

Company number: 2930528
Charity number: 1038007

SALTMINE TRUST
(a charitable company limited by guarantee)

Unaudited Annual Report and Financial Statements
Year ended 31 March 2021

SALTMINE TRUST (a charitable company limited by guarantee)

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SALTMINE TRUST (a charitable company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS

COMPANY NUMBER

2930528 (Registered in England & Wales)

CHARITY NUMBER

1038007 (Registered in England & Wales)

HEADQUARTERS & REGISTERED OFFICE

61 The Broadway
Dudley
West Midlands
DY1 3EB

TRUSTEES/DIRECTORS

Non Executive:

P Sherratt (Chair, retired 11th June 2021)
D Parkes (Chair)
L Cheesman (Vice Chair)
A Conroy
N Iles
I Martin
J Moore

Executive:

R Orrell (CEO)

COMPANY SECRETARY

D Beasley

BANKERS

Barclays Bank plc
Dudley Branch
PO Box 9
Dudley
West Midlands
DY1 1PP

CAF Bank
25 Kings Hill Avenue
Kings Hill
West Malling
Kent
ME19 4JQ

SOLICITORS

Nowell Meller Solicitors
24 Market Place
Burslem
Stoke on Trent
ST6 4AX

INDEPENDENT EXAMINERS

Ian Holder FCA
Mazars LLP
1st Floor, 2 Chamberlain Square
Birmingham
B3 3AX

TRUSTEES' REPORT

PRINCIPAL ACTIVITIES

The Saltmine Trust Board of Trustees (the 'Board') present their Annual Report and the Financial Statements of the Charity for the year ended 31 March 2021 and confirm that the Financial Statements comply with current statutory requirements, the Charities Act 2011, Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard 102 applicable in the UK and Republic of Ireland, and the Charity's governing document.

Saltmine Trust (the 'Charity') is a creative arts organisation with a vision to see 'a world in which people are positively transformed by an encounter with Faith Motivated Arts'. The Charity's mission is to be a centre of excellence, releasing, empowering and equipping all ages through partnerships, projects, personal development and creative initiatives. Its charitable aims and objectives are:

- the advancement of the Christian faith;
- the relief of poverty; and
- the advancement of education.

CHIEF EXECUTIVE'S REPORT

As I reflect over the past year, with the majority of our live theatre work cancelled or postponed, words cannot express my gratitude to our faithful supporters, individuals, trusts, churches and businesses, as well as the Government's furlough scheme. Without their continued support and the adaptability of our team in light of the restrictions from the pandemic, the financial position of the organisation would have come under increasing pressure.

I was also very proud of the Saltmine team who along with myself took on the 2.6 Challenge in April 2020 and raised £14,300. Despite all the challenges, we have thrived, learnt new skills and developed a new online/filmed business model.

24th July 2020 was the official date of Saltmine Trust's 40th anniversary. We filmed a short video outside with the founder Dave Pope and myself in celebration of the 40 years. We had dozens of encouraging comments on our Facebook page with people sharing the impact Saltmine has had over the years. It was so uplifting in the midst of the cancelled celebratory events.

During July/August we rehearsed and produced three biblical narrative films for Good News for Everyone! (formerly Gideons UK):

- A modern interpretation of The Prodigal Son;
- The Wise and Foolish Builders; and
- A modern spoken word based on the Beatitudes.

In the Autumn of 2020 we produced *Wonderland*, a new mental health Secondary School resource addressing anxiety, self-worth, identity, loneliness and fear. We created three short films with accompanying workshop plans for PSHE lessons. Schools were invited to purchase the online resource or book Saltmine facilitators to run a day's workshop. The team experienced a new challenge of working with COVID restrictions. A lead actor wrote: *"We found an exciting dynamism that comes from having to constantly avoid each other in a limited space! It means that everyone on stage is by necessity an active participant, having to maintain energy and focus in order to adhere to physical distancing whilst also maintaining the quality of a coherent and united ensemble"*.

As the impact of the pandemic continued, all our Christmas tours were cancelled and we were faced with the challenge of adapting one of our Christmas plays for a live theatre film. All the songs had to be replaced with original songs and we therefore had to commission new music and lyrics. We ended up with the largest Christmas team Saltmine has ever had: 8 actors, 4 musicians, 3 directors, 6 film crew, 2 technicians, 2 stage managers and a design lead. The filming of *Hark! A Nativity Story* was an incredible achievement with God's strength, provision and protection. We created varying online packages for churches and individuals to buy, with a children's colouring pack and team testimonies. In total we resourced over 60 churches/communities around the UK and many individuals around the world. It was a huge success with thousands of children and adults engaging in the film. I am very proud of the team's response to the challenges and their willingness to adapt so capably to a new approach.

As we moved into the New Year of 2021 we continued to develop our online resources. We celebrated Safer Internet Day, producing new online lessons addressing internet safety for primary and secondary schools. We wrote the resources at home and came into the office for rehearsing, filming and editing, whilst accessing the furlough scheme part time.

TRUSTEES' REPORT

With the continued lockdown measures our Birmingham Passion Play 2021 for Easter was cancelled. Instead we wrote and produced an online Easter resource package for churches and schools comprised of a filmed all-age sketch, a monologue and a new spoken word piece.

We managed to reallocate Home Office funding for Sandwell schools to produce a live drama filmed production of *In Their Shoes*, our Primary School project addressing Friendship in Diversity and Racism, with a filmed accompanying workshop.

Late spring to early summer has seen us writing our new Christmas script and updating our knife and gang crime production's script and set. We are trusting that we will be able to tour again as restrictions lift in the future.

The Board and I would like to take this opportunity to thank Paul Sherratt for his faithful and committed service on our Board for the past 12 years. He has recently retired as trustee and handed the Chairmanship onto Dan Parkes; Paul will be greatly missed. Dan has been one of our trustees for four years and is CEO of a local Multi Academy Trust.

I want to conclude my report by thanking the whole Saltmine team for their adaptability and resilience during this period, and their willingness to embrace new challenges, such that we have been able to continue to make a positive impact in society despite the difficulties and restrictions imposed by the pandemic. I am confident that we will be able to continue to deliver our mission using a variety of media as we navigate through the pandemic into the future.

FINANCIAL REVIEW

The reporting period was dominated for everyone by the COVID-19 pandemic. For Saltmine, it meant the cancellation of all live performing tours from March 2020 onwards with the associated loss of revenue. It also had the effect of putting on hold the majority of our in-house production work and the development of new partnerships and opportunities. As the seriousness of the impact became clear during the early part of the year, tactical actions were taken that were focused on the safety and security of the Charity and its staff. Fundraising efforts were aimed at building up general funds, use was made of the Government's furlough scheme, staff generously donated a proportion of their salaries, and a critical review of Saltmine's operating costs was undertaken such that expenditure not essential to the core running of the Charity was avoided or deferred. In addition, whilst complying with the Government's COVID-secure guidelines, our creative team was focused on developing a new online resource and live film business model. The overall objective was to ensure that Saltmine would be in the best possible position at the start of 2021/22, despite the very challenging circumstances, given that significant loss of normal production income would continue to be a feature until such time as touring in schools, colleges, theatres and churches could resume.

The Board is immensely grateful to the wonderful generosity of Saltmine's supporters during this time – individuals, church fellowships, businesses and charitable trusts have all contributed to ensuring that the Charity is currently in a healthy position as tentative plans are formulated for resuming a level of live performing as we move towards 2022. Also acknowledged is the significance of the Government's financial support – over £84,000 was claimed during the year under the Coronavirus Job Retention Scheme and a £10,000 Coronavirus grant was awarded by Dudley Council. The accounts show a net increase in the Charity's unrestricted funds of £59,179 over 2020/21, and a significantly improved cash position at the end of the financial year. This is humbling and extremely encouraging given how much difficulty and hardship there has been throughout our communities as society has come to terms with the pandemic.

A total of £81,544 was received during the year in the form of restricted grants and donations, targeted at specific projects, including the development of our new national production *The Liberator* (now scheduled for early 2022), planned Passion Plays in Norwich and Birmingham (which had to be deferred to Easter 2022), the development of new online resources for schools, churches and families during the lockdown periods, the re-working and professional filming of our Christmas production *Hark!*, and our Theatre In Education productions *Switch Up* (knife crime) and *Faultlines* (domestic abuse). The Board acknowledges with thanks grants awarded during the year towards these projects by: The Jerusalem Trust; the Deo Gloria Trust; Baron Davenport's Charity; the Sir Cliff Richard Trust; the Grace Charitable Trust; the Ardbarron Trust; the James Grace Trust; Dudley Council's Innovation Fund; and West Midlands' Police & Crime Commissioner Active Citizen's Fund. These grants have all helped to sustain and support Saltmine, and enable it to impact lives even though live performance income was not available.

The 2021/22 outlook remains uncertain as schools and performing venues manage their way through the gradually reducing levels of pandemic restrictions, however the Board believes that Saltmine is in a strong position to continue developing new partnerships and audiences for its 'Theatre with a Message'.

POLICY ON RESERVES

Saltmine maintains a level of reserves totalling £90,000 – approximately 3 months' core operating costs. The reserves are constituted from a combination of cash funds placed in a deposit account, maintained at a minimum level of £50,000, and funds realisable from the assets of the charity, including the equity in the charity's freehold property at

TRUSTEES' REPORT

61 The Broadway, Dudley, considered to be a sum in excess of £300,000. The Board reviews the Reserves Policy annually.

PLANS FOR FUTURE PERIODS

Over the next 12 months we will focus on:

- touring our new Secondary School Knife and Gang Crime play/workshop;
- creating a new Christmas play with the aim to tour two different shows;
- producing the postponed new national play – *The Liberator*; and
- producing a Passion Play in Norwich and, hopefully, a second Passion Play in Birmingham.

PUBLIC BENEFIT STATEMENT

The Board is mindful of its responsibilities regarding public benefit, and meet these criteria in a number of different ways. With Saltmine's work with churches and national Christian events the Charity challenges and encourages people of all ages to live a life full of meaning and purpose with due regard to social responsibility, seeking to motivate and change society and individuals for the better.

Separately from the work with churches and national events, Saltmine works closely with Local Education Authorities, professional bodies and schools to present to children and young people, in an up-to-date format, the dangers of the internet, extremism and other issues of significant public concern such as knife crime, domestic abuse and mental wellbeing.

Structure, Governance and Management

THE SALTMINES TRUST BOARD & GOVERNING DOCUMENT

Saltmine Trust is a Company Limited by Guarantee (number 2930528) and a Registered Charity (number 1038007). The Saltmine Board comprises Non-Executive Directors and the Chief Executive Officer. The Company Directors fulfil the duties of the Trustees of the Charity in accordance with the requirements of the Charities Act.

In order to bring Saltmine's constitution in line with current charity & company statutes, the Charity's original Articles of Association, established in May 1994 when the Charity was incorporated, were replaced in December 2016 with the latest model Articles of Association for a charitable company published by the Charity Commission (a copy is available on the Companies House website).

APPOINTMENT OF TRUSTEES

Prospective new trustees with relevant skills and experience are nominated by Board members and asked to complete an application and to nominate referees. When both the Board and the prospective trustee are content to take the process forward, the prospective trustee is invited to two Board meetings as an observer. Subject to assent by both the individual concerned and the Board, the prospective trustee is then put forward for election by the Board. Trustees are put forward for re-appointment every three years on a rotational basis in accordance with the requirements set out in the governing document.

ORGANISATIONAL STRUCTURE & KEY MANAGEMENT PERSONNEL

The Board delegates the day-to-day management of the Charity to the Chief Executive. Although policy decisions reside with the Board, planning, budgeting and strategy are initially devolved to the Chief Executive before consideration by the Board. The Board meets on a quarterly basis, receiving reports from the Executive on developments in the intervening periods and future plans, together with finance, governance, operational and administrative matters. Decisions on matters with significant implications for the organisation are brought to the Board. These include: strategic direction; policy formation and review; fund-raising initiatives; matters of risk to the organisation; significant organisational change; and major projects.

A Finance Committee, comprising Board and Executive members, meets on a quarterly basis to review the management accounts, budgets, proposed updates to the Charity's policies and other matters delegated by the Board. The Committee's recommendations are submitted to the Board for consideration and approval. The Board and Finance Committee Terms of Reference are reviewed annually.

TRUSTEES' REPORT

The key management personnel are those comprising the Executive Team, currently the Chief Executive and the Operations Director/Company Secretary. The remuneration of these posts is reviewed annually by the Board. Pay increases are awarded when this is considered to be appropriate and when budgetary considerations allow.

RISK MANAGEMENT

The Board recognises that risk management is an important element of its responsibilities. The Board reviews sections of the Charity's Risk Register at each meeting, including the risk ratings and the status of the mitigation actions of major risks. Risks are categorised under the following headings: strategic; reputational; financial; operational; staff; and legal/compliance. The Finance Committee reviews the finance-related risks and makes recommendations to the Board as appropriate. The Risk Management Policy is reviewed by the Board biennially. Trustee indemnity insurance cover is in place for £1m (2020: £1m).

The principal risks and uncertainties facing the charity are financial:

- funding streams become insufficiently diverse, making the Charity vulnerable;
- loss of major donors results in insufficient financial resources for the Charity to meet its obligations; and
- pressures in the external environment negatively impact on income streams.

The Charity's strategy for mitigating these risks is to continue to create new opportunities for theatre in education, to develop partnerships that reach new audiences, and to broaden its marketing and communications strategy to increase and diversify its support base.

The trustees have continued to review the impact of COVID-19 on the Charity's operations and performance, and supported the Executive's development during the year of new methods of delivering its creative theatre whilst increasing and diversifying its funding. The associated risks in the Charity's Risk Register have continued to be kept under regular review.

HEALTH & SAFETY AND SAFEGUARDING

The Board reviews the Charity's policies and procedures for health & safety and safeguarding annually to ensure that appropriate instruction, information and safeguards are in place for staff, volunteers and the general public. Training is provided for new and existing staff annually, including services provided by a specialist health & safety consultant retained by the Charity. Health & Safety Risk Assessments are undertaken for all Saltmine's theatrical productions and the activities carried out at its Headquarters.

The year was characterised by the COVID-19 pandemic and its impact on all of Saltmine's work. All of the performance tour schedules were cancelled at the beginning of the first lockdown period, and the health and safety activities were focused on the safety and wellbeing of the staff and the measures required by the Government's COVID-secure regulations and guidance. Reports on the precautions implemented were made to the Board during the year, including a COVID risk assessment for working safely in the office environment.

The Charity has an appointed Safeguarding Officer, trained to the required level, who is responsible for the delivery of training to staff and for liaising with host organisations when and if necessary.

TRUSTEES' RESPONSIBILITIES IN RELATION TO THE FINANCIAL STATEMENTS

The Trustees are responsible for preparing the Trustees' Report and the Financial Statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare Financial Statements for each financial year. Under that law the Trustees have elected to prepare the Financial Statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Trustees must not approve the Financial Statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of the income and expenditure of the Charity for that period. In preparing these Financial Statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.

TRUSTEES' REPORT

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's transactions, disclose with reasonable accuracy at any time the financial position of the Charity, and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities, and for ensuring that the assets are properly applied in accordance with charity law.

INDEPENDENT EXAMINERS

Mazars LLP were re-appointed as Independent Examiners for the financial year 2020/21 at the Annual General Meeting held on 11th September 2020.

On behalf of the Board,

A handwritten signature in black ink, appearing to read 'Rachael Orrell' with a stylized flourish at the end.

Rachael Orrell (CEO)
24th September 2021

INDEPENDENT EXAMINER'S REPORT TO THE MEMBERS OF SALTMINE TRUST

I report on the financial statements of Saltmine Trust for the year ended 31 March 2021, which are set out on pages 6 to 15.

Respective responsibilities of Trustees and Examiner

The trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the financial statements of the charity are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the charity's financial statements 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(b) of the 2011 Act.

This report, including my statement, has been prepared for and only for the charity's trustees as a body. My work has been undertaken so that I might state to the charity'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 charity and the charity's trustees as a body for my examination work, for this report, or for the statements I have made.

Basis of independent examiner's report

My examination was carried out in accordance with the general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the financial statements presented with those records. It also includes consideration of any unusual items or disclosures in the financial statements and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the financial statements present a 'true and fair view' and the report is limited to those matters set out in the statement below.

Independent examiner's statement

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

In connection with my examination, which is complete, no matters have come to my attention which give me reasonable cause to believe that in any material respect:

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

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

Ian Holder

Ian Holder (Independent Examiner)
for and on behalf of Mazars LLP
Chartered Accountants and Statutory Auditor
1st Floor, 2 Chamberlain Square
Birmingham
B3 3AX

Oct 5, 2021

SALTMINE TRUST (a charitable company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES (incorporating an income and expenditure account)
For the year ended 31 March 2021

	Notes	Unrestricted funds 2021 £	Restricted funds 2021 £	Total Funds 2021 £	Unrestricted funds 2020 £	Restricted funds 2020 £	Total Funds 2020 £
INCOME							
<i>Donations & legacies:</i>							
Ministry receipts		44,717	-	44,717	88,424	-	88,424
General and personal support		296,533	81,544	378,077	264,657	112,503	377,160
<i>Charitable activities:</i>							
Tickets and fees		20,423	-	20,423	62,782	-	62,782
Sponsorship		2,800	-	2,800	9,763	-	9,763
<i>Investment income:</i>							
Interest receivable		115	-	115	324	-	324
Rent receivable		5,959	-	5,959	11,396	-	11,396
<i>Other income:</i>							
Coronavirus grants	21	94,449	-	94,449	-	-	-
TOTAL INCOME		464,996	81,544	546,540	437,346	112,503	549,849
EXPENDITURE							
Cost of generating funds	2	10,142	-	10,142	12,190	-	12,190
Charitable activities	3	391,400	50,425	441,825	467,400	117,693	585,093
Governance costs	4	4,275	-	4,275	4,221	-	4,221
TOTAL EXPENDITURE		405,817	50,425	456,242	483,811	117,693	601,504
NET INCOME		59,179	31,119	90,298	(46,465)	(5,190)	(51,655)
NET MOVEMENT IN FUNDS	6	59,179	31,119	90,298	(46,465)	(5,190)	(51,655)
FUND BALANCES AT BEGINNING OF YEAR		426,340	18,522	444,862	472,805	23,712	496,517
FUND BALANCES AT END OF YEAR	15	485,519	49,641	535,160	426,340	18,522	444,862

The Charity's income and expenditure all relate to continuing operations.

All surpluses and deficits recognised in the year are included in the Statement of Financial Activities.

The notes on pages 9 to 15 form part of these financial statements.

THE SALTMINE TRUST (a charitable company limited by guarantee)

BALANCE SHEET
As at 31 March 2021

Company number: 2930528

	Notes	2021 £	2020 £
FIXED ASSETS			
Tangible assets	10	310,739	333,611
		310,739	333,611
CURRENT ASSETS			
Stock	11	3,572	3,572
Debtors	12	19,210	6,271
Bank and cash		223,267	124,037
		246,049	133,880
CREDITORS – AMOUNTS FALLING DUE WITHIN ONE YEAR	13	(21,628)	(22,629)
NET CURRENT ASSETS		224,421	111,251
CREDITORS – AMOUNTS FALLING DUE AFTER ONE YEAR	14	-	-
NET ASSETS	15	535,160	444,862
FUNDS			
Unrestricted income funds	15	485,519	426,340
Restricted income funds	16	49,641	18,522
		535,160	444,862

For the year ending 31 March 2021 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

The members have not required the 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.

These financial statements have been prepared in accordance with the special provisions relating to companies subject to the small companies regime within Part 15 of the Companies Act 2006 and in accordance with the 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).

Approved by the Board and authorised for issue on 24th September 2021, and signed on its behalf by:



Rachael Orrell (CEO)
Director

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2021

1 ACCOUNTING POLICIES

Basis of preparation

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 (FRS102) – (Charities SORP (FRS102)), Section 1A of the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006. There were no material changes as a result of transition to the Charities SORP 2019 and the updated FRS 102 from 1 April 2019.

Saltmine Trust meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

These Financial Statements are prepared under the historical cost convention (modified to include the revaluation of land and buildings).

Going concern

The trustees continue to monitor cash flow and financial performance closely. Detailed cashflow forecasts are prepared and reviewed by the Executive on a monthly basis, who also continue to ensure tight financial controls are in place and implemented. The Executive are also continuing to target grant-making trusts and develop new partnerships to strengthen Saltmine's financial viability and broaden its customer base.

After considering the continuing potential impact of COVID-19, the year-end financial position and reviewing the major risks facing the Charity, the trustees are of the view that there are sufficient resources and plans in place to secure the immediate future of Saltmine for the next 12 to 18 months. On this basis, the trustees consider it appropriate to prepare these Financial Statements on the going concern basis.

Income

All income is included in the Statement of Financial Activities when the company is legally entitled to the income and the amount can be quantified with reasonable accuracy. For legacies, entitlement is the earliest of the company being notified of an impending distribution or the legacy being received.

Donated facilities are included at the value to the company where this can be quantified and a third party is bearing the cost. No amounts are included in the financial statements for services donated by volunteers.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of receipt.

Other Income is recognised when receivable.

Expenditure

Expenditure is included on an accruals basis, when incurred.

Charitable Activities – these are staff costs plus other purchases of materials and services which relate directly to the provision of the charitable activities.

Support Costs – these are costs incurred directly in support of the charitable activities.

Governance – these are costs incurred in connection with administration of the Charity and compliance with constitutional and statutory requirements.

Fund accounting

General (Unrestricted) funds are used to support the Charity's objectives.

Restricted funds are those which have been raised by the Charity for specific programmes and projects. A percentage of income raised is retained by the Charity to cover the cost of administering the funds.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2021

1 ACCOUNTING POLICIES (CONTINUED)

Fixed assets and depreciation

Items of a capital nature costing over £500 are capitalised. Depreciation is calculated to write off the cost less estimated residual value of fixed assets on a straight line basis over the individual estimated useful lives at the rates shown in Note 10.

Freehold buildings are depreciated to write down the cost less estimated residual value over the remaining useful life by equal annual instalments.

Stocks

Stocks consist of items for resale and are valued at the lower of cost and net realisable value.

Operating leases

Rentals payable are charged on a time basis over the lease term.

Pension costs and other post-retirement benefits

Contributions payable to the Charity's defined contribution pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Company status

The Charity is a company limited by guarantee. The members of the Charity are the trustees named on page 1. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the Charity.

Investment properties

Investments held as fixed assets are stated at market value less any provision required for a permanent diminution in value after the balance sheet date.

Financial instruments

The Charity 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.

Statement of cash flows exemption

A statement of Cash Flows has not been produced as the charity is within the small charity thresholds.

Judgments in applying accounting policies and key sources of estimation uncertainty

The charity makes estimates and assumptions concerning the future. The estimates and assumptions have no material impact on the carrying amounts of assets and liabilities within the accounts.

2 COST OF RAISING FUNDS

	Unrestricted funds £	Restricted funds £	2021 Total £	2020 Total £
Publicity, advertising & fund-raising costs	10,142	-	10,142	12,190
	<u>10,142</u>	<u>-</u>	<u>10,142</u>	<u>12,190</u>

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2021

3 CHARITABLE ACTIVITIES

	2021 Total £	2020 Total £
Activity directly undertaken	-	-
Support costs (Note 4)	441,825	585,093
	<u>441,825</u>	<u>585,093</u>

4 SUPPORT AND GOVERNANCE COSTS

	2021 Total £	2020 Total £
Staff costs (Note 7)	339,927	438,852
Establishment costs	101,898	146,241
Total Support costs	441,825	585,093
Governance costs (Note 5)	4,275	4,221
Total	<u>446,100</u>	<u>589,314</u>

Establishment costs

	2021 Total £	2020 Total £
Office overheads	38,188	55,067
Insurance	6,162	6,348
Fees	2,537	2,688
Rent	11,415	17,700
Motor and travel costs	12,885	18,257
Production costs	4,316	19,212
Depreciation	24,837	25,533
Bank charges	710	811
Other	848	625
Total	<u>101,898</u>	<u>146,241</u>

5 GOVERNANCE COSTS

	Unrestricted funds £	Restricted funds £	2021 Total £	2020 Total £
Independent Examination fee	1,900	-	1,900	1,871
Accountancy – Other	2,375	-	2,375	2,350
	<u>4,275</u>	<u>-</u>	<u>4,275</u>	<u>4,221</u>

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2021

6 NET MOVEMENT IN FUNDS

	2021 £	2020 £
The net movement in funds is after charging:		
Staff costs (Note 7)	339,927	438,852
Depreciation on owned tangible assets	24,837	25,533
Operating leases	1,692	1,692
Governance costs (Note 5)	4,275	4,221
	<u>339,927</u>	<u>438,852</u>

7 STAFF COSTS

	2021 £	2020 £
Staff costs, including directors' emoluments:		
Wages	254,407	288,635
Social security costs	11,882	21,075
Pension costs	9,589	9,648
Freelance staff fees	62,573	111,839
Training & other costs	1,476	7,655
	<u>339,927</u>	<u>438,852</u>

Highest paid employee (CEO) (excluding pension contributions)	<u>40,506</u>	<u>49,709</u>
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No employee received remuneration of £60,000 or more during the year.

The average number of staff during the year, calculated on the basis of full time equivalents, was as follows:

	Number	Number
Senior Management	1.8	2
Administration/Office/Marketing	2.7	3.5
Charitable Operations (employees)	6.3	7
Charitable Operations (freelance staff)	2.5	6.5
	<u>13.3</u>	<u>19.0</u>

The key management personnel employed by the charity comprises of the Chief Executive Officer and the Operations Director/Company Secretary. Their total remuneration was £69,920 (2020: £89,050).

The average total number of full time and part time staff (employees and freelance staff) during the year was 21 (2020: 26).

8 TRUSTEES' REMUNERATION

The only Trustee receiving remuneration was the Chief Executive Officer who received £40,506 during the year (2020: £49,709) – provided for explicitly in the Charity's original governing document.

No trustees received any expenses during the year (2020: nil).

9 TAXATION

The charitable company is exempt from corporation tax on its charitable activities.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2021
10 FIXED ASSETS

	Freehold land and buildings £	Plant and Equipment £	Motor vehicles £	Total £
COST OR VALUATION				
At 1 April 2020	345,000	96,994	52,916	494,910
Additions	-	1,965	-	1,965
Disposals	-	-	-	-
At 31 March 2021	345,000	98,959	52,916	496,875
DEPRECIATION				
At 1 April 2020	52,900	75,302	33,097	161,299
Disposals	-	-	-	-
Charge for year	4,600	10,570	9,667	24,837
At 31 March 2021	57,500	85,872	42,764	186,136
NET BOOK VALUE	287,500	13,087	10,152	310,739
At 31 March 2021				
At 31 March 2020	292,100	21,692	19,819	333,611
Depreciation rate	2% SL	25% SL	25% SL	

The freehold land and buildings were valued by Paul Jackson Chartered Surveyors in January 2015 and the value was in excess of the net book value. The Trustees do not believe that the valuation of the freehold land and buildings differs materially from the net book value.

11 STOCK

	2021 £	2020 £
Books, media, leaflets & clothing	3,572	3,572

12 DEBTORS

	2021 £	2020 £
Trade debtors	8,256	4,575
Prepayments	1,550	1,696
CJRS Grant Payments	8,033	-
Other debtors	1,371	-
	19,210	6,271

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2021

**13 CREDITORS – AMOUNTS FALLING DUE
WITHIN ONE YEAR**

	2021 £	2020 £
Trade creditors	9,107	7,353
Other taxation & social security	4,105	9,204
Accruals	8,416	6,072
Other creditors	-	-
Other loans	-	-
	<u>21,628</u>	<u>22,629</u>

**14 CREDITORS – AMOUNTS FALLING DUE
AFTER ONE YEAR**

	2021 £	2020 £
Other loans	-	-
	<u>-</u>	<u>-</u>

15 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Fixed assets £	Net current assets £	Long term liabilities £	Net Assets £
Restricted funds	-	49,641	-	49,641
Unrestricted funds	310,739	174,780	-	485,519
	<u>310,739</u>	<u>224,421</u>	<u>-</u>	<u>535,160</u>

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2021

16 RESTRICTED FUNDS

	Total £
Income:	
Donations and Sponsorship	81,544
Expenditure:	
Charitable expenditure	(50,425)
Net Income	31,119
Balances at beginning of year	18,522
Balance at end of year	49,641

The opening balance of £18,522 consisted of restricted grants and donations received in the prior year related to activities carried out in 2020/21. At the end of the year after expenditure of restricted income is taken into account £49,641 is carried forward to 2021/22.

17 PENSION COMMITMENTS

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost represents contributions payable by the charity to the fund and amounted to £9,589 (2020: £9,648).

18 OTHER FINANCIAL COMMITMENTS

At 31 March 2021, the charity was committed to making the following minimum payments under non-cancellable operating leases:

	2021		2020	
	Land & buildings £	Other £	Land & buildings £	Other £
Operating leases which expire				
Within one year	-	-	-	-
Within 2 to 5 years	-	3,807	-	5,499
	-	3,807	-	5,499

19 RELATED PARTY TRANSACTIONS

There were no related party transactions during the year or the prior year.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2021

20 POST BALANCE SHEET EVENTS

During the year, the global COVID-19 pandemic resulted in a significant and continuous interruption to Saltmine's theatrical performance income. This impact is expected to continue at least until autumn 2021. The trustees have continued to take this into account in their reviews of the budget and forecast for 2021/22 (see also the Going Concern statement on page 9).

21 COVID-19 GRANT INCOME

During the year, Saltmine was in receipt of the following grants in respect of applications made under the Government's Coronavirus Job Retention Scheme and other COVID-19 business support schemes:

	2021 £	2020 £
Coronavirus Job Retention Scheme grants	84,449	-
Local Authority grants	10,000	-
	<u>94,449</u>	<u>-</u>

