

# **CREWE HERITAGE TRUST**

**(A company limited by guarantee)**

## **UNAUDITED REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MARCH 2023**

**REGISTERED CHARITY NUMBER 1011961**

**COMPANY REGISTRATION NUMBER 02700697**

# **CREWE HERITAGE TRUST**

**(A company limited by guarantee)**

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# **CREWE HERITAGE TRUST**

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## **LEGAL AND ADMINISTRATIVE INFORMATION**

Trustees	Brian Thomas Bailey Stephen John Blackburn Gordon Heddon Malcolm John Barber Ronald Cartwright Daniel William Prime
Registered Office and Principal Address	Heritage Centre Vernon Way Crewe Cheshire CW1 2DB
Registered Charity Number	1011961
Company Registration Number	02700697
Independent Examiners	Afford Bond Holdings Limited Chartered Accountants Registered Auditors 31 Wellington Road Nantwich Cheshire CW5 7ED
Bankers	HSBC Bank PLC Crewe Branch 30 Market Street Crewe Cheshire CW1 2ES

# **CREWE HERITAGE TRUST**

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## **TRUSTEES' ANNUAL REPORT FOR THE YEAR ENDED 31 MARCH 2023**

The trustees, who are also directors of the charity for the purposes of the Companies Act, present their annual report and the unaudited financial statements of the charity for the year ended 31 March 2023, which are also prepared to meet the requirements for a directors' report and accounts, to comply with the Charities Act 2011 and Companies Act 2006. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102), second edition issued October 2019, effective from 1 January 2019 in preparing the annual report and financial statements of the charity.

The charity is a charitable company limited by guarantee and was set up on 26 March 1992. It is governed by a memorandum and articles of association. Its objects are to advance the education of the public in the social, economic and industrial history and development of Crewe and its surrounding area and in the history of railways and their part in the history and development of the area.

### **Reference and administrative details of the charity, its management and advisers**

The charitable company's name is Crewe Heritage Trust and it operates as the Crewe Heritage Centre. The other reference and administrative details of the charity are as stated under the legal and administrative information on page 1.

The charity is organised so that the trustees meet regularly to manage its affairs and new members are appointed by the trustees. There is one part-time administrator who manages the day to day administration of the charity. We are also grateful to the volunteers who help in the running and maintenance of the Crewe Heritage Centre.

The directors of the charitable company are its trustees for the purposes of charity law. The charity trustees who have served during the year and up to the date of this report are as follows:

Brian Thomas Bailey	
Stephen John Blackburn	
Michael Ratcliff	(resigned 20 May 2022)
Gordon Heddou	
Malcolm John Barber	
Ronald Cartwright	
Daniel William Prime	
Raymond Stuart Steele	(resigned 20 January 2023)
Peter Timothy Edwards	(resigned 1 April 2023)

### **Structure, governance and management**

The charity is constituted as a company limited by guarantee and was set up on 26 March 1992. The governing document for the charity is the memorandum and articles of association.

There is no maximum number of trustees but the minimum number shall be three; every trustee has one vote. Charity trustees are appropriately selected and appointed by the existing trustees.

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## **TRUSTEES' ANNUAL REPORT (CONTINUED)**

**FOR THE YEAR ENDED 31 MARCH 2023**

### ***Risk management***

The trustees consider the risks the charitable company is exposed to, the impact of them and the steps they can take to mitigate them. As the charity is beginning to grow in size, the trustees are now in the process of documenting their formal risk assessment procedures as part of their overall scheme of improvements in respect of the governance of the charity.

All funds are held in the charity's bank accounts, with surplus funds invested in deposit accounts to earn some bank interest, so there is minimal investment risk and the funds remain easily accessible.

### ***Trustees' responsibilities statement***

The trustees, who are also directors of Crewe Heritage Trust for the purposes of company law, are responsible for preparing the Trustees' Annual 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, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgments and estimates that are reasonable and prudent;
- state whether applicable United Kingdom Accounting Standards 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 company will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company 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 hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

### **Objectives and activities**

#### ***Objectives***

Crewe Heritage Trust operates as the Crewe Heritage Centre, existing to educate people about the railway heritage of the town and about the history of railways generally.

The charitable company's objects, as set out in the memorandum and articles of association (the charity's governing document) are to advance the education of the public in the social, economic and industrial history and development of Crewe and its surrounding area and in the history of railways and their part in the history and development of the area.

# **CREWE HERITAGE TRUST**

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## **TRUSTEES' ANNUAL REPORT (CONTINUED)**

### **FOR THE YEAR ENDED 31 MARCH 2023**

#### ***Activities undertaken for the public benefit in relation to these objectives***

The trustees have had due regard to the guidance issued by the Charity Commission on public benefit in deciding what activities the charity should undertake to meet the stated objectives. The governing document notes the powers the trustees may exercise in furtherance of the charitable company's objects.

Crewe Heritage Centre is a working railway museum and facility based in Crewe, Cheshire. The charity has many permanent displays and associated information detailing the history of the town and the railway industry. These displays are generally open to members of the public at weekends and on Bank Holidays between the start of April and the end of October which generates the admission and facility fees required to operate the museum and to maintain the exhibits for future visitors. The charity also encourages local schools' tours midweek to advance the education of young people in the local area. A miniature railway is operated, providing rides for visitors of all ages, to help to make their learning fun. Special events are hosted; any specialist machinery and equipment required for such events are hired as and when needed to avoid overinvesting funds in unnecessary fixed assets and permanent displays.

#### ***Volunteers***

The charity is grateful for the unstinting efforts of its volunteers who are involved in providing services for the operation of the working museum and the maintenance of the locomotives, infrastructure and premises.

#### ***Achievements and performance***

This year, thanks to a substantial one-off donation of £463,949, the charity has generated incoming resources amounting to £582,638 (2022: £125,991). This is, by far, the highest total incoming resources ever received in the charity's history, although, even without this generous gift, the charity would still have generated £118,689, an improvement on last year, as, excluding the £16,000 worth of grants received in 2022, the underlying amount received was £109,991. This year, the Centre was finally able to operate its usual full season of admissions and events, after the Coronavirus pandemic had severely impacted on our operations throughout the past few years. The trustees were extremely grateful to Cheshire East Council for providing financial support to the charity throughout the enforced lockdowns, which assisted us with the overall running of the charity and gave us much-needed resources during those challenging few years caused by the COVID-19 pandemic and associated lockdowns. Towards the end of last year, we also received a very generous donation of £10,000 from one of our supporters, for which we were incredibly thankful. We were especially pleased to see a healthy number of visitors returning to the Centre, after our long period of closure, and this gives us hope for continuing with our longer-term plans for the charity. Further to receiving several sources of really generous financial support over the last few years, those high levels of income generated has meant that the charity is now financially secure, enabling the trustees to be able to continue to grow the charity and educate even more people about the railway heritage of Crewe.

Regular exhibitions and attractions at the site include: several classes of static locomotive displays, which have been restored to their original livery, with more Crewe-built locomotives now aiming to be sourced to enhance our collection, as well as to support the information detailed on the various plaques around the Centre, demonstrating the importance of Crewe works to Crewe and the railway; model railway displays; a functional miniature railway, including several different miniature locomotives and passenger coaches to provide rides to visitors; and a few signal boxes; along with various exhibitions and display materials recording the history of the railways in Crewe. A few specialist events are also held on site each year. This year, we partnered with Crewe Town Council to open on Wednesdays during the school summer holidays to keep children active, engaged and educated, so they provided free family activities and children's games

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## **TRUSTEES' ANNUAL REPORT (CONTINUED)**

### **FOR THE YEAR ENDED 31 MARCH 2023**

#### **Achievements and performance (continued)**

The charity's various exhibitions and attractions are normally open to the public during the spring and summer months, with the site being closed to visitors during the autumn and winter months. Any necessary maintenance work is usually undertaken during the closed season in readiness for the start of main season at the beginning of the following financial year. We have an online web shop, as well as the gift shop onsite, so sales can be made to beneficiaries even when the Centre itself is closed. Model railway items continue to be a popular seller and we have established trade accounts with a few well-known suppliers to keep the main product lines stocked. We also allow our exhibition hall to be hired out to third parties during those periods when we are not utilising that space ourselves.

The charity continues to be in talks with various railway representatives to attempt to secure any Crewe-built locomotives when they are eventually withdrawn from service. There is also the potential for other charities or museums to loan us any such exhibits if we are unable to acquire them for ourselves. We are hoping to be able to attain museum status in the not-to-distant future, which would enable us to negotiate exhibition swaps with other similar museums.

Direct Rail Services (DRS) asked to borrow the Centre's workshop to facilitate the repainting of their Class 37 locomotive 37423 "Spirit Of The Lakes" in readiness for a naming ceremony to be held during their open day in July. Their open day was located at Gresty Bridge Depot, so a shuttle bus operated between there, Crewe station and the Centre to allow the many railway enthusiasts to visit both sites. In return for letting them use our facilities, they permitted us to borrow this Class 37 locomotive for a few months. The Class 37 has now gone back to DRS but they have allowed us to loan another locomotive from them, this time a Class 91, for about a year.

Class 91 locomotives were the last ones to be built in Crewe Works before its closure, so to be able to obtain one of these to exhibit is very fitting for us at this time. Europhoenix have kindly loaned to us their Class 91 locomotive 91120 (previously the 91020) from October 2022 until around October 2023. It came painted in its lender's phoenix livery, but, as it is on loan to us, nothing can be done to it, except for minor maintenance and cleaning. However, we were able to get permission to repaint it in the original InterCity swallow livery for the Crewe Works 180<sup>th</sup> anniversary exhibition next year. From where it is positioned on site, passing trains on the west coast mainline should be able to see the Class 91 locomotive.

This Class 91 is another example of a Crewe-built locomotive, which accompanies our existing Class 43 HST, Class 47 and Class 87 locomotives. The trustees are now keeping a lookout for a Class 90 electric locomotive to join the collection.

The Class 47 D1842 continues to be used on the Ecclesbourne Valley Railway, providing us with some rental income. It has been well maintained while it has been away on loan. The Class 47 has even received some coverage in the railway press. Our trustee, Brian Bailey, received the Rail Express Magazine Modern Traction Award at the Heritage Railway Association (HRA) annual awards dinner, in March, with another member of Crewe Diesel Preservation Group, in recognition of returning the Class 47 set to the main line.

The Class 03073 required some expensive batteries to make it easier to start up. In order to replace the batteries, once the old ones were removed, we took the opportunity to clean the battery compartment, repaint it and fit new backings, before installing the new ones. The brake system on the Class 03073 has been serviced, updating the service record folder accordingly. The bodywork needed a lot of repair work doing to it, then the surface had to be prepared for painting it. The radiator surround is full of rust holes but is tricky to repair as it is not possible to remove the cover because it needs to be kept in running condition. Bridging filler had to be applied from inside after descaling and rust proofing. New plates were fitted over the filler tubes, with new parts welded behind the sight glass.

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## **TRUSTEES' ANNUAL REPORT (CONTINUED)**

### **FOR THE YEAR ENDED 31 MARCH 2023**

#### **Achievements and performance (continued)**

The driving trailer 48106 is having a new exhibit built in it to show what it looked like during the APT testing. New batteries were required in the APT as the old ones kept shorting out which then caused other electrical issues.

The Sentinel Shunter needed the internal seals of its torque converter to be pressure tested at Chasewater. It passed, so the torque converter was then fitted to the diesel engine to complete the power unit. The Sentinel Shunter has had a lot of problems with its suspension, with worn linkages being renewed in the clutch and now friction plates are required to be made for the suspension, so it is out of action until these specialist parts can be made and fitted. A metallurgy report was done on the old friction plates in order to assess their hardness and heat treatment so that the appropriate replacements can be created.

We have a functional miniature railway, which can accommodate several passengers by providing our visitors with an interesting experience whilst undertaking a whistle-stop tour of the site. We have a small fleet of refurbished miniature engines and quite a few coaches which increases the rolling stock and capacity for each ride operated. A petrol engine only has enough power to be able to pull between 2 and 4 coaches, whereas a steam locomotive has the capability to pull the full 6 coaches. A failsafe breaking programme means that the coaches are immovable whilst the engine changes ends. The miniature railway is one of the favourite visitor attractions at the Centre, loved by both adults and children alike. Due to its growing popularity, a dedicated page on our website has been created at [www.crewehc.co.uk/chcmr](http://www.crewehc.co.uk/chcmr) to update everyone on the status of the miniature railway, where we aim to list the locomotives which will be on duty that day.

Our popular miniature railway engine, Jenny, was working well over the summer, pulling full train loads of visitors. In August, a new locomotive joined the miniature railway fleet on long term loan, a Class 66 model 66789, which needed to have air brakes fitted to be compatible with the rest of our rolling stock. This new Class 66 engine had taken over from Norcliff, who was in need of repairs. Vulcan had new air brakes and electrics fitted. While the miniature railway is shut, the locomotives are being overhauled and restored, to be safely used again when the track is ready.

The miniature railway had to be closed towards the end of the season, in October, for essential repair work to be done. We perform regular checks across the full length of the track, as well as ensuring that our fleet of miniature engines and passenger coaches are serviced frequently, to maintain the required safety levels of the miniature railway for operating safe rides for visitors. A detailed survey had been carried out with the report noting the condition of the whole track, so expert advice was sought. Maintenance of the track was therefore undertaken during the closed season, involving a complete re-laying of the whole miniature railway track. The track replacement involved lifting the whole track, renewing the ballasts, then reattaching the rails to the sleepers using screw bolts and square washers to secure them. Due to the extent of this large project being undertaken, with weather permitting, the re-laid miniature railway track was not ready for the new season, beginning in the subsequent financial year. The aim was to try to get part of the miniature railway track operational, seeing as it is such a popular attraction, but the full length of it could not be completed in time. The spring months would only see a partial route operating from Forge End to Spider Bridge, with the whole track expected to be back in use by the summer months. Upon completion of this work, the ride should be much smoother and a safer experience for visitors. This extensive track laying project had to be broken down into three distinct phases to enable it all to be managed properly: phase one was re-laying the track between Spider Bridge and Forge End, which was just able to be completed by the financial year end and the start of the new season; phase two was re-laying the track between Forge End and Old Works, which was started in the new financial year; phase three is re-laying the track around three stations.



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## **TRUSTEES' ANNUAL REPORT (CONTINUED)**

**FOR THE YEAR ENDED 31 MARCH 2023**

### **Achievements and performance (continued)**

In April, the Swiss Railways Society held their AGM in our Main Hall, for which they did a model railway exhibition. The European Railway Association held their Continental And Worldwide Model Railway Convention at the Centre in May, which was shown to be a success, so they are due to return next year.

We hosted a Community Rail event in May alongside the Manchester-Crewe and South Manchester Community Rail Groups, which proved to be popular, so another one was held in October.

The Centre's Main Exhibition Hall and several outside areas were opened up to the public on Wednesdays throughout the school summer holidays in conjunction with Crewe Town Council's drive to keep children active and educated during their long summer break, called Operation Summer. The Council laid on various free family activities and children's games to provide families with a free day out to stimulate their children over the school holidays. We opened up our onsite shop and café on these days to enhance the families' day out as well as being an opportunity for generating extra funds. We were more than happy to assist with this project in the hope that the school children would become engaged with the selected exhibitions on display and could therefore get more interested in trains, the railways in general and, in particular, the history of Crewe. We often take bookings of admissions for school trips to encourage children's learning to expand their knowledge of the importance of the railways to the development of the town of Crewe.

During July and August, a display was put in the exhibition hall to commemorate the 185<sup>th</sup> anniversary of the first train to Crewe. At the same time, we had a display from the London & North Western Railway Society for the commemoration of the 100<sup>th</sup> anniversary of the merger of Lancashire & Yorkshire Railway Company with L&NWR Company.

This year, after many delays and setbacks caused by the various COVID-19 lockdowns, our Transport Trust red plaque was finally unveiled by the Mayor of Crewe and the Chairman of the Transport Trust. Crewe Town Council worked with us in October to put on a Heritage Open Day.

The site continued to host annual third-party events, a lot of which were returning for the first time since the Coronavirus outbreak, which were well attended. In October, our exhibition hall was used as a concert venue by Crewe Brass: this inaugural event turned out to be a popular evening.

The Crewe North Junction Signalling department had a few issues whilst undergoing demonstrations. The signal box's frames and contact bands needed cleaning to improve their reliability. The brass contact wipers, that touch the contact bands, also required to be replaced where they had snapped.

Some of the public areas on site have been receiving attention this year. A baby changing facility is being installed in the North Junction signal box. The children's area in the main exhibition hall has been refreshed. Two parcel trolleys were repaired this year: it was decided to convert one of them into an unusual seat. A newly created Hall Annex has been made in the former workshop, which had recently been vacated by its previous third-party tenants, but this area is temporarily closed to the public until all renovations have been finished.

We have refurbished the workshop, replacing the doors and windows, as we wanted to convert part of this building into a dedicated secure area to provide a safe environment in which to store our archive materials and collections when not in use with the current exhibits on display. A new floor covering was laid, heating facilities installed, and storage racking fitted, to enable the appropriate storage conditions to be achieved, as is required for the items concerned. This safe storage area is now referred to as the Hall Annex. The old workshop used to have an office within it, so this enclosed area was a perfect candidate for being converted into a bespoke temperature-and-humidity-controlled document and artefact storage facility.

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## TRUSTEES' ANNUAL REPORT (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2023

#### Achievements and performance (continued)

Further to the charity's success in generating high levels of income and reserves, we have been able to purchase more assets, as well as maintaining the existing ones, which has helped the charity to develop its exhibitions for the furtherance of its aims. The availability of extra surplus funds, even after essential core expenditure has been undertaken, has also enabled other required peripheral expenditure to be carried out. More investment into the tangible fixed assets of the charitable company needs to be undertaken to improve the facilities offered. The charity has continued to spend funds to maintain the assets held, improve the exhibition displays in the working museum and hold specialised events. This investment in facilities has enabled the charity to further enhance the educational and historical services provided to the public.

We continue to promote our charity, indicating any new features and recent enhancements, in the hope of attracting more visitors to the Centre, including encouraging our past visitors to return to the site to view our updated exhibits. The charity's website can be found at <https://www.crewehc.co.uk>. It promotes the various attractions available and provides a timetable of when notable events are scheduled for the coming year. There is an online shop facility to enable the purchase of such stock items as are available in the onsite gift shop, including our popular lines of model railway items, books, posters and other railway memorabilia. The upcoming third-party bookings are included in our timetable of events. Our exhibition hall is available to hire out for events, with enquiries about this always welcome. Any advertising we can get for the charity assists us in spreading awareness to the general public about our work, whether inside or outside of our local area. We are pleased to have received some favourable online reviews about the Centre on social media sites.

The ongoing success of the online shop means that many new stock items are required to keep up with demand. The Bachmann and Hornby models continue to prove popular, so we have extended our range of these items to include locomotives and rolling stock. Rapido Trains UK models are now being stocked which includes the upcoming "Tittfield Thunderbolt" sets. Rapido also have a range of British buses which were added to our stocks in early 2023. Magnets, in particular the totem pole station fridge magnets, posters, magazines and books do well too. A new range in our gift shop is the enamel badges based on the GWR 'Castle Class' HST Power Cars. We have trade accounts set up with suppliers of a lot of our ranges, but we also get given various stock items. We are thankful for the generosity of the public for donating any stock items to us, to sell in both our online and onsite shops. Our volunteers sort through all of the various donated goods to determine suitable sales prices for them. We would even be willing to pay a small fee to anyone who wished to part with a collection of model railway items, relics or railwayana as these are popular lines but are in limited supply. We endeavour to obtain any specific models as our supporters may request from time to time. Both shops provide us with an additional source of income to boost our reserves, and ultimately our spending capabilities, to continually improve the exhibitions we offer to our beneficiaries. The diversification of our revenue streams into the online shop means that we are able to make sales even when the Centre itself is closed, as the onsite gift shop has to remain closed whilst the rest of the site is shut for essential maintenance. On busier days on site, a temporary shop space is sometimes set up on tables in the exhibition hall to enable us to display more of our stock items and add to our sales income earnings. We have also been using an account with eBay at [crewe\\_north5a](#) to sell some extra items online.

We appreciate the support of our various volunteers who kindly assist us with organising and operating events as well as manning the income generating areas of the admissions desk, gift shop and café, particularly on our busy event days. We have occasionally struggled to meet the demand from the high number of visitors to the Centre for popular events. We are always looking for more people to help us out and would welcome anyone wishing to volunteer for us. Volunteer vacancies are listed on the charity's website as well as a paper list being put on the noticeboards around the site. Training is provided where necessary. We especially wish to thank our core of skilled engineers who assist us with carrying out the various ongoing maintenance work required at the site. We would be lost without their dedication and expertise. Thanks to our dedicated volunteers, and trustees, we have had another very successful year.

# **CREWE HERITAGE TRUST**

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## **TRUSTEES' ANNUAL REPORT (CONTINUED)**

**FOR THE YEAR ENDED 31 MARCH 2023**

### **Achievements and performance (continued)**

This year, the trustees decided to appoint somebody in the new role of Volunteer Coordinator to enable us to organise our volunteers effectively to make the most efficient use of their time during their stewarding operations on site event days and be able to direct and assist our many visitors. We now have a formal written volunteering policy, to be implemented by the Volunteer Coordinator, to make it easier for us to manage the large numbers of volunteers. It was decided to assign names and descriptions to the various volunteer roles so that we can advertise them effectively, appoint suitable people to each of the required roles, as well as to provide relevant training. This formal structure we have now put into place covers the recruitment, training and support of our working volunteers. The volunteer policy has been summarised into a Volunteer Handbook which will be provided to all volunteers as part of their induction and training. The Volunteer Management System records the training of volunteers, who need to be briefed on our other policies to enable them to deal with the public and each other in an appropriate manner. The Volunteer Role Descriptions assist us to place volunteers in the most suitable jobs for them.

A volunteers' meeting was held to discuss what needed to be done and make a plan of action to achieve it. The outcome of this was a lot of the facilities available on site being improved.

Meetings continue to be held with representatives from Crewe Town Council, who have recognised our potential as a fundamental part of the future of Crewe's heritage trail. The Centre plays an important part in the local visitor economy, so it is a mutually beneficial association. The Council are keen to offer us support and advice on our governance, operational and financial management systems to enable us to grow our charity to be able to handle much larger projects. This year, we are thankful to have been working closely alongside and are being supported by Crewe Town Council's Heritage Officer, Vicky Harrison. We have been reviewing our existing approach to governance to work towards improving our procedures, systems and controls, with several formal written policies now in place, covering specific areas such as safeguarding, volunteering, anti-bullying and health and safety. Cheshire Connect and Cheshire Voluntary Services have helped us with updating a few of our procedures and policies. Cheshire Connect were recommended by Crewe Town Council as they are an organisation who provide professional people who are willing to offer their services either free of charge or at a low cost for not-for-profit organisations. Services provided by these professionals cover areas such as legal advice, human resources and health and safety. A local health and safety consultancy firm, Rhino Safety, conducted a thorough health and safety survey and detailed site inspection to assist us in meeting the required health and safety standards and to formulate an appropriate written policy. We are looking to appoint new trustees to the charity's Council of Management, who possess the relevant business expertise to complement our existing trustees' range of skills. Crewe Town Council have offered to assist us with our search for suitable trustees, from a wider network than the local Crewe area. All these recommended improvements to the governance of the charity will help us with our application for gaining museum accreditation in due course. We will also review our underlying constitution to check its suitability for purpose when considering our wider longer-term plans.

The charity has an arrangement in place under which people, particularly those involved with the Heritage Centre as volunteers, can be formally recognised as 'supporters' of Crewe Heritage Centre. Supporters of Crewe Heritage Centre will pay an annual subscription and in return are entitled to work at the Centre as volunteers, receive a newsletter, 'The Eagle', and pay a reduced admission fee when visiting the Centre, except when the Centre is holding specialist events organised by third parties. Further to the expansion of the range of stock items available in both the onsite and online shops, and the popularity of the model railway items, the trustees had decided to reward our supporters for their continued backing by offering them a 10% discount on certain new model railway items on production of a valid membership card. The General Manager used to deal with the supporters' subscriptions but, due to the growth in membership numbers over recent years, it was decided to appoint a dedicated Membership Administrator to handle this.

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## **TRUSTEES' ANNUAL REPORT (CONTINUED)**

### **FOR THE YEAR ENDED 31 MARCH 2023**

#### **Achievements and performance (continued)**

The first members' meeting took place in September, after about six years, now that gatherings of large groups of people are permitted again after the worst of the Coronavirus pandemic was over. It was hosted by our chairman, Gordon Heddon, who introduced his fellow trustees by explaining their particular roles in the charity, along with some special guests, such as our newly appointed supporters, Volunteer Coordinator, Kevin Edwards, and Membership Administrator, Chris Simon, who has also taken on the role of Safeguarding Lead. The Crewe Town Council Heritage Officer, Vicky Harrison, who specialises in collections' management, was also in attendance: she has been helping us as our accreditation mentor for the charity to attempt to attain museum status. Trustees, Brian Bailey and Daniel Prime, presented an informative slideshow, *Where We Started And Where We Are Now*. A tribute was also paid to the late Dorothy Flude, who, in her time with us as a trustee, helped us to focus our efforts by setting out a route for the Centre to follow, which enabled us to take the path that we are currently on. The attendees were asked for their suggestions, thoughts and ideas for developing the charity. The next meeting was held in March.

We ask that our supporters keep us informed of any changes to their contact details so that we can keep our database up to date and provide them with notice of future meetings. We have recently set up a dedicated email address, [membership@crewehc.co.uk](mailto:membership@crewehc.co.uk) for our supporters to send in amendments to their contact details. When informing us of changes to your details, please could our supporters provide us with their full name and membership number to assist us with editing the appropriate record.

Overall, the charity had 3,916 visitors in the year, compared to 1,984 visitors in the previous reporting period, an increase of 1,932 (2022: increase of 1,983), due to the Centre being fully open for the entire season this year. The spring and summer seasons are ordinarily the busiest times for visitors to the Centre, but the charity can still generate other income when the main attractions are closed by hosting specialist events at the site. Extending the season by a month to October was first trialled back in 2019, prior to the Coronavirus pandemic, which had proved to be a success, so once we were able to operate completely as normal again, we decided to retain the extension of the season into October. In the first half of the year, we were open for the full six months and had 3,678 visitors during that time (2022: 1,241 visitors over only two months in August and September), with 238 people coming to the site in October (2022: 743), making it a worthwhile decision to remain open for longer, generating healthy cash inflows from various sources.

None of the incoming resources received during the year were given for specific purposes. The reserves held by the charitable company at the year-end are all in respect of unrestricted funds.

#### ***Plans for future periods***

Regular monitoring of the availability of funds has enabled the trustees to focus on the costs incurred in relation to the income levels received. There had been surpluses for net incoming resources over the past few years, where income received was a lot higher than had been anticipated across several areas. In August 2022, the trustees were pleasantly surprised to receive an extremely large one-off donation from a trust, which has significantly boosted the charity's reserves. This gives the trustees much more scope for planning the levels of future expenditure required, enabling us to consider potential investments into larger projects a lot sooner than we had previously thought. We regularly consider how best to utilise the available funds to further the objectives of the charity both in the next reporting period and in future years.

In July and August 2023, we will set out an exhibition in the main hall to commemorate the 180<sup>th</sup> anniversary of the relocation of the Grand Junction Railway Companies' works from Edge Hill to Monks Copenhall, which became known as Crewe Works. The 180<sup>th</sup> anniversary exhibition will look at the main activity of building locomotives, as well as reflecting upon the wider social impact that Crewe Works had on the town. Crewe Town Council will also be holding sister events in town in conjunction with our event.

# **CREWE HERITAGE TRUST**

**(A company limited by guarantee)**

## **TRUSTEES' ANNUAL REPORT (CONTINUED)**

**FOR THE YEAR ENDED 31 MARCH 2023**

### ***Plans for future periods (continued)***

The newly created Hall Annex, to be used for safely storing exhibits whilst not in use, is in the office area of the former workshop. The remainder of the workshop area is going to be converted to enable this building to be used as an additional exhibition space. We hope to be able to finish this conversion work in 2024. The initial work to be undertaken, after the artefact storage facility is complete, is to restore the toilet facilities. The storage area will be called the Collections Store, and when artefacts are to be placed into storage, they will be carefully catalogued and packaged accordingly to preserve them.

Network Rail have agreed to work with us to improve our signalling displays. They will keep an eye out for any redundant equipment on the network which can be salvaged to be used by us. We had also contacted Crewe Station to see if they would allow us to put a poster display board up at the station, to be able to promote the activities undertaken at the Centre to their passengers, given the high volume of people passing through the station on a daily basis. They have agreed to this, so, for the next financial year, we will have a Crewe Station poster board situated in the main concourse next to WH Smith, opposite the barriers. This is a prime location at Crewe Station to enable us to advertise the charity's events and activities to the general public.

The trustees are hopeful that the charity can be accredited as a museum in the not-too-distant future. Achieving museum status would provide us with more opportunities to source Crewe-built locomotives on loan from other museums for an agreed hire period. A governance review of the charity was undertaken last year by an external consultant and the resulting report had provided us with the basis for a step-by-step plan to improve our operations and internal procedures and ultimately be able to handle our finances on a much larger scale, commensurate with our ambitions for the charity. An action plan was considered by the trustees last year, which is gradually being implemented, by undertaking the recommended improvements. All activities to be held on site will now get a full risk assessment done by our health and safety consultants.

As maintenance of the various exhibitions on display is generally the biggest outlay each year, the main focus is to undertake the most essential works first and foremost, with decisions regarding any other required repair work to be made after considering the current income levels and the balance of funds held in reserve. Close monitoring of the company's finances is required in order that the charity can best apply the funds in the most appropriate manner and thereby remain a going concern. Even though the reserves were significantly boosted this year, the trustees intend to treat the charity's funds as if they were still in limited supply, so as not to waste any of their resources. The freely available reserves target figure needs to be at least £75,000 to enable approximately one year's worth of expenditure to be undertaken if no income were to be received in the following year. Hence the trustees would only feel comfortable with committing funds to undertake larger projects, if they are confident in the charity's expected income levels, so as not to unnecessarily deplete the reserves held. Budgetary controls are to be strengthened, with more quotes being obtained for work to be carried out which will enable the charity to better control its costs.

### **Financial review**

#### ***Policy on reserves***

The trustees believe that it is in the charity's best interests to retain a reasonable level of reserves in order to ensure that the charitable objectives can continue to be met effectively without any unnecessary disruptions which may occur due to unforeseen circumstances. Admission and facility fees can sometimes be boosted by holding specialised events and undertaking promotional activities. The other trading income is essential for bringing in sufficient income to be able to maintain the main attractions of the charity and pay for its general administration.

# CREWE HERITAGE TRUST

(A company limited by guarantee)

## TRUSTEES' ANNUAL REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

### *Policy on reserves (continued)*

Some of the unrestricted funds, as shown in the balance sheet on page 15, are represented by fixed assets held for use within the charity, so these are to be excluded from the funds balance in order to give a better representation of the level of reserves that are freely available for immediate use in achieving the charitable objectives. This basis has been used to calculate the freely available reserves figure noted below.

The freely available reserves for the year ended 31 March 2023 is calculated to be £565,920 (2022: £119,733). This is all in respect of unrestricted funds. There are no restricted funds held at the year end.

The trustees aim for the level of freely available reserves to be at least £75,000. The trustees monitor the level of reserves at the end of each financial year in order that they can review and update the policy to ensure that it continues to reflect the perceived levels of expenditure anticipated, given the most recent and expected future circumstances, and also allows sufficient funds to be instantly available to be able to meet any unforeseen expenses. The risks and uncertainties facing the charity are considered by the trustees, as far as practicable, so that the level of future charitable activities can be adequately planned for.

The trustees are confident that they can continue to sustain the charity well over the next few years given the high level of freely available reserves. The level of excess funds have enabled the charity to undertake additional maintenance work to strengthen its exhibits without adversely affecting the charity's operations.

Overall, the trustees have established a policy whereby the charity has sufficient liquid reserves to allow for the continued operation of the Crewe Heritage Centre for at least the next twelve months.

### *Further financial review*


The charity holds cash deposits with high street banks which have a low level of risk, the funds are easily accessible and offers an acceptable rate of interest. The large one-off donation received in August 2022 was transferred into the deposit account to earn a better rate of interest, which is reflected in the accounts.

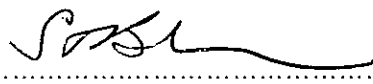
The results of the charity for the year are shown in the statement of financial activities on page 14 and the position of the company at the year end is shown in the balance sheet on page 15.

### **Declaration**

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption in the Companies Act 2006.

This report was approved by the board of directors on 6 December 2023 and signed on behalf of the charity's trustees by:

  
.....  
Gordon Heddon  
Director

  
.....  
Stephen John Blackburn  
Director

# CREWE HERITAGE TRUST

(A company limited by guarantee)

## INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF CREWE HERITAGE TRUST

I report to the charity trustees on my examination of the accounts of Crewe Heritage Trust (registered charity number 1011961, company registration number 02700697, 'the Company') for the year ended 31 March 2023 which are set out on pages 14 to 27.

### Respective responsibilities of trustees and examiner

As the charity trustees of the Company, and also its directors for the purposes of company law, you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act') and the Charities Act 2011 ('the 2011 Act'). The charity's trustees consider that an audit is not required for this year under Section 144 of the 2011 Act and that an independent examination is needed.

Having satisfied myself that the accounts of the Company 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 your charity's accounts as carried out under Section 145 of the 2011 Act. In carrying out my examination I have followed the Directions given by the Charity Commission under Section 145(5)(b) of the 2011 Act. It is my responsibility to state whether particular matters have come to my attention.

### Basis of independent examiner's statement

My examination was carried out in accordance with 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 accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, 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 accounts present a 'true and fair view' and the report is limited to those matters set out in the statement below.

### Independent examiner's statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

- the accounting records were not kept in respect of the Company as required by Section 386 of the 2006 Act nor in accordance with Section 130 of the 2011 Act; or
- the accounts do not accord with those records; or
- the accounts do not comply with the accounting requirements of Section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
- the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



**David Bailey BA(Econ) FCA**  
for and on behalf of Afford Bond Holdings Limited

**Chartered Accountants**

6 December 2023

31 Wellington Road, Nantwich,  
Cheshire, CW5 7ED.

# CREWE HERITAGE TRUST

(A company limited by guarantee)

## STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)

FOR THE YEAR ENDED 31 MARCH 2023

	Notes	Unrestricted funds £	Restricted funds £	Total 2023 £	Total 2022 £
<b>Income and endowments from:</b>					
Donations and legacies	2	465,910	-	465,910	27,858
Charitable activities	3	91,092	-	91,092	60,553
Other trading activities	4	23,318	-	23,318	37,570
Investments	5	2,318	-	2,318	10
<b>Total income and endowments</b>		<u>582,638</u>	<u>-</u>	<u>582,638</u>	<u>125,991</u>
<b>Expenditure on:</b>					
Raising funds	6	41,611	-	41,611	38,483
Charitable activities	7	103,630	-	103,630	83,779
<b>Total expenditure</b>		<u>145,241</u>	<u>-</u>	<u>145,241</u>	<u>122,262</u>
<b>Net income / (expenditure) and net movement in funds for the year</b>	9	437,397	-	437,397	3,729
<b>Reconciliation of funds:</b>					
Total funds brought forward		<u>234,358</u>	<u>-</u>	<u>234,358</u>	<u>230,629</u>
<b>Total funds carried forward</b>		<u><u>671,755</u></u>	<u><u>-</u></u>	<u><u>671,755</u></u>	<u><u>234,358</u></u>

All income and expenditure derives from continuing activities.

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



# CREWE HERITAGE TRUST

(A company limited by guarantee)

## BALANCE SHEET AS AT 31 MARCH 2023

	Notes	Total 2023 £	Total 2022 £
<b>Fixed assets:</b>			
Tangible assets	14	105,835	114,625
<b>Total fixed assets</b>		<u>105,835</u>	<u>114,625</u>
<b>Current assets:</b>			
Stocks	15	16,880	15,270
Debtors	16	1,933	-
Cash at bank and in hand		551,139	108,048
<b>Total current assets</b>		<u>569,952</u>	<u>123,318</u>
<b>Liabilities:</b>			
Creditors: amounts falling due within one year	17	(4,032)	(3,585)
<b>Net current assets</b>		<u>565,920</u>	<u>119,733</u>
<b>Total net assets</b>		<u>671,755</u>	<u>234,358</u>
<b>The funds of the charity:</b>			
Restricted funds	18	-	-
Unrestricted funds	18	671,755	234,358
<b>Total charity funds</b>		<u>671,755</u>	<u>234,358</u>


For the financial year ended 31 March 2023 the company was entitled to exemption from audit under Section 477 of the Companies Act 2006 relating to small companies.

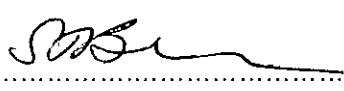
The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with Section 476.

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

The financial statements set out on pages 14 to 27 were approved and authorised for issue by the board of directors on 6 December 2023 and signed on behalf of the charity's trustees by:

  
Gordon Heddou  
Director

  
Stephen John Blackburn  
Director

Company registration number 02700697

# CREWE HERITAGE TRUST

(A company limited by guarantee)

## STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2023

	Notes	2023 £	2022 £
<b>Cash flows from operating activities</b>			
Cash generated from/(absorbed by) operations	21	441,072	12,107
Interest paid		-	-
<b>Net cash inflows/(outflows) from operating activities</b>		<u>441,072</u>	<u>12,107</u>
<b>Cash flows from investing activities</b>			
Payments to acquire tangible fixed assets		(549)	(266)
Proceeds from disposal of tangible fixed assets		250	-
Interest received		2,318	10
<b>Net cash generated from/(used in) investing activities</b>		<u>2,019</u>	<u>(256)</u>
<b>Cash flows from financing activities</b>			
Repayment of loans		-	-
<b>Net cash generated from/(used in) financing activities</b>		<u>-</u>	<u>-</u>
<b>Net increase/(decrease) in cash and cash equivalents</b>		443,091	11,851
Cash and cash equivalents at beginning of year		108,048	96,197
<b>Cash and cash equivalents at end of year</b>		<u>551,139</u>	<u>108,048</u>
<b>Cash and cash equivalents consists of:</b>			
Cash at bank and in hand		551,139	108,048
Bank overdrafts		-	-
<b>Cash and cash equivalents at end of year</b>		<u>551,139</u>	<u>108,048</u>

# **CREWE HERITAGE TRUST**

**(A company limited by guarantee)**

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

### **1 Accounting policies**

#### **1.1 Company status and legal form**

Crewe Heritage Trust is a charitable private company limited by guarantee and so has no share capital. It was constituted on 26 March 1992 and incorporated in England and Wales. The members of the company 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 £1 per member of the charity. The registered office address is Heritage Centre, Vernon Way, Crewe, Cheshire, CW1 2DB.

#### **1.2 Basis of preparation**

The financial statements have been prepared on a going concern basis under the historical cost convention, unless otherwise stated, and in accordance with the requirements of the Charities Act 2011 and Companies Act 2006.

The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102), second edition issued October 2019, effective from 1 January 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and UK Generally Accepted Accounting Practice.

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

#### **1.3 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 charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Endowment funds represent those assets which must be held permanently by the charity, principally investments. Income arising on the endowment funds can be used in accordance with the objects of the charity and is included as unrestricted income. Any capital gains or losses arising on the investments form part of the fund. Investment management charges and legal advice relating to the fund are charged against the fund.

# **CREWE HERITAGE TRUST**

**(A company limited by guarantee)**

## **NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

### **FOR THE YEAR ENDED 31 MARCH 2023**

#### **1.4 Income recognition**

All incoming resources are included in the Statement of Financial Activities (SOFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

Where incoming resources have related expenditure, as with fundraising events, the incoming resources and related expenditure are reported gross in the SOFA and are not offset unless otherwise required by the SORP.

For donations to be recognised the charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donations, requiring a level of performance before obtaining entitlement, the income is deferred until those conditions are met. For legacies, entitlement is the earlier of the charity being notified of an impending distribution or the legacy being received. Where legacies have been notified to the charity but it is not possible to determine the amount expected, the legacy is treated as a contingent asset and disclosed.

Gifts in kind donated for distribution to the beneficiaries are included at valuation and recognised as income upon receipt, where practicable. If such a valuation cannot be determined without undue cost and effort, then it is recognised within donations on distribution and an equivalent amount shown within charitable expenditure. Gifts donated for resale are included at fair value, being the expected sale proceeds less any expected cost of sale, in income from other trading activities on receipt, unless determining the fair value is impractical, in which case the income is not recognised until the item is sold. Donated facilities are recognised in income at fair value when the economic benefit is probable, it can be measured reliably and the charity has control of the item, with a corresponding amount recognised in expenditure.

No amounts are included in the financial statements for time donated by volunteers in line with the SORP (FRS 102).

Supporters' subscriptions provide the holders the right to receive services or other benefits. The incoming resources are recognised as income earned from the provision of goods and services in income from charitable activities.

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the charity. Income is received in exchange for supplying goods and services in order to raise funds and is recognised when entitlement has occurred.

Income from government and other grants are recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred until such time that it is fulfilled.

Interest receivable on funds held on deposit is included when receivable and the amount can be measured reliably, normally upon notification by the bank.

# CREWE HERITAGE TRUST

(A company limited by guarantee)

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2023

#### 1.5 Expenditure recognition

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably.

The charity is not registered for VAT. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Expenditure is classified under the appropriate activity headings: Expenditure on raising funds includes all expenditure incurred by the charity to raise funds for its charitable purposes but do not include those costs incurred in direct support of the charitable activities. It includes the costs of all fundraising activities and events, seeking donations, non-charitable trading activities, the sale of donated goods and the costs of managing investments; Expenditure on charitable activities are those costs incurred by the charity in undertaking activities for the furtherance of its aims and objectives for the benefit of its beneficiaries and include support costs and costs relating to the governance and administration of the charity; Other expenditure is any other expenditure which is not related to fund raising for charitable purposes or spent towards achieving the charitable objectives.

Support costs are those functions which assist the work of the charity but do not directly represent charitable activities, including personnel, finance, administration and governance costs. Where support costs are unable to be directly attributed to particular activity headings they are allocated between the cost of raising funds and expenditure on charitable activities on a basis consistent with the use of the resources. Where applicable, the basis of apportionment is stated in the analysis of support costs.

Fundraising costs are those expenses incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

#### 1.6 Tangible fixed assets

Tangible fixed assets are capitalised if they are material in value and can be used for more than one year. They are stated at cost, unless they are gifted, including any incidental expenses of acquisition and those costs required to get the assets operating as intended. Gifted assets are brought in at the value to the charity on receipt.

Depreciation is provided at the rates calculated to write off the cost less the estimated residual value of tangible fixed assets over their estimated useful economic lives as follows:

Property improvements	-	2% per annum straight line
Railway line	-	4% per annum straight line
Miniature railway	-	15% per annum straight line
Locomotives	-	2% per annum straight line
Locomotive improvements	-	10% per annum straight line
Plant and equipment	-	15% per annum straight line

# CREWE HERITAGE TRUST

(A company limited by guarantee)

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2023

#### 1.7 Stocks

Stocks held for resale are measured at the lower of cost or net realisable value. Stock items added in the period are brought in at purchase price, less any impairment recognised. Cost is calculated using the first-in first-out method. The value is expensed as the stock items are utilised. The net realisable value of items held at the period end is considered and any impairment is expensed or reversed as necessary. Provisions are provided for damaged, obsolete and slow-moving stock where appropriate.

Stocks held for distribution are measured at net realisable value based on the service potential provided.

Donated goods are included at fair value, being the expected sale proceeds less any expected cost of sale, unless determining the fair value is impractical, in which case the value of the items held is not recognised until the period in which the item is sold.

#### 1.8 Debtors and creditors

Debtors and creditors are recognised at the settlement amount due after any discounts offered. Provisions arise where, at the balance sheet date, the charity has a present obligation resulting from a past event which is probable to result in an outflow of economic benefits and the amount due to settle the obligation can be reliably estimated. Losses arising from impairment are recognised in expenditure.

#### 1.9 Financial instruments

The charitable company only has basic financial assets and liabilities. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

#### 1.10 Taxation

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

#### 1.11 Going concern

The financial statements have been prepared on a going concern basis. The trustees have considered the level of funds held and the expected level of income and expenditure for twelve months from authorising these financial statements. The budgeted income and expenditure is sufficient, along with the level of reserves, for the charity to be able to continue as a going concern.

## 2 Income from donations and legacies

	<b>Total 2023 £</b>	<b>Total 2022 £</b>
Donations from individuals	1,961	11,858
Corporate donors	463,949	-
Grants	-	16,000
	<u>465,910</u>	<u>27,858</u>

# CREWE HERITAGE TRUST

(A company limited by guarantee)

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2023

#### 2 Income from donations and legacies (continued)

Income from donations and legacies was all attributable to unrestricted funds in both years.

In August 2022, the trustees were pleasantly surprised to receive an extremely large one-off donation of £463,949 from a trust. In March 2022, a very generous donation of £10,000 was received from one of our loyal supporters. We greatly appreciate these incredibly kind gifts.

Grants totalling £nil (2022: £16,000) were received from Cheshire East Council to financially support the charity throughout the pandemic. Enforced closure of the site to visitors during Coronavirus lockdowns led to substantial lost income. This Government assistance had enabled the charity to remain in operational existence whilst its normal sources of income were unavailable to them. The grants received last year were of a general nature to assist with the overall running of the charity.

The charitable company has access to a pool of around 35 (2022: 25) unpaid general volunteers who assist the trustees with carrying out specific charitable activities, with skilled engineers undertaking any necessary maintenance work and others helping out with events for other trading activities, as and when required. The benefits arising to the charity from the contributions provided by these volunteers are not able to be measured reliably so cannot be included as income in the accounts.

#### 3 Income from charitable activities

	Total 2023 £	Total 2022 £
Admissions	28,110	10,285
Facility fees	61,147	48,346
Supporters' subscriptions	1,835	1,778
Insurance claims	-	144
	<u>91,092</u>	<u>60,553</u>

Income from charitable activities was all attributable to unrestricted funds in both years.

The insurance claims were received last year to reimburse losses incurred within unrestricted funds.

#### 4 Income from other trading activities

	Total 2023 £	Total 2022 £
Fundraising events and ancillary income	10,918	8,970
Letting and licensing arrangements	12,400	28,600
	<u>23,318</u>	<u>37,570</u>

Income from other trading activities was all attributable to unrestricted funds in both years.

# CREWE HERITAGE TRUST

(A company limited by guarantee)

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

### 5 Income from investments

	Total 2023 £	Total 2022 £
Bank interest receivable	2,318	10

Income from investments was all attributable to unrestricted funds in both years.

### 6 Expenditure on raising funds

	Total 2023 £	Total 2022 £
Fundraising costs and ancillary expenditure	41,611	38,483

Expenditure on raising funds was all attributable to unrestricted funds in both years.

### 7 Expenditure on charitable activities

	Notes	Total 2023 £	Total 2022 £
Maintenance and exhibition costs		36,797	28,341
Cleaning		1,805	397
Charity promotion costs		2,209	1,605
Utilities and insurance		13,884	8,634
Haulage		-	2,220
Printing, postage and stationery		2,450	3,506
Telephone		1,542	1,906
Bank charges		2,085	1,776
Sundry expenses		7,196	3,686
Depreciation		9,339	9,632
(Profit)/loss on disposal of assets		(250)	-
Support costs	8	26,573	22,076
		<u>103,630</u>	<u>83,779</u>

Expenditure on charitable activities was all attributable to unrestricted funds in both years.

Due to the size and nature of the charity, expenditure on charitable activities is unable to be analysed between distinct types of activity. The activities undertaken by the charity to achieve its objectives are not separately identifiable as each area is dependent on the rest to enhance the knowledge provided.



# CREWE HERITAGE TRUST

(A company limited by guarantee)

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

### 8 Support costs

	Notes	2023 £	2022 £
Travelling expenses		1,686	2,736
Trustees' expenses	12	79	-
Training		360	-
Staff costs	13	17,741	13,612
Payroll services		966	560
Accountancy	10	4,715	3,317
Professional fees		-	1,350
Consultancy fees		800	-
Information technology		226	501
		<u>26,573</u>	<u>22,076</u>

### 9 Net income/(expenditure) for the year

	2023 £	2022 £
Net income/(expenditure) is stated after charging/(crediting):		
Depreciation of owned tangible fixed assets	9,339	9,632
Profit on disposal of tangible fixed assets	(250)	-
	<u>9,089</u>	<u>9,632</u>

### 10 Independent examiner's remuneration

	2023 £	2022 £
Independent examination fee	1,140	1,140
Other fees paid to the independent examiner	3,575	2,177
	<u>4,715</u>	<u>3,317</u>

### 11 Directors' and key management personnel remuneration

The trustees neither received nor waived any emoluments during the year (2022: £nil).

Key management personnel comprise solely of the trustees who are also the directors of the charitable company. The aggregate compensation paid to key management personnel was £nil (2022: £nil).

# CREWE HERITAGE TRUST

(A company limited by guarantee)

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

### 12 Trustees' expenses and related party transactions

Out of pocket expenses were reimbursed to trustees as follows:

	2023 Number	2023 £	2022 Number	2022 £
Fundraising costs and ancillary expenditure	2	1,159	1	50
Maintenance and exhibition costs	5	4,673	4	3,801
Cleaning	1	168	1	84
Sundry expenses	5	1,240	2	879
Trustees' expenses – travel	1	79	0	-
Information technology	1	19	1	288
Total expenditure reimbursed	5	7,338	4	5,102

One trustee spent £70 (2022: one, £33) which is included within facility fees income.

Transactions with other related parties are outlined below:

Related party	Transaction	2023 £	2022 £
The Exeter West Group	Utilities and insurance	-	480
Total expenditure		-	480

The Exeter West Group is a charity in which the ex-trustee and director, M Ratcliff, is a trustee.

### 13 Staff costs

	2023 £	2022 £
Wages and salaries	17,741	13,612
Social security costs	-	-
	17,741	13,612

The average monthly number of employees and full-time equivalent employees during the year was 2 (2022: 2). The employees spend part of their time working for the charitable activities of the charitable company but are also involved with governance.

No employees received total employee benefits of more than £60,000 (2022: nil).

# CREWE HERITAGE TRUST

(A company limited by guarantee)

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

### 14 Tangible fixed assets

	Property improvements £	Plant and machinery £	Total £
<b>Cost</b>			
At 1 April 2022	113,466	175,311	288,777
Additions	-	549	549
Disposals	-	(250)	(250)
At 31 March 2023	<u>113,466</u>	<u>175,610</u>	<u>289,076</u>
<b>Depreciation</b>			
At 1 April 2022	64,288	109,864	174,152
Charge for the year	2,269	7,070	9,339
Eliminated on disposals	-	(250)	(250)
At 31 March 2023	<u>66,557</u>	<u>116,684</u>	<u>183,241</u>
<b>Net book value</b>			
At 31 March 2023	<u>46,909</u>	<u>58,926</u>	<u>105,835</u>
At 31 March 2022	<u>49,178</u>	<u>65,447</u>	<u>114,625</u>

### 15 Stocks

	Charitable activities £	Other trading activities £	Stock held for resale £
<b>Cost or valuation</b>			
At 1 April 2022	320	14,950	15,270
Added in year	6,461	42,776	49,237
Expensed in year	(6,016)	(41,611)	(47,627)
Impaired in year	-	-	-
At 31 March 2023	<u>765</u>	<u>16,115</u>	<u>16,880</u>

Recognised in expenses during the year are stock amounts of £47,627 (2022: £40,642) with impairment of stock of £nil (2022: £nil).

### 16 Debtors

	2023 £	2022 £
Prepayments and accrued income	<u>1,933</u>	<u>-</u>

# CREWE HERITAGE TRUST

(A company limited by guarantee)

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

### 17 Creditors: amounts falling due within one year

	2023 £	2022 £
Accruals and deferred income	4,032	3,585

### 18 Funds reconciliation

	Balance at 1 April 2022 £	Incoming resources £	Resources expended £	Balance at 31 March 2023 £
<b>Restricted funds</b>				
Specific reserves	-	-	-	-
<b>Total restricted funds</b>	-	-	-	-
<b>Unrestricted funds</b>				
Designated reserves	-	-	-	-
General reserves	234,358	582,638	(145,241)	671,755
<b>Total unrestricted funds</b>	234,358	582,638	(145,241)	671,755
<b>Total funds</b>	234,358	582,638	(145,241)	671,755

Restricted funds comprise of specific reserves that are to be applied in accordance with the restrictions imposed by the donors or which have been raised for a particular purpose. There were no restricted funds arising this year. Designated reserves within unrestricted funds are amounts that have been set aside by the trustees for a stated purpose. General reserves within unrestricted funds represent the free funds of the charity that are available for use at the discretion of the trustees in furtherance of the charity's objectives and which have not been designated for a particular purpose. All unrestricted funds were classified as general reserves this year.

### 19 Analysis of net assets between funds

	Unrestricted funds £	Designated funds £	Restricted funds £	Total funds £
Tangible fixed assets	105,835	-	-	105,835
Cash at bank and in hand	551,139	-	-	551,139
Other net current assets/(liabilities)	14,781	-	-	14,781
<b>Total net assets</b>	671,755	-	-	671,755

# CREWE HERITAGE TRUST

(A company limited by guarantee)

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

### 20 Control

The charitable company is controlled by the trustees, who are also the directors of the charity for the purposes of the Companies Act. Every member has one vote, so no individual has overall control.

### 21 Reconciliation of net income/(expenditure) to net cash flows from operating activities

	2023 £	2022 £
Net income/(expenditure) for the year	437,397	3,729
<b>Adjustments for:</b>		
Interest receivable	(2,318)	(10)
Interest payable	-	-
Depreciation and impairment of tangible fixed assets	9,339	9,632
(Profit)/loss on disposal of tangible fixed assets	(250)	-
<b>Movements in working capital:</b>		
(Increase)/decrease in stock	(1,610)	(1,395)
(Increase)/decrease in debtors	(1,933)	-
Increase/(decrease) in creditors	447	151
<b>Cash generated from/(absorbed by) operations</b>	<u>441,072</u>	<u>12,107</u>

### 22 Analysis of changes in net funds

	1 April 2022 £	Cash flows £	Other changes £	31 March 2023 £
Cash at bank and in hand	108,048	443,091	-	551,139
Obligations under finance agreements	-	-	-	-
	<u>108,048</u>	<u>443,091</u>	<u>-</u>	<u>551,139</u>