

Company Number: 07465640
Charity Number: 1141462

RIPON MUSEUM TRUST
(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020

HPH
Chartered Accountants
54 Bootham
York
YO30 7XZ

RIPON MUSEUM TRUST

(A company limited by guarantee)

TRUSTEES' REPORT FOR THE YEAR ENDED 31 DECEMBER 2020

The Trustees, who are also the directors for the purposes of company law, present their report and the unaudited financial statements of the charity for the year ended 31 December 2020.

OBJECTIVES AND ACTIVITIES

Objectives

The objective of the Charitable Company as stated in our constitution of 5 March 2012 is:

The provision and maintenance of museums in or near Ripon for the exhibition to the public of articles of literary, artistic, scientific, cultural or historic interest.

In 2020 the Board launched its Strategic Plan (2020 - 2026). A new Vision, Mission and Strategic Aims are in place to guide the Trust in its next 6-year strategic planning.

Our vision:

We will use our heritage assets to inspire people to seek a fairer society.

Our mission:

- We will use the unique trio of the Workhouse, Prison & Police and Courthouse Museums, collections and the stories they tell to help people explore big issues such as fairness, equality, justice and welfare. Through excellent engagement, programming and outreach together we will inspire people to become compassionate and active citizens, shaping society for the better. We will work for greater participation in our heritage which will enrich lives and improve wellbeing. Volunteering is integral to our organization; at our core we work as one team. We will make a positive impact on Ripon and the region's cultural and economic capital.

Our Strategic Aims:

To deliver our new mission we have distilled our priorities into seven Strategic Aims:

- Conserve, manage and develop knowledge of our heritage assets, reducing their impact on the environment and using them to improve people's health, wellbeing and enjoyment.
- Deliver excellent programmes of learning and interpretation which cause people to reflect on big issues about social justice.
- Provide excellent visitor services and develop new audiences.
- Develop our skills and networks to strengthen volunteering and build strong community and participatory resources and ways of working.
- Maximise RMT's contribution to the cultural and economic capital of the region.
- Increase inclusivity and equality of opportunity in all that we do.
- Generate sustainable financial resources and develop a resilient organisation and skilled people.

These strategic aims each have a set of actions under them which form the basis of our annual development plan, which guides the work of the Charitable Company. Progress against these aims is monitored and reported at the trustee meetings throughout the year.

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TRUSTEES' REPORT FOR THE YEAR ENDED 31 DECEMBER 2020

Covid-19

Whilst our objectives remain strong, our activities in 2020 have been severely curtailed by the Covid-19 global pandemic. Following Government advice we closed our museums in late March 2020 and re-opened with strict Covid-19 safety measures in place in late June. There was a further closure for the month of November and then on 30th December we were required to close again. All in all we were open just over 7 months and much of that opening was with Government restricted numbers and social distancing measures. Visitor sentiment about how safe they felt visiting museums varied throughout the year and school groups/tour groups attendance was very much lower as a result of Government advice and protocols. Our response to Covid is described further throughout the rest of this Report. Overall 2020 has been a year unlike any other in the history of the Trust and the whole of society has been impacted. Our experience has been survival turning into adaptation and then into recovery mode through 2020 and we feel that our accounts show resilience to face the future.

Public Benefit Activities

The Trustees confirm that they have complied with the duty under section 4 of the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission and the Trustees have paid due regard to this guidance on deciding what activities the Charity should undertake. The Trustees consider that all the activities set out in this report have been undertaken to further the charitable purposes for the public benefit. Full description of the key elements of our public benefit are detailed on the following pages.

ACHIEVEMENTS AND PERFORMANCE

For this rather exceptional year we report by looking at the areas overseen by the five standing committees.

RMT's response to Covid-19 saw much more frequent meetings of the Board, Chairs of Committees and Finance and Marketing Committee in order to take decisions quickly and expediently in response to rapidly changing Government advice and survival grants. Meetings moved online using MS Teams. Most Committees continued their normal frequency and used some of their time to continue to plan so that programming and activities in exhibitions, learning, volunteering would be ready to resume once we could re-open.

Business & Operations

2020 saw a significant curtailment of our operations due to Covid-19 pandemic. The Arts Council stepped in to maintain our National Portfolio funding as 'survival' funding, provide significant Cultural Recovery funding and the organisation cut costs. We were also helped by a business rates holiday and a Small Business Grant via Harrogate Borough Council. We also furloughed all but 2 of our staff.

Due to the Covid-19 pandemic, lack of staff and volunteers and repeated closures footfall data was not captured in 2020. We have extrapolated from income below – marked 'e' for estimate.

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TRUSTEES' REPORT FOR THE YEAR ENDED 31 DECEMBER 2020

Footfall data for Day Visitors

Site	2020	2019	2018
Workhouse	Not recorded e 6,431	12,610	13,350
Prison and Police	Not recorded e 4,586	8,994	9,687
Courthouse	Not recorded e 2,692	5,279	5,642
Total	Not recorded e 13,710	26,883	28,679

Finance & Marketing

Finance

2020 saw a substantial reduction in our earned income due to the pandemic and our closure. However, we benefitted from ACE Cultural Recovery Fund grant to support our resilience and planning for our recovery year in 2021. Our NPO grant continued and there was a small inflationary rise.

The Committee started to meet every month to project and monitor performance when we were able to open. The year was beset with great uncertainties for all businesses and we continually reviewed potential expenditure against much lower levels of earned income.

Museum admissions income was £61,170 which has down on budget by 42% and down on 2019 actual by 49%. This outturn was in fact remarkable given we were closed 5 months during a pandemic which also impacted visitor confidence when open. Our historic small City in a rural location and positioning as a domestic tourism destination (Yorkshire Dales) and our excellent and responsive marketing strategy accounts for this relative success.

In this unprecedented year our final position a surplus of nearly £55,000 reflects our success in securing survival and recovery grants – some of which is carried forward into 2021. However overall, in the opinion of the Board and Director, RMT has proved remarkably resilient given the circumstances and has provided RMT with an optimistic outlook.

Reserves policy

The total funds held by the Charitable Company are £523,355 of which £360,368 are restricted. Therefore, free reserves are £162,987.

The Trust's reserves policy is to have a minimum of six months' reserves on hand to cover the changes in cash flow during the year and to cover any unforeseen issues. The reserves in our unrestricted account at the end of 2020 represent about seven months' worth of trading.

In summary, the Board considers the overall financial performance of the Trust to be satisfactory. We are grateful to the whole staff and volunteer team who contributed to the performance and for all their effort and passion through unprecedented times. The furloughing of staff for up to 4 months in some cases was not easy but a huge contribution to the survival of the organisation.

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TRUSTEES' REPORT FOR THE YEAR ENDED 31 DECEMBER 2020

Marketing

Despite a hiatus in marketing activity in part due to furloughed staff and a vacancy for Marketing Manager (which was finally filled in November 2020) our presence on social media has been strengthened and we made improvements in the use of blogs and our mailing list. Our admission tickets sales had been online prior to the pandemic but only accounted for a small percentage of sales. The requirement to limit numbers of visitors at sites saw us introduce a much more sophisticated system for online bookings which is now used by a high percentage of visitors. In summer 2020 we achieved Visit Britain's "Good to Go" kitemark – recognising all the work we had done on Covid-19 safety measures (social distancing, cleaning regimes, signage and protection of staff and volunteers at desks). Evidence from TripAdvisor, Google and Facebook shows that we were still held in high regard for the museums and what they offered and people felt safe visiting us.

Learning & Curation

Curation

In the first three months of 2020 we were exhibiting the 'Prisoners on Prisoners' art commission – a piece of work funded by ACE which used our Victorian prisoner mugshot archives with female prisoners from Askham Grange. However in late March we closed and due to Covid-19 all our other exhibition programming was cancelled. However RMT was involved in two 'lockdown' projects online; "More than Oliver Twist" was a joint exhibition organised by The Workhouse Network and involved the research work of our volunteers. We also were part of the "Blue Sky Museums Project" with Arts and Heritage which encouraged artists to respond to our museums and themes remotely and the resultant 'blue sky art proposals' were shared online. The Workhouse Museum was fortunate to exhibit 5 very stimulating proposals.

Throughout lockdown closures and when our Curator was furloughed volunteers continued to carry out environmental condition checks on our collections and our buildings.

Initially in 2020 the Master's Garden and Victorian Kitchen Garden were open as usual with our Lead Gardener and volunteers working to maintain the spaces and ensure they were productive. After a short period of closure in Spring 2020 it soon became obvious that we would need to set up Covid-19 safe systems of work for the gardening team to resume work otherwise we wouldn't have a 'garden offer' in the Spring or Summer when we hoped to reopen.

Early Summer 2020, before we were allowed to open the inside of our museums, saw us promote an 'Indoor Outdoor Trail' at the Workhouse Museum which used internal historical interpretation and turned to face outwards so visitors could learn about our buildings whilst being outside. The Summer provided a fantastic show of flowers and vegetables in the gardens. It is true to say that these initiatives gave staff and volunteers hope and inspiration at a difficult time and we were able to offer something to the visiting public.

A partnership project looking at green space in the Skell Valley with the National Trust at Fountains Abbey continued to be explored and developed.

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When we re-opened in summer 2020 the Prisoners on Prisoners exhibition was extended. Other events and activities involving groups were cancelled or postponed to 2021. Our Curator left RMT in September 2020 to take up a promotion at Wakefield Museums and the post was left vacant due to funding uncertainties caused by the pandemic.

Learning

School bookings were at normal levels in the first 2 months of 2020 and then as we approached February Half Term the implications of Covid-19 started to impact booking. Once we closed of course all our school visits were cancelled and we furloughed our learning team. Some schools, particularly smaller, primary classes from local rural schools did return for carefully risk assessed visits in Autumn 2020. But numbers were very much reduced. With another lockdown closure in November bookings stopped for 2020, so the data is very scant.

Through late summer and Autumn 2020 using Cultural Recovery funding the learning team have been able to transfer some of the learning offer onto digital. Equipment and skills have been acquired to produce 'Talking Heads' – properly researched and costumed characters from the past involved in the history of our sites can talk to schools and groups remotely, live or pre-recorded. This can assist with an in-person visit or be an alternative and is becoming a part of our 'blended' offer; to schools. Skills acquired delivering in-character Q & A zoom sessions during autumn have been built into interactive outreach sessions for adults with learning difficulties in the community who are shielding due to complex health conditions.

Footfall data for Learning Visits

Type	2020	2019	2018
Formal Learning	1,407	7,233	3,359
Informal Learning	90	1,362	1,371
Total	1,497	8,595	4,730

Community events such as our outdoor theatre performance, the ghost walks, St Wilfrid's Parade and 'Sights and Sounds' were all cancelled.

PEOPLE

Volunteers

The Covid-19 pandemic has had a variety of impacts on our volunteering in 2020. Whilst we were closed no volunteering except for essential activities to protect the fabric of the buildings, the collections and our gardens could continue. Volunteering followed strict Covid safety measures and we produced very detailed risk assessments for all activities, contacts and entry to sites. Some volunteers were shielding due to underlying health issues and, understandably pre-vaccine rollout, many felt very nervous returning to their previous duties. The pandemic seriously impacted people's mental health and wellbeing and it was essential we kept strong communication links with our community of volunteers during the darkest days of the pandemic.

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Our Volunteer Development Officer (funded through an external grant and therefore not furloughed) plus the Director kept an expanded weekly newsletter circulating to over 140 volunteers, Zoom and MS Teams based coffee mornings, evening quizzes and other virtual contacts were developed. A 'telephone tree' of contacts for our more vulnerable/lonely volunteers was put into place to ensure we kept everyone informed of what RMT was doing to keep our organisation afloat. Everyone was on a steep learning curve with the technology but participation was good.

In Summer 2020 return to volunteering was understandably slow starting around 60%. Volunteers were understandably nervous (as we all were) and didn't know what to expect. Through careful risk assessments, inductions, 'trial runs' and all the physical measures we put in place (Perspex screens at desk, face coverings etc) our volunteers started to return to their previous duties and shifts. This area of work has proved an enormous challenge as uncertainties around whether there would be further lockdowns impacted our ability to provide front line services to visitors. Without Arts Council England Cultural Recovery funding we would not have been able to open - delivering safety measures, cleaning and front line resources. Through early Autumn 2020 more volunteers did return but this was again curtailed due to the November lockdown.

Staff

In April 2020 virtually all the staff were put on the Coronavirus Job Retention Scheme (furlough) to make essential cost savings for RMT through the closure period. The Director and an externally funded Volunteer Development Officer were kept in work to manage governance, our Covid response and to maintain good communications with the volunteer teams. Those who remained in work worked from home and juggled home schooling and virtual meetings. In July/August staff began to be unfurloughed as the museums were able to open in accordance with Government guidelines.

A few staff left in Autumn/Winter either for promotion opportunities or a change in career direction and vacancies were kept open due to the uncertainties and expenditure impacts that further closure might have. But in the November lockdown closure the Board took the decision not to furlough staff so that everyone could prepare programming for 2021 season. At the very end of 2020 the museums had to close again on Government advice. Several staff who left in 2020 were not immediately replaced due to the uncertainties of the Covid-19 pandemic ie. Curator, Learning Officer and Volunteer Development Officer. The Charity appointed a new Operations Officer.

Ripon Museums: Inspiration for a Fairer Future Project

Despite the difficulties of 2020, not least the closure by National Lottery Heritage Fund (NLHF) of their major grant schemes for a time, RMT was still able to progress plans for this major project. A consultant was retained who continued to develop ideas, plans and costings for the project in conjunction with the Director, Board members and our Honorary Architect. The Project aims to make much stronger links across all three sites to tell the stories of social justice, fairness, welfare, crime and punishment. Our emerging experiences of the pandemic – isolation, segregation, inequalities in society, food poverty all resonated with our themes and strengthened our ambitions for this project and added to its relevance.

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TRUSTEES' REPORT FOR THE YEAR ENDED 31 DECEMBER 2020

PLANS FOR FUTURE PERIODS

Through robust financial management, the receipt of several grants to support us through periods of closure and the continuation of the NPO funding we are fortunate to be in a very positive position to pursue our objectives in 2021. The Trust will continue to deliver and build on its existing offer of three museums, gardens, a strong and well received learning programme, a well-respected volunteer offer, and a burgeoning exhibitions programme. Lessons learnt through 2020 about Covid-19's impacts on society and our communities prompt the Trust to use digital options more and to strengthen our activities in respect of mental health and wellbeing. Our 'Inspiration for a Fairer Future' project will be pursued as soon as the NLHF re-open its major grants scheme.

Strategy development

Covid-19 has provided challenging circumstances for the Trust in pursuance of our Strategy through repeated closures. However, the Strategy remains a strong 'touchstone' for resuming operations in 2021 when advised by Government that it is safe to do so.

Risk Management Policy

The Trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error. Risk is regularly reviewed as part of ongoing operations and for projects. The Trust conforms to all standards required including safeguarding, health and safety, data protection etc. All relevant policies and procedures are in place and are reviewed regularly by the People Committee. A Health and Safety Consultant is retained by the Trust. A risk register was developed as part of business planning.

STRUCTURE GOVERNANCE AND MANAGEMENT

Memorandum and Articles of Association

Ripon Museum Trust is a company limited by guarantee governed by its Memorandum and Articles of Association dated 5 March 2012. It is registered as a charity with the Charity Commission. Anyone over the age of 18 can become a member of the Company and there are currently eight members, each of whom agrees to contribute up to £10 in the event of the Charity winding up.

Trustees

The registered office and officers and advisors are detailed on page 10.

The Board of Trustees of the Charity meets quarterly as well as for two away days a year to consider strategic issues. Following a review of governance, the Board has established five standing committees which meet four times a year and report to it. They are for Business & Operations, Finance & Marketing, Learning & Curation, People and Capital Assets Committee. In addition the Remuneration Committee meets as required.

Operational management

This is delegated to the Museum Director supported by a staff team and over 140 volunteers, detailed on page 10.

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TRUSTEES' REPORT FOR THE YEAR ENDED 31 DECEMBER 2020

Appointment of new Trustees

Recruitment, appointment and induction of Trustees

Appointment of Trustees is governed by the Constitution. The Board is authorised to appoint new Trustees to fill vacancies arising through resignation or death of an existing Trustee.

One third of the Trustees must retire at the Annual General Meeting. However, if eligible, they may offer themselves for re-election.

At the year ending 31 December 2020 there were nine Trustees. At the AGM held October 2020 (online) three Trustees stood down and offered themselves for re-election, Richard Taylor, Mandy Whitehead and Chris Hughes and they were duly re-elected.

The Trust has a trustee induction pack containing all relevant policies, procedures and documentation. New Trustees meet with the Chair and the Museum Director for initial induction sessions as well as meeting key members of staff. Trustees are encouraged to attend relevant training, especially sessions on governance provided by the Association of Independent Museums.

Relationship to Unincorporated Charity number 512913

This was the original charity for the Trust prior to Incorporation in 2012. All assets and liabilities have been transferred from this charity to the new incorporated charity. The only exception to this is the lease of the Prison and Police Museum. We are currently working with Harrogate Borough Council to transfer the Lease to the new charity, at which point we will close the old charity entirely. Three of the Trustees of the new charity remain as Trustees of the old charity:

Mr R I C Taylor
Mr A D Thelwall
Miss M Whitehead

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TRUSTEES' REPORT FOR THE YEAR ENDED 31 DECEMBER 2020

REFERENCE AND ADMINISTRATIVE DETAILS

Trustees	V Arrowsmith C. R. Hughes M-A Irbins R. I. C. Taylor (Chair) A. D. Thelwall E. A. Tyler A. M. Vernon Prof M. P. Webber M. Whitehead	
Staff team	Helen Thornton Vicki Lever Xantha Mephram/ Sonja Nowicki Gemma Connell (to December 2020) Carrie Phillip Katy O'Malley (to December 2020) Anna Cross Leah Mellors (to September 2020) Catherine Baxter Paul Grayson Linda Furniss/ Amy Lord	Museum Director Volunteers & Operations Manager Operations Officer Volunteer Development Officer Learning & Outreach Manager Learning Officer Outreach Officer Curator Garden Leader Technical Assistant Marketing Manager
Company Number	07465640 (England & Wales)	
Charity Number	1141462 (England & Wales)	
Registered Office	The Workhouse Museum 75 Allhallowgate Ripon North Yorkshire HG4 1LE	
Independent Examiner	A. C. Rodaway, FCA, DChA HPH Chartered Accountants 54 Bootham York YO30 7XZ	

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TRUSTEES' REPORT FOR THE YEAR ENDED 31 DECEMBER 2020

Committee membership as at 31 December 2020:

Business & Operations	Christopher Hughes (Chair) David Thelwall Lizzy Tyler Ann-Marie Jackson (Volunteer) Helen Thornton (Director) Vicki Lever (Volunteer & Operations Manager)
Finance & Marketing	David Thelwall (Chair) Richard Taylor Mary-Ann Irbins Alexa Vernon James Cunningham (Volunteer) Christine Orsler (Volunteer) Helen Thornton (Director) Moira Smith (Volunteer) Linda Furniss/Amy Lord (Marketing Manager)
Learning & Curation	Martin Webber (Chair) Richard Taylor (Trustee) Joyce Walmsley (Volunteer) Linda Moore (Volunteer) Virginia Arrowsmith (Trustee) Beth Harris (Volunteer) Leah Mellors (Curator) Carrie Philip (Learning & Outreach Manager)
People	Mandy Whitehead (Chair) Chris Hughes Lizzy Tyler Amy Stow (Volunteer) Lindy Webb (Volunteer) Helen Thornton (Director) Vicki Lever (Volunteer & Operations Manager)
Capital Assets Committee	Richard Taylor (Chair) Mandy Whitehead David Thelwall Susan Amaku Peter Higginbotham (Volunteer) Moira Smith (Volunteer) Helen Thornton (Director) Leah Mellors (Curator)

In 2020 our **Museum Mentor** retired. Our **Architectural Advisor** is Susan Amaku.

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TRUSTEES' REPORT FOR THE YEAR ENDED 31 DECEMBER 2020

TRUSTEES' FINANCIAL RESPONSIBILITIES

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

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

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

In accordance with company law, as the company's directors, we certify that:

- so far as we are aware, there is no relevant information of which the company's independent examiners are unaware; and
- as the directors of the company we have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant information and to establish that the Charitable Company's independent examiners are aware of that information.

This report is prepared in accordance with the Statement of Recommended Practice - Accounting and Reporting by Charities and in accordance with special provisions of the Small Companies Regime.

Small company provisions

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption.

The Trustees' annual report was approved on 23 September 2021 and signed on behalf of the Board of Trustees by:

A. D. Thelwall

RIPON MUSEUM TRUST

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INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES

I report to the Charitable Company's Trustees on my examination of the accounts of the Charitable Company for the year ended 31 December 2020, which are set out on pages 14 to 23.

This report is made solely to the Charitable Company's Trustees, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and the Charitable Company's Trustees as a body in accordance with section 154 of the Charities Act 2011. My independent examiner's work has been undertaken so that I might state to the Charitable Company's Trustees those matters I am required to state to them in an independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Charitable Company, the Charitable Company's Members as a body and the Charitable Company's Trustees as a body for my independent examiner's work, for this report, or for the opinions I have formed.

Responsibilities and basis of report

As the Charity's Trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

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

Independent examiner's statement

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

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

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities.

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

A. C. Rodaway, FCA, DChA
23 September 2021

HPH, Chartered Accountants
54 Bootham
York
YO30 7XZ

RIPON MUSEUM TRUST
(A company limited by guarantee)
STATEMENT OF FINANCIAL ACTIVITIES (INCOME AND EXPENDITURE ACCOUNT)
YEAR ENDED 31 DECEMBER 2020

	Note	Unrestricted funds £	Restricted funds £	Total 2020 £	Total 2019 £
INCOME					
Donations and legacies	3	277,313	20,000	297,313	224,717
Other trading activities	4	77,332	-	77,332	169,119
Investments	5	7,123	-	7,123	7,430
TOTAL INCOME		361,768	20,000	381,768	401,266
EXPENDITURE					
Costs of raising funds		-	-	-	2,474
Charitable activities	6	263,349	63,493	326,842	348,569
TOTAL EXPENDITURE		263,349	63,493	326,842	351,043
Net income / (expenditure) before transfers		98,419	(43,493)	54,926	50,223
Transfers between funds	13	-	-	-	-
Net movement in funds		98,419	(43,493)	54,926	50,223
Reconciliation of funds					
Total funds brought forward	13	64,568	403,861	468,429	418,206
Total funds carried forward	13	£ 162,987	£ 360,368	£ 523,355	£ 468,429

All activities derive from continuing operations.
The notes on pages 16 to 23 form part of the accounts.

RIPON MUSEUM TRUST
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BALANCE SHEET
AS AT 31 DECEMBER 2020
Company registration number: 07465640

	Note	2020	2019
		£	£
FIXED ASSETS			
Tangible Assets	9	351,225	351,400
CURRENT ASSETS			
Stock		3,871	5,175
Debtors	10	3,923	37,789
Cash at Bank and in hand		300,631	102,648
		<hr/>	<hr/>
		308,425	145,612
LIABILITIES: amounts falling due within one year	11	(136,295)	(28,583)
		<hr/>	<hr/>
NET CURRENT ASSETS		172,130	117,029
		<hr/>	<hr/>
TOTAL ASSETS LESS CURRENT LIABILITIES		523,355	468,429
		<hr/>	<hr/>
NET ASSETS		£ 523,355	£ 468,429
		<hr/>	<hr/>
THE FUNDS OF THE CHARITY			
Restricted Funds	13	360,368	403,861
Unrestricted Funds			
- Undesignated Funds	13	162,987	64,568
		<hr/>	<hr/>
TOTAL FUNDS		£ 523,355	£ 468,429
		<hr/>	<hr/>

For the financial year ended 31 December 2020, the Charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies. The Members have not required the Charitable Company to obtain an audit of its accounts for the year in question in accordance with section 476. The Directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

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

The notes on pages 16 to 23 form part of the accounts.

These financial statements were approved by the trustees on 23 September 2021 and signed on their behalf by:

A. D. Thelwall

RIPON MUSEUM TRUST
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NOTES TO THE ACCOUNTS
FOR YEAR ENDED 31 DECEMBER 2020

1 GENERAL INFORMATION

The Charitable Company is a private company limited by guarantee, which is incorporated and registered in England and Wales (no.07465640). It was registered as a charity on 14 April 2011. The Charity number is 1141462.

The address of its registered office is The Workhouse Museum, 75 Allhallowgate, Ripon, HG4 1LE.

2 ACCOUNTING POLICIES

2.1 Basis of preparation of accounts

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

Ripon Museum Trust meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

2.2 Going Concern policy

As described in Note 14, special consideration has been given to the post balance sheet event of COVID-19. The Trustees have prepared financial projections, taking into consideration the current economic climate and its potential impact on the sources of income and planned expenditure. They have a reasonable expectation that adequate financial resources are available to enable the charity to continue in operational existence for the foreseeable future, and have adequate contingency plans in the event that income streams are reduced. Consequently the financial statements have been prepared on the basis that the charity is a going concern.

2.3 Fund accounting

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

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

2.4 Income

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

Grants receivable

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

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

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2 ACCOUNTING POLICIES (continued)

2.5 Expenditure

Expenditure is recognised on a cash basis. Expenditure includes any VAT which cannot be fully recovered and is reported as part of the expenditure to which it relates.

Costs of raising funds	- costs associated with attracting voluntary income.
Charitable activities	- costs incurred by the Charitable Company in delivering its services to clients.
Support costs	- allocated to charitable activities on an equal basis.

2.6 Tangible fixed assets and depreciation

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

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

Plant and machinery	10% straight line basis
Heritage assets are not depreciated but maintained in good working order.	

2.7 Stock

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

2.8 Debtors

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

2.9 Cash at bank and in hand

Cash and cash equivalents comprise cash on hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

2.10 Creditors

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

2.11 Financial Instruments

The Charitable Company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

2.12 Pension costs

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

2.13 Limited by guarantee

Each member's liability is limited to £10 in the case of winding up of the Charitable Company.

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	Unrestricted Funds 2020 £	Restricted Funds 2020 £	Total Funds 2020 £	Total Funds 2019 £
3 DONATIONS AND LEGACIES				
Donations	8,180	20,000	28,180	18,654
Other Grants	60,100	-	60,100	50,109
Government Grants	209,033	-	209,033	155,954
	<u>£ 277,313</u>	<u>£ 20,000</u>	<u>£ 297,313</u>	<u>£ 224,717</u>
The Charitable Company also benefits from the involvement and enthusiastic support of its many volunteers. In accordance with Charities SORP, the economic contribution of general volunteers is not recognised in the accounts.				
4 INCOME FROM OTHER TRADING ACTIVITIES				
Fundraising events	603	-	603	4,869
Shop income	5,546	-	5,546	11,938
Admissions	69,496	-	69,496	150,557
Memberships	592	-	592	534
Sundry income	1,095	-	1,095	1,221
	<u>£ 77,332</u>	<u>£ -</u>	<u>£ 77,332</u>	<u>£ 169,119</u>
5 INCOME FROM INVESTMENT INCOME				
Bank interest receivable	-	-	-	19
Rent receivable	7,123	-	7,123	7,411
	<u>£ 7,123</u>	<u>£ -</u>	<u>£ 7,123</u>	<u>£ 7,430</u>

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6 ANALYSIS OF TOTAL EXPENDITURE

	Unrestricted Funds 2020 £	Restricted Funds 2020 £	Total Funds 2020 £	Total Funds 2019 £
6.1 Charitable activities				
Staff costs	155,280	50,159	205,439	200,014
Premises costs	56,852	-	56,852	59,057
Administrative costs	8,793	8,702	17,495	16,826
Volunteer costs	2,104	-	2,104	10,272
Primary purpose trading	18,032	-	18,032	34,251
Stock expense	6,991	-	6,991	9,435
Sundry expenses	1,330	4,632	5,962	1,526
Support costs (Note 6.2)	13,967	-	13,967	17,188
	<u>£ 263,349</u>	<u>£ 63,493</u>	<u>£ 326,842</u>	<u>£ 348,569</u>
6.2 Support costs				
Independent Examiner's fee	925	-	925	900
Accountancy fees paid to Independent Examiner	1,072	-	1,072	492
Other professional fees	4,935	-	4,935	1,336
Advertising	6,204	-	6,204	13,150
Depreciation	175	-	175	175
Bank charges	656	-	656	1,135
	<u>£ 13,967</u>	<u>£ -</u>	<u>£ 13,967</u>	<u>£ 17,188</u>
7 TOTAL STAFF COSTS			2020 £	2019 £
Wages and Salaries			189,644	180,165
Social Security Costs			8,489	12,506
Employer Pension Contributions			7,306	7,343
			<u>£ 205,439</u>	<u>£ 200,014</u>

No employee earned £60,000 per annum or more in the year (2019 - none).

Number of employees

The head count of employees on the payroll as at December 2020 was 14 (December 2019 - 10).

The average number of full-time equivalent employees during the year was 9 (2019 - 9).

The key management personnel of the Charitable Charity comprise the trustees and the senior management team. The total employee benefits of the key management personnel, with only senior management team members being paid, was £123,115 (2019 - £127,630).

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8 RELATED PARTIES

No Trustees received remuneration or expenses during the year (2019 - £nil).

There were no related party transactions in the reporting year which require disclosure (2019 - nil).

9 TANGIBLE FIXED ASSETS

	Plant and machinery £	Land and buildings £	Total £
Cost			
At 1 January 2020	1,750	350,000	351,750
At 31 December 2020	1,750	350,000	351,750
Depreciation			
At 1 January 2020	350	-	350
Charge for year	175	-	175
Disposal in year	-	-	-
At 31 December 2020	525	-	525
Net Book Amounts			
At 31 December 2020	£ 1,225	£ 350,000	£ 351,225
At 31 December 2019	£ 1,400	£ 350,000	£ 351,400

Heritage assets

Included within land and buildings is £350,000 for the Workhouse Museum, which is a grade II listed property, for which the Charity has a restricted title. The property was funded by a grant from the National Heritage Memorial Fund and is charged to them in perpetuity.

The Prison & Police Museum and the Courthouse Museum are both grade II listed properties, leased to the Charity from Harrogate Borough Council and The Church of England respectively. Neither are included in the accounts.

	2020 £	2019 £
10 DEBTORS		
Trade Debtors	2,923	2,789
Accrued grant income	1,000	35,000
	£ 3,923	£ 37,789

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	2020 £	2019 £
11 LIABILITIES: Amounts falling due within one year		
Trade Creditors	946	8,417
Social Security and Other Taxes	5,920	-
Accruals	2,802	1,392
Other Loan	11,500	16,500
Pension contributions	1,227	1,305
Deferred income	113,900	969
	£ 136,295	£ 28,583
Deferred income		
Balance brought forward	969	-
Amount deferred in the year	113,900	969
Released in the year	(969)	-
	£ 113,900	£ 969

At the balance sheet date the Charitable Company was holding funds received in advance of providing services, which is fully released in the following financial year.

12 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted Undesignated Funds £	Restricted Funds £	Total Funds £
Current year			
Tangible Fixed Assets	1,225	350,000	351,225
Current Assets	298,057	10,368	308,425
Current Liabilities	(136,295)	-	(136,295)
	£ 162,987	£ 360,368	£ 523,355
Comparative year			
Tangible Fixed Assets	1,400	350,000	351,400
Current Assets	91,751	53,861	145,612
Current Liabilities	(28,583)	-	(28,583)
	£ 64,568	£ 403,861	£ 468,429

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NOTES TO THE ACCOUNTS
FOR YEAR ENDED 31 DECEMBER 2020

13 FUNDS

	Balance at 1 January 2020 £	Income £	Expenditure £	Transfers £	Balance at 31 December 2020 £
Restricted Funds					
Land and buildings	350,000	-	-	-	350,000
COINS Foundation	7,950	10,000	(12,950)	-	5,000
National Lottery Heritage	37,209	-	(37,209)	-	-
Arts Council	8,702	-	(8,702)	-	-
Inspiration for a fairer future	-	10,000	(4,632)	-	5,368
	403,861	20,000	(63,493)	-	360,368
Unrestricted Funds					
Undesignated					
Free reserves	64,568	361,768	(263,349)	-	162,987
Total Unrestricted Funds	64,568	361,768	(263,349)	-	162,987
Total Funds	£ 468,429	£ 381,768	£ (326,842)	£ -	£ 523,355
	Balance at 1 January 2019 £	Income £	Expenditure £	Transfers £	Balance at 31 December 2019 £
Restricted Funds					
Land and buildings	350,000	-	-	-	350,000
Other restricted funds	-	62,114	(8,253)	-	53,861
	350,000	62,114	(8,253)	-	403,861
Unrestricted Funds					
Undesignated					
Free reserves	68,206	339,152	(342,790)	-	64,568
Total Unrestricted Funds	68,206	339,152	(342,790)	-	64,568
Total Funds	£ 418,206	£ 401,266	£ (351,043)	£ -	£ 468,429

Restricted Funds

Land and buildings: The properties are held in Restricted Funds.

COINS Foundation: This is money received for funding Volunteer Development Officer role.

National Lottery Heritage: This was money received for the purchase of the main block.

Arts Council: This money was received for the creation of a fundraising strategy and advice.

Inspiration for a fairer future: This is money received for the project to help create stronger links across all three sites and to tell the stories.

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NOTES TO THE ACCOUNTS
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14 POST BALANCE SHEET EVENTS

The outbreak of COVID-19 is having a significant impact in the UK and has caused a high degree of uncertainty in the economy.

The Charitable Company considers the COVID-19 outbreak to be a non-adjusting post balance sheet event. The Charitable Company continues to monitor the impact of the pandemic and given the inherent uncertainties, it is not practicable to determine the impact of COVID-19 on the Charitable Company's future financial performance. However, at the date of signing the 31 December 2020 year end accounts, the Balance Sheet was strong and the Board of Trustees are meeting regularly alongside increased Finance and Marketing Committees to monitor the situation and plan for 2022. Further information can be found within the 'Plans for future periods' section of the Trustees' Report.

15 COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES (INCOME AND EXPENDITURE ACCOUNT)

	Unrestricted funds £	Restricted funds £	Total 2019 £	Total 2018 £
INCOME				
Donations and legacies	162,620	62,097	224,717	124,714
Charitable activities	-	-	-	41,776
Other trading activities	169,119	-	169,119	175,658
Investments	7,413	17	7,430	10,598
TOTAL INCOME	<u>339,152</u>	<u>62,114</u>	<u>401,266</u>	<u>352,746</u>
EXPENDITURE				
Costs of raising funds	432	2,042	2,474	1,600
Charitable activities	342,358	6,211	348,569	402,675
TOTAL EXPENDITURE	<u>342,790</u>	<u>8,253</u>	<u>351,043</u>	<u>404,275</u>
Net income / (expenditure) before transfers	(3,638)	53,861	50,223	(51,529)
Transfers between funds	-	-	-	-
Net movement in funds	(3,638)	53,861	50,223	(51,529)
Reconciliation of funds				
Total funds brought forward	68,206	350,000	418,206	469,735
Total funds carried forward	<u>£ 64,568</u>	<u>£ 403,861</u>	<u>£ 468,429</u>	<u>£ 418,206</u>