

**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 2023**  
**FOR**  
**SALTBOX**  
**(A COMPANY LIMITED BY GUARANTEE)**

**SALTBOX**

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FOR THE YEAR ENDED 31 MARCH 2023**

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**REPORT OF THE TRUSTEES  
FOR THE YEAR ENDED 31 MARCH 2023**

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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 2023. 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**

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.

## **SALTBOX**

### **REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2023**

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#### **ACHIEVEMENT AND PERFORMANCE**

##### **Saltbox Review of Activities 2022/23**

##### **Spiritual Development**

Saltbox continues to offer help and support in order to provide spiritual development opportunities in Stoke-on-Trent and further afield.

The monthly Connect leaders' meetings which bring together local Christian church and ministry leaders continued to take place in person through 2022/23. Following the previous introduction of virtual Zoom meetings in 2020/21 due to the Covid-19 pandemic, thankfully, in September 2021 in-person Connect meetings were reintroduced and hosted, as usual, at the Beacon House of Prayer. We took the opportunity to move the meeting day from Monday mornings to Tuesday mornings. It was encouraging to see numbers of leaders meeting together in person to worship and pray together and also to share information about spiritual and community transformation in our local communities.

Having postponed the 2020 and 2021 annual Civic Prayer Breakfasts, we were pleased that we were able to organise an in-person Civic Prayer Breakfast on 1 April 2022. The guest speaker was Rt Rev Matthew Parker (Bishop of Stafford) and there were also interviews with Councillor Abi Brown (Leader of Stoke-on-Trent City Council) and Rev Helen Kirk (Chair of Chester & Stoke-on-Trent Methodist District). About 300 people attended a joyful and hope-filled event making the Stoke-on-Trent Civic Prayer Breakfast one of the largest such events not just in the UK but across the world.

In September 2022, Saltbox organized a City Celebration which was held at Swanbank Methodist Church, Burslem. The host was Rev Kathryn Stephens, worship leader was Paul Critchley and the guest speaker was Rev Dave Street (Team vicar of the Bucknall Team Ministry). In January 2023, another City Celebration took place with worship leaders Adrian and Esther Stone and guest speaker Rt Rev Megan Smith, the CoE Archdeacon of Stoke-upon-Trent.

Saltbox also continued to support the quarterly City Faith Link meetings, which bring together faith and civic leaders.

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.

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 400 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, Saltbox continued to be a key partner of Stoke-on-Trent's emergency support response to those struggling increasingly with issues linked to the emerging cost of living crisis.

A growing number of regional, national and international opportunities allowed Saltbox to increase its engagement with various national and international organisations including the NAYBA 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 various challenges faced by communities. Saltbox's work is increasingly seen as a model of good practice for those faith-based organizations seeking to work positively in their communities and link strategically with statutory agencies and stakeholders.

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

**ACHIEVEMENT AND PERFORMANCE (Continued)**

**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 - Connects isolated older people with their community, maintaining connections that benefit their health, wellbeing and independence to live well at home. Our over 65's befriending, reablement and intervention service aims to address needs and issues around loneliness and isolation with complex health and social issues.

We help older people to stay well, avoid health crises, and reduce loneliness and isolation. Activities include: a telephone befriending service, Chatty Café's, day trips, piloting of KOKU digital exercise platform, health and wellbeing monitoring, advocacy, social events, digital technology sessions, and volunteering opportunities.

Carelink has supported 493 people throughout the year. Many of these received regular telephone befriending calls from our volunteers, with 12881 keep in touch calls taking place this year. Over the year, 54 people have volunteered with us, providing 5433 volunteer hours, and we are immensely grateful for all the support that they provide to our clients. Over the year 258 of our clients required additional support intervention.

Following on from Covid, in order to help people to increase their confidence to go out, we have run Chatty Cafes in 3 venues (121 group sessions in total), and have organized monthly trips for clients. We also provided bespoke digital support through our Connect cafes and one to one support. In partnership with the University of Manchester, we have piloted 3 cohorts (2 of CareLink clients and one in a residential care setting) using a new digital app "KOKU" (Keep On Keep Up), which supports the physical health of older people living at home, managing their long term conditions, increasing mobility, and preventing falls. We have provided ipads and peer support to engage clients and volunteers with this platform. To follow on from this we encourage and support clients to engage with the benefits of other technology to improve their daily life, such as facetime, online shopping and intelligent plugs etc.

Through additional funding from Adult Social Care we have expanded our reablement service which offers short term intensive support to older people to help improve their independence and wellbeing.

We move into a new chapter for Carelink with increasing national awareness of the impact of loneliness and isolation. We continue with strong partnerships, 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, with additional funding opportunities to expand the work we do beyond Stoke.

**REPORT OF THE TRUSTEES  
FOR THE YEAR ENDED 31 MARCH 2023**

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**ACHIEVEMENT AND PERFORMANCE (Continued)**

**Restart**

Restart continues to run as a supported housing service to individuals who are either homeless or at risk of homelessness. We work with clients who have multiple and complex needs such as homelessness, offending behaviour, breakdown of family relationships, unemployment, mental health issues and struggles with substance misuse. We have a support team who provide tailored support for each client to help each of them work towards independent living.

During the year, Restart grew to a portfolio of 67 properties across Stoke-on-Trent & Newcastle-under-Lyme, and supported over 300 individuals. Across the 12 months, 61 individuals have been enabled to move on positively either into their own accommodation and independent living or a service which is better suited to their support needs. This represents 32% of service leavers who have been supported to this positive outcome. The number of clients who leave our service due to a prison recall stands at just 11, which represents 5.8%. This is less than half of the national average of 13.5% and is testament to the support our clients receive.

As well as the team of support workers, the team is supported by input from our Chaplain, Client Development Facilitator, Reconnect Worker and Dual Diagnosis Practitioner. These roles provide more specialised support, contributing to the individualised support offered to clients based on their specific set of needs.

We continue to work closely with partners, seeing most of the 810 referrals we received in the last 12 months come from our partner organisations. Multi-agency working with Probation Service, local drug & alcohol services, local mental health services amongst others enables the right support to be in place for our clients. We are particularly pleased to be part of the Changing Futures Initiative, and engage formally through this through a variety of forums helping to provide the right support to individuals with the most complex and high-level needs.

All of this is supported by our Property Services Team, made up of a number of maintenance and domestic support roles who ensure that our properties are kept to a high standard, that there is always a prompt response to necessary repairs and rooms are made available to new clients as quickly and efficiently as possible.

Restart is continuing to increase the number of properties in our portfolio alongside continually improving the standard of our accommodation and support. We are moving forward with a holistic and client-centred Restart Service.

**ACHIEVEMENT AND PERFORMANCE (Continued)**

**Money Matters**

Various organizations and charitable trusts provide funding for Money Matters with the aim of improving financial capability through money management, benefits and debt advice. During the year, grants and donations have been received from the Stoke-on-Trent Foodbank & Trussell Trust, The Energy Industry Voluntary Redress Scheme, the Santander Foundation, Independent Age, Council's Household Support Fund, Lottery Awards for All and Arm Trust funding.

This confidential service continues to liaise with the DWP, local authority, creditors and HMRC where appropriate, helping to prepare income and expenditure budgets and negotiating debt management payment plans with creditors. It also assists in the provision of Debt Relief Orders, supports clients through bankruptcy procedures and represents our clients in court proceedings. In addition, Money Matters also has access to the Household Support Fund which provides fuel and supermarket for vulnerable clients.

As a result of the service's success, we secured 3 years' funding until March 2025 from Stoke-on-Trent foodbank, through the Trussell Trust's Pathfinder program, and Santander through their "Inspiring Digital for Financial Recovery" Fund. The Pathfinder funding enabled us to extend our Admin support role, a Caseworker role and provided expenses for 5 volunteers. The Santander grant has enabled us to appoint 2 part-time digital financial inclusion coaches to enhance the service further and up-skill those currently financially excluded and requiring longer-term support due to a lack of digital skills.

We have been partnering with Citizens Advice Stoke-on-Trent and North Staffordshire on an Energy Redress grant to deliver Financial Capability and Energy Advice to the foodbank users. This funding comes to an end in September 2023, and we are currently waiting to see if we have been successful in a follow-on application for this project where we would provide the 'lighter touch' support this time.

Over the last year we held 487 sessions at foodbanks providing 3763 client interventions. We worked on 57 benefits cases and 76 debt cases of which we supported 10 with DRO fees to enable their debts to be written off. Through our work £122,584 of debt were written off, £536,414 worth of benefits were realised and we helped people to access £21,669 in grants and donations. During the year we distributed 462 fuel vouchers and £39,430 of Household Support fund was distributed.

We are currently pursuing a number of funding opportunities to expand our work and also cover our core Money Matters costs.

**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 (including Adult Social Care, Housing and Public Health directorates)
- Staffordshire County Council
- NHS (including ICS, ICB, MPUFT, UHNS)
- Stoke-on-Trent Healthwatch
- Staffordshire Police
- Staffordshire Probation Service
- West Midlands Probation Service
- Ministry of Justice
- VAST
- Voluntary Sector Chief Officers' Group
- Various voluntary and community sector organisations
- S-o-T Hardship Commission
- S-o-T Wider Welfare Reform Group

**ACHIEVEMENT AND PERFORMANCE (Continued)**

- 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
- World Prayer Centre
- NAYBA
- Gather Network
- Movement Day UK

**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 2023 show a surplus of £116,412 (2022: surplus of £143,744). 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 2023/24 Saltbox will continue to make good financial progress, despite the challenges around cost of living increases, supply chain and energy price hikes. 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.



## **SALTBOX**

### **REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2023**

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#### **FINANCIAL REVIEW (CONTINUED)**

##### **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 £2,512,064 compared with £2,160,001 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 District Association £5,000, Trentham Parish Church £3,550, Potters House Church £1,200 and other local North Staffordshire churches amounting to £1,484

###### **Carelink:**

Bishop Stamer Fund £10,000 and SOT/NS CCGs Long Term Conditions Fund £10,000 towards our KOKU project ([www.KOKUHealth.com](http://www.KOKUHealth.com)) plus £5,000 from Discover Digital for KOKU client IT equipment. £1,000 from Tesco/Groundworks towards Chatty Café events and £48,735 from NHS Charities Together/Captain Tom's fund towards a Carelink Engagement Coordinator.

###### **Money Matters:**

SNSCAB Energy Redress Fund £32,342, Santander Foundation £50,000 with and extra £15,000 cost of living increase for the 3 year grant, Trussell Trust/Foodbank Pathfinder Project £56,939 and Independent Age £40,000.

###### **Restart:**

Big Lottery Fund £102,371, Charles Hayward Foundation £25,000, Malam Fund £750 and £600, Nationwide Community Fund £39,930, Hinchley Charitable Trust £7,500, 29th May 1961 Charitable Trust £3,000 and Screwfix £5,000.

###### **Capital & Other Grants:**

We received £15,600 from Stoke-on-Trent City Council Community Investment Fund for the creation of a Clinical Room and purchase of IT equipment for clients.

We also received £61,000 from the Household Support Fund towards supporting local people with energy bills, food and care packages through the cost of living crisis.

###### **Expenditure:**

Total resources expended for the year was £2,395,652 compared with £2,016,257 in the previous year.

###### **Balance Sheet:**

Total funds at 31st March 2023 were £533,058 (2022: £416,646) of which Restricted funds were: £nil (2022: £nil). Un-restricted funds were: £533,058 (2022: £416,646)

Cash at Bank and in hand was £553,175 (2022: £459,798) 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.

## **SALTBOX**

### **REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2023**

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#### **FINANCIAL REVIEW (Continued)**

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 31/03/23 no funds were held on behalf of other organisations (2022: £nil).

#### **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 £598,913 of which we currently hold £533,058 (2022: £416,646). Restricted funds relate to any funds specifically provided under the terms and conditions of specific grant or trust funds. At 31st March 2023, restricted funds amounting to £nil were held.

#### **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.

#### **EVENTS AFTER THE END OF THE REPORTING PERIOD**

Acquisition of Hawes street housing charity as a subsidiary company for £1.

#### **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.

**REPORT OF THE TRUSTEES  
FOR THE YEAR ENDED 31 MARCH 2023**

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**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**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.

**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 cost of living crisis and energy supply price hikes 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 the price of gas/electricity and fuel, both for the organization and for the Restart Houses on which we pay utility bills. We have mitigated against these costs by significantly increasing budgets in respect of these anticipated price rises plus also reducing the amount of donor/fundraising income expected from supporters;
- 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.

## **SALTBOX**

### **REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2023**

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#### **REFERENCE AND ADMINISTRATIVE DETAILS**

**Registered Company number**  
06427360 (England and Wales)

**Registered Charity number**  
1121832

**Registered office**  
Gitana Street  
Hanley  
Stoke-on-Trent  
ST1 1DY

**Trustees**  
Revd P J Barber  
Mr B R Barber  
Mr G D Bond  
Mrs D F Hackney  
Revd D Street  
Mr. S J Webster  
Dr M A Chilaka (appointed 30.3.23)  
Mr M W Holland (appointed 30.3.23)

**Company Secretary**  
Mr L Cooke

**Auditors**  
DPC Accountants Ltd  
Chartered accountants & statutory auditors  
Stone House  
Stone Road Business Park  
Stoke-On-Trent  
ST4 6SR

**Solicitors**  
Nowell Mellor Solicitors  
24 Market Place  
Burslem  
Stoke-on-Trent  
ST64AX

Anthony Collins Solicitors  
134 Edmund Street  
Birmingham  
B32ES

Keelys LLP  
28 Dam Street  
Lichfield  
Staffordshire  
WS13 6AA

**REPORT OF THE TRUSTEES  
FOR THE YEAR ENDED 31 MARCH 2023**

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**REFERENCE AND ADMINISTRATIVE DETAILS**

**Bankers**

Unity Trust Bank  
9 Brindley Place  
Birmingham  
B1 2HB

HSBC Bank plc  
64 High Street  
Newcastle-Under-Lyme  
Staffordshire  
ST51QN

**EVENTS SINCE THE END OF THE YEAR**

**Post Balance Sheet Events**

During the year, Saltbox was approached by the Trustees of another local housing charity, Hawes Street Housing (charity number 1076383), with a request to take over the operations of the organisation. Hawes Street Housing is also a company limited by guarantee (number 02328684) and a Registered Provider of Social Housing (number 4707). Their Trustees had run the charity on an entirely voluntary basis since inception, some of whom were now looking to formally retire from their roles. Hawes Street Housing had grown to operating 27 houses (with 28 units) within the Tunstall area and the Trustees recognized that it could no longer run on a voluntary basis.

After consideration discussion, due diligence and legal advice on both parts, Hawes Street Housing (HSH) became a wholly owned subsidiary of Saltbox with effect from 1st April 2023. This acquisition received consent from both The Charity Commission and Regulator of Social Housing, with all necessary resolutions passed and revised Articles submitted to Companies House. The transition for both organisations has been very smooth with considerable goodwill on both parts and Saltbox is looking forward to supporting the HSH Board in the growth and development of the work of Hawes Street Housing in the future.

**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.

**SALTBOX**

**REPORT OF THE TRUSTEES  
FOR THE YEAR ENDED 31 MARCH 2023**

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**STATEMENT OF TRUSTEES' RESPONSIBILITIES - continued**

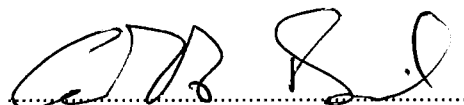
In so far as the trustees are aware:

- 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 .....28/9/2023..... and signed on its behalf by:

A handwritten signature in black ink, appearing to be 'G D Bond', written over a dotted line.

Mr G D Bond - Trustee

## **REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF SALTBOX**

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### **Opinion**

We have audited the financial statements of Saltbox (the 'charitable company') for the year ended 31 March 2023 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 2023 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. Our evaluation of the trustees' assessment of the charitable company's ability to continue to adopt the going concern basis of accounting included

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**

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### **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**

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### **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.

We identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and then design and perform audit procedures responsive to those risks, including obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion.

### **Identifying and assessing potential risks related to irregularities**

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, we considered the following:

- the nature of the industry and sector, control environment and business performance including the design of the charity's remuneration policies.
- results of our enquiries of management about their own identification and assessment of the risks of irregularities;
- any matters we identified having obtained and reviewed the charity's documentation of their policies and procedures relating to:
  - Identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of noncompliance;
  - detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud;
  - the internal controls established to mitigate risks of fraud or non-compliance with laws and regulations;
  - the matters discussed among the audit engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

Based on this approach, we were able to assess the charity risks and ensure the risks were considered throughout all areas of audit testing. The audit team was professionally sceptical throughout the audit and remained alert for inaccurate or misleading information.

### **Audit response to risks identified**

Our procedures to respond to risks identified included the following:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- performing cut-off tests to ensure income is recognised in the appropriate accounting period;
- enquiring of management concerning actual and potential litigation and claims;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- obtained an understanding of provisions and held discussions with management to understand the basis of recognition or non-recognition of tax provisions; and
- in addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

## REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF SALTBOX

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Audit testing was completed on a targeted sample basis based on our assessment of risk and materiality. Due to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing fraud or non-compliance with laws and regulations and cannot be expected to detect all fraud and non-compliance with laws and regulations.

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](http://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.



Helen Tidyman (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: 2.10.23

# SALTBOX

## STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2023

	Notes	Unrestricted fund £	Restricted fund £	31.3.23 Total funds £	31.3.22 Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>					
Donations and legacies	3	-	-	-	15
<b>Charitable activities</b>	5				
Celebrate		-	1,492	1,492	2,015
Carelink CCG/ASC		5,469	168,670	174,139	161,330
Spiritual Development		-	27,583	27,583	22,562
Money Matters - NPower/Fuel Bank Foundation		-	33,279	33,279	34,487
Money Matters - STW		-	-	-	6,035
Money Matters - CAB		-	32,342	32,342	17,473
Money Matters - Santander		-	47,020	47,020	6,259
Restart		1,754,750	4,884	1,759,634	1,682,601
Ixion BBO		-	-	-	5,989
Awards for All		-	-	-	9,827
Carelink NHS Charities Together		-	5,872	5,872	-
BLF Reaching Communities		-	106,503	106,503	84,929
CIVICPB		4,547	-	4,547	1,290
SOT Community Investment Fund		-	15,600	15,600	-
COVID Grants		-	-	-	1,717
Charles Hayward Foundation		3,457	25,000	28,457	22,043
Barclays 100x£100k		-	-	-	58,181
NSCHT/CDAS		7,000	66,864	73,864	25,453
SOT Household Support Fund		-	61,000	61,000	16,940
Trussel Trust		-	56,939	56,939	-
Malam Fund		-	750	750	-
Carelink Fundraising		-	927	927	-
Carelink VC/KOKU Project/Bishop Stamer		1,158	10,000	11,158	-
Changing Futures		-	44,618	44,618	-
Chaplaincy		-	10,500	10,500	-
Money matters Independent Age grant		-	12,677	12,677	-
Investment income	4	3,020	-	3,020	390
Other income		143	-	143	465
<b>Total</b>		<b>1,779,544</b>	<b>732,520</b>	<b>2,512,064</b>	<b>2,160,001</b>
<b>EXPENDITURE ON</b>					
Raising funds	6	-	-	-	2,467
<b>Charitable activities</b>	7				
Celebrate		-	1,492	1,492	2,015
Carelink CCG/ASC		-	138,914	138,914	144,747
Spiritual Development		-	35,748	35,748	32,179
Money Matters - NPower/Fuel Bank Foundation		-	36,444	36,444	43,065
Money Matters - STW		-	-	-	8,208
Money Matters - CAB		-	29,003	29,003	14,713
Money Matters - Santander		-	43,504	43,504	6,259
Restart		1,372,310	-	1,372,310	1,222,157
Ixion BBO		-	-	-	4,958

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 2023

	Notes	Unrestricted fund £	Restricted fund £	31.3.23 Total funds £	31.3.22 Total funds £
Awards for All		-	-	-	9,167
Carelink NHS Charities Together		-	5,322	5,322	-
BLF Reaching Communities		-	106,503	106,503	84,929
CIVICPB		7,620	-	7,620	479
SOT Community Investment Fund		-	15,600	15,600	-
COVID Grants		-	-	-	1,717
Charles Hayward Foundation		3,457	22,560	26,017	22,043
Barclays 100x£100k		-	-	-	58,181
NSCHT/CDAS		7,000	47,680	54,680	19,714
SOT Household Support Fund		-	61,000	61,000	16,940
Trussel Trust		-	56,002	56,002	-
Malam Fund		-	750	750	-
Carelink Fundraising		-	927	927	-
Carelink VC/KOKU Project/Bishop Stamer		1,158	10,000	11,158	-
Changing Futures		-	38,685	38,685	-
Chaplaincy		-	24,396	24,396	-
Money matters Independent Age grant		-	12,677	12,677	-
Other		<u>316,900</u>	<u>-</u>	<u>316,900</u>	<u>322,319</u>
<b>Total</b>		<u>1,708,445</u>	<u>687,207</u>	<u>2,395,652</u>	<u>2,016,257</u>
<b>NET INCOME</b>		71,099	45,313	116,412	143,744
<b>Transfers between funds</b>	22	<u>45,313</u>	<u>(45,313)</u>	<u>-</u>	<u>-</u>
<b>Net movement in funds</b>		116,412	-	116,412	143,744
<b>RECONCILIATION OF FUNDS</b>					
Total funds brought forward		<u>416,646</u>	<u>-</u>	<u>416,646</u>	<u>272,902</u>
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u>533,058</u>	<u>-</u>	<u>533,058</u>	<u>416,646</u>

### CONTINUING OPERATIONS

All income and expenditure has arisen from continuing activities.

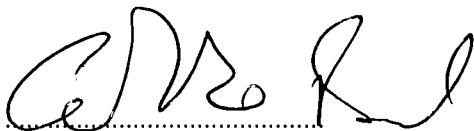
Included within the above amounts are significant amounts of Housing Benefit income and expenditure.

The notes form part of these financial statements

**SALTBOX****STATEMENT OF FINANCIAL POSITION  
31 MARCH 2023**

	Notes	31.3.23 £	31.3.22 £
<b>FIXED ASSETS</b>			
Tangible assets	14	731,078	661,513
<b>CURRENT ASSETS</b>			
Debtors	15	90,511	119,904
Cash at bank and in hand		<u>553,175</u>	<u>459,798</u>
		643,686	579,702
<b>CREDITORS</b>			
Amounts falling due within one year	16	(398,579)	(381,470)
<b>NET CURRENT ASSETS</b>		<u>245,107</u>	<u>198,232</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		976,185	859,745
<b>CREDITORS</b>			
Amounts falling due after more than one year	17	(443,127)	(443,099)
<b>NET ASSETS</b>		<u>533,058</u>	<u>416,646</u>
<b>FUNDS</b>	22		
Unrestricted funds		<u>533,058</u>	<u>416,646</u>
<b>TOTAL FUNDS</b>		<u>533,058</u>	<u>416,646</u>

The financial statements were approved by the Board of Trustees and authorised for issue on .....28/1/2023..... and were signed on its behalf by:



Mr G D Bond - Trustee

The notes form part of these financial statements

**SALTBOX****STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 31 MARCH 2023**

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	Notes	31.3.23 £	31.3.22 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	1	195,637	154,419
Interest paid		<u>(9,113)</u>	<u>(19,544)</u>
Net cash provided by operating activities		<u>186,524</u>	<u>134,875</u>
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets		(99,686)	(38,358)
Sale of tangible fixed assets		<u>-</u>	<u>1,100</u>
Net cash used in investing activities		<u>(99,686)</u>	<u>(37,258)</u>
<b>Cash flows from financing activities</b>			
New loans in year		56,011	-
Loan repayments in year		<u>(49,472)</u>	<u>(41,662)</u>
Net cash provided by/(used in) financing activities		<u>6,539</u>	<u>(41,662)</u>
		<hr/>	<hr/>
<b>Change in cash and cash equivalents in the reporting period</b>		93,377	55,955
<b>Cash and cash equivalents at the beginning of the reporting period</b>		<u>459,798</u>	<u>403,843</u>
<b>Cash and cash equivalents at the end of the reporting period</b>		<u>553,175</u>	<u>459,798</u>

The notes form part of these financial statements

**NOTES TO THE STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 31 MARCH 2023**

**1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES**

	31.3.23 £	31.3.22 £
<b>Net income for the reporting period (as per the Statement of Financial Activities)</b>	116,412	143,744
<b>Adjustments for:</b>		
Depreciation charges	30,121	40,202
Profit on disposal of fixed assets	-	(100)
Interest paid	9,113	19,544
Decrease/(increase) in debtors	29,393	(45,779)
Increase/(decrease) in creditors	<u>10,598</u>	<u>(3,192)</u>
<b>Net cash provided by operations</b>	<u>195,637</u>	<u>154,419</u>

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

	At 1.4.22 £	Cash flow £	At 31.3.23 £
<b>Net cash</b>			
Cash at bank and in hand	<u>459,798</u>	<u>93,377</u>	<u>553,175</u>
	<u>459,798</u>	<u>93,377</u>	<u>553,175</u>
<b>Debt</b>			
Debts falling due within 1 year	(49,174)	(6,511)	(55,685)
Debts falling due after 1 year	<u>(443,099)</u>	<u>(28)</u>	<u>(443,127)</u>
	<u>(492,273)</u>	<u>(6,539)</u>	<u>(498,812)</u>
<b>Total</b>	<u>(32,475)</u>	<u>86,838</u>	<u>54,363</u>

The notes form part of these financial statements

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

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**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 2023**

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**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	-	20% straight line
Motor vehicles	-	25% straight line
Computer equipment	-	25% straight line

Project specific assets are written down in full in the year of purchase.

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.

**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.

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.

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**2. ACCOUNTING POLICIES - continued**

**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.

**3. DONATIONS AND LEGACIES**

	31.3.23	31.3.22
	£	£
Gifts	-	15
	<u>-</u>	<u>15</u>

**4. INVESTMENT INCOME**

	31.3.23	31.3.22
	£	£
Rents received	<u>3,020</u>	<u>390</u>

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**5. INCOME FROM CHARITABLE ACTIVITIES**

	31.3.23	31.3.22
	£	£
Celebrate	1,492	2,015
Carelink CCG/ASC	174,139	161,330
Spiritual Development	27,583	22,562
Money Matters - NPower/Fuel Bank Foundation	33,279	34,487
Money Matters - STW	-	6,035
Money Matters - CAB	32,342	17,473
Money Matters - Santander	47,020	6,259
Restart	1,759,634	1,676,601
Restart Chaplaincy	-	6,000
Ixion BBO	-	5,989
Awards for All	-	9,827
Carelink NHS Charities Together	5,872	-
BLF Reaching Communities	106,503	84,929
CIVICPB	4,547	1,290
SOT Community Investment Fund	15,600	-
COVID Grants	-	1,717
Charles Hayward Foundation	28,457	22,043
Barclays 100x£100k	-	58,181
NSCHT/CDAS	73,864	25,453
SOT Household Support Fund	61,000	16,940
Trussel Trust	56,939	-
Malam Fund	750	-
Carelink Fundraising	927	-
Carelink VC/KOKU Project/Bishop Stamer	11,158	-
Changing Futures	44,618	-
Chaplaincy	10,500	-
Money matters Independent Age grant	12,677	-
	<u>2,508,091</u>	<u>2,159,131</u>

Included in the above is Housing Benefit income of £1,695,491 (2022: £1,531,754). 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 2023**

**6. RAISING FUNDS**

**Other trading activities**

	31.3.23	31.3.22
	£	£
Bemersley House	<u>-</u>	<u>2,467</u>

**7. CHARITABLE ACTIVITIES COSTS**

	Direct Costs £
Celebrate	1,492
Carelink CCG/ASC	138,914
Spiritual Development	35,748
Money Matters – Npower/Fuel Bank Foundation	36,444
Money Matters - CAB	29,003
Money Matters - Santander	43,504
Restart	1,372,310
Carelink NHS Charities Together	5,322
BLF Reaching Communities	106,503
CIVICPB	7,620
SOT Community Investment Fund	15,600
Charles Hayward Foundation	26,017
NSCHT/CDAS	54,680
SOT Household Support Fund	61,000
Trussel Trust	56,002
Malam Fund	750
Carelink Fundraising	927
Carelink VC/KOKU Project/Bishop Stamer	11,158
Changing Futures	38,685
Chaplaincy	24,396
Money matters Independent Age grant	<u>12,677</u>
	<u>2,078,750</u>

Included in the above is Housing costs expenditure of £715,116 (2022: £591,667).

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**8. SUPPORT COSTS**

	Management	Finance	Governance costs	Totals
	£	£	£	£
Other resources expended	<u>296,251</u>	<u>1,539</u>	<u>19,110</u>	<u>316,900</u>

Support costs are allocated to charitable activities, as follows:

	31.3.23	31.3.22
	£	£
Carelink CCG/ASC	29,464	40,868
Spiritual development	10,516	13,382
Money Matters - Npower/fuel	-	11,890
Money Matters - STW	-	2,625
Money Matters - CAB	8,616	5,245
Money Matters - Santander	12,121	-
Restart	170,016	190,758
BLF Reaching COMMS	15,342	20,228
Changing futures	8,742	-
IXION BBO	-	1,905
Charles Hayward	7,630	8,765
NSCHT/CDAS	16,872	7,431
Barclays - 100x£100k	-	19,111
SOT household support fund	1,364	111
Carelink NHS charities together	1,683	-
Money matters	10,468	-
Money matters Independent Age Grant	1,976	-
Chaplaincy	6,614	-
Money Matters - Trussell trust pathfinder	13,405	-
Carelink vc/Koku project	2,071	-
	<u>316,900</u>	<u>322,319</u>

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

	31.3.23	31.3.22
	Other resources expended	Total activities
	£	£
Wages	232,499	200,127
Pensions	4,241	4,328
Other operating leases	1,070	2,896
Rates and water	(1,572)	(234)
Insurance	1,372	1,657
Light and heat	1,998	1,695
Telephone	11,395	8,309
Postage and stationery	4,852	3,165
Sundries	1,865	4,447
Rent	2,338	1,800
Repairs and renewals	3,179	40,138
Bad debts	(164)	-
Travel costs	<u>2,332</u>	<u>1,405</u>
Carried forward	265,405	269,733

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**8. SUPPORT COSTS - continued**

	31.3.23 Other resources expended £	31.3.22 Total activities £
Brought forward	265,405	269,733
Depreciation of tangible and heritage assets	13,599	22,740
Interest payable and similar charges	17,247	19,544
Bank charges	1,539	1,328
Auditors' remuneration	3,669	3,655
Accountancy and legal fees	<u>15,441</u>	<u>5,319</u>
	<u>316,900</u>	<u>322,319</u>

**9. NET INCOME/(EXPENDITURE)**

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

	31.3.23 £	31.3.22 £
Depreciation - owned assets	30,121	40,200
Other operating leases	1,070	2,896
Surplus on disposal of fixed assets	<u>-</u>	<u>(100)</u>

**10. AUDITORS' REMUNERATION**

	31.3.23 £	31.3.22 £
Fees payable to the charity's auditors for the audit of the charity's financial statements	<u>3,669</u>	<u>3,655</u>

**11. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the year ended 31 March 2023 nor for the year ended 31 March 2022.

**Trustees' expenses**

There were no trustees' expenses paid for the year ended 31 March 2023 nor for the year ended 31 March 2022.

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**12. STAFF COSTS**

	31.3.23	31.3.22
	£	£
Wages and salaries	235,571	200,127
Other pension costs	<u>4,241</u>	<u>4,328</u>
	<u>239,812</u>	<u>204,455</u>

In addition to the staff costs above, wages and salaries of £973,442 (2022: £743,140) and other pension costs of £15,284 (2022: £11,709) 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:

	31.3.23	31.3.22
Employees	47	40
Trustees	<u>6</u>	<u>6</u>
	<u>53</u>	<u>46</u>

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 £138,446 (2022: £135,984).

**13. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES**

	Unrestricted fund £	Restricted fund £	Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>			
Donations and legacies	15	-	15
<b>Charitable activities</b>			
Celebrate	-	2,015	2,015
Carelink CCG/ASC	-	161,330	161,330
Spiritual Development	-	22,562	22,562
Money Matters - NPower/Fuel Bank Foundation	-	34,487	34,487
Money Matters - STW	-	6,035	6,035
Money Matters - CAB	-	17,473	17,473
Money Matters - Santander	-	6,259	6,259
Restart	1,676,601	6,000	1,682,601
Ixion BBO	-	5,989	5,989
Awards for All	-	9,827	9,827
BLF Reaching Communities	-	84,929	84,929
CIVICPB	1,290	-	1,290
COVID Grants	-	1,717	1,717
Charles Hayward Foundation	-	22,043	22,043
Barclays 100x£100k	-	58,181	58,181

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**13. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued**

	Unrestricted fund £	Restricted fund £	Total funds £
NSCHT/CDAS	-	25,453	25,453
SOT Household Support Fund	-	16,940	16,940
Investment income	390	-	390
Other income	465	-	465
<b>Total</b>	<b>1,678,761</b>	<b>481,240</b>	<b>2,160,001</b>
<b>EXPENDITURE ON</b>			
Raising funds	2,467	-	2,467
<b>Charitable activities</b>			
Celebrate	-	2,015	2,015
Carelink CCG/ASC	-	144,747	144,747
Spiritual Development	-	32,179	32,179
Money Matters - NPower/Fuel Bank Foundation	-	43,065	43,065
Money Matters - STW	-	8,208	8,208
Money Matters - CAB	-	14,713	14,713
Money Matters - Santander	-	6,259	6,259
Restart	1,215,967	6,190	1,222,157
Ixion BBO	-	4,958	4,958
Awards for All	-	9,167	9,167
BLF Reaching Communities	-	84,929	84,929
CIVICPB	479	-	479
COVID Grants	-	1,717	1,717
Charles Hayward Foundation	-	22,043	22,043
Barclays 100x£100k	-	58,181	58,181
NSCHT/CDAS	-	19,714	19,714
SOT Household Support Fund	-	16,940	16,940
Other	322,319	-	322,319
<b>Total</b>	<b>1,541,232</b>	<b>475,025</b>	<b>2,016,257</b>
<b>NET INCOME</b>	137,529	6,215	143,744
<b>Transfers between funds</b>	6,576	(6,576)	-
<b>Net movement in funds</b>	144,105	(361)	143,744
<b>RECONCILIATION OF FUNDS</b>			
Total funds brought forward	272,541	361	272,902
<b>TOTAL FUNDS CARRIED FORWARD</b>	<b>416,646</b>	<b>-</b>	<b>416,646</b>



**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**14. TANGIBLE FIXED ASSETS**

	Freehold property £	Fixtures and fittings £	Motor vehicles £	Computer equipment £	Totals £
<b>COST</b>					
At 1 April 2022	610,000	81,025	45,580	38,415	775,020
Additions	<u>87,000</u>	<u>2,740</u>	<u>5,495</u>	<u>4,451</u>	<u>99,686</u>
At 31 March 2023	<u>697,000</u>	<u>83,765</u>	<u>51,075</u>	<u>42,866</u>	<u>874,706</u>
<b>DEPRECIATION</b>					
At 1 April 2022	-	43,153	37,105	33,249	113,507
Charge for year	<u>-</u>	<u>14,367</u>	<u>8,720</u>	<u>7,034</u>	<u>30,121</u>
At 31 March 2023	<u>-</u>	<u>57,520</u>	<u>45,825</u>	<u>40,283</u>	<u>143,628</u>
<b>NET BOOK VALUE</b>					
At 31 March 2023	<u>697,000</u>	<u>26,245</u>	<u>5,250</u>	<u>2,583</u>	<u>731,078</u>
At 31 March 2022	<u>610,000</u>	<u>37,872</u>	<u>8,475</u>	<u>5,166</u>	<u>661,513</u>

**15. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	31.3.23 £	31.3.22 £
Trade debtors	44,728	75,603
Other debtors	6,300	6,300
Prepayments and accrued income	<u>39,483</u>	<u>38,001</u>
	<u>90,511</u>	<u>119,904</u>

**16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	31.3.23 £	31.3.22 £
Other loans (see note 18)	55,685	49,174
Trade creditors	24,489	22,671
Other creditors	22,842	15,917
Accruals and deferred income	<u>295,563</u>	<u>293,708</u>
	<u>398,579</u>	<u>381,470</u>

Included within the accruals and deferred income is deferred income of £288,722 (2022: £263,132). Within the current reporting period the following adjustments to deferred income were made, amounts released to income in respect of previous periods £263,132 (2022: £235,261) and income deferred in the current year £288,722 (2022: £263,132).

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**17. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR**

	31.3.23	31.3.22
	£	£
Other loans (see note 18)	<u>443,127</u>	<u>443,099</u>

**18. LOANS**

An analysis of the maturity of loans is given below:

	31.3.23	31.3.22
	£	£
Amounts falling due within one year on demand:		
Other loans	<u>55,685</u>	<u>49,174</u>
Amounts falling between one and two years:		
Other loans - 1-2 years	<u>57,845</u>	<u>51,164</u>
Amounts falling due between two and five years:		
Other loans - 2-5 years	<u>152,041</u>	<u>155,165</u>
Amounts falling due in more than five years:		
Repayable by instalments:		
Other loans more than 5 years instal	<u>233,241</u>	<u>236,770</u>

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.

A variable rate loan of £56,000 at a rate of 5.49% repayable by monthly instalments of £602 to March 2033.

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**19. LEASING AGREEMENTS**

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

	31.3.23	31.3.22
	£	£
Within one year	23,097	18,028
Between one and five years	98,293	106,584
In more than five years	<u>50,000</u>	<u>26,250</u>
	<u>171,390</u>	<u>150,862</u>

**20. SECURED DEBTS**

The following secured debts are included within creditors:

	31.3.23	31.3.22
	£	£
Other loans	<u>498,812</u>	<u>492,273</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.

A legal charge exists in favour of Methodist Chapel Aid Limited dated 31 March 2023 over the following freehold land and buildings known as 32 Samuel Street, Packmoor, Stoke-on-Trent

**21. ANALYSIS OF NET ASSETS BETWEEN FUNDS**

	Unrestricted fund	Restricted fund	31.3.23 Total funds	31.3.22 Total funds
	£	£	£	£
Fixed assets	731,078	-	731,078	661,513
Current assets	643,686	-	643,686	579,702
Current liabilities	(398,579)	-	(398,579)	(381,470)
Long term liabilities	<u>(443,127)</u>	<u>-</u>	<u>(443,127)</u>	<u>(443,099)</u>
	<u>533,058</u>	<u>-</u>	<u>533,058</u>	<u>416,646</u>

NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2023

## 22. MOVEMENT IN FUNDS

	At 1.4.22 £	Net movement in funds £	Transfers between funds £	At 31.3.23 £
<b>Unrestricted funds</b>				
General fund	416,646	71,099	45,313	533,058
<b>Restricted funds</b>				
Restricted Funds	-	45,313	(45,313)	-
<b>TOTAL FUNDS</b>	<u>416,646</u>	<u>116,412</u>	<u>-</u>	<u>533,058</u>

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

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	1,779,544	(1,708,445)	71,099
<b>Restricted funds</b>			
Restricted Funds	732,520	(687,207)	45,313
<b>TOTAL FUNDS</b>	<u>2,512,064</u>	<u>(2,395,650)</u>	<u>116,412</u>

## Comparatives for movement in funds

	At 1.4.21 £	Net movement in funds £	Transfers between funds £	At 31.3.22 £
<b>Unrestricted funds</b>				
General fund	272,541	137,529	6,576	416,646
<b>Restricted funds</b>				
Restricted Funds	361	6,215	(6,576)	-
<b>TOTAL FUNDS</b>	<u>272,902</u>	<u>143,744</u>	<u>-</u>	<u>416,646</u>

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**22. MOVEMENT IN FUNDS - continued**

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

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	1,678,761	(1,541,232)	137,529
<b>Restricted funds</b>			
Restricted Funds	481,240	(475,025)	6,215
	<u>          </u>	<u>          </u>	<u>          </u>
<b>TOTAL FUNDS</b>	<u>2,160,001</u>	<u>(2,016,257)</u>	<u>143,744</u>

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

	At 1.4.21 £	Net movement in funds £	Transfers between funds £	At 31.3.23 £
<b>Unrestricted funds</b>				
General fund	272,541	208,628	51,889	533,058
<b>Restricted funds</b>				
Restricted Funds	361	51,528	(51,889)	-
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
<b>TOTAL FUNDS</b>	<u>272,902</u>	<u>260,156</u>	<u>-</u>	<u>533,058</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 £
<b>Unrestricted funds</b>			
General fund	3,458,305	(3,249,677)	208,628
<b>Restricted funds</b>			
Restricted Funds	1,213,760	(1,162,232)	51,528
	<u>          </u>	<u>          </u>	<u>          </u>
<b>TOTAL FUNDS</b>	<u>4,672,065</u>	<u>(4,411,909)</u>	<u>260,156</u>

The unrestricted funds consist of £533,058 (2022: £416,646) in relation to the restart project and other general funds.

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**23. CONTINGENT LIABILITIES**

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

**24. RELATED PARTY DISCLOSURES**

There were no related party transactions for the year ended 31 March 2023.

**25. POST BALANCE SHEET EVENTS**

Other than those disclosed in the trustees report. There were no other material events up to the date of approval of the financial statements by the Board of Trustees.