	<b><u>188,531</u></b>
	<b><u>5,262,940</u></b>	<b><u>6,942,290</u></b>	<b><u>5,536,286</u></b>	<b><u>7,894,051</u></b>

**Fees received in advance**

	<b>Group 2021</b>	<b>Charity 2021</b>	<b>Group 2020</b>	<b>Charity 2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Amounts brought forward	<b>554,038</b>	<b>533,238</b>	323,039	295,221
Amounts received during the year	<b>36,811,307</b>	<b>22,639,405</b>	26,436,600	19,328,477
Amounts utilised during the year	<b><u>(35,959,427)</u></b>	<b><u>(22,218,618)</u></b>	<b><u>(26,205,602)</u></b>	<b><u>(19,090,460)</u></b>
	<b><u>1,405,918</u></b>	<b><u>954,474</u></b>	<b><u>554,038</u></b>	<b><u>533,238</u></b>



**RUSKIN MILL TRUST LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS  
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The closing balance of fees received in advance relates to fees received from the ESFA in respect of the 2020/2021 academic year.

**17. Restricted funds at 2021**

	As at 1 September 2020 £	Incoming Resources £	Outgoing Resources £	Transfer £	Balance c/fwd. as at 31 August 2021 £
<b>Charity</b>					
Building Improvement	661,145	-	-	(133,068)	528,077
RMC Farm Projects	6,273	351	-	-	6,624
FMC Crafting the land	2,795	-	-	-	2,795
Youth Exchange 2	1,780	6,246	(1,924)	-	6,101
Glastir Capital Works	41,669	-	-	-	41,669
Wool Barn Build	25,908	90,926	(24,330)	-	92,504
Ridan Composter	3,344	-	-	-	3,344
Merlin Dining Room	3,500	-	(2,613)	-	887
TRL Student Activities	1,500	-	-	-	1,500
Defibrillators	1,500	411	(677)	-	1,234
Composting	18,904	200	(19,104)	-	0
Covid-19 Donations	9,490	-	-	-	9,490
Fisheries Response	10,000	-	-	-	10,000
Outdoor Centres	500	1,250	(557)	-	1,193
Battery Powered Tools	1,000	1,696	(2,128)	-	568
Felting	500	-	-	-	500
Steiner Research	40,000	-	-	-	40,000
Sunfield-Grant	2,065,832	-	-	-	2,065,832
Pathways Project	-	475	(84)	-	391
Farm Machinery	-	3,000	-	-	3,000
Willow Weaving Equipment	-	750	-	-	750
Ridan Composter	-	2,500	-	-	2,500
Bee Keeping Equipment	-	1,913	(979)	-	934
Hort/Farm Equipment	-	8,750	-	-	8,750
Hen House	-	950	-	-	950
King Arthur & Parfizal story	-	478	-	-	478
Green Woodwork	-	16,160	-	-	16,160
S Reed - Erasmus	-	10,817	-	-	10,817
Battery Powered Tools	-	8,216	-	-	8,216
VHF Tractor	-	675	-	-	675
Andrew Greavy Stone Plaque Project	-	3,000	-	-	3,000
Bike Equipment	-	125	-	-	125
Centrifugal Casting Machine	-	11,960	(10,139)	-	1,821
Apple Pressing Equipment	-	1,295	-	-	1,295
<b>Charity reserves</b>	<b>2,895,640</b>	<b>172,145</b>	<b>(62,536)</b>	<b>(133,068)</b>	<b>2,872,181</b>
Clervaux Trust reserves	38,087	6,500	-	-	44,587
Sunfield reserves	(2,371,622)	1,369	-	2,371,622	1,369
Clervaux Garden School reserves	-	1,200	-	-	1,200
Catherine Grace Trust	-	5,089	-	-	5,089
SEOL reserves	-	10,000	-	-	10,000
Responsive Earth Grant	-	16,523	-	-	16,523
Brantwood reserves	-	6,250	-	-	6,250
Impairment in Sunfield	3,184,850	-	-	3,184,850	0
<b>Group reserves</b>	<b>3,746,956</b>	<b>219,076</b>	<b>(62,536)</b>	<b>(946,296)</b>	<b>2,957,200</b>

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2021

17. Restricted funds at 2021

Building Improvements	This is a Building Improvement Fund (BIF) grant from the EFSA to help improve the buildings across all sites. The capital projects undertaken include improvements to the Merlin Theatre, Harleston House and Gables Farmhouse. These funds will be held as restricted for the next ten years, in line with the terms of the BIF grant. Each applicable year a transfer of £133,068 will be made from this restricted funds.
RMC Farm Projects	Donations have been received for Farm Projects at Ruskin Mill College. This year funds from these donations have been used to build a new Donkey shed.
FMC Crafting the Land	Donations have been received for the Crafting the Land project that is run at High Riggs Biodynamic Garden. The funds for this will be transferred to next year, due to no event taking place in 2020 due to Covid-19.
Youth Exchange 2	Erasmus Funded Project for students of Ruskin Mill Trust to travel to Germany on a cultural exchange programme.
Glastir Capital Works	An annual farm grant for Coleg Plas Dwbl.
RMC Wool Barn Build	Donations have been received to build a new wool barn at Gables Farm, Ruskin Mill College.
FMC Ridan Composter	Donations have been received for the purchase of a Ridan Composter at High Riggs Biodynamic Garden. This will enable the garden to have improved composting facilities on site.
FMC Merlin Theatre Dining Room	Donations have been received for Freeman College to be able to buy new dining room furniture at the Merlin Theatre. This will enable students to be able to eat on site, rather than being transferred to our main site. The dining furniture will also be used in the Merlin Theatre coffee shop, when events are being held.
TRL Student Activities	A donation was received for expenditure on activities for residential students in the provision during the holiday period.
FMC Defibrillators	Donations have been received to purchase additional defibrillators for other Freeman College sites. One will be placed at High Riggs and a second at the Merlin Theatre.
GHC Composting	Donations have been received so improved composting facilities can be created at the Glasshouse Farm Provision.
Covid-19 Donations	£500 Groundwork donation, this is for the Trust to purchase PPE and home learning equipment. £4,890 donation received from South Yorkshire Covid Grants. This is to purchase IT Equipment for staff, a sat nav for High Riggs to enable them to deliver veg boxes and £1,000 of this is to be used for craft materials for home learning. £3,100 donation received from C of Gloucester. This is for the purchase of IT equipment for FMC. £500 donation from Groundwork. This is for the purchase of tools for PLD.
Fisheries Response	This donation has been received to develop the fish farm at Ruskin Mill College.

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2021**

Outdoor Centres	Donations have been received to develop the Trust's outdoor centres. This will enable the Trust to develop further spaces to enable us to continue delivering education during the pandemic.
PLD Battery Powered Tools	Donation received for the purchase of battery powered tools to be used at Plas Dwbl. This will enable work to continue with the limited electricity supply on site.
TYR Felting	Donation has been received to develop the felting education at our Tyr Eithin site.
Steiner Research	Donation received for the continued research of the Steiner education theory.
<b>NEW PROJECTS FOR 2020/2021</b>	
Pathways Project	This is a private donation towards the purchase of a shepherd's hut for Freeman College.
Farm Machinery	Grants from The Percy Bilton Charity and Ammco Trust towards new farm machinery at Ruskin Mill College.
Willow Weaving Equipment	Grant from the Oakdale Trust towards willow work equipment at Coleg Ty'r Eithin.
Ridan Composter	Grant for a Ridan composter at Coleg Ty'r Eithin.
Bee Keeping Equipment	Grant from the DPD Eco Fund for bee keeping equipment at Coleg Ty'r Eithin.
Hort/Farm Equipment	Grant from the Margaret Davies Charity for bee keeping equipment at Coleg Ty'r Eithin.
Hen House	Grant from the Carmarthenshire Covid Fund to purchase a hen house for Coleg Ty'r Eithin.
King Arthur & Parfizal story	Funding from Creative Black Country to take Glasshouse College students on a trip to Tintagel, Cornwall.
Green Woodwork	Grant from the Turners Company for green woodwork tools for Coleg Ty'r Eithin.
S Reed - Erasmus	Erasmus funding for a European project in collaboration with Norway.
Battery Powered Tools	Awards for All funding to purchase battery operated equipment for Coleg Ty'r Eithin.
VHF Tractor	Private donation towards the campaign for a new tractor for Vale Head Farm.
Andrew Greavy Stone Plaque Project	Grant funding towards commissioning stone plaques for the Horsley Valley at Ruskin Mill College.
Bike Equipment	Grant funding for bike equipment at Coleg Ty'r Eithin.
Centrifugal Casting Machine	Awards for All funding to purchase a new centrifugal machine for Freeman College.
Apple Pressing Equipment	Grant from the Hilda Farr Charitable Trust for new apple pressing equipment at Ruskin Mill College.

**RUSKIN MILL TRUST LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2021**

**17. Restricted funds comparative – 2020**

	<i>At 1 September 2019</i>	<i>Incoming resources</i>	<i>Outgoing resources</i>	<i>Transfer</i>	<i>At 31 August 2020</i>
	£	£	£	£	£
<b>Charity</b>					
Building Improvement	927,281	-	-	(266,136)	661,145
IT Equipment	13,500	-	(13,500)	-	-
Gables Farm (Bee Equipment)	-	-	-	-	-
Farm Projects	8,273	-	(2,000)	-	6,273
Crafting the land	3,000	-	(205)	-	2,795
Youth Exchange 2	6,388	14,198	(18,806)	-	1,780
Glastir Capital Works	31,970	9,699	-	-	41,669
Argent Therapy Rooms	17,000	-	(17,000)	-	-
Wool Barn Build	5,150	20,166	(408)	1,000	25,908
Glasshouse Wormery	500	-	(500)	-	-
Experience Colour	2,000	-	(2,000)	-	-
Ridan Composter	3,381	-	(37)	-	3,344
High Riggs Toilets	15,000	10,000	(25,000)	-	-
Wool Processing Equipment	1,000	-	-	(1,000)	-
Merlin Dining Room	500	3,000	-	-	3,500
TRL Student Activities	1,500	-	-	-	1,500
Charcoal Kiln	1,500	-	(1,500)	-	-
Green Woodwork	915	-	(915)	-	-
Bee Project	-	2,320	(2,320)	-	-
Cornerstone Social Enterprises	-	300	(300)	-	-
Defibrillators	-	1,500	-	-	1,500
Catering Oven	-	1,000	(1,000)	-	-
Composting	-	18,904	-	-	18,904
Tractor @ Gables	-	12,000	(12,000)	-	-
Covid-19 Donations	-	9,490	-	-	9,490
Fisheries Response	-	10,000	-	-	10,000
Outdoor Centres	-	500	-	-	500
Battery Powered Tools	-	1,000	-	-	1,000
Felting	-	500	-	-	500
Steiner Research	-	40,000	-	-	40,000
Sunfield-Grant	2,065,832	-	-	-	2,065,832
<b>Charity reserves</b>	<b>3,104,690</b>	<b>154,577</b>	<b>(97,491)</b>	<b>(266,136)</b>	<b>2,895,640</b>
Clervaux reserves	39,025	14,522	(15,459)	-	38,087
Sunfield reserves	(2,998,641)	1,000	626,019	-	(2,371,622)
Impairment in Sunfield	3,184,850	-	-	-	3,184,850
<b>Group reserves</b>	<b>3,329,925</b>	<b>170,099</b>	<b>513,068</b>	<b>(266,136)</b>	<b>3,746,956</b>

**RUSKIN MILL TRUST LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2021**

**18. Unrestricted funds**

	<i>At 1 September 2020</i>	<i>Incoming Resources £</i>	<i>Outgoing Resources £</i>	<i>Transfers £</i>	<i>At 31 August 2021 £</i>
Charity General fund	(2,496,326)	32,259,902	(29,917,842)	133,068	(21,198)
Subsidiary companies reserves	5,749,140	23,996,210	(23,041,415)	813,228	7,517,163
Consolidation adjustments:					
Goodwill on consolidation	137,406	-	(12,492)	-	124,914
Eliminated on consolidation	-	<u>(5,612,348)</u>	<u>5,612,348</u>	-	-
<b>Group Total</b>	<b><u>3,390,219</u></b>	<b><u>50,643,764</u></b>	<b><u>(47,359,401)</u></b>	<b><u>946,296</u></b>	<b><u>7,620,879</u></b>

**18. Unrestricted funds - Comparative 2020**

	<i>At 1 September 2019 £</i>	<i>Incoming Resources £</i>	<i>Outgoing Resources £</i>	<i>Transfers £</i>	<i>At 31 August 2020 £</i>
Charity General fund	979,134	22,636,053	(26,377,649)	266,136	(2,496,326)
Subsidiary companies reserves	3,123,502	19,592,784	(16,967,146)	-	5,749,140
Consolidation adjustments:					
Goodwill on consolidation	149,898	-	(12,492)	-	137,406
Eliminated on consolidation	-	<u>(8,867,554)</u>	<u>8,867,554</u>	-	-
<b>Group Total</b>	<b><u>4,252,534</u></b>	<b><u>33,361,282</u></b>	<b><u>(34,489,732)</u></b>	<b><u>266,136</u></b>	<b><u>3,390,219</u></b>

**RUSKIN MILL TRUST LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2021**

**19. Net assets of the funds of the group – 2021:**

The group's net assets belong to the various funds as follows:

	<b>Fixed Assets £</b>	<b>Net Current Assets/(Liabilities) £</b>	<b>Long Term Liabilities £</b>	<b>Fund Balances £</b>
Restricted funds	2,957,200	-	-	2,957,200
Unrestricted funds	<u>2,077,825</u>	<u>5,677,004</u>	<u>(133,950)</u>	<u>7,620,878</u>
	<u>5,035,025</u>	<u>5,677,004</u>	<u>(133,950)</u>	<u>10,578,079</u>

**Net assets of the funds of the group – 2020:**

	<b>Fixed Assets £</b>	<b>Net Current Assets/(Liabilities) £</b>	<b>Long Term Liabilities £</b>	<b>Fund Balances £</b>
Restricted funds	3,746,956	-	-	3,746,956
Unrestricted funds	<u>2,582,454</u>	<u>941,715</u>	<u>(133,950)</u>	<u>3,390,219</u>
	<u>6,329,410</u>	<u>941,715</u>	<u>(133,950)</u>	<u>7,137,175</u>

**20. Operating lease commitments**

At 31 August 2021 the group had future minimum lease payments under non-cancellable operating leases as follows:

	<b>Land and Buildings 2021 £</b>	<b>Other 2021 £</b>	<b>Land and Buildings 2020 £</b>	<b>Other 2020 £</b>
<b>Expiry Date:</b>				
Less than 1 year	1,570,751	24,513	1,265,649	36,998
Within 2 -5 years	2,612,071	22,927	2,877,870	34,860
After 5 years	<u>3,321,562</u>	<u>-</u>	<u>3,815,679</u>	<u>-</u>
	<u>7,504,384</u>	<u>47,441</u>	<u>7,959,198</u>	<u>71,859</u>

## RUSKIN MILL TRUST LIMITED

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2021

#### 21. Related party transactions

##### 2021 transactions and year-end balance between the parent entity and its subsidiaries:

	Brantwood	Clervaux Trust	Transform Ltd	Sunfield	Clervaux Garden School	SEOL Trust	Catherine Grace Trust
Sales to subsidiary							
Purchases from subsidiary			2,044,573				
Donation from subsidiary	320,149		3,557,348				
Trade debtor amounts due from subsidiary		574,988		5,886	467,799	269,547	385,391
Trade creditor amounts due to subsidiary	446,021		1,764,971	1,016,860			

During the 2021 year, the Executive Chair was a Director of Ruskin Mill Land Trust Limited, the sole corporate Trustee of Ruskin Mill Land Trust (RMLT). Mr A Gordon was also a Director of Ruskin Mill Land Trust's subsidiaries: Ruskin Glass Centre Limited (RGC) and Academy of Makers Limited (AOM). Mr A Gordon is a Trustee for Responsive Earth Trust (RET) and Hiram Trust and also a Director for Living Earth Land Trust (LELT) and Ruskin Mill Ltd.

##### 2021 transactions between the group and its related parties:

	2020-21							
	RMLT and Subsidiaries	RET	LELT	HIRAM	Ruskin Mill CoP	Ruskin Mill Ltd	Trigonos	LST
Sales					(6,165)			
Purchases - Ruskin Mill Trust	1,382,911	49,000		7,500	465,039	100,055	7,228	
Purchases - Brantwood School	182,495							
Purchases - Transform Residential	46,668		40,200					
Purchases - Clervaux Trust	66,658							
Purchases - Sunfield								
Purchases - Clervaux Garden School								
Purchases - Seol Trust								36,000
Purchases - Catherine Grace Trust	144,393							
Trade debtor amounts due	19							3,000
Trade creditors amounts due	(217,457)	(14,000)	10,050		(23,157)	(14,503)	(778)	
Loans due to RMLT	600,000							
RMLT Purchase of SUN Assets	(3,500,000)							

There were also charitable donations paid to RMLT during the year totalling £300,000.

A connected party of A Gordon received remuneration of £8,881 (2020: £6,242) in the year as an employee. Two connected parties of H Kippax received remuneration of £39,155 (2020: £40,546) during the year as employees.

# RUSKIN MILL TRUST LIMITED

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2021

### 2020 transactions and year-end balance between the parent entity and its subsidiaries:

	Brantwood Specialist School £	Clervaux Trust Limited £	Transform Residential Limited £	Lantern Trading Limited £	Sunfield Children's Home Limited £	Clervaux Garden School £	SEOL Trust £
Sales to subsidiary	6,515	5,600	181,531	-	-	4,535	394
Purchases from subsidiary	-	-	9,107,531	-	-	-	-
Donation from subsidiary	785,000	-	756,393	-	650,000	-	-
Trade debtor amounts due from Subsidiary	944	474	77,113	-	-	1,764	323
Trade creditors amounts due to Subsidiary	-	-	4,797,680	-	-	-	-
Loans Due to RMT	-	283,187	33,715	-	-	364,303	93,863

During the 2019 year, the Executive Chair was a Director of Ruskin Mill Land Trust Limited, the sole corporate Trustee of Ruskin Mill Land Trust (RMLT). Mr A Gordon was also a Director of Ruskin Mill Land Trust's subsidiaries: Ruskin Glass Centre Limited (RGC) and Academy of Makers Limited (AOM). Mr A Gordon is a Trustee for Responsive Earth Trust (RET) and Hiram Trust and also a Director for Living Earth Land Trust (LELT) and Ruskin Mill Ltd.

Transform Residential rented property from Sunfield Children's Home Ltd; the yearly rent is £15,000.



# RUSKIN MILL TRUST LIMITED

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2021

### 2020 transactions between the group and its related parties:

	RMLT and Subsidiaries £	RET £	LELT £	HIRAM £	Ruskin Mill Limited £	LST £
Sales	31,911	-	-	-	-	-
Purchases -Ruskin Mill Trust	1,692,259	42,000	-	7,500	99,546	-
Purchases- Brantwood School	176,647	-	-	-	-	-
Purchases-Transform Residential	68,352	-	40,200	-	-	-
Purchases - Clervaux Trust	59,159	-	-	-	-	-
Purchases - Sunfield	-	-	-	-	-	-
Purchases - Clervaux Garden School	-	-	-	-	-	-
Purchases - Seol Trust	-	-	-	-	-	15,000
Trade debtor amounts due	2,697	-	-	-	-	-
Trade creditors amounts due	(123,818)	(3,500)	-	-	(29,298)	-

There were also charitable donations paid to RMLT during the year totalling £70,000.

A connected party of A Gordon received remuneration of £6,242 (2019: £6,242) in the year as an employee. Two connected parties of H Kippax received remuneration of £40,546 (2019: £30,451) during the year as employees.

# RUSKIN MILL TRUST LIMITED

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2021

### 22. Reconciliation of operating gain to net cash inflow from operating activities

	2021 £	2020 £
Net incoming resources	3,440,903	(445,283)
Non-operating cash flows eliminated:		
Interest received	(96,438)	(24,520)
Gain in the period	(78,612)	7,513
Financing costs	241,555	241,554
Depreciation of tangible fixed assets	810,005	805,985
Loss on disposal of fixed assets	2,241,382	936
Amortisation of goodwill	12,492	12,492
Decrease/(Increase) in stock	397	1,021
(Decrease) in creditors	(273,330)	73,726
Decrease in debtors	(2,319,351)	(2,991,922)
Grant liability	-	-
Petty cash transfer	(1,368)	
Donation of Sunfield net assets	=	=
<b>Net cash inflow from operating activities</b>	<b><u>3,977,635</u></b>	<b><u>(2,318,498)</u></b>

### 23. Analysis of changes in net funds

	Opening Balance £	Cash Flows £	Non Cash Changes £	Closing balance £
Cash at bank and in hand	<u>2,332,214</u>	<u>2,143,005</u>	-	<u>4,475,218</u>
<b>Net funds</b>	<b><u>2,332,214</u></b>	<b><u>2,143,005</u></b>	<b>-</b>	<b><u>4,475,218</u></b>

### 24. Capital commitments

At 31 August 2021 there were capital commitments of £nil (2020: £nil).

# RUSKIN MILL TRUST LIMITED

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2021

### 25. Group Financial Instruments

	2021 £	2020 £
Financial assets measured at fair value	560,572	442,539
Financial assets measured at amortised cost	10,479,695	6,091,085
Financial liabilities measured at amortised cost	<u>2,255,892</u>	<u>1,440,454</u>

Financial assets measured at fair value include assets held as investments.

Financial assets measured at cost include cash less overdraft, trade debtors, and accrued income.

Financial liabilities measured at cost comprise trade creditors and accruals.

Impairment losses charged to financial assets measured at settlement value in the year amounted to £ nil (2020: £ nil).

### 26. TRANSFER OF SUNFIELD CHILDREN'S HOMES LIMITED

On 15 May 2017, Ruskin Mill Trust Limited was gifted and acquired control of the charitable company, Sunfield Children's Homes Limited (company number 00413810 and charity number 527552).

A restricted donation equal to the net assets of the charity at 15 May 2017 is recognised in the SOFA of Ruskin Mill Trust Limited with a corresponding entry being shown within investments. The net assets (as extracted from the audited financial statements at 14 May 2017) can be summarised as:

	£
Tangible fixed assets	3,448,494
Investments	2,030,969
Debtors	414,356
Cash	1,643,350
Creditors	<u>(2,286,487)</u>
Net assets	5,250,682

A grant commitment of £2,558,831 (equal to the provision year ending 31 August 2020) was discharged/ released to the income statement during the financial year. This was on the basis the company transferred/ sold the associated freehold land and buildings to RMLT.

As a result of this commitment, an impairment has been recognised in the Ruskin Mill Trust charity, to write down the value of the investment by the net book value of land and buildings to be transferred. The remaining investment in Ruskin Mill Trust Limited is therefore £2,065,831 at 31 August 2021 (see note 14).

The surplus impact on the SOFA in Ruskin Mill Trust's group and charity financial statements as a result of these net assets being acquired is £2,065,831.

# RUSKIN MILL TRUST LIMITED

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2021

### 27. GROUP STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 AUGUST 2020:

	Notes	Unrestricted	Restricted	2020 Total £
<b>Income from:</b>				
Grants and Donations	2,3	526,969	154,577	681,546
Charitable activities	4	19,914,848	-	19,914,848
Other Trading activities	6	12,894,945	15,522	12,910,467
Investment Income	7	<u>24,520</u>	<u>-</u>	<u>24,520</u>
<b>Total Income</b>		<u>33,361,282</u>	<u>170,099</u>	<u>33,531,381</u>
<b>Expenditure on:</b>				
Raising Funds	8	(363,484)	-	(363,484)
Charitable Activities	8	(17,159,102)	(97,491)	(17,256,594)
Other Trading Expenditure	8	<u>(16,967,146)</u>	<u>610,560</u>	<u>(16,356,586)</u>
<b>Total Expenditure</b>		<u>(34,489,732)</u>	<u>513,068</u>	<u>(33,976,664)</u>
<b>Net Income/(Expenditure) before transfers</b>		<u>(1,128,450)</u>	<u>683,167</u>	<u>(445,283)</u>
Transfers between funds	18	<u>266,136</u>	<u>(266,136)</u>	<u>-</u>
<b>Reconciliation of funds:</b>				
<b>Total funds brought forward</b>	17	<u>4,252,534</u>	<u>3,329,924</u>	<u>7,582,458</u>
<b>Total funds carried forward</b>	17,18	<u>3,390,220</u>	<u>3,746,955</u>	<u>7,137,175</u>

### 28. POST BALANCE SHEET EVENTS

On 6 May 2022 Ruskin Mill Trust became Helios Trust became the legal entity with significant control of Helios Trust which will be a subsidiary of Catherine Grace Trust. As at 31 March 2021, the annual report and unaudited financial statements of Helios Trust report net assets of £902,495.