

**ANNUAL REPORTS AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST AUGUST 2025**

**SALT AND LIGHT
MINISTRIES**

(A COMPANY LIMITED BY GUARANTEE)

COMPANY REGISTRATION No: 03603373

CHARITY REGISTRATION No: 1071600

Castle View Accounting Ltd
Ground Floor Offices
53 High Street
Arundel
West Sussex
BN18 9AJ

SALT AND LIGHT MINISTRIES
(A COMPANY LIMITED BY GUARANTEE)

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SALT AND LIGHT MINISTRIES
(A COMPANY LIMITED BY GUARANTEE)

LEGAL AND ADMINISTRATIVE INFORMATION

CHARITY NUMBER	1071600
COMPANY REGISTRATION NUMBER	03603373
DATE OF INCORPORATION	24th July 1998
START OF FINANCIAL YEAR	1st September 2024
END OF FINANCIAL YEAR	31st August 2025
DIRECTORS AT 31ST AUGUST 2025	S.P Thomas A. Moyo S.H Neal
GOVERNING DOCUMENT	Memorandum and Articles of Association Incorporated 24th July 1998, As Amended by Special Resolution Dated 22nd May 2022.

OBJECTS

To advance the Christian Faith in accordance with the statement of beliefs appearing in the schedule hereto in such parts of the World as the Directors of the Charity may from time to time think fit.

REGISTERED ADDRESS	33 Lower Hall Lane Walsall West Midlands WS1 1RR
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PRIMARY BANKERS	Barclays Bank Plc 20-22 Park Street Walsall West Midlands WS1 1NG
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INDEPENDENT EXAMINERS	Castle View Accounting Ltd Ground Floor Offices 53 High Street Arundel West Sussex BN18 9AJ
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SALT AND LIGHT MINISTRIES
(A COMPANY LIMITED BY GUARANTEE)

REPORT OF THE DIRECTORS'
FOR THE YEAR ENDED 31ST AUGUST 2025

Principal Activity

The principal activity of the company is the advancement of the Christian faith through the provision of training and support for Christian Ministries in a group of churches in the United Kingdom and internationally.

Charitable Status

The company has charitable status and is registered with the Charity Commission under registration number 1071600, and a company registered in England and Wales under registration number 3603373.

Governing Instrument

The company's activities are regulated by the Memorandum and Articles of Association. The objects of the company are:

- i) To advance the Christian faith;
- ii) To relieve those who are in conditions of need, hardship or who are aged or sick;
- iii) To advance education in accordance with Christian principles;
- iv) To promote other charitable objects as decided by the directors from time to time.

Directors:

- A Moyo
- S H Neal
- S P Thomas

The above named have served during the year. The Directors of the company are also the trustees of the charitable activities. The Directors are kept informed of the activities and performance of the charitable company and provided with regular management information. The composition of the Board is kept under review and additional appointments will be made should the need arise. All Directors are made aware of their responsibilities.

Persons of Significant Control

In line with recent changes to legislation we have created a register of persons of significant control and submitted their details as part of our Companies House return. These persons (who hold the right to appoint or remove the majority of the board of directors of the company) are therefore identical to our Members.

Members

The Members of the charity are the leaders of the Spheres on whose behalf the national framework is run. They are:

- S Thomas
- D Richards
- A Moyo
- R Ellwood

Administrative Details

Key Staff: Oliver Russell and Ruth Morton

Registered Office: 33 Lower Hall Lane, Walsall, England, WS1 1RR

Independent Examiners: Castle View Accounting Ltd, Ground Floor Offices, 53 High Street, Arundel, BN18 9AJ

Bankers: Barclays Bank PLC & Virgin Money

SALT AND LIGHT MINISTRIES
(A COMPANY LIMITED BY GUARANTEE)

REPORT OF THE DIRECTORS' (Continued)
FOR THE YEAR ENDED 31ST AUGUST 2025

Review of Activities

Within the UK we have continued with our strategy of releasing churches to invest more in their local Spheres, and have supported this work through a further round of a Training Grant processes to invest £28,000 in Sphere-sponsored training over this period.

We continue to maintain two residential properties in Oxford which substantially help to finance our grant making. These are maintained to a good standard with fair commercial rents set to a local Oxford charity to support the homeless or those who would otherwise struggle to find accommodation.

We also continue to handle a small number of regular donors to overseas development projects we initiated but which have been subsequently transferred to UK charities who carry on that work (Henley Baptist Church, Basingstoke Community Churches).

We held our first full post-pandemic International Leaders Conference in Kenya in May 2025.

Financial Review

During the year the charity has received donations and other income amounting to £155,619 and has incurred expenditure of £135,873. The charity is largely dependent on voluntary support from many individuals and the family of churches, and this is gratefully acknowledged by the Directors.

Reserves

The Directors seek to hold adequate reserves to meet three months operating costs including emergency property costs . At year end we had cash at hand of £44,152 towards a 25/26 expenditure budget of £109,758..

Risk Management

The Directors have reviewed the major risks to which the charity is exposed and have taken steps to mitigate the potential impact of these.

Leadership Transition

Joemon and Sunita Joseph have completed the Leadership Transition of the International Team. From September 2025 they will be released one day a week from Bombay Baptist Church and we have secured funding from the international spheres to support this new stage of development.

Public Benefit

The Directors have considered the guidance provided by the Charity Commission regarding public benefit and the work of the charity (in particular the specific guidance on charities for the advancement of religion).

SALT AND LIGHT MINISTRIES
(A COMPANY LIMITED BY GUARANTEE)

REPORT OF THE DIRECTORS' (Continued)
FOR THE YEAR ENDED 31ST AUGUST 2025

Statement of Directors' Responsibilities:

The Charities Act and the Companies Act require the Board of Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity as at the end of the financial year and of the surplus or deficit of the charity. In preparing those financial statements the Board is required to :-

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

The Directors are also responsible for maintaining adequate accounting records which disclose with reasonable accuracy at any time the financial position of the charity and which are sufficient to show and explain the charity's transactions and enable them to ensure that the financial statements comply with the Companies Act 2006 and comply with regulations made under the Charities Act. 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.

The Directors are also responsible for the contents of the Directors' report, and the responsibility of the independent examiner in relation to the Directors' report is limited to examining the report and ensuring that on the face of the report, there are no inconsistencies with the figures disclosed in the financial statements.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

I approve the attached statement of financial activities and balance sheet for the year ended 31st August 2025 and confirm that I have made available all information necessary for its preparation.

Approved by the Directors on the 14th May 2026

Signed on their behalf by Director Stephen P. Thomas

Printed Name: STEPHEN P. THOMAS

SALT AND LIGHT MINISTRIES
(A COMPANY LIMITED BY GUARANTEE)

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31ST AUGUST 2025

(Incorporating Income and Expenditure Account)

	Notes	Unrestricted Funds £	Designated Funds £	Restricted Funds £	TOTAL 2024/25 £	TOTAL 2023/24 £
INCOMING RESOURCES						
Incoming Resources from Generated Funds						
Donations, Grants & Legacies	3a	1,546	14,159	290	15,995	12,489
Investment Income	3b	-	-	-	-	-
Charitable Activities	3c	-	87,458	-	87,458	62,284
Activities for Generating Funds	3d	45,503	6,661	-	52,164	48,600
Other Incoming Resources	3e	1	-	-	1	1
TOTAL INCOMING RESOURCES		47,050	108,278	290	155,619	123,374
RESOURCES EXPENDED						
Cost of Generating Funds						
Charitable Activities	4a	6,224	127,104	290	133,618	107,892
Governance Costs	4b	2,315	-	-	2,315	1,944
TOTAL RESOURCES EXPENDED		8,540	127,104	290	135,933	109,837
NET INCOMING/ (OUTGOING) RESOURCES		38,511	(18,825)	-	19,686	13,538
Balance Brought Forward		847,847	33,686	2,615	884,148	875,650
Revaluation of Investment Properties	9	9,240	-	-	9,240	(5,040)
Exchange Rate Gains/(Losses)		(14)	(615)	-	(629)	-
Transfer Between Funds	5	(34,195)	34,195	-	-	-
TOTAL FUNDS CARRIED FORWARD		861,389	48,441	2,615	912,445	884,148

Movements on all reserves and all recognised gains and losses are shown above. All of the organisation's operations are classed as continuing.

The notes on pages 9 to 20 form part of these financial statements.

SALT AND LIGHT MINISTRIES
(A COMPANY LIMITED BY GUARANTEE)

BALANCE SHEET
AS AT 31ST AUGUST 2025

	NOTE	Unrestricted Funds £	Restricted Funds £	TOTAL 31-Aug-25 £	TOTAL 31-Aug-24 £
Fixed Assets					
Tangible Assets	2	-	-	-	-
Social Investment	8	-	-	-	-
Investment Properties	9	901,800	-	901,800	847,560
Total Fixed Assets		901,800	-	901,800	847,560
Current Assets					
Debtors & Prepayments	11	13,173	-	13,173	12,155
Cash at Bank and in Hand	10	41,537	2,615	44,152	25,933
Total Current Assets		54,710	2,615	57,325	38,088
Creditors: Amounts due within one year	12	1,680	-	1,680	1,500
NET CURRENT ASSETS		53,030	2,615	55,645	36,588
Creditors: Amounts due in more than one year	13	45,000	-	45,000	-
TOTAL ASSETS less current liabilities		954,830	2,615	957,445	884,148
NET ASSETS		909,830	2,615	912,445	884,148
Funds of the Charity					
General Funds		861,389	-	861,389	847,847
Designated Funds	5	48,441	-	48,441	33,686
Restricted Funds	6	-	2,615	2,615	2,615
Total Funds		909,830	2,615	912,445	884,148

Directors' Responsibilities:

The Directors are satisfied that for the year ended on 31st August 2025 the charitable company was entitled to exemption from the requirement to obtain an audit under section 477 of the Companies Act 2006 and that no member or members have required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Act. However, in accordance with section 145 of the Charities Act 2011, the accounts have been examined by an Independent Examiner whose report appears on page 21.

The Directors acknowledge their responsibility for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of accounts.

The accounts have been prepared in accordance with the provisions in Part 15 of the Companies Act 2006 applicable to companies subject to the small companies regime and in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102).

The Directors acknowledge their responsibility for ensuring that the company keeps proper accounting records which comply with section 386 of the Act and for preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its profit and loss for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to accounts, so far as applicable to the company.

Approved by the Directors on the 14th May 2026

Signed on their behalf by Director Stephen P. Thomas

Printed Name:

STEPHEN P. THOMAS

SALT AND LIGHT MINISTRIES
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST AUGUST 2025

1. ACCOUNTING POLICIES

Basis of Preparation & Assessment of Going Concern

Basis of Preparation

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities (SORP 2015) (Second Edition, effective 1st January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Charities Act 2011.

The Charity meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost unless otherwise stated in the relevant accounting policy notes.

Assessment of Going Concern

Preparation of the accounts is on a going concern basis. The trustees consider that there are no material uncertainties about the Charity's ability to continue as a going concern.

Incoming Resources

Recognition of Incoming Resources

These are included in the Statement of Financial Activities (SOFA) when:

- the charity becomes entitled to the resources;
- the Directors are virtually certain they will receive the resources; and
- the monetary value can be measured with sufficient reliability

Incoming Resources with Related Expenditure

Where incoming resources have related expenditure (as with fundraising or contract income) the incoming resource and related expenditure are reported gross in the SOFA.

Grants and Donations

Grants and Donations are only included in the SOFA when the charity has unconditional entitlement to the resources.

Tax Reclaims on Donations and Gifts

Incoming resources from tax reclaims are included in the SOFA in the same financial period as the gift to which they relate.

Contractual Income and Performance Related Grants

This is only included in the SOFA once the related goods or services has been delivered.

Gifts in Kind

Gifts in kind are accounted for at a reasonable estimate of their value to the charity or the amount actually realised. Gifts in kind for sale or distribution are included in the accounts as gifts only when sold or distributed by the charity. Gifts in kind for use by the charity are included in the SOFA as incoming resources when receivable.

Donated Services and Facilities

These are only included in incoming resources (with an equivalent amount in resources expended) where the benefit to the charity is reasonably quantifiable, measurable and material. The value placed on these resources is the estimated value to the charity of the service or facility received.

Volunteer Help

The value of any voluntary help received is not included in the accounts but is described in the Directors' annual report.

Investment Income

This is included in the accounts when receivable.

Investment Gains and Losses

This included any gain or loss on the sale of investments and any gain or loss resulting from revaluing investments to market value at the end of the year.

SALT AND LIGHT MINISTRIES
(A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31ST AUGUST 2025

1. ACCOUNTING POLICIES (Continued)

Expenditure and Liabilities

Liability Recognition

Liabilities are recognised as soon as there is a legal or constructive obligation committing the charity to pay out resources.

Governance Costs

Include costs of the preparation and examination of statutory accounts, the costs of the Directors' meetings and cost of any legal advice to Directors on governance or constitutional matters.

Changes in Accounting Policies and Previous Accounts

There has been no change to the accounting policies (variation rules and methods of accounting) since last year, and no changes to the previous accounts.

Grants Payable without Performance Conditions

These are only recognised in the accounts when a commitment has been made and there are no conditions to be met relating to a grant which remain in control of the charity.

Taxation

The charity is exempt from tax on its charitable activities.

Legal Status of the Charity

The charity is a company limited by guarantee and has no share capital. 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.

Investments

Investments quoted on a recognised stock exchange are valued at market value at the year end. Other investment assets are included at Directors' best estimate of market value.

Fixed Asset Investments

Fixed asset investments are held to generate income and a return on investment. The investments are held to generate income and for their future investment potential and capital appreciation. Fixed asset investments are investments that are held specifically to generate income to further the Charity's objects and due to capital appreciation the Charity expects to generate a profit on disposal to further the Charity's objects.

Current Asset Investments

Current asset investments are held to generate income and/or for their investment potential. Current asset investments are investments that are held specifically for sale or are investments that the Charity expects to sell by the next balance sheet date.

Investments, other than social investments (see below), are valued as follows:

- i) Investment property and listed investments are valued at their market value (fair value) at the balance sheet date.

Social Investments

Social investments are investments where the primary motive is to further the charity's objects, not to generate an investment return.

Concessionary Loans

These are initially recognised as the amount paid and thereafter the carrying value at every balance sheet date is adjusted for repayments, interest charges and provisions for impairment if the amount owed may not be fully recoverable.

SALT AND LIGHT MINISTRIES
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NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31ST AUGUST 2025

1. ACCOUNTING POLICIES (Continued)

Impairment Losses

Impairment losses and losses arising on the disposal of social investments are included in the Statement of Financial Activities.

Critical Accounting Estimates and Areas of Judgement

In preparing financial statements certain judgements, estimates and assumptions have to be made that affect the amounts recognised:

i) The valuation of fixed asset investments and the recoverability of social investments. These estimate are reassessed annually and the valuations are adjusted to reflect current expectations of the fair value of each.

ii) The constructive obligation for grants payable is based on an assessment of the likely duration of the supported activity. Again this estimate is re-assessed annually and the obligation is adjusted to reflect current expectations.

Investment Property

Investment property is shown at most recent valuation. Any aggregate surplus or deficit arising from changes in fair value is recognised in the Statement of Financial Activities.

Investment Property Annex

Amortisation is calculated at a rate to write off the cost of the investment property annex over the estimated useful life of the asset. The rates applied per annum are as follows:

The Annex Cost	5% - Straight Line Basis
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Tangible Fixed Assets

These are capitalised if they can be used for more than one year, and cost at least £5,000. They are valued at cost or, if gifted, at the value to the charity on receipt.

2. TANGIBLE FIXED ASSETS

The Charity held no tangible fixed assets during this or the previous financial year.

The annual commitments under non-cancelling operating leases and capital commitments are as follows:

31st August 2025 : None

31st August 2024 : None

SALT AND LIGHT MINISTRIES
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NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31ST AUGUST 2025

3. INCOMING RESOURCES

	Unrestricted Funds £	Designated Funds £	Restricted Funds £	TOTAL 2024/25 £	TOTAL 2023/24 £
a) Donations, Grants & Legacies					
Gifts & Donations	1,546	14,159	290	15,995	12,489
	1,546	14,159	290	15,995	12,489
b) Investment Income					
Interest	-	-	-	-	-
	-	-	-	-	-
c) Charitable Activities					
Conference & Events	-	87,458	-	87,458	61,984
King's School of Theology	-	-	-	-	300
	-	87,458	-	87,458	62,284
d) Activities for Generating Funds					
Rental Income	45,503	6,661	-	52,164	48,600
	45,503	6,661	-	52,164	48,600
e) Other Incoming Resources					
Sundry Income	1	-	-	1	1
	1	-	-	1	1

SALT AND LIGHT MINISTRIES
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NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31ST AUGUST 2025

4. RESOURCES EXPENDED

	Note	Unrestricted Funds £	Designated Funds £	Restricted Funds £	TOTAL 2024/25 £	TOTAL 2023/34 £
a) Charitable Activities						
Bank Charges		53	-	-	53	120
Conference & Events		14	67,091	-	67,105	45,421
Gifts & Donations		-	2,800	-	2,800	316
Insurance Costs		787	1,672	-	2,459	2,222
International Church Relief Fund		-	-	230	230	190
License & Subscriptions		522	-	-	522	-
Office Costs		194	888	-	1,082	956
Pearls Expenditure		-	-	60	60	60
Repairs & Maintenance		-	5,361	-	5,361	-
Staff Costs	16	4,654	12,758	-	17,412	16,755
Training Grants		-	24,500	-	24,500	30,000
Travel & Subsistence		-	12,033	-	12,033	11,854
		6,224	127,104	290	133,618	107,892

b) Governance Costs

Independent Examiners Fee	12	1,680	-	-	1,680	1,500
Legal & Professional Fees		635	-	-	635	444
		2,315	-	-	2,315	1,944

SALT AND LIGHT MINISTRIES
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NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31ST AUGUST 2025

5. DESIGNATED FUNDS

CURRENT FINANCIAL YEAR

	Balance 01-Sep-24	Income	Expenditure	Gains & (Losses)	Transfers	Balance 31-Aug-25
	£	£	£	£	£	£
International Operations	-	2,300	8,495	-	6,195	-
Housing Fund	20,250	4,261	7,033	-	-	17,478
Training Grants	-	-	28,000	-	28,000	-
Events Fund	11,077	88,461	82,648	(615)	-	16,274
Travel Fund	2,359	-	(1,500)	-	-	3,859
Joemon Support Fund	-	10,856	2,426	-	-	8,430
Annex Project	-	2,400	-	-	-	2,400
	33,686	108,278	127,104	(615)	34,195	48,441

PREVIOUS FINANCIAL YEAR

	Balance 01-Sep-23	Income	Expenditure	Gains & (Losses)	Transfers	Balance 31-Aug-24
	£	£	£	£	£	£
King's School of Theology	-	300	300	-	-	-
International Operations	-	2,000	9,316	-	7,316	-
Housing Fund	-	20,250	-	-	-	20,250
Training Grants	-	-	3,000	-	3,000	-
Events Fund	-	60,880	49,804	-	-	11,077
Travel Fund	-	7,903	5,544	-	-	2,359
Maintenance Fund	-	-	1,451	-	1,451	-
	-	91,333	69,415	-	11,767	33,686

Designated Funds are mainly training related courses or events where any final surplus or deficit is transferred to the General Fund.

Transfers include both these final balance transfers and a management charge levied on the event to cover central costs.

The Designated Funds held are wholly represented by the Charity's Cash Reserves and are to be expended as specified above.

SALT AND LIGHT MINISTRIES
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NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31ST AUGUST 2025

6. RESTRICTED FUNDS

CURRENT FINANCIAL YEAR

	Balance 01-Sep-24	Income	Expenditure	Transfers	Balance 31-Aug-25
	£	£	£	£	£
Ministry Support - International Development Fund	1,000	-	-	-	1,000
Church Relief Fund	1,615	230	230	-	1,615
Pearls of Africa	-	60	60	-	-
	2,615	290	290	-	2,615

PREVIOUS FINANCIAL YEAR

	Balance 01-Sep-23	Income	Expenditure	Transfers	Balance 31-Aug-24
	£	£	£	£	£
Ministry Support - International Development Fund	1,000	-	-	-	1,000
Church Relief Fund	1,615	190	190	-	1,615
Pearls of Africa	-	60	60	-	-
	2,615	250	250	-	2,615

Ministry Support Funds are monies given for development for both the UK and International branches of the Church Family.

Church Relief International and Church Relief International Education Funds include monies given specifically to support overseas aid and education projects, the biggest of which is the Children's Centre - New Hope Uganda. The grant giving is made to institutions and individuals who undertake activities that further the Charity's objects. These funds are gradually being transferred to other organisations who will continue to administer the funds to intended recipients.

The Restricted Funds held are wholly represented by the Charity's Cash Reserves and are to be expended as specified above.

SALT AND LIGHT MINISTRIES
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NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31ST AUGUST 2025

7. GRANTS PAYABLE

	Grants to Institutions £	Grants to Individuals £	TOTAL 2024/25 £	TOTAL 2023/24 £
Grants for UK and Overseas Missions	2,800	-	2,800	316
Grants for the Relief of Poverty	230	-	230	190
Grants for Education, including Ministry Training	24,500	-	24,500	30,000
	27,530	-	27,530	30,506

8. SOCIAL INVESTMENT

CURRENT FINANCIAL YEAR

	Balance 01-Sep-24 £	Loans Made £	Loans Repaid £	Provision for Impairment £	Balance 31-Aug-25 £
Concessionary Loans	-	-	-	-	-
	-	-	-	-	-

PREVIOUS FINANCIAL YEAR

	Balance 01-Sep-23 £	Loans Made £	Loans Repaid £	Provision for Impairment £	Balance 31-Aug-24 £
Concessionary Loans	10,000	-	10,000	-	-
	10,000	-	10,000	-	-

Social investments comprise a concessionary loans made to a Charity to help it expatriate a Church Leader into a new UK Church.

SALT AND LIGHT MINISTRIES
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NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31ST AUGUST 2025

9. INVESTMENT PROPERTIES

The Charity owns two houses that had previously been used for bible college student accommodation. The last valuation from a local estate agent was carried out during the year ended 31st August 2019 and has been updated by the Directors based on market appraisals.

During the financial year the Directors agreed to carry out work to Land and Building at 88 Pinnocks Way, OX2 9DQ. The Directors have agreed to instruct the construction of an Annex on the Land and Building at a cost of £45,000 in furtherance of the Charity's objects.

	Land & Buildings			TOTAL	TOTAL
	Pinnocks Way £	The Annex £	Southern By-Pass £	31-Aug-25 £	31-Aug-24 £
Cost Value at 1st September 2024	398,160	-	449,400	847,560	852,600
Additions	-	45,000	-	45,000	-
Revaluation of Investment Properties	4,620	-	4,620	9,240	(5,040)
Fair Value at 31st August 2025	402,780	45,000	454,020	901,800	847,560

The Directors have agreed to obtain an Unsecured Loan of £45,000 on the terms, and subject to the conditions of an agreement dated 22nd April 2025.

The Directors have agreed to obtain the loan in relation to the construction of an Annex at 88 Pinnocks Way, OX2 9DQ. The Loan shall accrue interest at a rate of 5% of the outstanding balance at each anniversary and the total interest incurred during the term of the loan is £7,593.00.

The Directors have agreed to repay the Loan in full on the fifth anniversary of the agreement dated 22nd April 2025 and on each anniversary of the agreement the Directors have agreed to make payments as per the following schedule:

i	Year 1	8,000.00
ii	Year 2	9,800.00
iii	Year 3	10,200.00
iv	Year 4	10,500.00
v	Year 5	14,093.00
		52,593.00

SALT AND LIGHT MINISTRIES
(A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31ST AUGUST 2025

10. CASH AT BANK AND IN HAND

	Unrestricted Fund £	Restricted Fund £	TOTAL 31-Aug-25 £	TOTAL 31-Aug-24 £
Cash at Bank and in Hand	41,537	2,615	44,152	25,933
	41,537	2,615	44,152	25,933

11. DEBTORS AND PREPAYMENTS

	Unrestricted Fund £	Restricted Fund £	TOTAL 31-Aug-25 £	TOTAL 31-Aug-24 £
Sundry Debtors	13,173	-	13,173	12,155
	13,173	-	13,173	12,155

12. CREDITORS AND ACCRUALS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Unrestricted Fund £	Restricted Fund £	TOTAL 31-Aug-25 £	TOTAL 31-Aug-24 £
Independent Examiners Fees	1,680	-	1,680	1,500
	1,680	-	1,680	1,500

13. CREDITORS AND ACCRUALS: AMOUNTS FALLING DUE IN MORE THAN ONE YEAR

	Unrestricted Fund £	Restricted Fund £	TOTAL 31-Aug-25 £	TOTAL 31-Aug-24 £
Unsecured Loans	45,000	-	45,000	-
	45,000	-	45,000	-

14. NET ASSETS BETWEEN FUNDS

	Unrestricted Funds £	Restricted Funds £	TOTAL 31-Aug-25 £	TOTAL 31-Aug-24 £
Fixed Asset Investments	901,800	-	901,800	857,560
Net Current Assets	53,030	2,615	55,645	36,588
Long Term Liabilities	45,000	-	45,000	-
	909,830	2,615	912,445	894,148

SALT AND LIGHT MINISTRIES
(A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31ST AUGUST 2025

15. RECONCILIATION OF MOVEMENT ON CAPITAL AND RESERVES

The Company is Limited by Guarantee (03603373) and is a Charity registered with the Charity Commission (1071600) and does not have a Share capital and has no income subject to Corporation Tax.

	TOTAL 2024/25 £	TOTAL 2023/24 £
Profit / Deficit for the financial year	19,686	13,538
Other Recognised Gains	-	-
	<u>19,686</u>	<u>13,538</u>
Balance Brought Forward	884,148	875,650
Revaluation of Investment Properties 9	9,240	(5,040)
Exchange Rate Gains/(Losses)	(629)	-
Closing Funds at 31st August 2025	<u>912,445</u>	<u>884,148</u>

16. STAFF COSTS AND NUMBERS

	TOTAL 2024/25 £	TOTAL 2023/24 £
Gross Wages, Salaries & Fees	17,412	16,755
Employer's National Insurance Costs	-	-
Pension Contributions	-	-
	<u>17,412</u>	<u>16,755</u>

Employees who were engaged in each of the following activities:

	TOTAL 2024/25	TOTAL 2023/24
Charitable Activities	2	2

The Charity operates PAYE scheme to pay all employed members of staff and no members of staff received emoluments of over £60,000 (2023/24:None).

The Charity's key management comprise the trustees and the key staff named in the administrative details of the Trustees Annual Report. During the year no key management received employment benefits directly from Salt and Light Ministries, but other organisations were reimbursed £17,412 for work carried out by key management (2023/24: £16,755).

SALT AND LIGHT MINISTRIES
(A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31ST AUGUST 2025

17. DIRECTORS AND OTHER RELATED PARTIES

During the financial year Director Mr Steve Thomas received £1,531 (2023/24:£6,271) in Event and Travel Costs in attending overseas events in furtherance of the Charity's objects. All conflicts of interest have been identified, documented and managed in accordance with the Charity's Governing Document.

No other payments were made to Directors or any persons connected with them during this financial period. No other material transaction took place between the organisation and a Director or any person connected with them.

18. RISK ASSESSMENT

The Directors actively review the major risks which the charity faces on a regular basis and believe that maintaining the free reserves stated, combined with the annual review of the controls over key financial systems carried out will on an annual basis provide sufficient resources in the event of adverse conditions. The Directors have also examined other operational and business risks which they face and confirm that they have established systems to mitigate the significant risks.

19. RESERVES POLICY

The Directors have considered the level of reserves they wish to retain, appropriate to the charity's needs. This is based on the charity's size and the level of financial commitments held. The Directors aim to ensure the charity will be able to continue to fulfil its charitable objectives even if there is a temporary shortfall in income or unexpected expenditure. The directors will endeavour not to set aside funds unnecessarily.

20. PUBLIC BENEFIT

The Charity acknowledges its requirement to demonstrate clearly that it must have charitable purposes or 'aims' that are for the public benefit. Details of how the charity has achieved this are provided in the Trustees report. The Trustees confirm that they have paid due regard to the Charity Commission guidance on public benefit before deciding what activities the charity should undertake.

INDEPENDENT EXAMINER'S REPORT ON THE ACCOUNTS

Report to the trustees/ members of Salt and Light Ministries on the accounts for the year ended 31st August 2025 set out on pages 7 to 20.

Respective responsibilities of trustees and examiner

The Charity's trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the financial statements. The trustees are satisfied that the audit requirement of Section 144(1) of the Charities Act 2011 (the Act) does not apply, and that there is no requirement in the governing document or constitution of the Charity for the conducting of an audit. As a consequence, the trustees have elected that the financial statements be subject to independent examination.

Having satisfied myself that the charity is not subject to audit, and is eligible for independent examination, it is my responsibility to:-

- a) examine the accounts under section 145 of the Act;
- b) to follow the procedures laid down in the General Directions given by the Charity Commission under section 145(5)(b) of the Act; and;
- c) to state whether particular matters have come to my attention.

Basis of independent examiner's statement

I conducted my examination in accordance with the General Directions given by the Charity Commissioners for England & Wales in relation to the conducting of an independent examination, referred to above. An independent examination includes a review of the accounting records kept by the Charity and of the accounting systems employed 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 such matters. The purpose of the examination is to establish as far as possible that there have been no breaches of the Charities legislation and that the financial statements comply with the SORP, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements.

The procedures undertaken do not provide all the evidence that would be required in an audit, and information supplied by the trustees in the course of the examination is not subjected to audit tests or enquiries, and consequently I do not express an audit opinion on the view given by the financial statements, and in particular, I express no opinion as to whether the financial statements give a true and fair view of the affairs of the charity, and my report is limited to the matters set out in the statement below.

I planned and performed my examination so as to satisfy myself that the objectives of the independent examination are achieved and before finalising the report I obtain written assurances from the trustees of all material matters.

Independent examiner's statement

In the course of my examination, no matter has come to my attention:

1. which gives me reasonable cause to believe that in, any material respect, the trustees requirements:
 - to keep accounting records in accordance with section 386 of the Companies Act 2006; and
 - to prepare accounts which accord with the accounting records, comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statement of recommended Practice: Accounting and Reporting by Charities.

have not been met; or

2. to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

K. Collaku MAAT
Castle View Accounting Ltd
Ground Floor Offices
53 High Street
Arundel
West Sussex
BN18 9AJ



Date: 25th May 2026