

REGISTERED COMPANY NUMBER: 06427360 (England and Wales)
REGISTERED CHARITY NUMBER: 1121832

REPORT OF THE TRUSTEES AND
AUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021
FOR
SALTBOX
(A COMPANY LIMITED BY GUARANTEE)

SALTBOX

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FOR THE YEAR ENDED 31 MARCH 2021**

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**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2021**

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2021. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

Objectives and aims

Our objectives are to:

1. Support and encourage the work of the church and to promote Christian values in society
2. Provide infrastructure support to encourage, support and help build the capacity of community groups who deliver locality-based care initiatives
3. Develop local networks of initiatives to share best practice and to connect with regional and national networks to support, encourage and share best practice
4. Deliver a range of services that support vulnerable adults
5. Support communities to inform, influence and impact local decision making and service delivery to bring about beneficial change within their localities
6. Work as part of strategic multi-agency partnerships to inform and influence local decision making, strategy and policy

Significant activities

We constantly monitor our activities and progress and review our strategic objectives on an annual basis. We continue to make significant progress in the achievement of our objectives, which are further detailed in the Review of Activities.

The Trustees have carefully considered the requirement for public benefit reporting in accordance with guidance issued by the Charity Commission. As a result, the Trustees have satisfied themselves that the public benefit of the activities undertaken by Saltbox, have continued and are likely to do so in the future. The activities of Saltbox which have contributed to the public benefit are summarised as follows:

- The provision of housing and rehabilitation services for ex-offenders under the Restart project;
- The provision of services to prevent isolation and loneliness and to maintain independent living for older people through the Carelink project;
- The provision of debt advice services through Money Matters, working in partnership with local foodbanks;
- The provision of infra-structure development support to faith based and non-faith based organisations to enable them to strengthen their activities and services in their furtherance of the public benefit.

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2021**

ACHIEVEMENT AND PERFORMANCE

Saltbox Review of Activities 2020/21

Spiritual Development

Because of the Covid-19 pandemic, 2020/21 demanded that a significant shift in Saltbox's spiritual development work took place. Many of the usual in-person events could not take place including the cancellation of the annual Civic Prayer Breakfast.

However, other events moved to virtual platforms. The monthly Connect meetings, which bring together Christian leaders of local congregations and ministries, was maintained as a Zoom event. Rather than the usual two hour plus in-person meeting, this was replaced by an hour-long virtual gathering. The flexibility of Zoom allowed us to try different days of the week and this meant that some new leaders joined in who previously found our regular Monday mornings inconvenient. We were able to positively highlight much good work that continued in our communities and encouraged the sharing of good practice.

During the year we launched a monthly "Call to Prayer" Zoom prayer gathering. These were hour-long meetings which, at times, attracted over 100 screens. We used a blended prayer-concert approach, including sung worship, the sharing of different positive stories from around the region, together with prayers for those in need. Some of the sharing was done creatively by having some people share as an "outside broadcast" from different locations in the area. Saltbox also continued to support the quarterly City Faith Link meetings, which bring together faith and civic leaders. Like many other initiatives, these, too, went online.

Saltbox maintained its local media partnership work by supporting the Sentinel in its provision of the weekly Yours Faithfully faith-based column and BBC Radio Stoke with its Sunday morning faith-based magazine programme.

Following the most recent update of its pioneering Faith Action Audit, Saltbox continued to provide a link between local faith groups and statutory services to seek to enhance levels of community care and support provided. The city's 150 faith groups provide over 500 individual community projects every week, mobilise over 2,000 local volunteers and provide care and support to many thousands of people. As a consequence of this ongoing link work, during the pandemic Saltbox was a key partner of Stoke-on-Trent's emergency support response to those struggling with Covid-related issues. Partners developed "Stoke-on-Trent Together", an online community support response to the pandemic where those in need could find support from a range of statutory and voluntary sector partners. Additionally, individuals and groups who wanted to offer support could volunteer their time and specialism. Because of Saltbox's involvement, many churches and faith-based organisations joined in with this initiative.

As the Covid crisis has started to move from emergency to recovery, Saltbox continued to be a conduit to make positive links within and beyond the faith sector. We encouraged many smaller local groups to take advantage of £100,000 from the city council for Covid-19 support grants.

In 2020, because of a lack of funding, Saltbox was sadly not able to maintain its Church Liaison Officer role. Since, 2015 this role had added valuable support to our specialist faith infrastructure development work. The Saltbox trustees will continue to monitor future opportunities to see if we can find new ways to creatively reimagine this work.

A growing number of regional and national opportunities allowed Saltbox to increase its engagement with various national organisations and faith leaders including the Cinnamon Network, the Gather Network, Movement Day UK and the World Prayer Centre. The Saltbox CEO spent significant time engaging nationally and internationally to work collaboratively in sharing positive faith-based responses to the challenges faced by communities because of Covid-19.

All activities were organised and overseen by Saltbox's staff with much appreciated help and support from volunteers and trustees.

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2021**

Social responsibility

Saltbox's social responsibility function delivers services that meet the needs of vulnerable adults, provides support to grassroots initiatives and works within strategic partnerships to help bring about beneficial change. We are keen to identify gaps in current service provision as a way to respond to the needs of some of the most vulnerable and excluded groups in our communities. All of our social responsibility services are for public benefit, and include Carelink, Restart and Money Matters.

Carelink

Carelink is our older people's support service. This service helps older people to stay well, avoid health crises, and to live independently at home whilst providing support when they need it most. Activities include: a telephone befriending service, Chatty Café's, day trips, health and wellbeing monitoring, advocacy, social events, and volunteering opportunities. Our Parish Nurse, in partnership with Parish Nursing UK, has provided additional support for clients who have more complex health conditions, as well as those for whom early intervention has prevented situations escalating.

Carelink has supported 327 people throughout the year. Of these, 286 clients received regular telephone befriending calls from our volunteers, who spent a total of 6,609 hours talking to clients, with 17,416 keep in touch calls taking place this year. Over the year, 51 people have volunteered with us, providing 6,800 volunteer hours. At this point, 39 regular volunteers support Carelink service delivery each month and we are immensely grateful for all the support that they provide to our clients.

Our service responded and adapted well to the Covid pandemic. Our telephone befriending service was a lifeline to many through this time of shielding. Our "Chatty Cafés" moved online. Our trips and social events stopped, but we still involved clients in celebrating VE Day, Christmas, Easter, and thanked our volunteers by delivering them a special afternoon tea.

As we are committed to continuing provision of this valued service, we needed to restructure the staff and service delivery structure to ensure that we responded to the reduced funding available. We move into a new chapter for Carelink with increasing national awareness of the impact of loneliness and isolation, and with a continued passion to increase health and happiness of our elderly clients. We continue with strong partnerships and a service which supports the work of our statutory health and social care partners and, most importantly increases the quality of life for the elderly and isolated in our communities.

Restart

Our Restart service provides supported housing. Our specialism is working with the most vulnerable ex-offenders who are homeless or at risk of becoming homeless. We recognise that often our clients have experienced a lifetime of personal challenges, which has significantly contributed to them falling into crime. Our purpose is to support clients in addressing complex issues such as homelessness, offending behavior, family and community relationships, unemployment, mental health, drug and alcohol dependency, learning and life skills, with the aim of achieving independent living.

During the year, Restart grew to a portfolio of 61 properties, and supported 208 clients. Our client's average length of stay with us is just over 12 months, with 45 clients having stayed with us for the year. The number of Clients re-offending is low at 12% (compared with the national average for 2019-2020 of c.60%). We have supported 28 people this year in moving on to their own accommodation and independent living. We have supported the national Everyone-In initiative by housing 32 people into our supported accommodation, who had been housed during lockdown in temporary emergency accommodation.

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2021**

Restart (continued...)

Restart client support is tailored to each individual's needs. This includes a dedicated Support Worker, a maintenance and domestic service, input from our Chaplain, Client Development Facilitator, and engagement with our Clinical Nurse, who provides substance misuse expertise. We work closely with local partners, and take referrals from prisons across the country, Integrated Offender Management, Probation, voluntary and statutory sector colleagues, as well as self-referrals. A new project this year is Re-connect - a newly appointed Family and Services Coordinator will work with clients who are at a stage in their journey to reconnect with relatives where relationships have previously broken down.

With a new Director of Services, our commitment to provide a holistic approach to meet the needs of our clients has seen a restructure of the Restart team. This has included placing a Quality and Development Manager alongside our Client Support Manager, to enhance the quality of the service. A staff development program and the implementation of a new Inform Database are some of the ways in which we are supporting the team to achieve excellence.

We have responded to the Covid pandemic with adaptations to the service and varying the ways in which we support clients. Many client visits and activities were done outside. Some of these new activities have continued such as the sailing club, which is a very popular weekly activity. Our dream of an allotment project is now growing produce! Our first post pandemic indoor event will be a client celebration meal, with allotment vegetables on the menu.

We value our good relationships with partner organisations. A key principle in our new outlook is to strengthen our partnership working across the city. Close multi-agency working with clients enables an intensive wrap around support approach where needed. We have supported the local approach to the national Everyone-In initiative, providing longer term housing for those in temporary accommodation during the pandemic.

Restart is increasing the number of properties in our portfolio and continues to improve the standard of our accommodation. We have had a total refurbishment of our City Centre building in which the large function space is well equipped for client development activities. We are moving forward with a fresh, rejuvenated, holistic, client-centred Restart Service.

Money Matters

Money Matters is funded through energy supplier Npower/Fuel Bank Foundation who have provided a grant from their Vulnerable Customer Support Fund to finance the service until 31st October 2021. The service primarily operates within the local Trussell Trust Foodbank centres (of which there are 17 distribution points in Stoke-on-Trent) and provides crucial money management, benefits and debt advice to Foodbank guests.

This confidential service continues to liaise with the DWP, local authority, creditors and HMRC where appropriate, helping to prepare income and expenditure budgets and negotiates debt management payment plans with creditors. It also assists in the provision of Debt Relief Orders, supports clients through bankruptcy procedures and represent our clients in court proceedings. In addition, Money Matters also has access to the Npower/Fuel Bank Foundation fuel support scheme, which provides fuel vouchers to energy consumers on pre-payment meters who are in fuel crisis.

As a result of the Covid-19 pandemic, all Foodbank centres were forced to close their doors to face to face in-centre visitors in March 2020 and they remained closed to external third party organisations throughout the financial year. This meant that Money Matters could not deliver the usual face to face advice/support and had to become a telephone and online service, significantly adapting its operations. Staff adapted quickly to this approach and because of the strong relationship with the teams in Foodbanks, clients were redirected for the support they needed.

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2021**

Money matters (continued...)

As a result of the national recognition of the financial impact of the pandemic on people's personal circumstances, this has enabled Money Matters to secure additional funding and a grant from the National Lottery Covid Support Fund provided 6 months of funding for 2 additional Money Mentors/Debt Caseworkers. Additionally, a grant from Severn Trent Water has enabled us to appoint a Caseworker Assistant whilst also extending our reach into Foodbanks in Newcastle-under-Lyme with whom we have a growing partnership. With funding from the Barclays 100 x £100k grant programme, we have also been able to extend the contracts of 2 of the staff until March 2022, and we are extremely grateful for all this funding so that we can meet the increased demand for our service.

During the year, Money Matters undertook the following activities:

- 1,227 client interventions delivered via telephone/email/socially distanced visit (including benefits, debt, fuel or one-off advice);
- 253 debt case appointments amounting to £84,410 debt written on during the year, with live debt being managed at 31/03/2021 of £238,898; and
- Additional benefit income secured for clients during the year of £134,784.

We also now have an online Benefits Calculator in partnership with EntitledTo, which resides on our Money Matters website home page, and this has supported 83 calculations since it started in December 2020.

Our primary goal for 2021/22 is to continue to secure increased future funding for the service. We are in discussions with a number of funders to help secure this, particularly due to the continued financial fall-out of COVID-19 on local people's financial situations.

Partnership working

Saltbox values the importance of partnership working. We seek to work with others to identify and deliver priorities in and around the City of Stoke-on-Trent and the county of Staffordshire. Saltbox's partnership working has shown its value during the Covid pandemic.

As part of this role, we engage in a number of partners including:

- Stoke-on-Trent City Council
- Staffordshire County Council
- NHS including CCG, Public Health, UHNS
- S-o-T Healthwatch
- Staffordshire Police & Probation Services
- Staffordshire Community Rehabilitation Company
- VAST
- Voluntary Sector Chief Officers' Group
- Various voluntary and community sector organisations
- S-o-T Hardship Commission
- S-o-T Wider Welfare Reform Group
- S-o-T Financial Inclusion Group
- Trussell Trust Foodbank
- Keele University
- Staffordshire University
- Stoke-on-Trent Homeless Forum
- Sentinel newspaper
- BBC Radio Stoke
- Signal Radio
- Cross Rhythms Community Radio
- United Christian Broadcasters
- City Faith Link Forum
- Connect Leaders' Meeting

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2021**

Partnership working (continued...)

- World Prayer Centre
- Cinnamon Trust
- Gather Network
- Movement Day UK

Redevelopment of Bemersley House

In January 2019, Saltbox acquired Bemersley House in Stoke-on-Trent City Centre from the Chester and Stoke-on-Trent Methodist District with a view to the redevelopment and refurbishment of the building to become the charity's head office.

During 2020, Saltbox secured and drew down loans amounting to £500,000 from Methodist Chapel Aid (£350,000 over 15 years with a first legal charge on the premises), KeyFund (£75,000 over 7 years) and Lichfield Diocese (£75,000 over 5 years) to assist with the financing of the redevelopment. We are immensely grateful for the financial support of these funders and also to several grant funders, most notably Stoke-on-Trent City Council Community Investment Fund (£36,806), AllChurches Trust (£9,500), Bridgewater Trust (£800) and Edgar E Lawley Trust (£1,500).

The redevelopment project commenced on 27th January 2020, and was completed slightly behind schedule, in November 2020, with staff relocating from January 2021. The contract for redevelopment was delivered by local business Holland Construction, supported by Croft Architects and the transformation of the building is very significant, becoming modern, fit for purpose offices and facilities for staff, clients and visitors. We are immensely grateful for the professional support of all those involved in this project and we are looking forward to welcoming more people into the building as we move forward in 2021/22.

FINANCIAL REVIEW

Financial position

Overall Performance

The financial activity of the Charity is detailed in the Financial Statements attached.

We are pleased to report that our results for the year ended 31st March 2021 show a surplus of £108,714 before exceptional property impairments (2020: surplus of £117,224). The surplus has been achieved due to the continued rebuilding of our portfolio of properties in Restart, alongside securing of additional grant income and contracts for the delivery of services.

The Trustees are confident that during 2021/22 Saltbox will continue to make good financial progress, despite the ongoing impact of the COVID-19 pandemic. It has sufficient reserves to enable the organisation to continue to deliver its activities whilst it also pushes forward to achieve new grant income and other funding.

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2021**

FINANCIAL REVIEW

Principal funding sources

Income:

Saltbox is financed through the regular giving of individual supporters, a number of significant grants and contracts (both restricted and unrestricted) and donations from local churches alongside enhanced housing benefit income for Restart clients to enable Saltbox to undertake its critical support services to this client group.

Total Incoming resources during the year increased to £1,886,726 compared with £1,726,905 in the previous year.

Alongside individual donors and churches, Saltbox acknowledges with gratitude the financial support received from the following funders:

Core Funding & Spiritual Development:

Methodist Connexion £30,091, Trentham Parish Church £2,800 and other local North Staffordshire churches amounting to £2,232.

Carelink:

Building Connections £40,822.

Money Matters:

Npower/Fuel Bank Foundation £35,839, Stoke-on-Trent Foodbank £30,000, National Lottery Covid Community Support Fund £33,348, Severn Trent Water £15,092

Restart:

Big Lottery Fund £92,517, MHCLG (Homeless Link) £45,000, Charles Hayward Foundation £25,000,

Barclays Community Foundation 100x£100k grants:

£100,000 grant towards the work of Money Matters and Restart during 2020 to 2021.

Covid-19 Emergency Support Grants:

Staffordshire Community Foundation £4,900, Severn Trent Water £5,000 with a further Chair of the Board's award of £2,350, Tesco Bags of Help £500 and Stoke-on-Trent City Council £2,995

Expenditure:

Total resources expended for the year was £1,778,012 before exceptional property impairments compared with £1,609,681 in the previous year.

Balance Sheet:

Total funds at 31st March 2021 were £272,902 (2020: £422,287) of which Restricted funds were: £(361) (2020: £47,075). Un-restricted funds were: £273,263 (2020: £375,212)

Cash at Bank and in hand was £403,843 (2020: £517,414) which is considered adequate to meet the future cash needs of Saltbox.

Funds held as Custodian Trustee on behalf of others

On occasion, the charity may act as custodian Trustees over cash held for other small, not for profit organisations. This money is held in order that invoices can be paid on behalf of these organisations, enabling them to achieve their charitable activities.

These monies are held in the charity's bank account and a separate nominal code kept to record any transactions on the balance sheet, which appears in other creditors and does not form part of the charity's own funds. At 31/03/21 no funds were held on behalf of other organisations (2020: £nil).

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2021**

FINANCIAL REVIEW

Investment policy and objectives

In accordance with the Memorandum and Articles of Association, the Trustees' have the power to invest money in their absolute discretion as they think fit.

Reserves policy

Future Proofing the Charity's Service Provision

The Trustees have determined that the charity's reserves are kept at a satisfactory level to provide continuation funding for projects / work currently being undertaken by Saltbox with statutory and/or charitable trust funding as changes occur within the Health & Social Care, and Police/Probation/Housing Sectors. This provision is to protect our ability to provide valued and much needed services, support and activities to our clients and customers (particularly in void income periods which arise between funding switches) as well as to provide a level of protection to our funders.

Contingency Policy

Unrestricted reserves are maintained to enable the charity to manage its ongoing cash flow position, particularly as funding terms may vary significantly between different statutory or grant funders. To ensure that the charity remains sustainable in the event of any significant loss to our funding or other unforeseen circumstances, it is the Trustees' policy to hold reserves of approximately 3 months' expenditure. This equates to approximately £81,508 of which we currently hold £272,902 (2020: £422,287). Restricted funds relate to any funds specifically provided under the terms and conditions of specific grant or trust funds. At 31st March 2021, restricted funds amounting to £(361) were held.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

Saltbox is a charitable company limited by guarantee, registered in England and Wales, company number 06427360, registered charity 1121832, controlled by its governing document (its Memorandum and Articles of Association).

Recruitment and appointment of new trustees

The election or appointment of Trustees is set out in the Articles of Association of Saltbox.

Organisational structure and decision making

The Board of Trustees of Saltbox meets bi-monthly and is responsible for the strategic direction and policy of the charity.

A scheme of delegation is in place and day to day responsibility for the provision of the services rests with the Chief Executive Officer (CEO), Lloyd Cooke, who leads a Senior Management Team.

Declaration of interests

Trustees are required to declare interests that are relevant and material both at Board level and at subcommittee level and declarations are requested at each meeting. A record is maintained of all relevant and material interests by the Company Secretary and this record is available on request.

Induction and training of new trustees

New Trustees are identified through a trustee recruitment and selection process, based on a skills matrix of roles required for the governance of the charity. They are required to serve a probationary period during which time they are expected to attend an initial Board meeting as an observer, meet with the CEO and Chair of the Board, and undertake a Trustee induction programme to familiarise themselves with the charity and the context in which it operates.

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2021**

STRUCTURE, GOVERNANCE AND MANAGEMENT

Key management remuneration

The senior management team are responsible for the performance of the charity in their respective service area, ensuring that all contract or grant targets are achieved and that these results are reported to respective funders. They also ensure that the charity's activities are safe and effective for staff and the beneficiaries in receipt of services and that quality standards are maintained throughout.

The remuneration of all staff, including key management personnel, is undertaken based on benchmarking remuneration against other similar services, with a view to paying the prevailing market rate to ensure that the best staff can be recruited and retained.

Related parties

Saltbox operates independently and has no related party transactions other than employee benefits for key management personnel.

Risk management

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. The risk management reporting framework adopted by the Trustees includes the following:

- o Preparation, update and review of the Risk Register at each Board meeting, with key issues identified and pro-active plans established to mitigate those identified risks, including the accountable manager and timeframe for monitoring of those risks;
- o Preparation and presentation of the monthly management accounts and cash flow position to Trustees at each Board meeting, to ensure that the charity has sufficient funds for a period of 12 months or more;
- o Health and safety monitoring - this is carried out by the CEO and SMT on at least an annual basis to ensure that any risks are identified, reported and mitigated. Health and Safety issues for our leased premises and all Restart leased properties is undertaken on a monthly basis, or more frequently, as risks are identified. All newly recruited staff receive induction training on health and safety and are required to report any identified risk to management. Reporting of health and safety matters is undertaken to the Board of Trustees at each Trustee meeting;
- o Risk assessments are completed for both new and ongoing annual activities, including new locations for service delivery, with a view to the safeguarding of staff, volunteers and clients.

Principal risks and uncertainties

Principal risks that have been identified during the course of the year have included:

- o The impact of the COVID-19 pandemic at the year end on the future financial position of the charity. This includes the potential for reduced income from fundraising and grant sources alongside donors/supporters, plus increased costs due to implementing the required health and safety measures for staff and clients, along with the costs of increased emergency support for clients in all our services. Saltbox has been delighted to secure over £59,000 of additional grant income from April 2020, to help us manage the increased costs and reduced income so that we can maintain our service delivery during this challenging period.
- o The ongoing changes within the statutory sector and particularly in the NHS and Probation Service with larger block contracts on offer and the push for integrated services. The management team continue to carefully review future tender and contract opportunities, including pursuing partnership arrangements where these may create a stronger prospect for the securing of that contract.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

06427360 (England and Wales)

Registered Charity number

1121832

SALTBOX

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2021

Registered office

Gitana Street
Hanley
Stoke-on-Trent
ST1 1DY

Trustees

Revd P J Barber
Mr B R Barber
G D Bond
Mrs D F Hackney
Revd D Street
S J Webster

Company Secretary

L Cooke

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DPC Accountants Ltd
Chartered accountants & statutory auditors
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Stoke-On-Trent
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Solicitors

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64 High Street
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**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2021**

EVENTS SINCE THE END OF THE YEAR

Information relating to events since the end of the year is given in the notes to the financial statements.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of Saltbox for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They 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 so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

AUDITORS

The auditors, DPC Accountants Ltd, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Approved by order of the board of trustees on 27th July 2021 and signed on its behalf by:


.....
Mrs D F Hackney - Trustee

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF SALTBOX

Opinion

We have audited the financial statements of Saltbox (the 'charitable company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Statement of Financial Position, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF SALTBOX

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

Responsibilities of trustees

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

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

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF SALTBOX

Our responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We assessed the capability of the audit in detecting irregularities, including fraud based on our understanding of the company and the industry in which it operates. We identified that the principal risks of non-compliance with laws and regulations related to health and safety, employment laws and the charities governing document to be the key risk and we considered the extent to which any non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and The Charities (SORP).

We evaluated the opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls and incorrect treatment of grant funding received), and determined that the principal risks were related to posting inappropriate journal entries to manipulate financial results, potential management bias in accounting estimates within the financial statements and incorrect allocation of grant funding.

There are inherent limitations in the audit procedures described above, and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. The risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

Use of our report

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



Valerie Wood (Senior Statutory Auditor)
for and on behalf of DPC Accountants Ltd
Chartered accountants & statutory auditors
Stone House
Stone Road Business Park
Stoke-On-Trent
ST4 6SR

Date:

18th August 2021

SALTBOX

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

	Notes	Unrestricted fund £	Restricted fund £	31.3.21 Total funds £	31.3.20 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	3	-	-	-	3,211
Charitable activities	5				
Celebrate		-	4,501	4,501	3,012
Carelink CCG		-	107,216	107,216	123,228
Spiritual Development		-	26,843	26,843	57,623
Money Matters - NPower/Fuel Bank Foundation		-	32,513	32,513	31,304
Money Matters - STW		-	10,734	10,734	-
Money Matters - NLCF COVID Support Grant		-	33,348	33,348	-
Restart		1,415,828	1,737	1,417,565	1,280,855
MHCLG Homeless Link		-	45,000	45,000	-
Ixion BBO		-	20,081	20,081	23,094
Awards for All		-	-	-	3,679
Carelink Building Connections		-	40,310	40,310	50,116
BLF Reaching Communities		-	84,245	84,245	92,789
CIVICPB		-	-	-	2,951
Bemersley House Investment		-	-	-	50,471
COVID Grants		-	14,028	14,028	-
Charles Hayward Foundation		-	6,445	6,445	-
Barclays 100x£100k		-	41,819	41,819	-
Other trading activities	4	-	-	-	4,085
Other income		2,078	-	2,078	487
Total		1,417,906	468,820	1,886,726	1,726,905
EXPENDITURE ON					
Charitable activities	6				
Celebrate		-	4,501	4,501	3,012
Carelink CCG		-	107,783	107,783	112,329
Spiritual Development		-	43,478	43,478	59,820
Money Matters - NPower/Fuel Bank Foundation		-	34,514	34,514	31,056
Money Matters - STW		-	9,382	9,382	-
Money Matters - NLCF COVID Support Grant		-	30,318	30,318	-
Restart		971,940	1,737	973,677	965,618
MHCLG Homeless Link		-	45,000	45,000	-
Ixion BBO		-	17,911	17,911	20,262
Awards for All		-	-	-	3,679
BLF Reaching Communities		-	84,245	84,245	92,789
Carelink BLF		-	38,881	38,881	48,749
Mercia Mission		-	-	-	3,565
CIVICPB		-	-	-	3,036
Bemersley House Investment		-	-	-	3,284
COVID Grants		-	14,028	14,028	-
Charles Hayward Foundation		-	6,445	6,445	-

The notes form part of these financial statements

SALTBOX

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

	Notes	Unrestricted fund £	Restricted fund £	31.3.21 Total funds £	31.3.20 Total funds £
Barclays 100x£100k		-	41,819	41,819	-
Other		326,030	-	326,030	262,482
Total		1,297,970	480,042	1,778,012	1,609,681
NET INCOME/(EXPENDITURE)		119,936	(11,222)	108,714	117,224
Impairment of Bemersley House	8	(210,912)	(47,187)	(258,099)	-
Transfers between funds	21	(10,973)	10,973	-	-
Net movement in funds		(101,949)	(47,436)	(149,385)	117,224
RECONCILIATION OF FUNDS					
Total funds brought forward		375,212	47,075	422,287	305,063
TOTAL FUNDS CARRIED FORWARD		<u>273,263</u>	<u>(361)</u>	<u>272,902</u>	<u>422,287</u>

CONTINUING OPERATIONS

All income and expenditure has arisen from continuing activities.

Included within the above amounts are significant amounts of Housing Benefit income and expenditure.

The notes form part of these financial statements

SALTBOX

STATEMENT OF FINANCIAL POSITION
31 MARCH 2021

	Notes	31.3.21 £	31.3.20 £
FIXED ASSETS			
Tangible assets	13	664,355	129,377
CURRENT ASSETS			
Debtors	14	74,125	18,677
Cash at bank and in hand		<u>403,843</u>	<u>517,414</u>
		477,968	536,091
CREDITORS			
Amounts falling due within one year	15	(387,855)	(243,181)
NET CURRENT ASSETS		<u>90,113</u>	<u>292,910</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		754,468	422,287
CREDITORS			
Amounts falling due after more than one year	16	(481,566)	-
NET ASSETS		<u>272,902</u>	<u>422,287</u>
FUNDS	21		
Unrestricted funds		273,263	375,212
Restricted funds		<u>(361)</u>	<u>47,075</u>
TOTAL FUNDS		<u>272,902</u>	<u>422,287</u>

The financial statements were approved by the Board of Trustees and authorised for issue on 27th July 2021 and were signed on its behalf by:


D F Hackney - Trustee

The notes form part of these financial statements

SALTBOX

**STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2021**

	Notes	31.3.21 £	31.3.20 £
Cash flows from operating activities			
Cash generated from operations	1	192,940	276,960
Interest paid		<u>(14,906)</u>	<u>-</u>
Net cash provided by operating activities		<u>178,034</u>	<u>276,960</u>
Cash flows from investing activities			
Purchase of tangible fixed assets		(825,538)	(149,238)
Sale of tangible fixed assets		<u>-</u>	<u>3,169</u>
Net cash used in investing activities		<u>(825,538)</u>	<u>(146,069)</u>
Cash flows from financing activities			
New loans in year		557,500	-
Loan repayments in year		<u>(23,567)</u>	<u>-</u>
Net cash provided by financing activities		<u>533,933</u>	<u>-</u>
Change in cash and cash equivalents in the reporting period		<u>(113,571)</u>	<u>130,891</u>
Cash and cash equivalents at the beginning of the reporting period		<u>517,414</u>	<u>386,523</u>
Cash and cash equivalents at the end of the reporting period		<u>403,843</u>	<u>517,414</u>

The notes form part of these financial statements

**NOTES TO THE STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2021**

1. RECONCILIATION OF NET (EXPENDITURE)/INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	31.3.21 £	31.3.20 £
Net (expenditure)/income for the reporting period (as per the Statement of Financial Activities)	(149,385)	117,224
Adjustments for:		
Depreciation charges	32,461	39,226
Profit on disposal of fixed assets	-	(3,169)
Interest paid	14,906	-
Impairment of freehold property	258,099	-
(Increase)/decrease in debtors	(55,448)	4,868
Increase in creditors	92,307	118,811
Net cash provided by operations	<u>192,940</u>	<u>276,960</u>

2. ANALYSIS OF CHANGES IN NET FUNDS/(DEBT)

	At 1.4.20 £	Cash flow £	At 31.3.21 £
Net cash			
Cash at bank and in hand	<u>517,414</u>	<u>(113,571)</u>	<u>403,843</u>
	<u>517,414</u>	<u>(113,571)</u>	<u>403,843</u>
Debt			
Debts falling due within 1 year	-	(52,367)	(52,367)
Debts falling due after 1 year	-	(481,566)	(481,566)
	-	(533,933)	(533,933)
Total	<u>517,414</u>	<u>(647,504)</u>	<u>(130,090)</u>

The notes form part of these financial statements

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

1. GENERAL INFORMATION

The charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is Bemersley House, Gitana Street, Hanley, Stoke-on-Trent, Staffordshire, ST1 1DY.

2. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

The financial statements are prepared in sterling, which is the functional currency of the entity.

Critical accounting judgements and key sources of estimation uncertainty

The judgements that management has made in the process of applying the entity's accounting policies and that have the most significant effect on the amounts recognised in the financial statements are as follows:

(i) Estimated useful lives and residual values of fixed assets

As described in the notes to the financial statements, depreciation of tangible fixed assets has been based on estimated useful lives and residual values deemed appropriate by the trustees. Estimated useful lives and residual values are reviewed annually and revised as appropriate. Revisions take into account estimated useful lives used by other charities and actual asset lives and residual values, as evidenced by disposals during the current and prior accounting periods.

(ii) Provisions

Provision is made for asset dilapidation and contingencies. These provisions require management's best estimate of the costs that will be incurred based on legislative and contractual requirements.

Going concern

There are no material uncertainties about the charity's ability to continue as a going concern.

Income

All income is included in the statement of financial activities when entitlement has passed to the charity, it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- income from donations is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.
- legacy income is recognised when receipt is probable and entitlement is established.
- income from donated goods is measured at the fair value of the goods unless this is impractical to measure reliably, in which case the value is derived from the cost to the donor or the estimated resale value. Donated facilities and services are recognised in the accounts when received if the value can be reliably measured. No amounts are included for the contribution of general volunteers.

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2021**

2. ACCOUNTING POLICIES - continued

Income

- income from restricted grants and contracts is accounted for according to the terms and conditions of the grant or contract, which may be time defined or performance related. Where contracts or grants expire at a date beyond the financial year end, the relevant proportion of funds are deferred to the next accounting period in accordance with the terms and conditions of the funder.

Expenditure

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

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

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

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life

Freehold property	-	Not depreciated
Fixtures and fittings	-	25% straight line
Motor vehicles	-	25% straight line
Computer equipment	-	25% straight line

A change in depreciation policies has occurred in the year, previous depreciation methods are as follows:

Freehold property	-	Not depreciated
Fixtures and fittings	-	20% reducing balance
Motor vehicles	-	25% reducing balance

Following a review of the previous depreciation methods, the trustees decided that these did not fairly represent the consumption of assets. Therefore, the depreciation policies have been adjusted resulting in an additional charge to depreciation of £275 in the year.

Freehold property is not depreciated as it is deemed that the residual value of the asset is not materially different to the value held within the financial statements.

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. The charity only capitalises individual assets of a value of £1,000 or more. Project specific assets are written down in full in the year of purchase.

Taxation

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

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2021**

2. ACCOUNTING POLICIES - continued

Fund accounting

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Hire purchase and leasing commitments

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Impairment of fixed assets

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

Financial Instruments

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Current assets and current liabilities are subsequently measured at the cash or other consideration expected to be paid or received and not discounted.

Debt instruments are subsequently measured at amortised cost.

Financial assets that are measured at cost or amortised cost are reviewed for objective evidence of impairment at the end of each reporting date. If there is objective evidence of impairment, an impairment loss is recognised under the appropriate heading in the statement of financial activities in which the initial gain was recognised.

For all equity instruments regardless of significance, and other financial assets that are individually significant, these are assessed individually for impairment. Other financial assets are either assessed individually or grouped on the basis of similar credit risk characteristics.

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2021

3. DONATIONS AND LEGACIES

	31.3.21	31.3.20
	£	£
Gift aid	<u>-</u>	<u>3,211</u>

4. OTHER TRADING ACTIVITIES

	31.3.21	31.3.20
	£	£
Mercia Mission income	<u>-</u>	<u>4,085</u>

5. INCOME FROM CHARITABLE ACTIVITIES

	31.3.21	31.3.20
	£	£
Celebrate	4,501	3,012
Carelink CCG	107,216	123,228
Spiritual development	26,843	57,623
Money matters -		
Npower/Fuelbank	32,513	31,304
Money Matters - STW	10,734	-
Money Matters – NLCF		
COVID Support Grant	33,348	-
Restart	1,415,828	1,280,855
Restart Chaplaincy	1,737	-
MHCLG Homeless Link	45,000	-
IXION BBO	20,081	23,094
Awards for all	-	3,679
Carelink Building		
Connections	40,310	50,116
BLF Reaching		
Communities	84,245	92,789
CIVICPB	-	2,951
Bemersley House		
Investment	-	50,471
COVID Grants	14,028	-
Charles Hayward	6,445	-
Foundation		
Barlcays 100x£100k	<u>41,819</u>	<u>-</u>
	<u>1,884,648</u>	<u>1,719,122</u>

Included in the above is Housing Benefit income of £1,323,632 (2020: £1,174,221). The above excludes internal transfers which are shown in notes of the financial statements.

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2021

6. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Totals £
Celebrate	4,501	4,501
Carelink CCG	107,783	107,783
Spiritual Development	43,478	43,478
Money Matters - NPower/Fuel Bank		
Foundation	34,514	34,514
Money Matters - STW	9,382	9,382
Money Matters - NLCF COVID		
Support Grant	30,318	30,318
Restart	973,677	973,677
MHCLG Homeless Link	45,000	45,000
Ixion BBO	17,911	17,911
BLF Reaching Communities	84,245	84,245
Carelink BLF	38,881	38,881
COVID Grants	14,028	14,028
Charles Hayward Foundation	6,445	6,445
Barclays 100x£100k	41,819	41,819
	<u>1,451,982</u>	<u>1,451,982</u>

Included in the above is Housing costs expenditure of £524,214 (2020: £488,291).

7. SUPPORT COSTS

	Management £	Finance £	Governance costs £	Totals £
Other resources expended	<u>312,313</u>	<u>2,186</u>	<u>11,531</u>	<u>326,030</u>
	<u>312,313</u>	<u>2,186</u>	<u>11,531</u>	<u>326,030</u>

Support costs are allocated to charitable activities, as follows:

	31.3.21 £	31.3.20 £
BLF Reaching Communities	18,689	15,527
Carelink Building Connections	11,319	10,192
Carelink CCG	42,062	36,053
Ixion BBO	7,617	8,136
Money Matters - Npower/Fuelbank	12,742	11,120
Money Matters - NLCF COVID Support Grant	11,338	-
Money Matters - STW	3,413	-
Restart	180,282	159,827
MHCLG Homeless Link	6,164	-
Barclays - 100x£100k	9,496	-
Charles Hayward Foundation	2,799	-
Spiritual Development	20,108	21,627
Totals	<u>326,030</u>	<u>262,482</u>

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2021

7. SUPPORT COSTS - continued

Support costs, included in the above, are as follows:

		31.3.21	31.3.20
	Other resources expended £	Total activities £	Total activities £
Wages	193,684	193,684	175,749
Pensions	3,881	3,881	3,026
Other operating leases	1,691	1,691	1,847
Rates and water	1,343	1,343	2,573
Insurance	3,190	3,190	2,713
Light and heat	9,570	9,570	7,557
Telephone	13,441	13,441	10,657
Postage and stationery	2,125	2,125	2,560
Sundries	7,442	7,442	9,549
Rent	1,760	1,760	-
Repairs and renewals	52,071	52,071	14,157
Bad debts	-	-	768
Travel costs	1,173	1,173	1,678
Depreciation of tangible and heritage assets	6,036	6,036	-
Interest payable and similar charges	14,906	14,906	-
Bank charges	2,186	2,186	1,533
Auditors' remuneration	3,335	3,335	3,320
Accountancy and legal fees	8,196	8,196	24,795
	<u>326,030</u>	<u>326,030</u>	<u>262,482</u>

8. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	31.3.21 £	31.3.20 £
Depreciation - owned assets	32,461	39,226
Other operating leases	1,691	1,847
Surplus on disposal of fixed assets	-	(3,169)
Impairment of Bemersley House	<u>258,099</u>	<u>-</u>

During the year, Saltbox undertook a significant redevelopment of its head office premises, Bemersley House. It was recognised in advance of the redevelopment that the necessary capital works would be higher than the ultimate value of the building, once completed. The property was revalued at £500,000 and has therefore been included in the accounts at this value. An impairment adjustment has therefore been reported of £258,099 to ensure that the building is included in the accounts at its current market value.

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2021

9. AUDITORS' REMUNERATION

	31.3.21	31.3.20
	£	£
Fees payable to the charity's auditors for the audit of the charity's financial statements	<u>3,335</u>	<u>3,320</u>

10. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2021 nor for the year ended 31 March 2020.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2021 nor for the year ended 31 March 2020.

11. STAFF COSTS

	31.3.21	31.3.20
	£	£
Wages and salaries	193,684	175,749
Other pension costs	<u>3,881</u>	<u>3,026</u>
	<u>197,565</u>	<u>178,775</u>

In addition to the staff costs above, wages and salaries of £679,375 (2020: £599,216) and other pension costs of £11,117 (2020: £9,866) have been directly attributed to the charitable activities costs within note 6 to the financial statements.

The average monthly number of employees during the year was as follows:

	31.3.21	31.3.20
Employees	38	35
Trustees	<u>6</u>	<u>6</u>
	<u>44</u>	<u>41</u>

No employees received emoluments in excess of £60,000.

Key management personnel include all persons that have authority and responsibility for planning, directing and controlling the activities of the charity. The total compensations paid to key management personnel for service provided to the charity was £122,186 (2020: £129,370).

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2021

12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted fund £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	3,211	-	3,211
Charitable activities			
Celebrate	-	3,012	3,012
Carelink CCG	-	123,228	123,228
Spiritual Development	-	57,623	57,623
Money Matters - NPower/Fuel Bank			
Foundation	-	31,304	31,304
Restart	1,257,192	23,663	1,280,855
Ixion BBO	-	23,094	23,094
Awards for All	-	3,679	3,679
Carelink Building Connections	-	50,116	50,116
BLF Reaching Communities	-	92,789	92,789
CIVICPB	2,951	-	2,951
Bemersley House Investment	-	50,471	50,471
Other trading activities	-	4,086	4,086
Other income	486	-	486
Total	1,263,840	463,065	1,726,905
EXPENDITURE ON			
Charitable activities			
Celebrate	-	3,012	3,012
Carelink CCG	-	112,329	112,329
Spiritual Development	-	59,820	59,820
Money Matters - NPower/Fuel Bank			
Foundation	-	31,056	31,056
Restart	945,651	19,967	965,618
Ixion BBO	-	20,262	20,262
Awards for All	-	3,679	3,679
BLF Reaching Communities	-	92,789	92,789
Carelink BLF	-	48,749	48,749
Mercia Mission	-	3,565	3,565
CIVICPB	3,036	-	3,036
Bemersley House Investment	-	3,284	3,284
Other	262,482	-	262,482
Total	1,211,169	398,512	1,609,681
NET INCOME	52,671	64,553	117,224
Transfers between funds	19,985	(19,985)	-
Net movement in funds	72,656	44,568	117,224

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2021

12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued

	Unrestricted fund £	Restricted fund £	Total funds £
RECONCILIATION OF FUNDS			
Total funds brought forward	302,556	2,507	305,063
TOTAL FUNDS CARRIED FORWARD	<u>375,212</u>	<u>47,075</u>	<u>422,287</u>

13. TANGIBLE FIXED ASSETS

	Freehold property £	Fixtures and fittings £	Motor vehicles £	Computer equipment £	Totals £
COST					
At 1 April 2020	125,149	99,113	30,585	14,252	269,099
Additions	742,950	72,256	-	10,332	825,538
Disposals	-	(97,876)	-	-	(97,876)
Impairments	(258,099)	-	-	-	(258,099)
At 31 March 2021	<u>610,000</u>	<u>73,493</u>	<u>30,585</u>	<u>24,584</u>	<u>738,662</u>
DEPRECIATION					
At 1 April 2020	-	98,185	27,285	14,252	139,722
Charge for year	-	28,778	1,100	2,583	32,461
Eliminated on disposal	-	(97,876)	-	-	(97,876)
At 31 March 2021	-	<u>29,087</u>	<u>28,385</u>	<u>16,835</u>	<u>74,307</u>
NET BOOK VALUE					
At 31 March 2021	<u>610,000</u>	<u>44,406</u>	<u>2,200</u>	<u>7,749</u>	<u>664,355</u>
At 31 March 2020	<u>125,149</u>	<u>928</u>	<u>3,300</u>	<u>-</u>	<u>129,377</u>

14. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.21 £	31.3.20 £
Trade debtors	58,370	4,035
Prepayments and accrued income	<u>15,755</u>	<u>14,642</u>
	<u>74,125</u>	<u>18,677</u>

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2021

15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.21	31.3.20
	£	£
Other loans (see note 17)	52,367	-
Trade creditors	14,182	9,967
Other creditors	17,834	13,766
Accruals and deferred income	<u>303,472</u>	<u>219,448</u>
	<u>387,855</u>	<u>243,181</u>

Included within the accruals and deferred income is deferred income of £117,387 (2020: £83,638). Within the current reporting period the following adjustments to deferred income were made, amounts released to income in respect of previous periods £83,638 (2020: £42,091) and income deferred in the current year £117,387 (2020 £83,638).

16. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	31.3.21	31.3.20
	£	£
Other loans (see note 17)	<u>481,566</u>	<u>-</u>

17. LOANS

An analysis of the maturity of loans is given below:

	31.3.21	31.3.20
	£	£
Amounts falling due within one year on demand:		
Other loans	<u>52,367</u>	<u>-</u>
Amounts falling between one and two years:		
Other loans - 1-2 years	<u>54,274</u>	<u>-</u>
Amounts falling due between two and five years:		
Other loans - 2-5 years	<u>150,715</u>	<u>-</u>
Amounts falling due in more than five years:		
Repayable by instalments:		
Other loans more 5yrs instalments	276,577	-

The company has the following loans:

A variable rate loan of £350,000 at a rate of 2.9% repayable by monthly instalments of £2,398 to April 2035.

A fixed rate loan of £75,000 at a rate of 6.5% repayable by monthly instalments of £1,299 to June 2027.

A fixed rate loan of £75,000 at a rate of 3% repayable by quarterly instalments of £5,150 to December 2024.

A variable rate loan of £57,500 at a rate of 2.9% repayable by monthly instalments of £552 to March 2031.

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2021

18. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	31.3.21 £	31.3.20 £
Within one year	528	20,316
Between one and five years	<u>2,112</u>	<u>-</u>
	<u>2,640</u>	<u>20,316</u>

19. SECURED DEBTS

The following secured debts are included within creditors:

	31.3.21 £	31.3.20 £
Other loans	<u>533,933</u>	<u>-</u>

A legal charge exists in favour of Methodist Chapel Aid Limited dated 13 May 2020 over the following freehold land and buildings known as bemersley house, gitana street, stoke on trent ST1 1DY.

A legal charge exists in favour of Methodist Chapel Aid Limited dated 9 March 2021 over the following freehold land and buildings known as 16 glendale street, burslem, ST16 2EP.

A legal charge exists in favour of Methodist Chapel Aid Limited dated 31 March 2021 over the following freehold land and buildings known as 42 crystal street, cobridge, stoke on trent ST6 2PF.

20. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted fund £	Restricted fund £	31.3.21 Total funds £	31.3.20 Total funds £
Fixed assets	664,355	-	664,355	129,377
Current assets	239,571	238,397	477,968	536,091
Current liabilities	(149,097)	(238,758)	(387,855)	(243,181)
Long term liabilities	<u>(481,566)</u>	<u>-</u>	<u>(481,566)</u>	<u>-</u>
	<u>273,263</u>	<u>(361)</u>	<u>272,902</u>	<u>422,287</u>

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2021

21. MOVEMENT IN FUNDS

	At 1.4.20 £	Net movement in funds £	Transfers between funds £	At 31.3.21 £
Unrestricted funds				
General fund	375,212	(90,976)	(10,973)	273,263
Restricted funds				
Restricted Funds	47,075	(58,409)	10,973	(361)
TOTAL FUNDS	<u>422,287</u>	<u>(149,385)</u>	<u>-</u>	<u>272,902</u>

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	1,417,906	(1,508,882)	(90,976)
Restricted funds			
Restricted Funds	468,820	(527,229)	(58,409)
TOTAL FUNDS	<u>1,886,726</u>	<u>(2,036,111)</u>	<u>(149,385)</u>

Comparatives for movement in funds

	At 1.4.19 £	Net movement in funds £	Transfers between funds £	At 31.3.20 £
Unrestricted funds				
General fund	302,556	52,671	19,985	375,212
Restricted funds				
Restricted Funds	2,507	64,553	(19,985)	47,075
TOTAL FUNDS	<u>305,063</u>	<u>117,224</u>	<u>-</u>	<u>422,287</u>

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2021

21. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	1,263,840	(1,211,169)	52,671
Restricted funds			
Restricted Funds	463,065	(398,512)	64,553
TOTAL FUNDS	<u>1,726,905</u>	<u>(1,609,681)</u>	<u>117,224</u>

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.4.19 £	Net movement in funds £	Transfers between funds £	At 31.3.21 £
Unrestricted funds				
General fund	302,556	(38,305)	9,012	273,263
Restricted funds				
Restricted Funds	2,507	6,144	(9,012)	(361)
TOTAL FUNDS	<u>305,063</u>	<u>(32,161)</u>	<u>-</u>	<u>272,902</u>

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	2,681,746	(2,720,051)	(38,305)
Restricted funds			
Restricted Funds	931,885	(925,741)	6,144
TOTAL FUNDS	<u>3,613,631</u>	<u>(3,645,792)</u>	<u>(32,161)</u>

The unrestricted funds consist of £273,263 (2020: £385,463) in relation to the restart project and general funds of (£297,741) (2020: (£10,251)).

The restricted funds consist of (£361) (2020: (£112)) in relation to an overspend on the Ixion BBO project which will be refunded post year-end.

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2021**

22. CONTINGENT LIABILITIES

Rent due on properties for Restart Tenants is viewed as not material to the accounts because the income would offset the expenditure.

23. CAPITAL COMMITMENTS

	31.3.21	31.3.20
	£	£
Contracted but not provided for in the financial statements	<u>-</u>	<u>425,431</u>

24. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 March 2021.

25. POST BALANCE SHEET EVENTS

There were no material events up to the date of approval of the financial statements by the Board of Trustees.

