

**Registered number: 00588731**

**Charity number: 221462**

## **Christian Publishing & Outreach Limited**

**(A company limited by guarantee)**

**Trustees' report and financial statements**

**For the year ended 31 December 2021**

**Christian Publishing & Outreach Limited**  
**(A company limited by guarantee)**

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**Christian Publishing & Outreach Limited**  
**(A company limited by guarantee)**

**Reference and administrative details of the Charity, its Trustees and advisers**  
**For the year ended 31 December 2021**

<b>Trustees</b>	Mr M Elms, Chair Mrs C J Breuning (resigned 25 October 2022) Rev T W Russoff (resigned 25 October 2022) Rev S Allaby Mrs R J Steeden (resigned 22 October 2021) Mrs A S Allchorn (appointed 17 June 2021, resigned 25 October 2022) Mr R James (appointed 4 October 2021) Mr T H Rayner (resigned 31 January 2022) Mr S Smith (appointed 8 June 2022)
<b>Charity registered number</b>	221462
<b>Principal office</b>	BizSpace Littlehampton 50 Courtwick Lane Littlehampton West Sussex BN17 7TL
<b>Registered office</b>	Suite 1 Branbridges Industrial Estate Branbridges Road East Peckham Tonbridge TN12 5HF
<b>Chief executive officer</b>	Mr A J Hare (resigned 31 October 2022)
<b>Other key management personnel</b>	Mr P T Arkinstall, Chief Partnership Officer (transferred to Yeomans Press Ltd 1 July 2022) Mr S Smith, Chief Creative Officer (transferred to Yeomans Press Ltd 1 May 2022)
<b>Independent auditors</b>	Kreston Reeves LLP Chartered Accountants 9 Donnington Park 85 Birdham Road Chichester West Sussex PO20 7AJ
<b>Bankers</b>	Barclays Corporate PO Box 165 Crawley West Sussex RH10 1YX
<b>Solicitors (Property)</b>	Bate & Albon Solicitors 4-8 Broadwater Street East Worthing West Sussex BN14 9AA
<b>Solicitors (General)</b>	Edward Connor Solicitors 39 The Point Market Harborough Leicestershire LE16 7QU

**Christian Publishing & Outreach Limited**  
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**Trustees' report**  
**For the year ended 31 December 2021**

The Trustees present their annual report together with the audited financial statements of the Charity for the year 1 January 2021 to 31 December 2021. The financial statements comply with current statutory reporting requirements, the governing documents of the charity and Accounting and Reporting by Charities: Statement of Recommended Practice applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)) the Financial Reporting Standard Applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

During the prior period, the group changed its period end from 30 April to 31 October. The prior period results represent 18 months. Therefore comparatives are not entirely comparable.

**Structure, governance and management**

**a. Governing Document**

Christian Publicity Ltd was established in 1957 and changed its name to become Christian Publishing & Outreach Limited (CPO) in 2014. CPO is a charitable company limited by guarantee and governed by a Memorandum & Articles of Association. It is a registered charity with The Charity Commission for England & Wales, number 221462.

**b. Organisational structure**

CPO has been providing inspiring communications to churches and the wider Christian community in the UK since 1957. The main activities are:-

- An online Shop selling cards, posters, banners, notice boards and many ranges of other products
- A creative and design studio developing products for the Shop and a comprehensive creative service for Christian Charities and Church organisations
- A Print and Fulfilment service for Church organisations and Charities
- A Publishing and Distribution activity for magazines

CPO currently carries out all primary purpose activities of the charity. All non-primary purpose trading is conducted through a subsidiary company, Funeral Service Journal Ltd (formerly Heritage Studios Limited). The group also has a dormant subsidiary company, Christian Media Limited. Separate accounts are available for each group company.



**Christian Publishing & Outreach Limited**  
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**Trustees' report (continued)**  
**For the year ended 31 December 2021**

**Structure, governance and management (continued)**

**c. Objectives and aims**

CPO has always existed to

“Advance the Gospel of our Lord Jesus Christ

- by display, publicity and advertising,
- by assisting churches and other organisations
  - for the advancement of the Christian faith
  - with their display, publicity, and advertising, and
- by such other means being charitable as may be determined by the charity.”

As an organisation whose focus is communication, CPO inevitably seeks to improve the relevance of the language it uses. A more modern rendering of that original wording would be:-

*“Helping Christians      help People      encounter Jesus”*

Our mission is to create inspiring communications, using all media types, which convey the gospel in an attractive and compelling way to everyone, irrespective of their familiarity with Christianity. In fulfilling our objects and mission we seek to:

- make a national impact by providing Churches with inspirational resources in order to revitalise its communications and take the good news of Jesus Christ out into the world
- help Christian organisations creatively communicate their services to supporters and the wider Church network
- be the UK’s leading developer and provider of innovative Christian resources and media.
- be a dynamic, flexible, proactive, client centric, organisation committed to excellence and productive partnerships.

**d. Governance**

The charity is administered by a trustee board which is appointed in accordance with the Articles of Association. The trustees are responsible for the proper handling of the affairs of the charity. The trustees are responsible to the charity commissioners for the maintenance of the charitable objects of the charity. All trustees are volunteers who give their time freely. No-one was paid to contribute as a trustee during the year.

**e. Recruitment and appointment of new Trustees**

One trustee resigned during the period, and two new trustees were appointed leaving the charity with seven at the end of the year.

New trustees who have the requisite skills and experience to add to the governing body of the charity are appointed by the existing trustees.

**f. Induction and training of new Trustees**

All new trustees seek to familiarise themselves with the work of the charity and its subsidiary company. This includes meeting both the directors and key employees and understanding the processes and systems that are in place.

**Christian Publishing & Outreach Limited**  
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**Trustees' report (continued)**  
**For the year ended 31 December 2021**

**Structure, governance and management (continued)**

**g. Chief Executive and Senior Management Team**

A Chief Executive appointed by the board of trustees leads a senior management team that is appointed to manage the charity on behalf of the trustees. The Chief Executive reports to the trustees on a regular basis and formally at trustee board meetings.

Pay and remuneration of the senior management team is set with reference to the prevailing market rates for similar third sector roles, responsibilities and levels of experience and is reviewed and approved by the trustees.

**h. Trustee meetings**

The trustee board meets regularly whether physically or virtually. The Chief Executive attends each meeting with members of the Management Team invited as required by the Trustees. Group policies are reviewed annually, in four batches during the year. Trustees use operational knowledge provided by the staff team, to inform and make strategic and policy decisions.

Trustees are required to declare conflicts of interest at any meeting and withdraw from decisions where a conflict of interest arises.

**Objectives and activities**

**a. Overview (including COVID-19 Impact)**

Over the past few years, the Board has needed to take a series of measures to maintain the Charity's Mission through ever worsening operational circumstances as demand for our services, particularly print, from Churches and Christian Charities continued to decline.

This included the sale of our premises in Worthing in 2018 and, most recently a restructure in July 2020. In the Report and Accounts covering that restructure we commented on the question of whether CPO was a 'going concern' and concluded that the performance since that restructure confirmed that CPO remained a 'going concern' albeit on a reduced turnover.

The solid performance experienced at the end of 2020 continued into the first half of 2021 and the new structure continued to demonstrate that it was financially robust. Indeed, it was the backdrop to the discussions which led to the decision to purchase Digital Church Toolkit on 1st September. This was a strategic decision arising from the focus of Digital Church Toolkit on 'digital church' and the training of Churches in better, and increased, use of technology and social media.

A by-product of this acquisition was the addition of a Creative team which led to the formation of the Common Good Studio under the leadership of Stew Smith, our Chief Creative Officer. This team have been very successful in bringing new clients to CPO with a stronger appeal to younger individuals

However, that acquisition coincided with a downturn in financial performance as the country experienced a resurgence of Covid-19 and further lockdowns through the winter of 2021 and demand for the traditional CPO products and services continued to be depressed.

The overriding objective of the Board to preserve and fulfil the Charity's primary objective has led to a constant focus on whether CPO can continue as a going concern. The performance behind this year's results morphed during the year from one of encouragement at seeing the evidence that the re-structured CPO was self-financing to one of concern about the financial viability of the restructure as performance deteriorated through the back end of the year.

This concern was kept under close scrutiny with frequent management reporting to the Board and by late Spring 2022 the recommendation was made to expedite discussions with Yeomans Press Ltd which led to them assuming responsibility for all operational activities with effect from 1st July 2022. CPO Ltd will focus on its original charitable activities. It has also been adopted by Yeomans Press Ltd as its corporate foundation.

**Christian Publishing & Outreach Limited**  
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**Trustees' report (continued)**  
**For the year ended 31 December 2021**

**Objectives and activities (continued)**

**b. Strategy**

Regular Strategy reviews by the trustees and Management Team have ensured that decisions about how to respond to the immediate pressures caused by the Covid pandemic and keep on top of other financial pressure have been based on a solid strategic foundation. The foundation for all of the work remains the core Charity mission - "to advance the gospel through inspiring communications."

**c. Projects**

The Management Team continued to be focussed on developing three key projects for the Board during 2021 to deliver the aims of the restructured organisation:-

Creative Thought Leadership - We use our creative gifts and technological know-how to help Charities and churches remain true to their values while bringing their message and vision to life across today's complex communications landscape.

Digital Transformation - When the first lockdown took effect in March and April 2020, CPO mailed out a handbook to help churches to continue to provide their services in the new virtual church landscape. That work continued through 2021 and the acquisition of Digital Church Toolkit resulted in that database being introduced to CPO and allowed CPO to market those services to its Church and Charity customers.

Kingdom Collaboration - We believe that collaboration and co-operation are essential as we seek to see God's kingdom grow. The acquisition of Digital Church Toolkit arose from Kingdom Collaboration between the two organisations and CPO works with other organisations to supply services to churches and to signpost partners with greater resources.

**d. Culture**

Agile - The restructuring resulted in a 1/3rd reduction in staffing and a 'flat' 'two-step' operational structure. The result is a more agile management of the business and increased responsibility and accountability by all employees. Decision making and client service are much improved as a result.

Business Focused - The restructuring also improved the focus on ensuring that every activity of the organisation is subject to financial/business scrutiny and to generating future, financially prudent, revenue streams.

Client Centric - The many notes of thanks and appreciation from churches are testimony to the attention given by our staff to understanding and meeting the many different needs of church customers and the repeat business from our charity clients supports the similar notes we continuously receive from them.

**e. Staff**

The trustees wish to place on record their thanks for and appreciation of the hard work and dedication of all the staff who have served with CPO during the significant challenges through 2021, including those who retired or otherwise left the organisation. That commitment is as equally relevant to the approach the staff have demonstrated through the difficult months in 2022. Those extraordinarily high levels of commitment have ensured that the new arrangements with Yeomans Press Ltd were worked through in the current year. Their care and attention for CPO has been mirrored in the way they service our church and charity clients and the ongoing success of the organisation is very largely attributable to them.

**Christian Publishing & Outreach Limited**  
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**Trustees' report (continued)**  
**For the year ended 31 December 2021**

**Objectives and activities (continued)**

**f. Related parties**

As noted above all primary purpose trading is held directly within Christian Publishing & Outreach (the charity) and there is one active wholly owned subsidiary company, Heritage Studios Ltd, for non-primary purpose trading. Heritage Studios publishes Funeral Service Journal.

**g. Risk Management**

The charity has a range of risk management policies and procedures, and reviews these regularly to ensure they remain current and appropriate. Relevant action is taken where necessary. Every area of work has a detailed list of all the activities, the risks associated with that area and the action taken to mitigate risk. These include fire assessment, business continuity, major illness, working with VDUs, COSHH, PPE and manual handling. Health and Safety is reviewed regularly at both senior management and trustee board meetings. An extensive external health & safety audit was undertaken at CPO's new premises in the summer of 2018 and this has been continued.

**Achievements and performance**

**a. Public Benefit**

The Trustees have considered the guidelines issued by the Charity Commission with regard to public benefit and how the charity complies with these requirements. They are confident that they have complied with the duty in section 17(5) of the Charities Act 2011 with regard to public benefit.

The charity makes available to Christian organisations its range of materials and services without the exclusion of any denomination within the Christian religion.

**b. Achievement and Performance**

The activities of the charity are wide-ranging across a number of areas. During the year to date we have been able to demonstrate significant progress in fulfilling the mission of CPO.

**Christian Publishing & Outreach Limited**  
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**Trustees' report (continued)**  
**For the year ended 31 December 2021**

**Achievements and performance (continued)**

**c. Financial review**

The drain on financial resources over recent years had led to a significant reduction in the financial buffer to ride further financial challenges and, as previously noted, the financial ability of CPO to be able to continue fulfilling its mission became an increasing concern through 2021.

During 2021, the Group Cash resources fell from £243,357 to £44,599. Total funds at the balance sheet date were £56,737 (31 December 2020: £187,595). All funds are unrestricted and of these £111,263 (31 December 2020: £170,871) are held as tangible fixed assets. This leaves free reserves in deficit of £54,526 (31 December 2020: £16,724).

This raised serious concerns and the board asked for advice on the Going Concern question and asked for anticipated timeframe for when the charity would move into an Insolvency position. The discussions and considerations which resulted from that review drove the conversations with Yeomans Press Ltd which led to the outcome described earlier. The Board's brief for those discussions was clear and stark "ensure the mission continues (and is in a position to flourish), we are 'solution neutral' about what happens to the existing Operations."

The next Annual Report will provide the detail of the journey CPO has been on in 2022 to deliver that brief, but the overall position is that "the Print/Warehouse premises have been vacated with all the machinery sold; all print, creative, mailing and CPO shop activities have been transferred to Yeomans Press Ltd, and the charity continues on a viable basis...as the Corporate Charitable Foundation of Yeomans."

CPO Charity has retained 100% ownership of Funeral Service Journal Ltd (formerly Heritage Studios Limited) which produces the monthly Funeral Service Journal. It will receive dividends from this investment as well as a Charitable contribution from Yeomans Press Ltd. It will also fundraise to initiate future Christian Campaigns and Communicatin material for use by Churches.

**d. Going Concern**

In early 2020, the Trustee Board recognized that the structure of the organisation was depleting resources. Action was taken to address this and effect a transition to a new and more sustainable business model which was implemented in July/August 2020. That business model achieved a break-even trading situation through to Summer 2021 after which the position again deteriorated. The actions taken in Spring & Summer 2022, described above, have now removed all operational activity in order to focus on charity fundraising in order to fund Christian creative campaigns and communications.

The Trustees believe that as a result of the significant restructuring in the second quarter of 2022, CPO is now operating on a sustainable 'charity/business' model and the 'going concern' basis remains appropriate for the accounts as detailed in the Accounting Policies.

**e. Reserves policy**

The Trustees keep the level of the charity reserves under review. They have reduced significantly since the cash generated from the sale of the freehold property in the summer of 2018 as the Trustees have drawn on them to finance the challenges of the intervening years through to the new position described in this report.

Going forward, the Trustees are looking to set target reserves at a minimum of £5,000 for the ongoing charity operations.

**Christian Publishing & Outreach Limited**  
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**Trustees' report (continued)**  
**For the year ended 31 December 2021**

**Achievements and performance (continued)**

**f. Plans for future periods**

The Trustees and Operational Management are committed to the Strategy defined above and are confident that the restructured organisation can continue to fund an ever growing range of communication campaigns and material for churches and charities in furtherance of its mission.

**g. Information on fundraising practices**

The charity receives donations through its website, from customers opting to round up the value of their orders, and occasionally from major donors and trusts.

Due to the limited nature of the fundraising activities currently undertaken, the charity does not formally monitor compliance with the Code of Fundraising Practice. The charity does not consider that any of its fundraising activities constitute unreasonable intrusion on a person's privacy, unreasonably persistent approaches, or undue pressure to give. Requests are only made to those who are already customers and supporters of the charity and people can unsubscribe at any time. The charity does not work with any commercial participators or professional fundraisers.

**Disclosure of information to auditors**

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable group's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable group's auditors are aware of that information.

This report was approved by the Trustees and signed on their behalf by:



Mr M Elms

Date: 20-12-2022



**Christian Publishing & Outreach Limited**  
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**Statement of Trustees' responsibilities**  
**For the year ended 31 December 2021**

The Trustees (who are also directors of Christian Publishing & Outreach Limited for the purposes of company law) are responsible for preparing the Trustees' report 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. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable group will continue in operation.

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

**Independent auditors' report to the Members of Christian Publishing & Outreach Limited**

**Opinion**

We have audited the financial statements of Christian Publishing & Outreach Limited (the 'parent charity') and its subsidiaries (the 'group') for the year ended 31 December 2021 which comprise the Consolidated statement of financial activities, the Consolidated balance sheet, the Charity balance sheet, the Consolidated statement of cash flows and the related notes, 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, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

The financial statements have been prepared in accordance with Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has been withdrawn.

This has been done in order for the accounts to provide a true and fair view in accordance with the Generally Accepted Accounting Practice effective for reporting periods beginning on or after 1 January 2015.

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charity's affairs as at 31 December 2021 and of the Group's 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 Charities Act 2011.

**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 Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council'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 Group's or the parent charity'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.



**Christian Publishing & Outreach Limited**  
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**Independent auditors' report to the Members of Christian Publishing & Outreach Limited (continued)**

**Other information**

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' report thereon. The Trustees are responsible for the other information contained within the Annual report. 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. 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 course of 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.

**Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Trustees' report is inconsistent in any material respect with the financial statements; or
- the parent Charity has not kept sufficient accounting records; or
- the parent Charity financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

**Responsibilities of trustees**

As explained more fully in the Trustees' responsibilities statement, the Trustees are responsible for the preparation of the financial statements which 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 Group's and the parent charity'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 Group or the parent charity or to cease operations, or have no realistic alternative but to do so.

**Independent auditors' report to the Members of Christian Publishing & Outreach Limited (continued)**

**Auditors' responsibilities for the audit of the financial statements**

We have been appointed as auditor under section 151 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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 an Auditors' report 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:

Based on our understanding of the charity and the sector as a whole, and through discussion with the Trustees and other management (as required by auditing standards), we identified that the principal risks of non-compliance with laws and regulations related to health and safety, anti-bribery and employment law. We considered the extent to which 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 Charities SORP (FRS 102) Second Edition (released October 2019), the Companies Act 2006 and other relevant charity legislation. We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit. We evaluated Trustees' and management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks related to posting inappropriate journal entries to increase revenue or reduce expenditure, management bias in accounting estimates and judgemental areas of the financial statements. Audit procedures performed by the engagement team included:

- Discussions with management and assessment of known or suspected instances of non-compliance with laws and regulations (including health and safety) and fraud, and review of the reports made by management and internal audit; and
- Assessment of identified fraud risk factors; and
- Review of cash and credit card expenditure to confirm no evidence of personal benefit; and
- Challenging assumptions and judgements made by management in its significant accounting estimates; and
- Performing analytical procedures to identify any unusual or unexpected relationships, including related party transactions, that may indicate risks of material misstatement due to fraud; and
- Confirmation of related parties with management, and review of transactions throughout the period to identify any previously undisclosed transactions with related parties outside the normal course of business; and
- Reading minutes of meetings of those charged with governance, reviewing internal audit reports and reviewing correspondence with relevant tax and regulatory authorities; and
- Review of internal controls and physical inspection of tangible assets susceptible to fraud or irregularity; and
- Review of significant and unusual transactions and evaluation of the underlying financial rationale supporting the transactions; and
- Identifying and testing journal entries, in particular any manual entries made at the year end for financial statement preparation.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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**Independent auditors' report to the Members of Christian Publishing & Outreach Limited (continued)**

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion of the effectiveness of the charity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees.
- Conclude on the appropriateness of the Trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our Auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our Auditors' report. However, future events or conditions may cause the charity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

**Other matters**

The prior period financial statements of the Group and parent charity for the 2 month period ended 31 December 2020 were not audited. Accordingly, the corresponding figures presented as part of the financial statements of the Group and parent charity for the year ended 31 December 2021 are unaudited.

**Christian Publishing & Outreach Limited**  
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**Independent auditors' report to the Members of Christian Publishing & Outreach Limited (continued)**

**Use of our report**

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees 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 charity and its trustees, as a body, for our audit work, for this report, or for the opinions we have formed.



**Kreston Reeves LLP**

Chartered Accountants

Chichester

Date: 21 December 2022

Kreston Reeves LLP are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

**Christian Publishing & Outreach Limited**  
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**Consolidated Statement of financial activities**  
**For the year ended 31 December 2021**

		<b>Unrestricted funds Year ended 31 December 2021 £</b>	<b>Total funds Year ended 31 December 2021 £</b>	<b>Total funds 2 months ended 31 December 2020 £</b>
	<b>Note</b>			
<b>Income from:</b>				
Donations and legacies	3	<b>7,096</b>	<b>7,096</b>	1,878
Charitable activities	4	<b>1,603,977</b>	<b>1,603,977</b>	310,784
<b>Total income</b>		<b>1,611,073</b>	<b>1,611,073</b>	312,662
<b>Expenditure on:</b>				
Raising funds	5	<b>38,226</b>	<b>38,226</b>	6,403
Charitable activities	6	<b>1,703,705</b>	<b>1,703,705</b>	241,939
<b>Total expenditure</b>		<b>1,741,931</b>	<b>1,741,931</b>	248,342
<b>Net movement in funds</b>		<b>(130,858)</b>	<b>(130,858)</b>	64,320
<b>Reconciliation of funds:</b>				
Total funds brought forward		<b>187,595</b>	<b>187,595</b>	123,275
Net movement in funds		<b>(130,858)</b>	<b>(130,858)</b>	64,320
<b>Total funds carried forward</b>		<b>56,737</b>	<b>56,737</b>	187,595

The Consolidated statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 20 to 38 form part of these financial statements.

**Christian Publishing & Outreach Limited**  
**(A company limited by guarantee)**

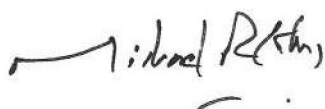
**Consolidated balance sheet**  
**As at 31 December 2021**

	Note	2021 £	2020 £
<b>Fixed assets</b>			
Tangible assets	12	111,263	170,871
		<u>111,263</u>	<u>170,871</u>
<b>Current assets</b>			
Stocks	14	41,723	30,653
Debtors	15	178,426	105,398
Cash at bank and in hand		44,599	243,357
		<u>264,748</u>	<u>379,408</u>
Creditors: amounts falling due within one year	16	(252,402)	(274,922)
<b>Net current assets</b>		<u>12,346</u>	<u>104,486</u>
<b>Total assets less current liabilities</b>		<u>123,609</u>	<u>275,357</u>
Creditors: amounts falling due after more than one year	17	(66,872)	(87,762)
<b>Net assets excluding pension asset</b>		<u>56,737</u>	<u>187,595</u>
<b>Total net assets</b>		<u><u>56,737</u></u>	<u><u>187,595</u></u>
<b>Charity funds</b>			
Restricted funds	19	-	-
Unrestricted funds	19	56,737	187,595
<b>Total funds</b>		<u><u>56,737</u></u>	<u><u>187,595</u></u>

The Trustees consider that the company is entitled to exemption from the requirement to have an audit under the provisions of section 477 of the Companies Act 2006 ("the Act") and members have not required the company to obtain an audit for the 12 month period in question in accordance with section 476 of the Act. However, an audit is required in accordance with section 151 of the Charities Act 2011. The company's financial statements were prepared in accordance with the provisions applicable to companies subject to the small companies regime. The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

Mr M Elms  
Chair



Date: 20-12-2022

The notes on pages 20 to 38 form part of these financial statements.

**Christian Publishing & Outreach Limited**  
**(A company limited by guarantee)**

**Charity balance sheet**  
**As at 31 December 2021**

	<b>Note</b>	<b>2021 £</b>	<b>2020 £</b>
<b>Fixed assets</b>			
Tangible assets	12	<b>111,263</b>	170,871
Investments	13	<b>1</b>	1
		<b>111,264</b>	170,872
<b>Current assets</b>			
Stocks	14	<b>41,723</b>	30,653
Debtors	15	<b>111,555</b>	63,158
Cash at bank and in hand		<b>38,576</b>	202,427
		<b>191,854</b>	296,238
Creditors: amounts falling due within one year	16	<b>(217,074)</b>	(254,247)
<b>Net current liabilities / assets</b>		<b>(25,220)</b>	41,991
<b>Total assets less current liabilities</b>		<b>86,044</b>	212,863
Creditors: amounts falling due after more than one year	17	<b>(66,872)</b>	(87,762)
<b>Net assets excluding pension asset</b>		<b>19,172</b>	125,101
<b>Total net assets</b>		<b>19,172</b>	125,101
<b>Charity funds</b>			
Restricted funds	19	-	-
Unrestricted funds	19	<b>19,172</b>	125,101
<b>Total funds</b>		<b>19,172</b>	125,101



**Christian Publishing & Outreach Limited**  
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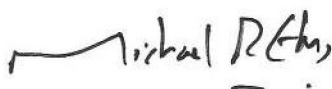
**Charity balance sheet (continued)**  
**As at 31 December 2021**

The Charity's net movement in funds for the year was £(105,929) (2020 - £60,221).

The Trustees consider that the company is entitled to exemption from the requirement to have an audit under the provisions of section 477 of the Companies Act 2006 ("the Act") and members have not required the company to obtain an audit for the 12 month period in question in accordance with section 476 of the Act. However, an audit is required in accordance with section 151 of the Charities Act 2011. The company's financial statements were prepared in accordance with the provisions applicable to companies subject to the small companies regime. The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

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Mr M Elms  
Chair



Date: 20-12-2022

The notes on pages 20 to 38 form part of these financial statements.



**Christian Publishing & Outreach Limited**  
**(A company limited by guarantee)**

**Consolidated statement of cash flows**  
**For the year ended 31 December 2021**

	<b>Year ended 31 December 2021 £</b>	<b>2 months ended 31 December 2020 £</b>
<b>Cash flows from operating activities</b>		
Net cash used in operating activities	<b>(163,911)</b>	79,978
<b>Cash flows from investing activities</b>		
Purchase of tangible fixed assets	<b>(5,916)</b>	-
<b>Net cash (used in)/provided by investing activities</b>	<b>(5,916)</b>	-
<b>Cash flows from financing activities</b>		
Repayments of borrowing	<b>(3,333)</b>	-
Repayments of finance leases	<b>(25,598)</b>	(6,118)
<b>Net cash used in financing activities</b>	<b>(28,931)</b>	<b>(6,118)</b>
<b>Change in cash and cash equivalents in the year</b>	<b>(198,758)</b>	<b>73,860</b>
Cash and cash equivalents at the beginning of the year	<b>243,357</b>	169,497
<b>Cash and cash equivalents at the end of the year</b>	<b>44,599</b>	243,357

The notes on pages 20 to 38 form part of these financial statements

**Christian Publishing & Outreach Limited**  
**(A company limited by guarantee)**

**Notes to the financial statements**  
**For the year ended 31 December 2021**

**1. General information**

The company is limited by guarantee. The members of the company are the Trustees names on page 1. In the event of the company beign wound up, the liability in respect of the guarantee is limited to £10 per member of the company.

**2. Accounting policies**

**2.1 Basis of preparation of financial statements**

The financial statements 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

Christian Publishing & Outreach Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The charitable company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of financial activities in these financial statements.

The Consolidated statement of financial activities (SOFA) and Consolidated balance sheet consolidate the financial statements of the Charity and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all financial periods presented unless otherwise stated.

**2.2 Going concern**

As described in the Trustees report, in early 2020 the Trustee Board recognised that the structure of the organisation was depleting resources. Action was taken to address this and effect a transition to a new and more sustainable business model which was implemented in July/August 2020. That business model achieved a break-even trading situation through to Summer 2021 after which the position again deteriorated. The actions taken in Spring & Summer 2022, described in the Trustees' Report, have now removed all operational activity in order to focus on charity fundraising to fund Christian creative campaigns and communications.

Accordingly, the Trustees believe that, as a result of the significant restructuring in the second quarter of 2022, the charitable company continues to be a going concern for a period of at least twelve months from the date of approval of these accounts and beyond.

**2.3 Income**

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Government grants for the furlough scheme are recognised in the Consolidated statement of financial activities as the related expenditure is incurred.

## **2. Accounting policies (continued)**

### **2.4 Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on raising funds includes all expenditure incurred by the Group to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Group's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

### **2.5 Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Group; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

### **2.6 Goodwill**

The goodwill was originally purchased in 2011 for £238,000 and has been amortised over a 5 year period..

### **2.7 Tangible fixed assets and depreciation**

Tangible fixed assets costing £NIL or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, .

Depreciation is provided on the following basis:

Long-term leasehold property	-	straight line over life of remaining lease
Plant and machinery	-	20% straight line
Fixtures and fittings	-	15% straight line
Computer equipment	-	33% straight line

**2. Accounting policies (continued)**

**2.8 Investments**

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Consolidated statement of financial activities.

Investments in subsidiaries are valued at cost less provision for impairment.

**2.9 Stocks**

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

**2.10 Debtors**

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

**2.11 Cash at bank and in hand**

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**2.12 Liabilities and provisions**

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Consolidated statement of financial activities as a finance cost.

**2.13 Financial instruments**

The Group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

**2. Accounting policies (continued)**

**2.14 Finance leases and hire purchase**

Assets obtained under hire purchase contracts and finance leases are capitalised as tangible fixed assets. Assets acquired by finance lease are depreciated over the shorter of the lease term and their useful lives. Assets acquired by hire purchase are depreciated over their useful lives. Finance leases are those where substantially all of the benefits and risks of ownership are assumed by the Group. Obligations under such agreements are included in creditors, net of the finance charge allocated to future periods. The finance element of the rental payment is charged to the Consolidated statement of financial activities so as to produce a constant periodic rate of charge on the net obligation outstanding in each period.

**2.15 Operating leases**

Rentals paid under operating leases are charged to the Consolidated statement of financial activities on a straight-line basis over the lease term.

**2.16 Pensions**

The Group operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Group to the fund in respect of the year.

**2.17 Fund accounting**

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Group and which have not been designated for other purposes.

**2.18 Loans and borrowings**

Loans and borrowings are initially recognised at the transaction price including transaction costs. Subsequently, they are measured at amortised cost using the effective interest rate method, less impairment. If an arrangement constitutes a finance transaction it is measured at present value.

**2.19 Employee benefits**

When employees have rendered service to the charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

The charity operates a defined contribution plan for the benefit of its employees. Contributions are expensed as they become payable.

**2.20 Redundancy and termination payments**

It is the charitable company's policy to recognise termination benefits when they become committed, by legislation, by contractual or other agreements with employees or their representatives or by a constructive obligation based on business practice, custom or a desire to act equitably, to make payments (or provide other benefits) to employees when it terminates their employment. Termination payments do not provide the company with future economic benefits therefore it is their policy to recognise them as an expense in profit or loss immediately.

**Christian Publishing & Outreach Limited**  
**(A company limited by guarantee)**

**Notes to the financial statements**  
**For the year ended 31 December 2021**

**3. Income from donations and legacies**

	<b>Unrestricted funds Year ended 31 December 2021 £</b>	<b>Total funds Year ended 31 December 2021 £</b>	<b>Total funds 2 months ended 31 December 2020 £</b>
Donations	7,096	<b>7,096</b>	1,878
	<u>7,096</u>	<u><b>7,096</b></u>	
Total 2020	1,878	1,878	
	<u>1,878</u>	<u>1,878</u>	

**4. Income from charitable activities**

	<b>Unrestricted funds Year ended 31 December 2021 £</b>	<b>Total funds Year ended 31 December 2021 £</b>	<b>Total funds 2 months ended 31 December 2020 £</b>
Income from charitable activities -Printing, publishing, digital and creative	1,603,977	<b>1,603,977</b>	310,784
	<u>1,603,977</u>	<u><b>1,603,977</b></u>	
Total 2020	310,784	310,784	
	<u>310,784</u>	<u>310,784</u>	

**Christian Publishing & Outreach Limited**  
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**Notes to the financial statements**  
**For the year ended 31 December 2021**

**5. Expenditure on raising funds**

**Costs of raising voluntary income**

	<b>Unrestricted funds Year ended 31 December 2021 £</b>	<b>Total funds Year ended 31 December 2021 £</b>	<b>Total funds 2 months ended 31 December 2020 £</b>
Marketing	38,226	<b>38,226</b>	6,403
	<u>          </u>	<u>          </u>	<u>          </u>
Total 2020	6,403	6,403	
	<u>          </u>	<u>          </u>	

**6. Analysis of expenditure on charitable activities**

**Summary by fund type**

	<b>Unrestricted funds Year ended 31 December 2021 £</b>	<b>Total funds Year ended 31 December 2021 £</b>	<b>Total funds 2 months ended 31 December 2020 £</b>
Printing, publishing, digital and creative	1,700,972	<b>1,700,972</b>	241,939
Direct costs - Activity 3	2,733	<b>2,733</b>	-
	<u>          </u>	<u>          </u>	<u>          </u>
	1,703,705	<b>1,703,705</b>	241,939
	<u>          </u>	<u>          </u>	<u>          </u>
Total 2020	241,939	241,939	
	<u>          </u>	<u>          </u>	

**Christian Publishing & Outreach Limited**  
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**Notes to the financial statements**  
**For the year ended 31 December 2021**

**6. Analysis of expenditure on charitable activities (continued)**

**Summary by expenditure type**

	<b>Staff costs</b> <b>Year ended</b> <b>31</b> <b>December</b> <b>2021</b> <b>£</b>	<b>Depreciation</b> <b>Year ended</b> <b>31</b> <b>December</b> <b>2021</b> <b>£</b>	<b>Other costs</b> <b>Year ended</b> <b>31</b> <b>December</b> <b>2021</b> <b>£</b>	<b>Total</b> <b>Year ended</b> <b>31</b> <b>December</b> <b>2021</b> <b>£</b>	<b>Total</b> <b>2 months</b> <b>ended</b> <b>31</b> <b>December</b> <b>2020</b> <b>£</b>
Printing, publishing, digital and creative	565,969	65,525	1,069,478	<b>1,700,972</b>	241,939
Direct costs - Activity 3	-	-	2,733	<b>2,733</b>	-
	<u>565,969</u>	<u>65,525</u>	<u>1,072,211</u>	<u><b>1,703,705</b></u>	<u>241,939</u>
Total 2020	<u>90,280</u>	<u>10,832</u>	<u>140,827</u>	<u>241,939</u>	

**7. Analysis of expenditure by activities**

	<b>Activities</b> <b>undertaken</b> <b>directly</b> <b>Year ended</b> <b>31</b> <b>December</b> <b>2021</b> <b>£</b>	<b>Support</b> <b>costs</b> <b>Year ended</b> <b>31</b> <b>December</b> <b>2021</b> <b>£</b>	<b>Total</b> <b>funds</b> <b>Year ended</b> <b>31</b> <b>December</b> <b>2021</b> <b>£</b>	<b>Total</b> <b>funds</b> <b>2 months</b> <b>ended</b> <b>31</b> <b>December</b> <b>2020</b> <b>£</b>
Printing, publishing, digital and creative	1,263,253	437,719	<b>1,700,972</b>	241,939
Direct costs - Activity 3	2,733	-	<b>2,733</b>	-
	<u>1,265,986</u>	<u>437,719</u>	<u><b>1,703,705</b></u>	<u>241,939</u>
Total 2020	<u>164,540</u>	<u>77,399</u>	<u>241,939</u>	



**Christian Publishing & Outreach Limited**  
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**Notes to the financial statements**  
**For the year ended 31 December 2021**

**7. Analysis of expenditure by activities (continued)**

**Analysis of direct costs**

	<b>Printing, publishing, digital and creative - Direct costs Year ended 31 December 2021 £</b>	<b>Activity 3 Year ended 31 December 2021 £</b>	<b>Total funds Year ended 31 December 2021 £</b>	<b>Total funds 2 months ended 31 December 2020 £</b>
Staff costs	476,565	-	<b>476,565</b>	79,176
Other direct costs	786,477	-	<b>786,477</b>	85,364
Charitable Donations	211	2,733	<b>2,944</b>	-
	<u>1,263,253</u>	<u>2,733</u>	<u><b>1,265,986</b></u>	<u>164,540</u>
Total 2020	<u>164,540</u>	<u>-</u>	<u>164,540</u>	

**Analysis of support costs**

	<b>Printing and publishing - Direct costs Year ended 31 December 2021 £</b>	<b>Total funds Year ended 31 December 2021 £</b>	<b>Total funds 2 months ended 31 December 2020 £</b>
Staff costs	89,404	<b>89,404</b>	11,104
Depreciation	65,525	<b>65,525</b>	10,832
Office costs	174,932	<b>174,932</b>	31,782
Repairs, renewals and equipment hire	5,149	<b>5,149</b>	1,255
Finance costs	24,812	<b>24,812</b>	10,245
Legal and professional	62,354	<b>62,354</b>	8,830
Marketing	49	<b>49</b>	49
Governance costs	15,494	<b>15,494</b>	3,302
	<u>437,719</u>	<u><b>437,719</b></u>	<u>77,399</u>
Total 2020	<u>77,399</u>	<u>77,399</u>	

**Christian Publishing & Outreach Limited**  
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**Notes to the financial statements**  
**For the year ended 31 December 2021**

**8. Auditors' remuneration**

	<b>Year ended 31 December 2021 £</b>	<b>2 months ended 31 December 2020 £</b>
Fees payable to the Charity's auditor for the audit of the Charity's annual accounts	<b>11,000</b>	-
Fees payable to the Charity's auditor in respect of:		
Independent examination services	-	2,260
Other accountancy services	<b>4,494</b>	1,000
	<b>=====</b>	<b>=====</b>

**9. Staff costs**

	<b>Group Year ended 31 December 2021 £</b>	<b>Group 2 months ended 31 December 2020 £</b>	<b>Charity Year ended 31 December 2021 £</b>	<b>Charity 2 months ended 31 December 2020 £</b>
Wages and salaries	<b>496,430</b>	79,447	<b>453,845</b>	72,298
Social security costs	<b>41,067</b>	6,533	<b>41,067</b>	6,533
Contribution to defined contribution pension schemes	<b>28,472</b>	4,300	<b>28,472</b>	4,300
	<b>=====</b>	<b>=====</b>	<b>=====</b>	<b>=====</b>
	<b>565,969</b>	90,280	<b>523,384</b>	83,131

Total redundancy and termination payments included in wages and salaries amount to £7,259 (2 months ended 31 December 2020: £nil)

The average number of persons employed by the Charity during the year was as follows:

	<b>Group Year ended 31 December 2021 No.</b>	<b>Group 2 months ended 31 December 2020 No.</b>	<b>Charity Year ended 31 December 2021 No.</b>	<b>Charity 2 months ended 31 December 2020 No.</b>
Total	<b>21</b>	21	<b>21</b>	21
	<b>=====</b>	<b>=====</b>	<b>=====</b>	<b>=====</b>

**Christian Publishing & Outreach Limited**  
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**Notes to the financial statements**  
**For the year ended 31 December 2021**

**9. Staff costs (continued)**

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was nil (2 months ended 31 December 2020: nil).

Total remuneration paid in respect of key management personnel (including salary, employer's NI and employer's pension contributions) in the period was £100,562 (2 months ended 31 December 2020: £21,490)

**10. Trustees' remuneration and expenses**

During the year, no Trustees received any remuneration or other benefits (2020 - £NIL).

During the year ended 31 December 2021, no Trustee expenses have been incurred (2020 - £NIL).

**11. Intangible assets**

**Group**

	<b>Goodwill</b> <b>£</b>
<b>Cost</b>	
At 1 January 2021	<b>238,000</b>
At 31 December 2021	<b>238,000</b>
<b>Amortisation</b>	
At 1 January 2021	<b>238,000</b>
At 31 December 2021	<b>238,000</b>
<b>Net book value</b>	
At 31 December 2021	<b>-</b>
At 31 December 2020	<b>-</b>

**Christian Publishing & Outreach Limited**  
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**Notes to the financial statements**  
**For the year ended 31 December 2021**

**12. Tangible fixed assets**

**Group and Charity**

	Long-term leasehold property £	Plant and machinery £	Fixtures and fittings £	Computer equipment £	Total £
<b>Cost or valuation</b>					
At 1 January 2021	76,406	430,229	5,214	44,061	555,910
Additions	-	5,150	-	766	5,916
At 31 December 2021	<u>76,406</u>	<u>435,379</u>	<u>5,214</u>	<u>44,827</u>	<u>561,826</u>
<b>Depreciation</b>					
At 1 January 2021	17,395	338,662	4,197	24,785	385,039
Charge for the year	7,696	43,785	502	13,541	65,524
At 31 December 2021	<u>25,091</u>	<u>382,447</u>	<u>4,699</u>	<u>38,326</u>	<u>450,563</u>
<b>Net book value</b>					
At 31 December 2021	<u>51,315</u>	<u>52,932</u>	<u>515</u>	<u>6,501</u>	<u>111,263</u>
At 31 December 2020	<u>59,011</u>	<u>91,567</u>	<u>1,017</u>	<u>19,276</u>	<u>170,871</u>

The net book value of Plant and Machinery assets held under finance leases or hire purchase contracts, included above was £44,613 (2020: £44,613)

The depreciation charge for the year consists of £5,121 (2 month period ended 31 December 2020: £4,389) depreciation on tangible fixed assets owned by the charitable group and £38,664 (2 month period ended 31 December 2020: £6,444) depreciation on tangible fixed assets held under finance leases.

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**Notes to the financial statements**  
**For the year ended 31 December 2021**

**13. Fixed asset investments**

	<b>Investments in subsidiary companies £</b>
<b>Charity</b>	
<b>Cost or valuation</b>	
At 1 January 2021	1
	<hr/>
At 31 December 2021	1
	<hr/> <hr/>
<b>Net book value</b>	
At 31 December 2021	1
	<hr/>
At 31 December 2020	1
	<hr/> <hr/>

**Principal subsidiaries**

The following was a subsidiary undertaking of the Charity:

<b>Name</b>	<b>Company number</b>	<b>Principal activity</b>	<b>Class of shares</b>	<b>Holding</b>
Funeral Service Journal Ltd (Formerly Heritage Studios Limited)	05298514	Design, printing, publishing and distribution of the Funeral Services Journal	Ordinary	100%

**Included in  
consolidation**

Yes

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**13. Fixed asset investments (continued)**

The financial results of the subsidiary for the year were:

<b>Name</b>	<b>Income £</b>	<b>Expenditure £</b>	<b>Profit/(Loss) / Surplus/ (Deficit) for the year £</b>	<b>Net assets £</b>
Funeral Service Journal Ltd (Formerly Heritage Studios Limited)	<b>239,373</b>	<b>(202,245)</b>	<b>37,128</b>	<b>37,566</b>

**14. Stocks**

	<b>Group 2021 £</b>	<b>Group 2020 £</b>	<b>Charity 2021 £</b>	<b>Charity 2020 £</b>
Finished goods and goods for resale	<b>41,723</b>	30,653	<b>41,723</b>	30,653

**15. Debtors**

	<b>Group 2021 £</b>	<b>Group 2020 £</b>	<b>Charity 2021 £</b>	<b>Charity 2020 £</b>
<b>Due within one year</b>				
Trade debtors	<b>146,883</b>	70,407	<b>95,196</b>	29,553
Other debtors	-	20,413	-	20,413
Prepayments and accrued income	<b>31,543</b>	14,578	<b>16,359</b>	13,192
	<b>178,426</b>	105,398	<b>111,555</b>	63,158

**Christian Publishing & Outreach Limited****(A company limited by guarantee)****Notes to the financial statements****For the year ended 31 December 2021****16. Creditors: Amounts falling due within one year**

	<b>Group 2021 £</b>	<b>Group 2020 £</b>	<b>Charity 2021 £</b>	<b>Charity 2020 £</b>
Bank loans	<b>10,000</b>	10,000	<b>10,000</b>	10,000
Trade creditors	<b>111,509</b>	58,152	<b>99,972</b>	55,953
Amounts owed to group undertakings	-	-	<b>8,245</b>	32,094
Other taxation and social security	<b>34,470</b>	27,067	<b>28,527</b>	24,009
Obligations under finance lease and hire purchase contracts	<b>17,556</b>	25,597	<b>17,556</b>	25,597
Other creditors	<b>160</b>	2,000	-	1,744
Accruals and deferred income	<b>78,707</b>	152,106	<b>52,774</b>	104,850
	<b>252,402</b>	274,922	<b>217,074</b>	254,247
	<b>Group 2021 £</b>	<b>Group 2020 £</b>	<b>Charity 2021 £</b>	<b>Charity 2020 £</b>
Deferred income at 1 January 2021	<b>50,258</b>	50,020	<b>23,880</b>	23,880
Resources deferred during the year	<b>24,755</b>	238	-	-
Amounts released from previous periods	<b>(50,258)</b>	-	<b>(23,880)</b>	-
	<b>24,755</b>	50,258	-	23,880

Deferred income represents subscription income received in advance which does not meet the criteria for recognition as income in the period.

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**Notes to the financial statements**  
**For the year ended 31 December 2021**

**17. Creditors: Amounts falling due after more than one year**

	<b>Group 2021 £</b>	<b>Group 2020 £</b>	<b>Charity 2021 £</b>	<b>Charity 2020 £</b>
Bank loans	<b>36,667</b>	40,000	<b>36,667</b>	40,000
Net obligations under finance lease and hire purchase contracts	<b>30,205</b>	47,762	<b>30,205</b>	47,762
	<b>66,872</b>	87,762	<b>66,872</b>	87,762

Included within the above are amounts falling due as follows:

	<b>Group 2021 £</b>	<b>Group 2020 £</b>	<b>Charity 2021 £</b>	<b>Charity 2020 £</b>
<b>Between one and two years</b>				
Bank loans	<b>10,000</b>	10,000	<b>10,000</b>	10,000
<b>Between two and five years</b>				
Bank loans	<b>26,667</b>	30,000	<b>26,667</b>	30,000

The bank loans are unsecured. The loan is repayable monthly over 5 years and interest accrues at 2.5% pa.

**18. Financial instruments**

	<b>Group 2021 £</b>	<b>Group 2020 £</b>	<b>Charity 2021 £</b>	<b>Charity 2020 £</b>
<b>Financial assets</b>				
Financial assets measured at amortised cost	<b>44,599</b>	243,357	<b>38,576</b>	202,427

Financial assets measured at amortised cost comprise cash and cash equivalents.



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**Notes to the financial statements**  
**For the year ended 31 December 2021**

**19. Statement of funds**

**Statement of funds - current year**

	Balance at 1 January 2021 £	Income £	Expenditure £	Balance at 31 December 2021 £
<b>Unrestricted funds</b>				
General Funds - all funds	<b>187,595</b>	<b>1,611,073</b>	<b>(1,741,931)</b>	<b>56,737</b>

**Statement of funds - prior year**

	Balance at 1 November 2020 £	Income £	Expenditure £	Balance at 31 December 2020 £
<b>Unrestricted funds</b>				
Reserves	123,275	312,662	(248,342)	187,595

**20. Summary of funds**

**Summary of funds - current year**

	Balance at 1 January 2021 £	Income £	Expenditure £	Balance at 31 December 2021 £
General funds	<b>187,595</b>	<b>1,611,073</b>	<b>(1,741,931)</b>	<b>56,737</b>

**Summary of funds - prior year**

	Balance at 1 November 2020 £	Income £	Expenditure £	Balance at 31 December 2020 £
General funds	123,275	312,662	(248,342)	187,595

**Christian Publishing & Outreach Limited**  
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**Notes to the financial statements**  
**For the year ended 31 December 2021**

**21. Analysis of net assets between funds**

**Analysis of net assets between funds - current year**

	<b>Unrestricted funds 2021 £</b>	<b>Total funds 2021 £</b>
Tangible fixed assets	111,263	<b>111,263</b>
Current assets	264,748	<b>264,748</b>
Creditors due within one year	(282,607)	<b>(282,607)</b>
Creditors due in more than one year	(36,667)	<b>(36,667)</b>
<b>Total</b>	<b>56,737</b>	<b>56,737</b>

**Analysis of net assets between funds - prior year**

	<b>Unrestricted funds 2020 £</b>	<b>Total funds 2020 £</b>
Tangible fixed assets	170,871	170,871
Current assets	379,408	379,408
Creditors due within one year	(274,922)	(274,922)
Creditors due in more than one year	(87,762)	(87,762)
<b>Total</b>	<b>187,595</b>	<b>187,595</b>

**Christian Publishing & Outreach Limited**  
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**Notes to the financial statements**  
**For the year ended 31 December 2021**

**22. Reconciliation of net movement in funds to net cash flow from operating activities**

	<b>Group Year ended 2021 £</b>	<b>Group 2 months ended 2020 £</b>
Net income/expenditure for the year (as per Statement of Financial Activities)	<b>(130,858)</b>	64,320
<b>Adjustments for:</b>		
Depreciation charges	<b>65,524</b>	10,833
Increase in stocks	<b>(13,803)</b>	(346)
Decrease/(increase) in debtors	<b>(89,245)</b>	66,138
Increase/(decrease) in creditors	<b>1,738</b>	(60,966)
<b>Net cash provided by/(used in) operating activities</b>	<b>(166,644)</b>	79,979

**23. Analysis of cash and cash equivalents**

	<b>Group 2021 £</b>	<b>Group 2020 £</b>
Cash in hand	<b>44,599</b>	243,357
<b>Total cash and cash equivalents</b>	<b>44,599</b>	243,357

**24. Analysis of changes in net debt**

	<b>At 1 January 2021 £</b>	<b>Cash flows £</b>	<b>Other non- cash changes £</b>	<b>At 31 December 2021 £</b>
Cash at bank and in hand	<b>243,357</b>	<b>(198,758)</b>	-	<b>44,599</b>
Debt due within 1 year	<b>(10,000)</b>	<b>3,333</b>	<b>(3,333)</b>	<b>(10,000)</b>
Debt due after 1 year	<b>(40,000)</b>	-	<b>3,333</b>	<b>(36,667)</b>
Finance leases	<b>(73,359)</b>	<b>25,598</b>	-	<b>(47,761)</b>
	<b>119,998</b>	<b>(169,827)</b>	-	<b>(49,829)</b>

**25. Pension commitments**

A defined contribution pension scheme is operated by the group. The assets of the scheme are held separately from those of the group in an independently administered fund. The pension costs charged to the

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**Notes to the financial statements**  
**For the year ended 31 December 2021**

**25. Pension commitments (continued)**

statement of financial activities represents contributions payable by the group to the fund and amounted to £28,472 (2 month period ended 31 December 2020: £4,300). There were outstanding contributions at the balance sheet date of £nil (31 December 2020: £nil).

**26. Operating lease commitments**

At 31 December 2021 the Group and the Charity had no commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	<b>Group 2021 £</b>	<b>Group 2020 £</b>	<b>Charity 2021 £</b>	<b>Charity 2020 £</b>
Not later than 1 year	<b>24,193</b>	50,000	<b>24,193</b>	50,000
Later than 1 year and not later than 5 years	-	75,000	-	75,000
	<b>24,193</b>	125,000	<b>24,193</b>	125,000

**27. Members' liability**

Each member of the charitable company undertakes to contribute to the assets of the company in the event of it being wound up while he/she is a member, or within one year after he/she ceases to be a member, such amount as may be required, not exceeding £10 for the debts and liabilities contracted before he/she ceases to be a member.

**28. Related party transactions**

The Charity has not entered into any related party transaction during the year, nor are there any outstanding balances owing between related parties and the Charity at 31 December 2021.

**29. Post balance sheet events**

With effect from 1st July 2022, Yeomans Press Ltd assumed responsibility for all operational activities of CPO and the related trade, assets and liabilities were transferred to them at this date leaving the core charity assets and liabilities including the investment in Funeral Service Journal Limited (formerly Heritage Studios Limited). The transfer included some, but not all, of the trade and assets of Funeral Service Journal Limited. Some of the staff transferred under TUPE arrangements which led to a further 9 redundancies in 2022 totalling £41,828.

In May 2022 the premises at Easting Close were vacated, reducing the useful economic life of the leasehold improvements. As the decision to leave the premises was not undertaken until after the balance sheet date no adjustment has been made in these accounts. The full impact of this change in accounting estimate will be recognised in the next financial period.

Going forward, CPO Ltd will focus on its original charitable activities. It has also been adopted by Yeomans Press Ltd as its corporate foundation.