

**Company number: 2930528**  
**Charity number: 1038007**

**SALTMINE TRUST**  
**(a charitable company limited by guarantee)**

**Unaudited Annual Report and Financial Statements**  
**Year ended 31 March 2020**

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**SALTMINE TRUST (a charitable company limited by guarantee)**

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**SALTMINE TRUST (a charitable company limited by guarantee)**

**REFERENCE AND ADMINISTRATIVE DETAILS**

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**COMPANY NUMBER**

2930528 (Registered in England & Wales)

**CHARITY NUMBER**

1038007 (Registered in England & Wales)

**HEADQUARTERS & REGISTERED OFFICE**

61 The Broadway  
Dudley  
West Midlands  
DY1 3EB

**TRUSTEES/DIRECTORS**

**Non Executive:**

P Sherratt  
A Conroy  
L Cheesman  
D Parkes  
N Iles  
I Martin  
J Moore (appointed 27th March 2020)

**Executive:**

R Orrell

**COMPANY SECRETARY**

D Beasley

**BANKERS**

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

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

**SOLICITORS**

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

**INDEPENDENT EXAMINERS**

David Hoose FCA  
Mazars LLP  
45 Church Street  
Birmingham  
B3 2RT

## TRUSTEES' REPORT

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### PRINCIPAL ACTIVITIES

The Saltmine Trust Board of Trustees (the 'Board') present their Annual Report and the Financial Statements of the Charity for the year ended 31 March 2020 and confirm that the Financial Statements comply with current statutory requirements, the Charities Act 2011, Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard 102 applicable in the UK and Republic of Ireland, and the Charity's governing document.

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

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

### CHIEF EXECUTIVE'S REPORT

Firstly, I would like to express my grateful thanks for the faithful support and partnership that Saltmine receives from trusts, individuals, foundations, churches and businesses. It has truly equipped us to adapt and bring new innovation, particularly in this challenging COVID-19 restrictive season. As events unfolded this spring we were faced with cancelled tours, closed office, remote working and a need to adjust.

Easter was looming and we decided to create an audio drama of The Passion Play with video and photo footage and recorded voices. The original script was adapted, and from their homes actors recorded under duvets and in cupboards – whatever they could do to soundproof themselves. Our media team did an outstanding editing job and thousands saw the three episodes through our website and on YouTube.

We were extremely grateful to be able to access the government's furlough scheme whilst at the same time growing our creative work in a new and different way, giving some of our freelancers work. We launched weekly live drama workshops for children that were devised collaboratively and remotely, and then filmed in our head office. These were a big success and streamed free of charge on our Facebook page for 14 weeks from April to July.

From 1<sup>st</sup> July, with limited staff and social distancing in place we opened the office part-time to work on online filmed projects including Gideons-commissioned video resources. With a growing concern for the mental wellbeing of young people, the creative team have come up with a new proposal to create a Mental Health Secondary School project. The aim is to create three 15-minute videos, resources and accompanying workshops for schools to purchase.

This is a new business model for us, highlighting how our ways of working have had to evolve as a result of the restrictions imposed by COVID-19. At first it appeared to bring threat but when faced head-on we discovered that it also brings opportunity to step out of the comfort zone and create in a new and different way, essential if Saltmine is to navigate these uncertain times successfully. We have recognised the impact of COVID-19 on our creative activities and presence, and are investing to keep Saltmine's provision relevant in the changing social environment.

In the autumn of 2019 we developed *Faultlines*, real stories of domestic abuse, into a Secondary School educational play and workshop. Because of the subject sensitivity we worked in collaboration with the Churches Housing Association of Dudley & District and Phase Trust, who provided counsellors to accompany each of our performances. This proved to be extremely valuable to provide aftercare for young people and teachers who were moved to make disclosures.

One of the greatest honours, and challenges, of Saltmine's work is the gift of telling true stories – communicating real people's experiences with integrity, hope and authenticity. We were commissioned by the East London NHS Foundation Trust to dramatise a Sepsis case study for the Regional Sepsis Symposium in Bedford for health professionals. With the support of a local doctor we created a short theatre piece. One feedback report quoted 'The Saltmine production was a powerful wake-up call and a huge valuable learning experience'. It has subsequently been filmed for an NHS teaching resource.

For our Christmas 2019 tours *Rapunzel* was created with a powerful message that we are all unique and valuable. The accompanying wristband said 'I am a Masterpiece'.

We secured new funding partnerships for our Knife and Gang Crime play, *Switch Up*. In the autumn and early spring we carried out 59 performances and 61 workshops to over 10,350 Secondary School pupils. One new development was a powerful spoken word piece focusing on the theme to 'pave your own path'.

## TRUSTEES' REPORT

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In April the national 2.6 Challenge rallied our team and brought us together to raise money for Saltmine. Each team member took on a challenge based around the number 2.6, from singing in 26 languages to squatting 260 times – the tasks were wide and varied, and together we raised £14,420.

The Board and I are incredibly grateful for the whole Saltmine team who are on a steep learning curve to adapt and innovate in this challenging season, for their continued commitment, strong faith and servant hearts that will enable us to continue to be 'Theatre with a Message' as we journey into the future.

### FINANCIAL REVIEW

For 2019/20, the figures show a reduction in the Charity's unrestricted funds of £46,465. However, there are sufficient reserves available arising from strong financial management during previous years, creating protection for difficult circumstances. This strong financial base, together with the generosity of our supporters, has meant that during the year we were able to repay the final amount owing to the Julie Wilkins Trust for their loan of £345,000 made in 2008 that enabled Saltmine to buy its headquarters building – a notable achievement. Saltmine also took the strategic decision last year to invest in the production of the Birmingham Passion Play, with its focus on the Charity's ministry and community objectives. The trustees are confident that the Charity remains on a sound footing financially, and will continue to ensure prudent management of expenditure and regular monitoring of cashflow. The Board carried out a critical review of the 2020/21 budget to ensure that income expectations were realistic and non-essential costs were removed.

The impact of the COVID-19 pandemic was felt towards the end of the financial year as performance tours were cut short and future performance plans were put into abeyance. The Board recognises that increased levels of general and creative development income will be required to sustain Saltmine's operations during this very challenging season, and wishes to record its thanks to the Charity's loyal supporters for their generous response to the Coronavirus Appeal launched in May – over £30,000 has been raised to date. Use of the government's Job Retention Scheme and a COVID-19 discretionary grant of £10,000 from Dudley Council have also been instrumental in offsetting some of our costs. Additional sources of grant income continue to be pursued.

A total of £112,503 was received during the year in the form of restricted grants and donations, targeted at specific projects including the Birmingham Passion Play, the development of our new national production *The Liberator*, our winter appeal, and our Theatre In Education productions *Switch Up*, *Faultlines* and *In Their Shoes*. The Board acknowledges with thanks grants awarded by: Dudley MBC (Innovation Fund); West Midlands Police & Crime Commissioner (Active Citizens Fund); The Home Office (Building a Stronger Britain Together); Derby City Council; The Souter Charitable Trust; St Peter's Saltley Trust (in addition to several grants received in the prior year towards the Easter 2019 Passion Play production).

The outlook is uncertain, however the Board has faith and belief that Saltmine has a bright future in continuing to bring 'Theatre with a Message' to thousands of children, young people, adults, families and communities every year.

### POLICY ON RESERVES

Saltmine will continue to endeavour to maintain a level of reserves totalling £75,000. Of that sum £50,000 is intended to cover statutory costs in the event of the Charity having to be closed down, with the balance of £25,000 available to meet any financial emergency which might arise. The reserves are constituted from designated cash funds placed on deposit, with the balance available from the assets of the Charity, including the equity in the Charity's headquarters freehold property, currently considered to be a sum in excess of £300,000. The Board reviews the Reserves Policy annually.

### PLANS FOR FUTURE PERIODS

Over the next 12 months we will focus on:

- creating a new mental health project for Secondary School students;
- raising money to film a live theatre Christmas play;
- producing the postponed new national play – *The Liberator*; and
- planning a 2021 Passion Play in Birmingham and potentially other cities.

### PUBLIC BENEFIT STATEMENT

The Board is mindful of its responsibilities regarding public benefit, and meet these criteria in a number of different ways. With Saltmine's work with churches and national Christian events the Charity challenges and encourages people

## **TRUSTEES' REPORT**

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of all ages to live a life full of meaning and purpose with due regard to social responsibility, seeking to motivate and change society and individuals for the better.

Separately from the work with churches and national events, Saltmine works closely with Local Education Authorities, professional bodies and schools to present to children and young people, in an up-to-date format, the dangers of the internet, extremism and other issues of significant public concern such as knife crime. We are pleased to report again this year that there has been a significant impact through these dramatic portrayals, and we are continuing to build further on this work.

### **Structure, Governance and Management**

#### **THE SALTMINE TRUST BOARD & GOVERNING DOCUMENT**

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

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

#### **APPOINTMENT OF TRUSTEES**

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

#### **ORGANISATIONAL STRUCTURE & KEY MANAGEMENT PERSONNEL**

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

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

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

#### **RISK MANAGEMENT**

The Board recognises that risk management is an important element of its responsibilities. The Board reviews sections of the Charity's Risk Register at each meeting, including the risk ratings and the status of the mitigation actions of major risks. Risks are categorised under the following headings: strategic; reputational; financial; operational; staff; and legal/compliance. The Finance Committee reviews the finance-related risks and makes recommendations to the Board as appropriate. The Risk Management Policy is reviewed by the Board biennially. Trustee indemnity insurance cover is in place for £1m (2019: £1m).

The principal risks and uncertainties facing the charity are financial:

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

## TRUSTEES' REPORT

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

The trustees have considered the potential impact of COVID-19 on the Charity's operations and performance and have endorsed the Executive's plans for developing new methods of delivering its creative theatre and increasing/diversifying its funding. The associated risks in the Charity's Risk Register are kept under regular review.

### HEALTH & SAFETY AND SAFEGUARDING

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

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

### TRUSTEES' RESPONSIBILITIES IN RELATION TO THE FINANCIAL STATEMENTS

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

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

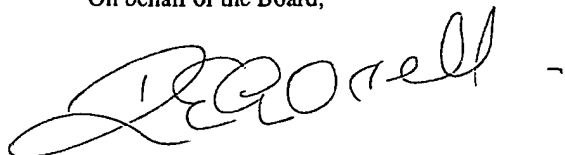
- select suitable accounting policies and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;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

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

### INDEPENDENT EXAMINERS

Mazars LLP were re-appointed as Independent Examiners for the financial year 2019/20 at the Annual General Meeting held on 13<sup>th</sup> September 2019.

On behalf of the Board,



Rachael Orrell (CEO)  
11<sup>th</sup> September 2020

## INDEPENDENT EXAMINER'S REPORT TO THE MEMBERS OF SALTMINE TRUST

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I report on the financial statements of Saltmine Trust for the year ended 31 March 2020, which are set out on pages 7 to 15.

### Respective responsibilities of Trustees and Examiner

The trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 ('the 2006 Act'). Having satisfied myself that the financial statements of the charity are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the charity's financial statements as carried out under section 145 of the Charities Act 2011 (the 2011 Act). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(b) of the 2011 Act.

This report, including my statement, has been prepared for and only for the charity's trustees as a body. My work has been undertaken so that I might state to the charity's trustees those matters I am required to state to them in an independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body for my examination work, for this report, or for the statements I have made.

### Independent Examiner's Statement

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

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

In the course of my examination of the accounting records of the charity I have reviewed the disclosures in the accounts in respect of the impact of COVID-19 on the financial statements. I draw your attention to the trustees' view on the impact of COVID-19 as disclosed on page 3, the consideration given in the going concern basis of preparation on page 9 and non-adjusting post balance sheet events on page 15.


During the latter part of the financial year, there has been a global pandemic from the outbreak of COVID-19. The potential impact of COVID-19 became significant in March 2020 and is causing widespread disruption to normal patterns of business activity across the world, including the United Kingdom.

The full impact following the recent emergence of COVID-19 is still unknown. It is therefore not currently possible to evaluate all the potential implications to the charity's operations, beneficiaries and the wider economy.

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

### Basis of Independent Examiner's Statement

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

  
David Hoose (Oct 1, 2020 08:06 GMT+1)

David Hoose (Independent Examiner)  
for and on behalf of Mazars LLP  
Chartered Accountants and Statutory Auditor  
45 Church Street  
Birmingham  
B3 2RT  
Oct 1, 2020



**SALTMINE TRUST (a charitable company limited by guarantee)**

**STATEMENT OF FINANCIAL ACTIVITIES (incorporating an income and expenditure account)**  
**For the year ended 31 March 2020**

	Notes	Unrestricted funds 2020 £	Restricted funds 2020 £	Total Funds 2020 £	Unrestricted funds 2019 £	Restricted funds 2019 £	Total Funds 2019 £
<b>INCOME</b>							
<i>Donations &amp; legacies:</i>							
Ministry receipts		88,424	-	88,424	100,793	-	100,793
General and personal support		264,657	112,503	377,160	292,503	60,624	353,127
<i>Charitable activities:</i>							
Tickets and fees		62,782	-	62,782	126,938	-	126,938
Sponsorship		9,763	-	9,763	9,173	-	9,173
<i>Investment income:</i>							
Interest receivable		324	-	324	190	-	190
Rent receivable		11,396	-	11,396	11,218	-	11,218
<b>TOTAL INCOME</b>		<b>437,346</b>	<b>112,503</b>	<b>549,849</b>	<b>540,815</b>	<b>60,624</b>	<b>601,439</b>
<b>EXPENDITURE</b>							
Cost of generating funds	2	12,190	-	12,190	13,359	-	13,359
Charitable activities	3	467,400	117,693	585,093	468,949	47,575	516,524
Governance costs	4	4,221	-	4,221	4,166	-	4,166
<b>TOTAL EXPENDITURE</b>		<b>483,811</b>	<b>117,693</b>	<b>601,504</b>	<b>486,474</b>	<b>47,575</b>	<b>534,049</b>
<b>NET INCOME</b>		<b>(46,465)</b>	<b>(5,190)</b>	<b>(51,655)</b>	<b>54,341</b>	<b>13,049</b>	<b>67,390</b>
<b>NET MOVEMENT IN FUNDS</b>	6	<b>(46,465)</b>	<b>(5,190)</b>	<b>(51,655)</b>	<b>54,341</b>	<b>13,049</b>	<b>67,390</b>
<b>FUND BALANCES AT BEGINNING OF YEAR</b>		<b>472,805</b>	<b>23,712</b>	<b>496,517</b>	<b>418,464</b>	<b>10,663</b>	<b>429,127</b>
<b>FUND BALANCES AT END OF YEAR</b>	15	<b>426,340</b>	<b>18,522</b>	<b>444,862</b>	<b>472,805</b>	<b>23,712</b>	<b>496,517</b>

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

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

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

**THE SALTMINE TRUST (a charitable company limited by guarantee)**

**BALANCE SHEET**

**As at 31 March 2020**

**Company number: 2930528**


	Notes	2020 £	2019 £
<b>FIXED ASSETS</b>			
Tangible assets	10	333,611	350,970
		<u>333,611</u>	<u>350,970</u>
<b>CURRENT ASSETS</b>			
Stock	11	3,572	3,134
Debtors	12	6,271	5,106
Bank and cash		124,037	195,739
		<u>133,880</u>	<u>203,979</u>
<b>CREDITORS – AMOUNTS FALLING DUE WITHIN ONE YEAR</b>	13	(22,629)	(58,432)
<b>NET CURRENT ASSETS</b>		<u>111,251</u>	<u>145,547</u>
<b>CREDITORS – AMOUNTS FALLING DUE AFTER ONE YEAR</b>	14	-	-
<b>NET ASSETS</b>	15	<u>444,862</u>	<u>496,517</u>
<b>FUNDS</b>			
Unrestricted income funds	15	426,340	472,805
Restricted income funds	16	18,522	23,712
		<u>444,862</u>	<u>496,517</u>

For the year ending 31 March 2020 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476; the Directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These financial statements have been prepared in accordance with the special provisions relating to companies subject to the small companies regime within Part 15 of the Companies Act 2006 and in accordance with the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

Approved by the Board and authorised for issue on 11<sup>th</sup> September 2020, and signed on its behalf by:



Rachael Orrell (CEO)  
Director

**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 March 2020**

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**1 ACCOUNTING POLICIES**

**Basis of preparation**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) – (Charities SORP (FRS102)), Section 1A of the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006. There were no material changes as a result of transition to the Charities SORP 2019 and the updated FRS 102 from 1 April 2019.

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

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

**Going concern**

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

After considering the potential impact of COVID-19 on the budget and forecast for the next 12 months, including carrying out a stress test analysis of the main risks to Saltmine's income and continued operation, the trustees are of the view that there are sufficient resources and fundraising initiatives in place to secure the immediate future of the Charity for the next 12 to 18 months. On this basis, the trustees consider it appropriate to prepare these Financial Statements on the going concern basis.

**Income**

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

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

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

Other Income is recognised when receivable.

**Expenditure**

Expenditure is included on an accruals basis, when incurred.

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

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

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

**Fund accounting**

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

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

**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 March 2020**

**1 ACCOUNTING POLICIES (CONTINUED)**

**Fixed assets and depreciation**

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

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

**Stocks**

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

**Operating leases**

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

**Pension costs and other post-retirement benefits**

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

**Company status**

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

**Investment properties**

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

**Financial instruments**

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

**Statement of cash flows exemption**

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

**Judgments in applying accounting policies and key sources of estimation uncertainty**

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

**2 COST OF RAISING FUNDS**

	Unrestricted funds £	Restricted funds £	2020 Total £	2019 Total £
Publicity, advertising & fund-raising costs	12,190	-	12,190	13,359
	<u>12,190</u>	<u>-</u>	<u>12,190</u>	<u>13,359</u>

**SALTMINE TRUST (a charitable company limited by guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 March 2020**

**3 CHARITABLE ACTIVITIES**

	<b>2020 Total £</b>	<b>2019 Total £</b>
Activity directly undertaken	-	14
Support costs (Note 4)	<b>585,093</b>	<b>516,510</b>
	<b>585,093</b>	<b>516,524</b>

**4 SUPPORT AND GOVERNANCE COSTS**

	<b>2020 Total £</b>	<b>2019 Total £</b>
Staff costs (Note 7)	<b>438,852</b>	<b>392,991</b>
Establishment costs	<b>146,241</b>	<b>123,519</b>
Total Support costs	<b>585,093</b>	<b>516,510</b>
Governance costs (Note 5)	<b>4,221</b>	<b>4,166</b>
Total	<b>589,314</b>	<b>520,676</b>

**Establishment costs**

	<b>2020 Total £</b>	<b>2019 Total £</b>
Office overheads	<b>55,067</b>	<b>35,928</b>
Insurance	<b>6,348</b>	<b>6,244</b>
Fees	<b>2,688</b>	<b>2,082</b>
Rent	<b>17,700</b>	<b>17,575</b>
Motor and travel costs	<b>18,257</b>	<b>15,043</b>
Production costs	<b>19,212</b>	<b>16,720</b>
Depreciation	<b>25,533</b>	<b>24,820</b>
Bank charges	<b>811</b>	<b>1,231</b>
Other	<b>625</b>	<b>3,876</b>
Total	<b>146,241</b>	<b>123,519</b>

**5 GOVERNANCE COSTS**

	<b>Unrestricted funds £</b>	<b>Restricted funds £</b>	<b>2020 Total £</b>	<b>2019 Total £</b>
Independent Examination fee	<b>1,871</b>	-	<b>1,871</b>	<b>1,846</b>
Accountancy – Other	<b>2,350</b>	-	<b>2,350</b>	<b>2,320</b>
	<b>4,221</b>	-	<b>4,221</b>	<b>4,166</b>

**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 March 2020**

**6 NET MOVEMENT IN FUNDS**

	2020 £	2019 £
<b>The net movement in funds is after charging:</b>		
Staff costs (Note 7)	438,852	392,991
Depreciation on owned tangible assets	25,533	24,820
Operating leases	1,692	1,710
Governance costs (Note 5)	4,221	4,166

**7 STAFF COSTS**

	2020 £	2019 £
<b>Staff costs, including directors' emoluments:</b>		
Wages	288,635	268,729
Social security costs	21,075	19,330
Pension costs	9,648	9,015
Freelance staff fees	111,839	92,895
Training & other costs	7,655	3,022
	<u>438,852</u>	<u>392,991</u>

Highest paid employee (CEO) (excluding pension contributions)	<u>49,709</u>	<u>48,258</u>
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No employee received remuneration of £60,000 or more during the year.

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

	Number	Number
Senior Management	2	2
Administration/Office/Marketing	3.5	3
Charitable Operations (employees)	7	7
Charitable Operations (freelance staff)	6.5	6
	<u>19</u>	<u>18</u>

The key management personnel employed by the charity comprises of the Chief Executive Officer and the Operations Director/Company Secretary. Their total remuneration was £89,050 (2019: £82,712).

The average total number of full time and part time staff (employees and freelance staff) during the year was 26 (2019: 22).

**8 TRUSTEES' REMUNERATION**

The only Trustee receiving remuneration was the Chief Executive Officer who received £49,709 during the year (2019: £48,258) – provided for explicitly in the Charity's original governing document.

No trustees received any expenses during the year (2019: nil).

**9 TAXATION**

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

**SALTMINE TRUST (a charitable company limited by guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
For the year ended 31 March 2020

**10 FIXED ASSETS**

	Freehold land and buildings £	Plant and Equipment £	Motor vehicles £	Total £
<b>COST OR VALUATION</b>				
At 1 April 2019	345,000	89,985	52,916	487,901
Additions	-	8,174	-	8,174
Disposals	-	(1,165)	-	(1,165)
At 31 March 2020	<u>345,000</u>	<u>96,994</u>	<u>52,916</u>	<u>494,910</u>
<b>DEPRECIATION</b>				
At 1 April 2019	48,300	65,201	23,430	136,931
Disposals	-	(1,165)	-	(1,165)
Charge for year	4,600	11,266	9,667	25,533
At 31 March 2020	<u>52,900</u>	<u>75,302</u>	<u>33,097</u>	<u>161,299</u>
<b>NET BOOK VALUE</b>				
At 31 March 2020	<u>292,100</u>	<u>21,692</u>	<u>19,819</u>	<u>333,611</u>
At 31 March 2019	<u>296,700</u>	<u>24,784</u>	<u>29,486</u>	<u>350,970</u>
Depreciation rate	2% SL	25% SL	25% SL	

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

**11 STOCK**

	2020 £	2019 £
Books, media, leaflets & clothing	<u>3,572</u>	<u>3,134</u>

**12 DEBTORS**

	2020 £	2019 £
Trade debtors	4,575	4,164
Prepayments	1,696	942
	<u>6,271</u>	<u>5,106</u>

**SALTMINE TRUST (a charitable company limited by guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**

**For the year ended 31 March 2020**

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

	2020 £	2019 £
Trade creditors	7,353	14,223
Other taxation & social security	9,204	8,476
Accruals	6,072	10,072
Other creditors	-	661
Other loans	-	25,000
	<u>22,629</u>	<u>58,432</u>

'Other loans' consisted of amounts that had been owing to the Julie Wilkins Trust and which were secured on the Charity's headquarters building in Dudley. The final repayment of £25,000 was made in September 2019.

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

	2020 £	2019 £
Other loans	-	-
	<u>-</u>	<u>-</u>

**15 ANALYSIS OF NET ASSETS BETWEEN FUNDS**

	Fixed assets £	Net current assets £	Long term liabilities £	Net Assets £
Restricted funds	-	18,522	-	18,522
Unrestricted funds	333,611	92,729	-	426,340
	<u>333,611</u>	<u>111,251</u>	<u>-</u>	<u>444,862</u>



**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 March 2020**

**16 RESTRICTED FUNDS**

	<b>Total £</b>
<b>Income:</b>	
Donations and Sponsorship	<b>112,503</b>
<b>Expenditure:</b>	
Charitable expenditure	<b>(117,693)</b>
Net Expenditure	<b>(5,190)</b>
Balances at beginning of year	<b>23,712</b>
Balance at end of year	<b>18,522</b>

The opening balance of £23,712 consisted of restricted grants and donations received in the prior year related to activities carried out in 2019/20. At the end of the year after expenditure of restricted income is taken into account £18,522 is carried forward to 2020/21.

**17 PENSION COMMITMENTS**

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost represents contributions payable by the charity to the fund and amounted to £9,648 (2019: £9,015).

**18 OTHER FINANCIAL COMMITMENTS**

At 31 March 2020, the charity was committed to making the following minimum payments under non-cancellable operating leases:

	<b>2020</b>		<b>2019</b>	
	<b>Land &amp; buildings £</b>	<b>Other £</b>	<b>Land &amp; buildings £</b>	<b>Other £</b>
<b>Operating leases which expire</b>				
Within one year	-	-	-	-
Within 2 to 5 years	-	<b>5,499</b>	-	<b>7,191</b>
	<b>-</b>	<b>5,499</b>	<b>-</b>	<b>7,191</b>

**19 RELATED PARTY TRANSACTIONS**

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

**20 POST BALANCE SHEET EVENTS**

During the latter part of the financial year there has been a global pandemic from the outbreak of COVID-19. The potential impact became significant in March 2020, causing significant and extended interruption to Saltmine's performance income. The trustees have and are continuing to take this into account in their reviews of the budget and forecast for 2020/21 (see also the Going Concern statement on page 9).