

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 2019

HPH
Chartered Accountants
54 Bootham
York
YO30 7XZ

RIPON MUSEUM TRUST

(A company limited by guarantee)

TRUSTEES' REPORT FOR THE YEAR ENDED 31 DECEMBER 2019

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 2019.

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 2019 the Board conducted a full review of its Strategic Plan (2014-2020) in preparation for creating a new one to take the Trust forward. This was facilitated by the new Director appointed in April 2019. A new Vision, Mission and Strategic Aims were developed, consulted upon and approved to guide the Trust in its next 10 year strategic planning. The Trust's Values of Ambition, Community, Learning and Teamwork were reviewed, consulted upon and supplemented with an additional Value of Fairness.

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

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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.

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

This year we report by looking at the areas overseen by the four standing committees and by the Sharow View Project Board (renamed the Capital Assets Committee in September 2019).

Business & Operations

2019 saw the continuing expansion in our operations made possible by our role as a Band 1 National Portfolio Organisation (NPO) with quarterly tranches of funding from Arts Council England. This Committee provides oversight to the monitoring of our Business Plan and the MPO claiming requirements. The overall aim of our MPO funding is to broaden and diversify the number and types of people engaging with our arts and culture, to increase the depth of their engagement and to enhance their lives through contributing to the Arts Council's mission of 'Great arts and culture for everyone'.

Notable achievements in the expanded Business Plan for 2019 have been:

- a more robust system for monitoring and reporting with quarterly returns being made to ACE
- the implementation of a report on digital opportunities across the museums with a view to putting ideas into practice in 2019 and beyond
- commissioning one art work per year: the first was delivered for the Courthouse for 2019 and a second was begun for the Prison and Police Museum
- the delivery of a major exhibition across all three museums 'Rogues and Vagabonds' to spotlight homelessness
- the implementation of the 'Art and Sole' learning methodology in deprived schools in the North East and in Leeds
- the implementation of outreach into rural communities where barriers to engagement can be highest.
- The delivery of supportive volunteering opportunities to people recovering from mental health illnesses by partnerships with local agencies in the mental health care system.
- Our Net Promoter score was an average of 81% which is world class.

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Footfall data for Day Visitors

Site	2019	2018	2017
Workhouse	12,610	13,350	13,564
Prison and Police	8,994	9,687	9,609
Courthouse	5,279	5,642	5,998
Total	26,883	28,679	29,171

The museums welcomed a footfall of 26,883 day visitors across the three sites, a decrease of approximately 6.5% over that in 2018.

Finance & Marketing

Finance

2019 saw the continuation of our uplift in our Unrestricted Income due to us being a National Portfolio Organisation (NPO) accompanied by an additional Arts Council England (ACE) funding of £105,000 during the year.

Museum income grew by some 10% but with footfall being lower than last year – ticket mix and a small price increase accounted for a 4% reduction in admissions income. The very wet summer weather in July and a regional sports event adversely affected expected visitor numbers.

The large spend on utilities required close attention as the organisation dealt with an elderly gas boiler and the transfer of six individual utility accounts to one preferential tariff. New summer opening hours were trialled but these had not been economically worthwhile.

In this year of change and considering the poor summer, a surplus of £21,000 on our trading accounts is, in the opinion of the board, a good performance.

Reserves policy

The total funds held by the Charitable Company are £468,429 (£418,206 in 2018) of which £403,861 (£350,000 in 2018) are restricted. Therefore, free reserves are £64,568 (£68,206 in 2018).

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 2019 represent about 2 months' worth of trading. In 2019 the Board started the process of writing a Reserves Policy in line with Charity Commission guidelines.

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.

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TRUSTEES' REPORT FOR THE YEAR ENDED 31 DECEMBER 2019

Marketing

Our presence on social media has been strengthened and more use made of blogs and marketing using our mailing list. Evidence from TripAdvisor, Google and Facebook shows the high regard for the museums and what they offer. We participate in an annual exchange of mystery shoppers with other regional museums and once again our scores were excellent and the feedback constructive.

Our volunteers undertook widespread audience survey work this year using the Audience Finder survey and methodology as part of our NPO commitments. This has significantly enhanced our ability to compare ourselves with other organisations and has improved our audience knowledge.

Learning & Curation

Learning

Footfall data for Learning Visits

Type	2019	2018	2017
Formal Learning	7,233	3,359	4,224
Informal Learning	1,362	1,371	1,478
Total	8,595	4,730	5,702

We welcomed 8,500 people on learning visits this year (which includes schools, tertiary education, Brownies, adult groups etc). The increase is due to our NPO strategy, the growth in confidence of the Learning Team and a growing reputation amongst schools and loyalty from schools year on year. Small price rises also meant that our Learning Income was up on 2018. The series of adult talks continued this year, focussing on attracting top quality speakers from the world of academia and published authors to deliver interesting, insightful and unique talks that delve deeply into our subject matter.

Our Outreach programme has developed significantly over the year. The community aspect of this has sought to work with older people and people with disabilities. Outreach has also been delivered to schools using techniques developed under the Art & Sole programme with Newcastle University. Work has continued to establish clusters of schools in targeted areas of low cultural engagement to increase our presence with both the children in the area and their parents.

The Trust continues to deliver Arts Awards and 302 children engaged with the Award in 2019 and this will be developed in 2020. Our Squiggles Art Club organised for 10 to 16 year olds in partnership with Ripon Library produced some striking artworks which were exhibited at the both venues.

Family learning activities continue to be an important feature of the museums during the holiday periods, with evidence of 5-star reviews on social media.

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Ghost walks and events continue to attract much attention and have proved popular with all ages.

The Trust has taken a leading role in community events such as St Wilfrid's Parade and 'Sights and Sounds'.

Curation

Collections Care & Conservation Policy & Plan and Documentation Policy & Plan were approved by the Board – these make us compliant with the Museums Accreditation Scheme and provide robust procedures for the management and care of our collections

A large proportion of the object collections from the Town Hall basement were moved to more suitable accommodation in the west wing of the Workhouse frontage building using a further slice of the Historical Society funding. This is a significant improvement to our collections management and accessibility of collections.

Data cleaning was completed and the final data was sent to Axiell for the migration to the new collections management system (CMS). A trial run of uploading digitised object information to an online platform worked well. Documentation and transcription work continues with the help of volunteers.

The Homeless not Faceless exhibition devised with the support of the Harrogate Homeless Project and Ripon YMCA was on display in Ripon Cathedral in the spring of 2019 and returned in summer 2019 to the Workhouse. Continued and active participation in the Workhouse Network to produce a joint exhibition and other valuable networking.

A major exhibition running across all three museum 'Rogues and Vagabonds' was highly acclaimed. Several partnerships with homeless charities and agencies were forged. It received an excellent ACE Assessment in November 2019.

Two further art projects were commissioned using NPO funding. A sound installation, Stolen Things, by Paul Rooney opened at the Courthouse in 2019 and a project involving using archives and personal testimony of prisoners at Askham Grange Open Prison facilitated by the artist Faye Claridge made good progress ready to open at the Prison and Police Museum in 2020.

The Victorian Kitchen Garden went from strength to strength and started to sell its produce to a local restaurant and via 'Veg Boxes' to volunteers and staff. A partnership project looking at green space in the Skell Valley with the National Trust at Fountains Abbey started to be explored. Ideas to develop the Front Garden also started to form.

Several highly successful music and Shakespeare performance events were held using outdoor green space and indoor space in the Dining Room.

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PEOPLE

Volunteers

Better Impact volunteer management system is being used and is delivering real improvements in managing and communicating with our volunteers. It has also widened the opportunities for volunteers to try new activities and areas of interest.

The Trust continues to receive accolades for our volunteer programme. Staff have shared their expertise at Heritage Volunteering Group Conference and Association of Independent Museums Conference. This has further enhanced our reputation for volunteer management within the sector.

With the support of the Coins Foundation we were able to develop further the work done in 2018 around supporting people who are recovering from mental health illness or who have mental health conditions they are managing. Working with GPs, local charities and agencies the Trust has provided, through its Volunteering for the Soul project, opportunities attractive to people with low level social isolation so they can benefit from the supportive and social atmosphere in the museums. Through the programme, they have been able to build their confidence, meet new people and learn new skills. Several have gone on to paid employment elsewhere as a result.

Demands on time and competition elsewhere continue to challenge the supply and retention of volunteers but the Trust has held its own and is confident that its reputation will endure as a worthwhile place to gain the benefits of volunteering to wellbeing.

Staff

For the first quarter of 2019 RMT had no director post and sought to recruit the post. In April 2019 Helen Thornton, an experienced museum professional, was appointed. In June 2019 the Volunteer and Operations Manager, Wendy Hunwick-Brown moved on after many years of involvement with RMT. In October a new full time post of Volunteer and Operations Manager was created to respond to the increasing requirements of managing our volunteer teams and this post was filled by Vicki Lever.

Ripon Museums: Inspiration for a Fairer Future Project

2019 saw the development and progression of RMT's ambitions to realise its new Vision and Mission and to conserve, restore and fully open up the Workhouse site at Sharow View. The project aims to make much stronger links across all three sites to tell the stories of social justice, fairness, welfare, crime and punishment.

The National Lottery Heritage Fund (NLHF) received and approved an Expression of Interest from RMT late in 2019 which signals their interest in RMT developing a major £5 million scheme to deliver these project objectives.

To support and provide oversight to this major project and to provide a broader context for all building management and conservation works at the Trust, the Sharow View Project Board was changed into the Capital Assets Committee which became the fifth Board Committee.

The Trust completed work on developing a Fundraising Strategy with the support of Catalyst Small Grants funding from ACE. This Strategy will be vital to progress the *Inspiration for a Fairer Future* Project and provides attractive opportunities for people to get involved in supporting RMT and its future plans.

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PLANS FOR FUTURE PERIODS

The Trust will continue to deliver and build on its existing offer of three museums, gardens, a strong and well received learning and outreach programme, a well-respected volunteer offer, and a burgeoning exhibitions programme. Our aspirations are to start to deliver our major capital project and to continue our work as a NPO into a second tranche of funding (from 2022).

Ripon Museum Trust had to close its three museums on 21st March 2020 due to the national lockdown for Covid-19. We furloughed all staff apart from the Director. Virtually all income streams (apart from some small rents) ceased and we made all possible cuts to fixed costs without impacting compliance related costs. We received several grants to support some fixed costs and the care of our historic buildings and relating to Business Rates.

The Board decided, in line with its Reserves Policy, to commit £30K of reserves to its survival – with the application of some of these reserves the Trust is projecting a breakeven position in 2020. We project 3 months operating costs remaining in Reserves by the end of 2020. However there is always a risk of further lockdown and closure of our business which could put further pressure on this situation. We re-opened our museums to the public in mid-July and gradually unfurloughed staff to resume delivery of our operations. Visitor Admissions Income levels have been running at 50 – 60% due to the Covid-19 safety measures we have put in place; other income such as schools and groups is much lower. However, our Arts Council England National Portfolio income is unaffected and we have been most grateful for this support. We have experienced the return of visitors in some numbers for a later summer 'staycation' tourism season. The expectations for Autumn and Winter are unknown and we project a tailing off of income.

Volunteers support the operation of our business and due to ongoing health/shielding concerns not all have returned to their former roles. This staffing shortfall has been covered for a couple of months by grants. A recovery plan for our operations is kept under review and a further grant to support fixed costs and operational delivery has been made to the Arts Council.

The Board of Trustees are meeting regularly alongside increased Finance and Marketing Committees to monitor the situation and plan for 2021. Projections for 2021 based on the limited income levels we have experienced so far mean that we may well face a substantial deficit which may be partially mitigated if our bid for Recovery Fund grant aid is successful. The Board may well face difficult decisions re cost control in 2021.

Strategy development

Much has already been achieved in revising the Strategic Plan and the new Director has facilitated the Board to develop a clear, powerful and engaging new strategic direction which has support from staff and volunteers. This direction is informing the quarterly reviews of our development plan actions.

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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. To facilitate this the 5 Committees of the Board led by the Finance and Marketing Committee started to develop a dynamic Risk Register. 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.

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 11.

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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.

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.

At the year ending 31 December 2019 there were nine Trustees, the full complement, and one up on the previous year. Two Trustees stood down and did not offer themselves for re-election, Grenville Hargreaves and John Witherick, both of whom had given freely of their time and expertise over many years. Following a skills audit and a diversity audit, the board identified the characteristics for new Trustees, and was pleased to recommend to the Annual General Meeting in March 2018 two people who met the requirements. The AGM approved the appointments of Mary-Ann Irbins, a locally-based heritage retailing consultant and Virginia Arrowsmith, an audience development and heritage consultant.

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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REFERENCE AND ADMINISTRATIVE DETAILS

Trustees

V Arrowsmith (appointed 1 May 2019)
C. R. Hughes
M-A Irbins (appointed 1 May 2019)
R. I. C. Taylor
A. D. Thelwall
E. A. Tyler
A. M. Vernon
Prof M. P. Webber
M. Whitehead

Staff team

Helen Thornton	Museum Director
Wendy Hunwick	Volunteers & Operations Manager
Brown/Vicki Lever	
Xantha Mephram	Operations Officer
Gemma Connell	Volunteer Development Officer
Carrie Phillip	Learning & Outreach Manager
Katy O'Malley	Learning Officer
Anna Cross	Outreach Officer
Leah Mellors	Curator
Catherine Baxter	Garden Leader
Paul Grayson	Technical Assistant

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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Committee membership as at 31 December 2019:

Business & Operations	Christopher Hughes (Chair) David Thelwall Lizzy Tyler Ann Marie Jackson (Volunteer) Helen Thornton (Director) Wendy Hunwick-Brown (Volunteers & Operations Manager)/Vicki Lever (Volunteers & operations Manager)
Finance & Marketing	David Thelwall (Chair) Richard Taylor Mary-Ann Irbins Alexa Vernon James Cunnington (Volunteer) Christine Orsler (Volunteer) Helen Thornton (Director) Moirra Smith (Volunteer) Linda Furniss (Marketing Manager)
Learning & Curation	Martin Webber (Chair) Richard Taylor Joyce Walmsley (Volunteer) Linda Moore (Volunteer) 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) Wendy Hunwick-Brown (Volunteers & Operations Manager)/Vicki Lever (Volunteers & Operations Manager)
Sharow View Project Board/Capital Assets Committee	Richard Taylor (Chair) Mandy Whitehead David Thelwall Susan Amaku Peter Higginbotham (Volunteer) Moirra Smith (Volunteer) Helen Thornton (Director) Leah Mellors (Curator)

The **Museum Mentor** is Mick Stanley and the **Architectural Advisor** is Susan Amaku.

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TRUSTEES' REPORT FOR THE YEAR ENDED 31 DECEMBER 2019

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 8 October 2020 and signed on behalf of the Board of Trustees by:

A. D. Thelwall

RIPON MUSEUM TRUST

(A company limited by guarantee)

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 2019, which are set out on pages 14 to 24.

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
8 October 2020

HPH, Chartered Accountants
54 Bootham
York
YO30 7XZ

RIPON MUSEUM TRUST
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STATEMENT OF FINANCIAL ACTIVITIES (INCOME AND EXPENDITURE ACCOUNT)
YEAR ENDED 31 DECEMBER 2019

	Note	Unrestricted funds £	Restricted funds £	Total 2019 £	Total 2018 £
INCOME					
Donations and legacies	3	162,620	62,097	224,717	124,714
Charitable activities	4	-	-	-	41,776
Other trading activities	5	169,119	-	169,119	175,658
Investments	6	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	7	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	16	-	-	-	-
Net movement in funds		(3,638)	53,861	50,223	(51,529)
Reconciliation of funds					
Total funds brought forward	16	68,206	350,000	418,206	469,735
Total funds carried forward	16	<u>£ 64,568</u>	<u>£ 403,861</u>	<u>£ 468,429</u>	<u>£ 418,206</u>

All activities derive from continuing operations.
The notes on pages 17 to 24 form part of the accounts.

RIPON MUSEUM TRUST
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BALANCE SHEET
AS AT 31 DECEMBER 2019
Company registration number: 07465640

	Note	2019		2018	
		£	£	£	£
FIXED ASSETS					
Tangible Assets	10		351,400		351,575
CURRENT ASSETS					
Stock		5,175		4,684	
Debtors	11	37,789		13,400	
Cash at Bank and in hand		102,648		87,658	
		145,612		105,742	
LIABILITIES: amounts falling due within one year	12	(28,583)		(39,111)	
NET CURRENT ASSETS			117,029		66,631
TOTAL ASSETS LESS CURRENT LIABILITIES			468,429		418,206
NET ASSETS			£ 468,429		£ 418,206
THE FUNDS OF THE CHARITY					
Restricted Funds	16		403,861		350,000
Unrestricted Funds					
- Undesignated Funds	16		64,568		68,206
TOTAL FUNDS			£ 468,429		£ 418,206

For the financial year ended 31 December 2019, 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 17 to 24 form part of the accounts.

These financial statements were approved by the trustees on 8 October 2020 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 2019

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 2015) - (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 17, 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 generating 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 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

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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FOR YEAR ENDED 31 DECEMBER 2019

	Unrestricted Funds 2019 £	Restricted Funds 2019 £	Total Funds 2019 £	Total Funds 2018 £
3 DONATIONS AND LEGACIES				
Donations	162,620	62,097	224,717	124,714
	<u>£ 162,620</u>	<u>£ 62,097</u>	<u>£ 224,717</u>	<u>£ 124,714</u>

Restricted donations and legacies in 2018 was £nil.

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 CHARITABLE ACTIVITIES

Performance related grants	-	-	-	41,776
	<u>£ -</u>	<u>£ -</u>	<u>£ -</u>	<u>£ 41,776</u>

Restricted income from charitable activities in 2018 was £41,776.

5 INCOME FROM OTHER TRADING ACTIVITIES

Fundraising events	4,869	-	4,869	18,736
Shop income	11,938	-	11,938	8,324
Admissions	150,557	-	150,557	147,978
Memberships	534	-	534	620
Sundry income	1,221	-	1,221	-
	<u>£ 169,119</u>	<u>£ -</u>	<u>£ 169,119</u>	<u>£ 175,658</u>

Restricted income from other trading activities in 2018 was £3,592.

6 INCOME FROM INVESTMENT INCOME

Bank interest receivable	2	17	19	-
Rent receivable	7,411	-	7,411	10,598
	<u>£ 7,413</u>	<u>£ 17</u>	<u>£ 7,430</u>	<u>£ 10,598</u>

Restricted income from investment income in 2018 was £nil.

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NOTES TO THE ACCOUNTS
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7 ANALYSIS OF TOTAL EXPENDITURE

	Unrestricted Funds 2019 £	Restricted Funds 2019 £	Total Funds 2019 £	Total Funds 2018 £
7.1 Charitable activities				
Staff costs	199,484	1,646	201,130	185,195
Premises costs	56,204	2,853	59,057	47,274
Administrative costs	16,805	21	16,826	18,887
Volunteer costs	9,833	439	10,272	6,683
Primary purpose trading	33,576	675	34,251	111,478
Stock expense	9,379	56	9,435	4,485
Sundry expense	1,041	485	1,526	-
Support costs (Note 7.2)	16,036	36	16,072	28,673
	£ 342,358	£ 6,211	£ 348,569	£ 402,675
7.2 Support costs				
Independent Examiner's fee	900	-	900	900
Accountancy	712	-	712	1,392
Other professional fees	-	-	-	7,183
Advertising	13,150	-	13,150	19,023
Depreciation	175	-	175	175
Bank charges	1,099	36	1,135	-
	£ 16,036	£ 36	£ 16,072	£ 28,673

Restricted expenditure in 2018 was £103,762.

8 TOTAL STAFF COSTS	2019 £	2018 £
Wages and Salaries	181,281	169,684
Social Security Costs	12,506	12,758
Employer Pension Contributions	7,343	2,753
	£ 201,130	£ 185,195

No employee earned £60,000 per annum or more in the year (2018 - none).

Number of employees

The head count of employees on the payroll as at December 2019 was 10 (December 2018 - 12).

The average number of full-time equivalent employees during the year was 9 (2018 - 7).

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 £127,630 (2018 - £105,594).

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NOTES TO THE ACCOUNTS
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9 RELATED PARTIES

No Trustees received remuneration or expenses during the year (2018 - £nil).

There were no related party transactions in the reporting year which require disclosure (2018 - nil).

10 TANGIBLE FIXED ASSETS

	Plant and machinery £	Land and buildings £	Total £
Cost			
At 1 January 2019	1,750	350,000	351,750
At 31 December 2019	1,750	350,000	351,750
Depreciation			
At 1 January 2019	175	-	175
Charge for year	175	-	175
At 31 December 2019	350	-	350
Net Book Amounts			
At 31 December 2019	£ 1,400	£ 350,000	£ 351,400
At 31 December 2018	£ 1,575	£ 350,000	£ 351,575

Included within land and buildings is £350,000 for 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.

	2019 £	2018 £
11 DEBTORS		
Trade Debtors	2,789	13,400
Accrued grant income	35,000	-
	£ 37,789	£ 13,400

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NOTES TO THE ACCOUNTS
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	2019	2018
	£	£
12 LIABILITIES: Amounts falling due within one year		
Trade Creditors	8,417	2,362
Social Security and Other Taxes	-	2,990
Accruals	1,392	17,259
Other Loan	16,500	16,500
Pension contributions	1,305	-
Deferred income	969	-
	£ 28,583	£ 39,111
	£ 28,583	£ 39,111

15 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted Undesignated Funds	Restricted Funds	Total Funds
	£	£	£
Current 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
At 31 December 2019	£ 64,568	£ 403,861	£ 468,429
	Unrestricted Undesignated Funds	Restricted Funds	Total Funds
	£	£	£
Comparative year			
Tangible Fixed Assets	-	350,000	350,000
Current Assets	105,742	-	105,742
Current Liabilities	(39,111)	-	(39,111)
	£ 66,631	£ 350,000	£ 416,631
At 31 December 2018	£ 66,631	£ 350,000	£ 416,631

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NOTES TO THE ACCOUNTS
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16 FUNDS

	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
	<u>350,000</u>	<u>62,114</u>	<u>(8,253)</u>	<u>-</u>	<u>403,861</u>
Unrestricted Funds					
<i>Undesignated</i>					
Free reserves	68,206	339,152	(342,790)	-	64,568
Total Unrestricted Funds	<u>68,206</u>	<u>339,152</u>	<u>(342,790)</u>	<u>-</u>	<u>64,568</u>
Total Funds	<u>£ 418,206</u>	<u>£ 401,266</u>	<u>£ (351,043)</u>	<u>£ -</u>	<u>£ 468,429</u>
	Balance at 1 January 2018 £	Income £	Expenditure £	Transfers £	Balance at 31 December 2018 £
Restricted Funds					
Land and buildings	350,000	-	-	-	350,000
Other restricted funds	24,718	45,368	(103,762)	33,676	-
	<u>374,718</u>	<u>45,368</u>	<u>(103,762)</u>	<u>33,676</u>	<u>350,000</u>
Unrestricted Funds					
<i>Undesignated</i>					
Free reserves	95,017	307,378	(300,513)	(33,676)	68,206
Total Unrestricted Funds	<u>95,017</u>	<u>307,378</u>	<u>(300,513)</u>	<u>(33,676)</u>	<u>68,206</u>
Total Funds	<u>£ 469,735</u>	<u>£ 352,746</u>	<u>£ (404,275)</u>	<u>£ -</u>	<u>£ 418,206</u>

Restricted Funds

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

Other restricted funds: This accounts for various restricted projects throughout the year.

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NOTES TO THE ACCOUNTS
FOR YEAR ENDED 31 DECEMBER 2019

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

	Unrestricted funds £	Restricted funds £	Total 2018 £	Total 2017 £
INCOME				
Donations and legacies	124,714	-	124,714	28,109
Charitable activities	-	41,776	41,776	452,727
Other trading activities	172,066	3,592	175,658	158,667
Investments	10,598	-	10,598	7,789
TOTAL INCOME	307,378	45,368	352,746	647,292
EXPENDITURE				
Costs of raising funds	1,600	-	1,600	1,505
Charitable activities	298,913	103,762	402,675	288,420
TOTAL EXPENDITURE	300,513	103,762	404,275	289,925
Net income / (expenditure) before transfers	6,865	(58,394)	(51,529)	357,367
Transfers between funds	(33,676)	33,676	-	-
Net movement in funds	(26,811)	(24,718)	(51,529)	357,367
Reconciliation of funds				
Total funds brought forward	95,017	374,718	469,735	112,368
Total funds carried forward	£ 68,206	£ 350,000	£ 418,206	£ 469,735