

# THE SALTAIRE WORLD HERITAGE EDUCATION ASSOCIATION

England & Wales · Charity number 1158756

## Details

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Other names	SALTAIRE STORIES: PAST, PRESENT & FUTURE; SWHEA
Status	Registered
Legal form	CIO
Registered	2014-10-02
Register	<a href="#">View on the Charity Commission register</a>

## Contact

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Address	ShIPLEY College of Education Victoria Road ShIPLEY BD18 3LQ
Phone	01274327222
Email	<a href="mailto:saltairestories@gmail.com">saltairestories@gmail.com</a>
Website	<a href="http://www.saltairecollection.org">www.saltairecollection.org</a>

## Activities

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**Objects:** THE OBJECTS OF THE CIO ARE TO ADVANCE EDUCATION, FOR THE PUBLIC BENEFIT, RELATING TO THE INDUSTRIAL HERITAGE OF SALTAIRE, IN PARTICULAR: -FOR STUDENTS YOUNG AND OLD, WHETHER THEY ARE PUPILS IN A COURSE OF EDUCATION, ADULTS RESEARCHING HISTORY OR VISITING TOURISTS WISHING TO LEARN MORE ABOUT THE WORLD HERITAGE SITE, SO AS TO ENCOURAGE AN INVOLVEMENT IN AND A BETTER UNDERSTANDING OF ITS HERITAGE AND CREATE THE DESIRE TO PRESERVE IT IN THE FUTURE; -BY ENCOURAGING THE UNDERTAKING OF FURTHER RESEARCH INTO THE HERITAGE OF SALTAIRE AND THE IMPACTS OF INDUSTRIAL CHANGE AND GLOBALISATION ON THE LOCAL TEXTILE INDUSTRY AND THE LIVES OF VILLAGE RESIDENTS, IN ORDER TO ADD TO AND ENHANCE THE EXISTING HISTORICAL ARCHIVES AND THE LEARNER EXPERIENCE.

**Activities:** SWHEA WAS FORMED BY THREE PARTNERS: THE SALT FOUNDATION, SHIPLEY COLLEGE AND SALTAIRE UNITED REFORMED CHURCH. ACTIVITIES INCLUDE: MANAGEMENT OF THE SALTAIRE COLLECTION OF HISTORICAL ITEMS (to National Standards) AND THE DESIGN, DEVELOPMENT AND DELIVERY OF LEARNING RESOURCES BASED ON SALTAIRE'S INDUSTRIAL HERITAGE TO SUPPORT EDUCATION FOR LEARNERS OF ALL AGES.

## Classification

- **How:** Provides Services, Provides Advocacy/advice/information, Acts As An Umbrella Or Resource Body
- **What:** Education/training, Arts/culture/heritage/science, Environment/conservation/heritage
- **Who:** The General Public/mankind

## Geography

- Bradford City

## Finances

Period end	Income	Expenditure	Assets	Employees
2025-09-30	£43,347	£29,321	-	-
2024-09-30	£50,857	£30,673	-	-
2023-09-30	£13,525	£13,196	-	-
2022-09-30	£12,581	£11,057	-	-
2021-09-30	£18,890	£18,652	-	-

## Trustees

Name	Role	Appointed
<b>Stephanie Webb</b>	Chair	2022-09-12
Alexandra Stockdale-Haley		2025-02-26
Bethany Richardson-Smith		2023-07-17
Charlotte Houlahan		2022-09-12
Hayley Khan		2025-02-26
Jude Kershaw		2025-02-26
Lauren Talbot		2024-05-13
Maggie Smith		2023-11-27
Stella Downs		2023-11-27
Susan Scargill		2025-02-26

**THE SALTAIRE WORLD HERITAGE EDUCATION ASSOCIATION**

England & Wales - Charity number 1158756

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# Accounts

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## Saltaire Collection

Saltaire World Heritage Education Association: Shipley  
College LRC, Victoria Road, Shipley BD18 3LQ

My report summarises the main activities of SWHEA from February 2024 to March 2026.

SWHEA's main activities during this financial period include

- Managing the Saltaire Collection to museum and SPECTRUM standards on a day to day basis and continuing to work towards Museum Accreditation
- Enabling public access to the collection through digital means and visits by appointment to the collection
- The Provision of learning opportunities for learners of all ages through workshops on site and in schools
- Events and Exhibitions (5 events) and Guided Tours (4 Tours) for members of the public
- Recruitment and training for volunteers in collection management, communication and marketing, engagement and learning and research methods (5 New Volunteers recruited)
- Recruitment for new trustees and training programmes to upskill existing trustees (3 New Trustees were recruited and 1 returned)
- During 2024 from January to end July 2025, SWHEA managed a National Lottery Heritage Fund Project- Brighter Future: Saltaire to complete the following pieces of work –
- A Skills Audit and Training Needs Analysis for SWHEA Trustees and volunteers
- Revision of the three year business plan and a new 5 year, fully costed plan is in place and operational, supported by an income generation and fundraising plan
- Agreed partnerships with community groups representing disabled and neurodivergent people and those of global majority origins, to advise SWHEA on inclusion and accessibility requirements. Two further community groups became partners with SWHEA during the project.
- An Options Appraisal of all potential venues for relocation of the Collection with a sub set of venues with potential for outreach work, completed in June 2024
- A feasibility study of the shortlisted options identified, completed in September 2024
- The appointed staff member, a Museum Development Manager, left the project end November 2024 and, with the agreement of the NLHF investment officer 2 freelance contracts were awarded. 1 for

Museum Development work and 1 for Sustainable Development work

- Appointment of a Museum Design Consultant for the option rated as the most feasible to identify all likely 'fit out costs' for a new location. The designer also worked with project freelancers, the board, volunteers and community partners to develop an initial interpretive plan and indicative concept designs for the future displays. This work with an extended brief agreed by NLHF completed in June 2025 and informed subsequent funding applications.
- In July 2025 the Collection hosted a visit by three generations of the Salt Family, who met two generations of the Roberts Family in the day.
- Since September 2025, we have worked on the preparation of a second phase bid to the National Lottery Heritage Fund to manage the fit out of the permanent display space in the heritage spaces of the new CAHFT building, Caroline Street, Saltaire that includes provision for a full time staff posts for a 3 year delivery programme. The was submitted in January 2026 and we expect a decision in April 2026.
- We have also prepared a bid to Arts Council England, in partnership with Saltaire Inspired, for a participatory, artist led project to plan and prepare a coproduced launch exhibition for the new building in 2027.
- New Learning and Engagement Work is in development and being piloted in 3 primary schools.
- New work on Marketing and Communications that includes the distribution of a quarterly News letter
- Continuing collaboration with Saltaire Community organisations, the Saltaire Management Steering group and our key partners, Shipley College and Saltaire History Club.

And Finally- Saltaire Collection is currently closed to visitors, researchers and for enquiries and donations until October 2026 to enable preparatory work to continue for the relocation of the collection. This essential work will facilitate the preservation of and future access to the collection and the assets and stories it holds. We will be able to welcome Saltaire residents, the Bradford District and regional population, and the many national and international visitors to Saltaire in a free, publicly accessible building with enhanced research facilities by the spring of 2027.

SWHEA continues to rely on the hard work, dedication and commitment of our skilled and passionate volunteers. On behalf of the board, we wish to thank all volunteers, community partners, and freelancers for their ongoing invaluable support.

S. Webb (Chair)

# **The Saltaire World Heritage Education Association**

Charity number 1158756

## **Annual Report and Financial Statements for the year ended 30 September 2025**



# Saltaire Collection



# **The Saltaire World Heritage Education Association**

## **Annual Report and Financial Statements for the year ended 30 September 2025**

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**Prepared by West Yorkshire Community Accountancy Service CIO**

# **The Saltaire World Heritage Education Association**

## **Trustees' report for the year ended 30 September 2025**

### **Reference and administrative details of the charity, its trustees and advisors**

The trustees during the financial year and up to and including the date the report was approved were:

<b>Name</b>	<b>Position</b>	<b>Dates</b>
Stephanie Webb	Chair	
Maggie Smith	Secretary	
Susan Scargill	Treasurer	Appointed 26 February 2025
Stella Downs		
Charlotte Houlahan		
Bethany Richardson-Smith		
Lauren Talbot		
John Briggs		Resigned 26 February 2025
Roman Haluszczak		Resigned 18 October 2024
Jude Kershaw		Appointed 26 February 2025
Alexandra Stockdale-Haley		Appointed 26 February 2025
Hayley Khan		Appointed 26 February 2025

**Charity number** 1158756 Registered in England and Wales

<b>Registered and principal address</b>	<b>Bankers</b>
ShIPLEY College of Education Victoria Road ShIPLEY BD18 3LQ	HSBC Bank plc PO Box 45 47 Market Street Bradford BD1 1LW

### **Independent examiner**

Rhys North ACA

### **West Yorkshire Community Accountancy Service CIO**

Stringer House  
34 Lupton Street  
Leeds  
LS10 2QW

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

The charity is a Charitable Incorporated Organisation (CIO) formed on 2 October 2014. Initially registered as a CIO Association subsequently amended to a CIO Foundation on 12 February 2018. Further amended 12 May 2019, 14 May 2020 and 28 May 2020 and is governed by a constitution.

### **Method of recruitment and appointment of trustees**

Up to two trustees of the charity may be appointed by the remaining members of the CIO - ShIPLEY College and Saltaire United Reformed Church. The trustees may appoint up to seven further trustees. Any appointment must be made at a meeting held according to the ordinary practice of the appointing body.

# **The Saltaire World Heritage Education Association**

## **Trustees' report (continued) for the year ended 30 September 2025**

### **Objectives and activities**

#### **The charity's objects**

The objects of the CIO are to advance education, for the public benefit, relating to the industrial heritage of Saltaire, in particular:

for students young and old, whether they are pupils in a course of education, adults researching history or visiting tourists wishing to learn more about the World Heritage site, so as to encourage an involvement in and a better understanding of its heritage and create the desire to preserve it in the future;

by encouraging the undertaking of further research into the heritage of Saltaire and the impacts of industrial change and globalisation on the local textile industry and the lives of village residents, in order to add to and enhance the existing historical archives and the learner experience.

#### **The charity's main activities**

SWHEA's main activities during this financial period included:

Managing the Saltaire Collection to museum and SPECTRUM standards

Enabling public access to the collection through digital means and visits by appointment to the collection

The Provision of learning opportunities for learners of all ages through workshops on site and in schools

Events and Exhibitions (5 events) and Guided Tours (4 Tours) for members of the public

Recruitment and training for volunteers in collection management, communication and marketing, income generation and research methods (5 New Volunteers recruited)

Recruitment for new trustees and training programmes to upskill existing trustees (4 New Trustees were recruited)

During 2024 from January to end July 2025, SWHEA managed a National Lottery Heritage Fund Project - Brighter Future: Saltaire to complete the following pieces of work:

A Skills Audit and Training Needs Analysis for SWHEA Trustees and volunteers

Revision of the three year business plan and a new 5 year, fully costed plan is in place and operational

Agreed partnerships with community groups representing disabled people and those of minority ethnic origins, to advise SWHEA on accessibility requirements. Two further community groups became partners with SWHEA during the project.

An Options Appraisal of all potential venues for relocation of the Collection with a sub set of venues with potential for outreach work, completed in June 2024

A feasibility study of the shortlisted options identified, completed in September 2024

The appointed staff member, a Museum Development Manager, left the project end November 2024 and, with the agreement of the NLHF investment officer two freelance contracts were awarded. One for Museum Development work and one for Sustainable Development work

Appointment of a Museum Design Consultant for the option rated as the most feasible to identify all likely 'fit out costs' for a new location. This work with an extended brief agreed by NLHF was completed in June 2025

Preparation of a second phase bid with a delivery year to manage the fit out of a new museum for Saltaire and ideal staffing posts for a 3 year delivery programme - this work is now in progress

# The Saltaire World Heritage Education Association

## Trustees' report (continued) for the year ended 30 September 2025

### Public benefit statement

In setting our objectives and planning our activities our trustees have given serious consideration to the Charity Commission's general guidance on public benefit and for SWHEA, in particular the advancement of education, relating to the world heritage site of Saltaire. Encouraging research into and re-interpretation of Saltaire's multi-faceted heritage, aiming to facilitate a wider, more diverse, involvement in and a greater understanding of this important cultural asset.

### Achievements and performance

SWHEA has continued its strong record of attracting funding from public bodies in 2024/2025 and successfully delivering funded projects. Most recently, the charity has completed the Brighter Future project, supported by the National Lottery Heritage Fund (NLHF) and key community, educational and commercial partners. As part of this project, the charity has diversified and upskilled its Board and volunteers; undertaken valuable visioning work; planned for future income generation and organisational sustainability; built on prior audience development work; and collaborated with expert contractors and diverse community partners on interpretation planning and concept designs for a future permanent home for the collection.

The charity is committed to ongoing evaluation and continuous improvement. We regularly undertake benchmarking and reflective exercises, most recently a thorough Organisational Health Check with Museums Development North. Through this process, we have a strong understanding of our strengths, weaknesses and priority development areas. This assessment underpins this Business Plan, alongside detailed market analysis and local knowledge of Saltaire and the wider Bradford district.

SWHEA is now excellently positioned for a transformative 5-year period (2025–2030). This growth phase will see us achieve Accreditation under Arts Council England's Museum Accreditation scheme and deliver the relocation of the collection into the new Community, Arts, Heritage and Future Technologies (CAHFT) building, opening in the heart of Saltaire in 2026. This new museum space, with free rent and services provided by Shipley College, will allow the organisation to dramatically expand public access to the collection, educational programming, community engagement and income generation.

SWHEA's vision for the future Saltaire Museum is to foster a proud, diverse, caring community that is both local and global, where Sir Titus Salt's legacy inspires the innovators, creators, philanthropists and entrepreneurs of the future.

In achieving this vision, we are guided by our **ACORN values**. We are a small but ambitious charity, and, like an acorn, we believe small things can grow into something powerful. We pride ourselves on:

- being **A**ccessible and welcoming to all our diverse communities
- working **C**ollaboratively with a wide range of partners and stakeholders
- creating **O**pportunities for discovery and lifelong learning
- taking a **R**esourceful approach
- N**urturing aspirations within our museum and our communities

These values inform our **6 strategic aims for 2025-2030**:

1. To ensure the Saltaire Collection is physically and digitally available to everyone
2. To become an Accredited museum and demonstrate excellence throughout our work
3. To ensure that we are relevant, inclusive and reflective of all our diverse communities and that our work is underpinned by a collaborative approach
4. To inspire, build aspirations and foster discovery through engagement with our audiences
5. To care for and develop the collection to share Saltaire's unique history
6. To be a resilient and resourceful organisation.

# **The Saltaire World Heritage Education Association**

## **Trustees' report (continued) for the year ended 30 September 2025**

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

The Business Plan and accompanying detailed Activity Plan outline the tasks we are committed to undertaking to achieve these aims and demonstrates how on completion, we will have gained reputational excellence and long-term sustainability.

SWHEA continues to host research and other visitors (by appointment), lead historical tours of the Saltaire Site, prepare and deliver education events and exhibitions and participate in museum and local cultural networks – collaborating with others on heritage focused programmes within the Bradford 2025 and Cultural Voice networks.

A continuing task is to complete the wide range of policies and procedures required by Arts Council England (ACE) in preparing to submit an application for Museum Accreditation. This process is now subject to 'significant change', given the work to relocate the collection, and has necessitated a re-submission to ACE for permission to continue to work towards accreditation. This application was submitted in September 2024 and approved. The submission date agreed for submission is October 2027

### **Financial review**

The net payments for the year were £22,088, including net receipts of £678 on unrestricted funds and net payments of £22,766 on restricted funds.

### **Reserves policy**

The charity's free reserves, at the year end were £6,996.

The primary purpose of the reserves for the Saltaire Collection is to ensure the long-term sustainability of our organisation. Reserves should be used to:

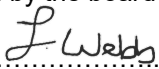
Mitigate financial risks and uncertainties.

Support the continuation of our cultural programmes and activities.

Cover unexpected operational expenses.

As a small cultural charity with total free reserves not exceeding £7.5k by end 2025 it is essential to maintain financial stability while fulfilling our mission and charitable objectives. Our base annual costs are £3,000 per year due to support 'in kind' from Shipley College covering utilities, security, cleaning, professional support and rent free space.

Approved by the board of trustees on 9.2.2026

Signed:  (Trustee)

Name: Stephanie Webb (Chair)

**The Saltaire World Heritage Education Association**  
**Independent examiner's report to the trustees of The Saltaire World**  
**Heritage Education Association**

I report to the charity trustees on my examination of the accounts of the CIO for the year ended 30 September 2025, which are set out on pages 7 to 10.

**Responsibilities and basis of report**

As the charity trustees of the CIO you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the CIO's accounts as carried out under section 145 of the 2011 Act. In carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

**Independent examiner's statement**

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

- 1 accounting records were not kept in respect of the charity as required by section 130 of the Charities Act;
- 2 the accounts do not accord with those records.

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.

Signed: ..... Name: Rhys North ACA

Date: .....

**West Yorkshire Community Accountancy Service CIO**  
Stringer House  
34 Lupton Street  
Leeds  
LS10 2QW

**The Saltaire World Heritage Education Association**  
**Receipts and payments account**  
**for the year ended 30 September 2025**

	Notes	2025	2025	2025	2024
		Unrestricted	Restricted	Total	Total
		funds	funds	funds	funds
		£	£	£	£
<b>Receipts</b>					
Grants	(2)	-	38,469	38,469	47,546
Donations		1,161	-	1,161	1,036
Merchandise sales		200	-	200	10
Charity draw subscription		2,075	-	2,075	2,265
Other income		1,442	-	1,442	-
<b>Total receipts</b>		<u>4,878</u>	<u>38,469</u>	<u>43,347</u>	<u>50,857</u>
<b>Payments</b>					
Salaries NI and pensions		-	6,934	6,934	16,716
Staff and volunteer travel		7	284	291	146
Professional fees		400	17,707	18,107	6,434
Insurance		56	-	56	157
IT and website		955	28	983	1,289
Other expenditure		716	131	847	758
Independent examination		858	-	858	600
Charity draw expenditure		1,180	-	1,180	1,480
Project costs		28	3,119	3,147	3,093
Freelance costs		-	32,821	32,821	-
Grant repayment		-	211	211	-
<b>Total payments</b>		<u>4,200</u>	<u>61,235</u>	<u>65,435</u>	<u>30,673</u>
<b>Net receipts / (payments)</b>		<u>678</u>	<u>(22,766)</u>	<u>(22,088)</u>	<u>20,184</u>
<b>Fund balances brought forward</b>		<u>6,318</u>	<u>23,003</u>	<u>29,321</u>	<u>9,137</u>
<b>Fund balances carried forward</b>	(3)	<u>6,996</u>	<u>237</u>	<u>7,233</u>	<u>29,321</u>

**The Saltaire World Heritage Education Association**  
**Statement of assets and liabilities**  
**as at 30 September 2025**

	2025	2025	2025	2024
	Unrestricted	Restricted	Total	Total
	£	£	£	£
<b>Cash funds</b>				
Cash at bank	6,996	237	7,233	29,321
<b>Total cash funds</b>	<u>6,996</u>	<u>237</u>	<u>7,233</u>	<u>29,321</u>

**Assets retained for the charity's own use**

- Computer equipment
- Display equipment
- Office equipment and furniture

**Liabilities**

	2025
	£
Accruals	990
	<u>990</u>

The financial statements were approved by the board of trustees on 9.2.2026

Signed: *S Webb* (Trustee)

Name: Stephanie Webb (Chair)

# **The Saltaire World Heritage Education Association**

## **Notes to the accounts**

### **for the year ended 30 September 2025**

#### **1 Accounting policies**

##### **Basis of accounting**

The trustees have taken advantage of section 133 of the Charities Act 2011 and have prepared the accounts on a receipts and payments basis.

There has been no change to the accounting policies since last year.

No changes have been made to the accounts for previous years.

##### **Taxation**

As a charity the organisation benefits from rates relief and is generally exempt from income tax and capital gains tax but not from VAT. Irrecoverable VAT is included in the cost of those items to which it relates.

##### **Fund accounting**

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.

Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

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

**The Saltaire World Heritage Education Association**  
**Notes to the accounts continued**  
**for the year ended 30 September 2025**

2 Grants	2025 Unrestricted funds £	2025 Restricted funds £	2025 Total funds £	2024 Total funds £
Museum Development North	-	1,200	1,200	-
National Lottery Heritage Fund (NLHF)	-	37,269	37,269	46,586
Museum Development Yorkshire	-	-	-	960
	<u>-</u>	<u>38,469</u>	<u>38,469</u>	<u>47,546</u>

3 Restricted funds	Balance b/f £	Incoming £	Outgoing £	Transfers £	Balance c/f £
BMDC - Accessibility grant	265	-	28	-	237
Museum Development North	-	1,200	1,200	-	-
NLHF - Brighter Futures	<u>22,738</u>	<u>37,269</u>	<u>60,007</u>	<u>-</u>	<u>-</u>
	<u>23,003</u>	<u>38,469</u>	<u>61,235</u>	<u>-</u>	<u>237</u>

Fund name	Purpose of restriction
BMDC - Accessibility grant	To support costs for audio and visual learning resources as part of the new website.
Museum Development North	Upskilling 14 volunteers in Interpretive planning
NLHF - Brighter Futures	To complete an options appraisal and feasibility study for relocation of the Saltaire Collection and improve SWHEA's sustainability.

**4 Related party transactions**

**Trustee expenses**

No trustee received any expenses during this year or the previous year.

**Trustee remuneration and benefits**

No trustee received any remuneration or benefit during this or the previous year.

**Other transactions with trustees or related parties**

Name of trustee or related party	Relationship to charity	Description of transaction	2025 £	2024 £
Jude Kershaw	Trustee	One day training workshop and printed guide for collection volunteers.	300	-
			<u>300</u>	<u>-</u>

**The Saltaire World Heritage Education Association**  
**Independent examiner's report to the trustees of The Saltaire World**  
**Heritage Education Association**

I report to the charity trustees on my examination of the accounts of the CIO for the year ended 30 September 2025, which are set out on pages 7 to 10.

**Responsibilities and basis of report**

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- 1 accounting records were not kept in respect of the charity as required by section 130 of the Charities Act;
- 2 the accounts do not accord with those records.

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.

Signed:  .....

Name: Rhys North ACA

11/2/2026

**West Yorkshire Community Accountancy Service CIO**

Stringer House  
34 Lupton Street  
Leeds  
LS10 2QW

**THE SALTAIRE WORLD HERITAGE EDUCATION ASSOCIATION**

England & Wales - Charity number 1158756

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# Accounts

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## 2023-2024 SWHEA Board Chair's Report

The Saltaire Collection was initiated by the people of Saltaire to tell the unique story of this World Heritage Site, located in the Bradford District, West Yorkshire. It has a wealth of information for researchers, schools, visitors and adult learners. The period covered by the collection items is from Titus Salt's era in Bradford from 1820, the origins of Saltaire in the 1850's, to the lives of residents, workers and businesses to the present day.

The Collection covers all aspects of work and living in the village, its surrounding area, the histories of its buildings and its international connections, told through books, a variety of documents, maps, plans, art and objects, a good number have been donated by the Salt and Robert's families. Shipley College hold the Collection in trust for the community.

The Collection is managed, through a perennial agreement with Shipley College. by The Saltaire World Heritage Education Association's board of trustees. Charity Reg. no. 1158756.

During 2023, SWHEA trustees worked with the Engagement Team from the National Lottery Heritage Fund (NLHF) to agree a funding bid that would take the first steps to achieving greater resilience for the Charity and identify the most suitable location, with public access, to house the Collection for the long term future. The project is named as Bright Future: Saltaire Collection.

### SWHEA's Achievements and performance 2023-2024

A grant of £93,172.00 was awarded in December 2023 and work commenced from 3rd January 2024 to appoint two consultants, a Business Mentor, an External Evaluator and a full time professional staff member to manage the project. The detailed tasks agreed are within a project plan that sets out timescales and targets. The main tasks include

1. A Skills Audit and Training Needs Analysis for SWHEA Trustees and volunteers
2. Revision of the three year business plan by December 2024
3. Agreed partnerships with community groups representing disabled people and those of minority ethnic origins, to advise SWHEA on accessibility requirements
4. An Options Appraisal of all potential venues for relocation of the Collection with a sub set of venues with potential for outreach work
5. A feasibility study of the shortlisted options identified

6. Appointment of a Museum Design Consultant for the option rated as the most feasible to identify all likely 'fit out costs' for a new location

7. Preparation of a second phase bid with a delivery year to manage the fit out of a new museum for Saltaire and ideal staffing posts for a 3 year delivery programme

Progress on all tasks has been good. Some delay Progress on all tasks has been good, but the schedule of tasks has been affected by the loss of the Museum Development Project Manager in November 2024. Work to finish the tasks in that role remit is being undertaken by two freelancers – with one contracted to completed the work on securing concept designs and indicative costs for fitting out a new location for the collection and the second contract to progress work on sustainable development.

Alongside the work for the Bright Future project, SWHEA has continued to host research and other visitors (by appointment) lead historical tours of the Saltaire Site, prepared and delivered education events and exhibitions and participated in museum and local cultural networks – collaborating with others on heritage focused programmes within the Bradford 2025 and Cultural Voice networks.

A major task has been to continue to prepare the wide range of policies and procedures required by Arts Council England (ACE) in preparing to submit an application for Museum Accreditation. This process is now subject to 'significant change', given the work to relocate the collection, and has necessitated a re-submission to ACE for permission to continue to work towards accreditation. This application was submitted in September 2024 and is now approved with a completion date of October 2027 for submission to ACE,

SWHEA has gained some new volunteers during the year who have settled in well and four new board members have been recruited. Our Treasurer R. Haluszczak resigned in October 2024 and the board members will make a decision about his replacement in the coming weeks.

SWHEA continues to depend on the hard work and commitment of our wonderful volunteers, without them we could not have completed our ambitious programme in 2023-2024.

Stephanie Webb (Chair of Trustee Board)

Date January 20<sup>th</sup>, 2025

# **The Saltaire World Heritage Education Association**

Charity number 1158756

## **Annual Report and Financial Statements for the year ended 30 September 2024**



# Saltaire Collection



# **The Saltaire World Heritage Education Association**

## **Annual Report and Financial Statements for the year ended 30 September 2024**

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Notes to the accounts	9 to 10

**Prepared by West Yorkshire Community Accountancy Service CIO**

# **The Saltaire World Heritage Education Association**

## **Trustees' report for the year ended 30 September 2024**

### **Reference and administrative details of the charity, its trustees and advisors**

The trustees during the financial year and up to and including the date the report was approved were:

<b>Name</b>	<b>Position</b>	<b>Dates</b>
Stephanie Webb	Chair	
John Briggs	Deputy Chair	
Maggie Smith	Secretary	
Stella Downs		
Charlotte Houlahan		
Bethany Richardson-Smith		
Lauren Talbot		Appointed 13 May 2024
Roman Haluszczak		Resigned 18 October 2024
Katie McAdam		Resigned 10 January 2024
Alexandra Haley		Resigned 4 December 2023
Elizabeth Barker		Resigned 27 November 2023
Victoria Smith		Resigned 27 November 2023

**Charity number** 1158756 Registered in England and Wales

<b>Registered and principal address</b>	<b>Bankers</b>
ShIPLEY College of Education Victoria Road ShIPLEY BD18 3LQ	HSBC Bank plc PO Box 45 47 Market Street Bradford BD1 1LW

#### **Independent examiner**

Rhys North ACA

#### **West Yorkshire Community Accountancy Service CIO**

Stringer House  
34 Lupton Street  
Leeds  
LS10 2QW

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

The charity is a Charitable Incorporated Organisation (CIO) formed on 2 October 2014. Initially registered as a CIO Association subsequently amended to a CIO Foundation on 12 February 2018. Further amended 12 May 2019, 14 May 2020 and 28 May 2020 and is governed by a constitution.

#### **Method of recruitment and appointment of trustees**

Up to two trustees of the charity may be appointed by the remaining members of the CIO - ShIPLEY College and Saltaire United Reformed Church. The trustees may appoint up to seven further trustees. Any appointment must be made at a meeting held according to the ordinary practice of the appointing body.

# **The Saltaire World Heritage Education Association**

## **Trustees' report (continued) for the year ended 30 September 2024**

### **Objectives and activities**

#### **The charity's objects**

The objects of the CIO are to advance education, for the public benefit, relating to the industrial heritage of Saltaire, in particular:

for students young and old, whether they are pupils in a course of education, adults researching history or visiting tourists wishing to learn more about the World Heritage site, so as to encourage an involvement in and a better understanding of its heritage and create the desire to preserve it in the future;

by encouraging the undertaking of further research into the heritage of Saltaire and the impacts of industrial change and globalisation on the local textile industry and the lives of village residents, in order to add to and enhance the existing historical archives and the learner experience.

#### **The charity's main activities**

Managing the Saltaire Collection to museum and SPECTRUM standards

Enabling public access to the collection through digital means and visits by appointment to the collection

Note: an updated website now hosts all collection catalogued items, 12% of the collection is digitised and recent work, funded by Bradford Metropolitan District Council (BMDC) has enabled accessible elements for the website that include a widget to enable changes of font, text contrast, lighting adjustment etc, audio visual elements and an additional digitisation programme of work.

Provision of learning opportunities for learners of all ages through workshops on site and in schools

Events and Exhibitions for members of the public

Recruitment and training for volunteers in collection management, communication and marketing, income generation and research methods

Recruitment for new trustees and training programmes to upskill existing trustees

Collaborative work with other local heritage and cultural organisations.

#### **Public benefit statement**

In setting our objectives and planning our activities our trustees have given serious consideration to the Charity Commission's general guidance on public benefit and for SWHEA, in particular the advancement of education, relating to the world heritage site of Saltaire. Encouraging research into and re-interpretation of Saltaire's multi-faceted heritage, aiming to facilitate a wider, more diverse, involvement in and a greater understanding of this important cultural asset.

#### **Achievements and performance**

The Saltaire Collection was initiated by the people of Saltaire to tell the unique story of this World Heritage Site, located in the Bradford District, West Yorkshire. It has a wealth of information for researchers, schools, visitors and adult learners. The period covered by the collection items is from Titus Salt's era in Bradford from 1820, the origins of Saltaire in the 1850's, to the lives of residents, workers and businesses to the present day. The Collection covers all aspects of work and living in the village, its surrounding area, the histories of its buildings and its international connections, told through books, a variety of documents, maps, plans, art and objects, a good number have been donated by the Salt and Robert's families. Shipley College hold the Collection in trust for the community.

The Collection is managed, through a perennial agreement with Shipley College. by The Saltaire World Heritage Education Association's board of trustees. Charity Reg. no. 1158756.

During 2023, SWHEA trustees worked with the Engagement Team from the National Lottery Heritage Fund (NLHF) to agree a funding bid that would take the first steps to achieving greater resilience for the Charity and identify the most suitable location, with public access, to house the Collection for the long term future. The project is named as Bright Future: Saltaire Collection.

# **The Saltaire World Heritage Education Association**

## **Trustees' report (continued) for the year ended 30 September 2024**

### **Achievements and performance**

A grant of £93,172.00 was awarded in December 2023 and work commenced from 3<sup>rd</sup> January 2024 to appoint two consultants, a Business Mentor, an External Evaluator and a full time professional staff member to manage the project. The detailed tasks agreed are within a project plan that sets out timescales and targets. The main tasks include

1. A Skills Audit and Training Needs Analysis for SWHEA Trustees and volunteers
2. Revision of the three year business plan by December 2024
3. Agreed partnerships with community groups representing disabled people and those of minority ethnic origins, to advise SWHEA on accessibility requirements
4. An Options Appraisal of all potential venues for relocation of the Collection with a sub set of venues with potential for outreach work
5. A feasibility study of the shortlisted options identified
6. Appointment of a Museum Design Consultant for the option rated as the most feasible to identify all likely 'fit out costs' for a new location
7. Preparation of a second phase bid with a delivery year to manage the fit out of a new museum for Saltaire and ideal staffing posts for a 3 year delivery programme

Progress on all tasks has been good.

The grant is allocated in 3 tranches – 50% for the first 6 months period

40% for the next 5-6 months (or when the 50% allocated is completely expended) and the last 10% on completion of a satisfactory report to NLHF.

Alongside the work for the Bright Future project, SWHEA has continued to host research and other visitors (by appointment) lead historical tours of the Saltaire Site, prepared and delivered education events and exhibitions and participated in museum and local cultural networks – collaborating with others on heritage focused programmes within the Bradford 2025 and Cultural Voice networks.

A major task has been to continue to prepare the wide range of policies and procedures required by Arts Council England (ACE) in preparing to submit an application for Museum Accreditation. This process is now subject to 'significant change', given the work to relocate the collection, and has necessitated a re-submission to ACE for permission to continue to work towards accreditation. This application was submitted in September 2024.

### **Financial review**

The net receipts for the year were £20,184, including net payments of £239 on unrestricted funds and net receipts of £20,423 on restricted funds.

# **The Saltaire World Heritage Education Association**

## **Trustees' report (continued) for the year ended 30 September 2024**

### **Reserves policy**

The charity's free reserves, at the year end were £6,318.

The primary purpose of the reserves for the Saltaire Collection is to ensure the long-term sustainability of our organization. Reserves should be used to:

Mitigate financial risks and uncertainties.

Support the continuation of our cultural programmes and activities.

Cover unexpected operational expenses.

Given our small size and limited financial capacity, we will aim to maintain total unrestricted reserves at a level not exceeding £6,000.

Approved by the board of trustees on 7.2.2025 .....

Signed: *S. Webb* ..... (Trustee)

Name: Stephanie Webb .....

**The Saltaire World Heritage Education Association**  
**Independent examiner's report to the trustees of The Saltaire World**  
**Heritage Education Association**

I report to the charity trustees on my examination of the accounts of the CIO for the year ended 30 September 2024, which are set out on pages 7 to 10.

**Responsibilities and basis of report**

As the charity trustees of the CIO you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the CIO's accounts as carried out under section 145 of the 2011 Act. In carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

**Independent examiner's statement**

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

- 1 accounting records were not kept in respect of the charity as required by section 130 of the Charities Act;
- 2 the accounts do not accord with those records.

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.

Signed: ..... Name: Rhys North ACA

Date: .....

**West Yorkshire Community Accountancy Service CIO**

Stringer House  
34 Lupton Street  
Leeds  
LS10 2QW

**The Saltaire World Heritage Education Association**  
**Receipts and payments account**  
**for the year ended 30 September 2024**

	Notes	2024	2024	2024	2023
		Unrestricted	Restricted	Total	Total
		funds	funds	funds	funds
		£	£	£	£
<b>Receipts</b>					
Grants	(2)	-	47,546	47,546	10,753
Donations		1,036	-	1,036	441
Merchandise sales		10	-	10	-
Charity draw subscription		2,265	-	2,265	2,225
Other income		-	-	-	106
<b>Total receipts</b>		<u>3,311</u>	<u>47,546</u>	<u>50,857</u>	<u>13,525</u>
<b>Payments</b>					
Salaries NI and pensions		-	16,716	16,716	-
Staff and volunteer travel		-	146	146	370
Equipment, materials and repair		86	95	181	-
Professional fees		-	6,434	6,434	9,145
Insurance		157	-	157	435
IT and website		724	565	1,289	561
Publicity		-	141	141	40
Other expenditure		276	160	436	765
Independent examination		600	-	600	300
Charity draw expenditure		1,480	-	1,480	1,580
Project costs		227	2,866	3,093	-
<b>Total payments</b>		<u>3,550</u>	<u>27,123</u>	<u>30,673</u>	<u>13,196</u>
<b>Net receipts / (payments)</b>		<u>(239)</u>	<u>20,423</u>	<u>20,184</u>	<u>329</u>
<b>Fund balances brought forward</b>		<u>6,557</u>	<u>2,580</u>	<u>9,137</u>	<u>8,808</u>
<b>Fund balances carried forward</b>	(3)	<u>6,318</u>	<u>23,003</u>	<u>29,321</u>	<u>9,137</u>

**The Saltaire World Heritage Education Association**  
**Statement of assets and liabilities**  
**as at 30 September 2024**

	2024	2024	2024	2023
	Unrestricted	Restricted	Total	Total
	£	£	£	£
<b>Cash funds</b>				
Cash at bank	6,318	23,003	29,321	9,137
<b>Total cash funds</b>	<u>6,318</u>	<u>23,003</u>	<u>29,321</u>	<u>9,137</u>

**Debtors and prepayments**

	2024
	£
Prepayments - insurance	105
	<u>105</u>

**Assets retained for the charity's own use**

- 3 x Laptops
- 2 x PC and software
- Wireless printer
- Dehumidifier
- Laminator
- Flat bed scanner
- Additional laptop/note pad
- Website domain and design
- Large floor standing display case
- 2 x External hard drives
- 59 x Story boards design, printing and installation
- 4 x Wall mounted display cases
- TV monitor and stand
- Asus laptop
- Logitech Microphone

**Liabilities**

	2024
	£
Accruals - independent examiner fee	858
	<u>858</u>

The financial statements were approved by the board of trustees on 7.2.2025 .....

Signed: *S Webb* ..... (Trustee)

Name: Stephanie Webb .....

# **The Saltaire World Heritage Education Association**

## **Notes to the accounts**

### **for the year ended 30 September 2024**

#### **1 Accounting policies**

##### **Basis of accounting**

The trustees have taken advantage of section 133 of the Charities Act 2011 and have prepared the accounts on a receipts and payments basis.

There has been no change to the accounting policies since last year.

No changes have been made to the accounts for previous years.

##### **Taxation**

As a charity the organisation benefits from rates relief and is generally exempt from income tax and capital gains tax but not from VAT. Irrecoverable VAT is included in the cost of those items to which it

##### **Fund accounting**

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.

Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

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

**The Saltaire World Heritage Education Association**  
**Notes to the accounts continued**  
**for the year ended 30 September 2024**

2 Grants and donations	2024	2024	2024	2023
	Unrestricted funds	Restricted funds	Total funds	Total funds
	£	£	£	£
Museum Development Yorkshire	-	960	960	2,293
National Lottery Heritage Fund (NLHF)	-	46,586	46,586	8,460
	<u>-</u>	<u>47,546</u>	<u>47,546</u>	<u>10,753</u>

3 Restricted funds	Balance b/f	Incoming	Outgoing	Transfers	Balance c/f
	£	£	£	£	£
Museum Development Yorkshire	(480)	960	480	-	-
NLHF - Brighter Futures	-	46,586	23,848	-	22,738
BMDC - Accessibility grant	3,060	-	2,795	-	265
	<u>2,580</u>	<u>47,546</u>	<u>27,123</u>	<u>-</u>	<u>23,003</u>

Fund name	Purpose of restriction
Museum Development Yorkshire	Towards removal costs associated with the temporary relocation of the charity's collection.
NLHF - Brighter Futures	To complete an options appraisal and feasibility study for relocation of the Saltaire Collection and improve SWHEA's sustainability.
BMDC - Accessibility grant	To support costs for audio and visual learning resources as part of the new website.

**4 Related party transactions**

**Trustee expenses**

No trustee received any expenses during this year or the previous year.

**Trustee remuneration and benefits**

No trustee received any remuneration or benefit during this or the previous year.

# WYCAS

COMMUNITY ACCOUNTING  
WEST YORKSHIRE

**Correspondence Address:**

Stringer House  
34 Lupton Street  
Leeds LS10 2QW

06 February 2025

**To the trustees of The Saltaire World Heritage Education Association**

**Please note that this letter is addressed to each member of your trustee board. I suggest that it is copied to each member and considered at your next meeting.**

Dear Trustees

Please print out a minimum of two copies of the accounts emailed to you.

Would you please arrange for each copy to be approved by the trustees, signed in black ink (on the trustees' annual report and the statement of assets and liabilities pages). Please then either email me a scan of your signed accounts or (if that is difficult) attach a photo of just the signed pages.

I will then email you my examiner's report with a jpeg signature which you can print and insert into your original signed copy. I will also email you a pdf version of the accounts which show the name of the person who signed the accounts and the date signed for the purpose of filing at the Charity Commission.

The Charity Commission prefers to have the accounts filed online and the pdf version of the accounts referred to above will enable you to do this. Receipt is required at the Charity Commission no later than 10 months from the end date of your latest accounts. Please do not scan and pdf the signed accounts as this will create a file which is too big for filing.

I would like to thank Maggie for the records provided and responding to my queries during the course of my work.

**Observations and recommendations**

Enclosed is a sheet setting out my observations and recommendations. Please consider these and do not hesitate to contact me for further information or advice on any of the issues raised. WYCAS can provide training and support to help you make improvements; call us or visit our website (details at bottom right of this letter).

WYCAS would like to thank you for your custom. We would appreciate you taking a few minutes to complete our short on-line survey.

Please visit [www.wycas.org.uk/survey](http://www.wycas.org.uk/survey)

[Join our mailing list HERE for regular updates!](#)

Yours sincerely

Rhys North

Head Office: Stringer House, 34 Lupton Street, Leeds, LS10 2QW. Email: [info@wycas.org.uk](mailto:info@wycas.org.uk)

[www.wycas.org.uk](http://www.wycas.org.uk)



**THE SALTAIRE WORLD HERITAGE EDUCATION ASSOCIATION**

England & Wales - Charity number 1158756

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# Accounts

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# **Saltaire World Heritage Education Association -2022-2023 Annual General Meeting**

## **CHAIR'S REPORT**

### Context

The Saltaire World Heritage Education Association (SWHEA) is a charitable incorporated organisation (CIO reg. no. 1158756) founded in 2014. The charity's objects are to advance education, for the public benefit, relating to the industrial heritage of Saltaire, for students and learners young and old, whether pupils in a course of education, adults researching history or visiting tourists wishing to learn more about the Saltaire World Heritage Site. Encouraging research into and re-interpretation of Saltaire's multi-faceted heritage, aiming to facilitate a wider, more diverse, involvement in and a greater understanding of this important cultural asset.

SWHEA manages the Saltaire Collection by perennial agreement with Shipley College, who hold the collection in trust for the community. SWHEA is wholly voluntarily managed and run with a board of trustees who meet bi-monthly. The board currently has three sub-groups chaired by a Trustee. Each has a focus on one of the three main accreditation areas. There are currently 24 volunteers who work in the collection, provide learning activities, address enquiries and promote the collection. The current location of the collection is in Exhibition Building, occupied by Shipley College, and this restricts direct access to visits by appointment.

### Our current activities include,

- Working towards Museum Accreditation, aiming to meet the National Standards set for museums across the three key areas of 'organisational health', 'users and their experiences', and 'collections management' to Spectrum standards, by 2024/2025
- Participating in the Bradford Heritage network collaboratively planning heritage events for BD25 programme and contributing to the 'Bradford Curriculum' element of the programme with learning resources.
- Completion of a partnership project conducting audience research to assess the barriers to accessing Saltaire's heritage for global majority communities, disabled people and young people in the Bradford District.
- Using the outcomes of the audience research and the new relationships with participating organisations in the research to establish an advisory group of community consultants to overcome barriers and inform methods for improving future access to the collection.
- Collaborative work with Shipley College to influence plans for a new building central to Saltaire, funded through the Government's 'Towns Fund' scheme. Providing advice about the design of the spaces that could form an accessible Heritage Hub, purpose designed storage and research areas, a community classroom and external spaces that could extend opportunities to display heritage information.
- Developing a new website, using Omeka software to improve online access to the collection with deeper information and a greater number of digitised objects and items (for launch April 2024)
- Applying for and receiving small grants for specific pieces of work, for example to provide bespoke resources for all primary schools using

Saltaire for the local study required in the primary curriculum and support history education in secondary schools.

- Arranging for the temporary storage and move of the collection to Bradford Industrial Museum, whilst Exhibition Building was refurbished. Moving the collection required extensive recordkeeping, careful packing and, on return, the whole to be condition checked and audited. This involved months of work that is ongoing as all our returned boxes of items and other objects are carefully checked. Collection volunteers are giving huge amounts of time and professional care to this work.
- Working with artists, novelists and music directors to provide Saltaire heritage resources to support their creative works.
- Participation in a National Science Museum project to develop ways of connecting collections related to the history of textile production focusing on Bradford's industrial past.
- Developing a Funding bid, to be submitted November 2023, to National Lottery Heritage Fund to meet 4 Objectives in 2024-2025 The Objectives are
  - increased resilience for SWHEA
  - improved access to the collection for wide and diverse audiences,
  - skills development for trustees and volunteers
  - better identified and understood heritage.

If successful, this would include the appointment of a full-time museum professional on a fixed term contract to work with consultants to guide the long term future for Saltaire Collection.

#### MANY Thanks, are Due

To our wonderful volunteers who provide their time freely to support the work to manage the collection and share it with all people interested in learning about Saltaire's heritage.

To our retiring Trustees for all their hard work and our new trustees for getting involved.

To Shipley College for its generous and vital support with space, security, finance, human resource and IT facilities support.

To our partners, Saltaire History Club, in ensuring the Collection continues to develop with new research and especial thanks to Colin Coates for his huge body of work.

To our Community Partners in Saltaire and beyond.

To the World Heritage Officer for Saltaire, Sheena Campbell

To Bradford Museums and Galleries Service staff for their continued support.

To Bradford University and Leeds Beckett University for continuing collaboration

To the Bradford 2025 team and the Heritage Strand led by Victoria Clifton

To our What's In the Box Lottery Scheme subscribers for helping sustain our essential funds

And, last but not least, members of the Salt and Roberts families and the many donors of objects and other items relevant to Saltaire's history during 2022/2023

S. Webb Chair of Trustees

**The Saltaire World Heritage Education Association**  
**Independent examiner's report to the trustees of The Saltaire World**  
**Heritage Education Association**

I report to the charity trustees on my examination of the accounts of the CIO for the year ended 30 September 2023, which are set out on pages 7 to 10.

**Responsibilities and basis of report**

As the charity trustees of the CIO you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the CIO's accounts as carried out under section 145 of the 2011 Act. In carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act. Whilst an independent examination is not required under section 145 of the Act, the trustees have opted for this type of scrutiny.

**Independent examiner's statement**

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

- 1 accounting records were not kept in respect of the charity as required by section 130 of the Charities Act;
- 2 the accounts do not accord with those records.

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.

Signed:  .....

Name: Rhys North ACA

15/05/2024

**West Yorkshire Community Accountancy Service CIO**  
Stringer House  
34 Lupton Street  
Leeds  
LS10 2QW

**THE SALTAIRE WORLD HERITAGE EDUCATION ASSOCIATION**

England & Wales - Charity number 1158756

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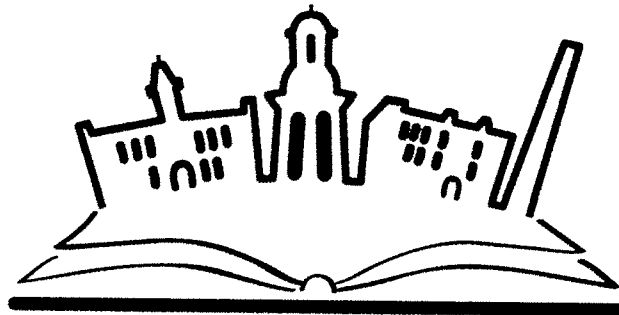
# Accounts

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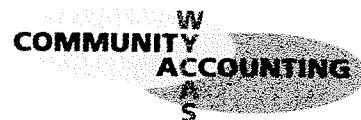
# **The Saltaire World Heritage Education Association**

Charity number 1158756

## **Annual Report and Financial Statements for the year ended 30 September 2022**



# Saltaire Collection



West Yorkshire Community Accounting Service

# **The Saltaire World Heritage Education Association**

## **Annual Report and Financial Statements for the year ended 30 September 2022**

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**Prepared by West Yorkshire Community Accountancy Service CIO**

# **The Saltaire World Heritage Education Association**

## **Trustees' report for the year ended 30 September 2022**

### **Reference and administrative details of the charity, its trustees and advisors**

The trustees during the financial year and up to and including the date the report was approved were:

<b>Name</b>	<b>Position</b>	<b>Dates</b>
Stephanie Webb	Chair	Appointed 12 September 2022
Rachael Durrett	Trustee	Resigned 12 September 2022
John Briggs	Deputy Chair	
Maggie Smith	Secretary	
Richard Midgley	Treasurer	
Elizabeth Barker	Trustee	
Ruth Quinn	Trustee	Resigned 01 July 2022
Stella Downs	Trustee	
Ian Watson	Trustee	Resigned 12 September 2022
Katie McAdam	Trustee	Appointed 12 September 2022
Charlotte Houlahan	Trustee	Appointed 12 September 2022
Alexandra Haley	Trustee	Appointed 12 September 2022

**Charity number** 1158756 Registered in England and Wales

### **Registered and principal address**

ShIPLEY College of Education  
Victoria Road  
ShIPLEY  
BD18 3LQ

### **Bankers**

HSBC Bank plc  
PO Box 45  
47 Market Street  
Bradford  
BD1 1LW

### **Independent examiner**

Rhys North ACA

### **West Yorkshire Community Accountancy Service CIO**

Stringer House  
34 Lupton Street  
Leeds  
LS10 2QW

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

The charity is a Charitable Incorporated Organisation (CIO) formed on 2 October 2014. Initially registered as a CIO Association subsequently amended to a CIO Foundation on 12 February 2018. Further amended 12 May 2019 and 28 May 2020 and is governed by a constitution.

### **Method of recruitment and appointment of trustees**

Up to two trustees of the charity may be appointed by the remaining members of the CIO - ShIPLEY College and Saltaire United Reformed Church. The trustees may appoint up to seven further trustees. Any appointment must be made at a meeting held according to the ordinary practice of the appointing body.

# **The Saltaire World Heritage Education Association**

## **Trustees' report (continued) for the year ended 30 September 2022**

### **Objectives and activities**

#### **The charity's objects**

The objects of the CIO are to advance education, for the public benefit, relating to the industrial heritage of Saltaire, in particular:

for students young and old, whether they are pupils in a course of education, adults researching history or visiting tourists wishing to learn more about the World Heritage site, so as to encourage an involvement in and a better understanding of its heritage and create the desire to preserve it in the future;

by encouraging the undertaking of further research into the heritage of Saltaire and the impacts of industrial change and globalisation on the local textile industry and the lives of village residents, in order to add to and enhance the existing historical archives and the learner experience.

#### **The charity's main activities and Public benefit statement**

SWHEA manage the Saltaire Collection of historical items for Shipley College who hold it in trust for the community. In working on our charitable objectives and planning our activities our trustees have given serious consideration to the Charity Commission's general guidance on public benefit and in particular for the advancement of education for learners of all ages.

Our activities included -

Continuing to work towards Museum Accreditation, aiming to meet the National UK Standards set for Museums across the three key areas of 'organisational health', 'users and their experiences', and 'collections management' to Spectrum standards.

Collaborative work with Shipley College to plan for a new building, funded through the Government's 'Towns Fund' scheme. Much detailed input into the design of a new Heritage Hub Element for this building.

Preparing for wider access to the collection for the benefit of learners young and old, whether in formal education settings, informal groups, or independent adult learners, within the new building, that will provide permanent display space and a community classroom.

Participation in a National Science Museum project to develop ways of connecting collections related to the history of textile production in Bradford, West Yorkshire, and Lancashire.

Seeking donations and grants for specific and discrete pieces of work.

#### **Achievements and performance**

Progress towards Museum Accreditation is good. The Board restructured its subgroups to form three working groups to mirror the range of accreditation required tasks and formed working groups for Organisational Health, Collection Management and Users and their Experiences – each chaired by a trustee.

Each working group has completed over 50% of the required tasks to evidence compliance with Spectrum standards and SWHEA is on course to apply for museum accreditation for the Saltaire Collection at Shipley College in 2024.

A recruitment exercise in October 2021 succeeded in attracting five new experienced museum professionals to assist the board during the past year, providing expert advice and sharing their knowledge, four of whom have accepted a nomination for trusteeship at this AGM. A further recruitment attracted some new volunteers to work in the collection, with digitisation and the development of a new website.

During the period since the May 2021 AGM, we have said goodbye to the trustee, R. Quinn, and will be saying farewell to R. Durrett and I. Watson at this AGM as their terms come to an end, with grateful thanks to all of them for their much valued input.

# **The Saltaire World Heritage Education Association**

## **Trustees' report (continued) for the year ended 30 September 2022**

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

A recruitment for new volunteers in January 2022 succeeded in recruiting some new volunteers who have settled into roles in collection management and research/development.

SWHEA became a small partner in a National Science Museum project, launched in February 2022 and has contributed data, expert help with Omeka software, researcher experiences and workshop participation in the pilot project to explore how to connect collections relevant to the textile industry. SWHEA will participate in the Science Museum Group's national conference in November 2022.

Partnership work with Saltaire History Club, Saltaire Festival and BMDC World Heritage Officer has led to submission of a bid to the National Lottery Heritage Fund to conduct audience research that may indicate whether or not there is a need to develop new digital methods to widen access to the collection.

A small grant from the Association of Independent Museums enabled SWHEA to complete the last installation of permanent displays in all College buildings, depicting the histories of each space. The 12 new storyboards are fitted in the Mill Building (Prior Dining Hall for mill workers).

A small grant from Museums Development Yorkshire enabled the purchase of some digitisation equipment to support our current work in building a new website using Omeka software to enable a more accessible online catalogue.

Work is continuing to prepare for a new 'heritage hub' in the Towns Fund Project led by Shipley College; to build a new website with the capacity to hold a much improved online catalogue, to achieve funding for audience research and development – in partnership with Saltaire History Club and Saltaire Festival.

It has been an exceptionally busy 15 months since the last AGM, and we have seen exceptional activity against the backdrop of Covid.

Over the last six months we have been able to implement a phased and Covid-secure return to our archive facilities which has enabled our dedicated volunteers to spend more time with the visitors to the collection.

School workshops were delivered in schools (primary and secondary), visits to the collection and donations to the collection have continued at a lower rate than pre-Covid times.

### **Financial review**

The net receipts for the year was £1,524, including net payment of £145 on unrestricted funds and net receipts of £1,669 on restricted funds.

Our budget for next financial year assumes the continuation of limitations on our activities but we have no concerns about our short-term financial sustainability due to core funding and financial reserves.

### **Reserves policy**

The charity's free reserves, at the year end were £7,101.

We need to consider why we might need to hold back some funds as reserves. As a small charity, with a simple structure and uncomplicated activities, these reasons are:

The risk of unforeseen emergency or other unexpected need for funds, e.g. an unexpected repair bill or finding 'seed-funding' for an urgent project.

Covering unforeseen day-to-day operational costs, e.g. IT updates

Planned commitments, or designations, that cannot be met by future income alone, e.g. plans for a major asset purchase (opportunistic acquisition) or to a significant project that requires the charity to provide 'matched funding' – (Pop Up museum).

The need to fund short-term deficits in a cash budget, e.g. money may need to be spent before a funding grant is received.

# **The Saltaire World Heritage Education Association**

## **Trustees' report (continued) for the year ended 30 September 2022**

### **Reserves policy (continued)**

The key requirement is to protect the continuity of our core work around the Collection and Education.

### **Value of Reserves**

To take the 4 reasons / risks identified in "Rationale" above, the proposed values are:

- a) Unforeseen emergency - £500
- b) Unforeseen day to day costs - £500
- c) Planned commitments that cannot be met by income - £1,000
- d) Short term cash flow deficits - £1,000

This gives total reserves of £3,000 against our unrestricted annual budget of £4,500, and so reflects financial prudence whilst releasing unrestricted funds to be deployed.

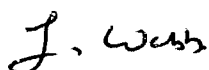
The Reserves Policy remains at £3,000 as the ideal but two issues affected 2021-2022, first a generous private donation of £1,000 received in September 2022 was unexpected and so not committed to be spent before the year end. In addition a retention for our two key projects in 2022-2023, namely Museum Accreditation and the preparatory activity for the new building that will incur costs in 2022-2023 is necessary and it was considered to be prudent to hold some funds back to support these activities.

### **Funds or subsidiary undertakings materially in deficit**

At the year end the Museums Development Yorkshire (MDY) restricted fund had a deficit of £2,293. This money was received by the charity in October 2022.

Approved by the board of trustees on 13/3/2023

Stephanie Webb (Trustee)



# **The Saltaire World Heritage Education Association**

## **Independent examiner's report to the trustees of The Saltaire World Heritage Education Association**

I report to the charity trustees on my examination of the accounts of the CIO for the year ended 30 September 2022, which are set out on pages 7 to 10.

### **Responsibilities and basis of report**

As the charity trustees of the CIO you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the CIO's accounts as carried out under section 145 of the 2011 Act. In carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act. Whilst an independent examination is not required under section 145 of the Act, the trustees have opted for this type of scrutiny.

### **Independent examiner's statement**

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

- 1 accounting records were not kept in respect of the charity as required by section 130 of the Charities Act;
- 2 the accounts do not accord with those records.

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.

Rhys North ACA

20/3/2023

### **West Yorkshire Community Accountancy Service CIO**

Stringer House  
34 Lupton Street  
Leeds  
LS10 2QW

**The Saltaire World Heritage Education Association**  
**Receipts and payments account**  
**for the year ended 30 September 2022**

	Notes	2022	2022	2022	2021
		Unrestricted	Restricted	Total	Total
		funds	funds	funds	funds
		£	£	£	£
<b>Receipts</b>					
Grants	(2)	-	8,518	8,518	15,716
Donations		1,279	400	1,679	305
Merchandise sales		140	-	140	329
Charity draw subscription		2,115	-	2,115	2,335
Other income		129	-	129	205
<b>Total receipts</b>		<u>3,663</u>	<u>8,918</u>	<u>12,581</u>	<u>18,890</u>
<b>Payments</b>					
Project development:					
Staff and volunteer travel		16	-	16	-
Equipment, materials and repair		379	7,167	7,546	9,381
Professional fees		198	-	198	5,309
Stewarding		-	-	-	600
Insurance		409	-	409	409
IT and website		837	-	837	753
Publicity		82	-	82	325
Other expenditure		26	82	108	209
Independent examination		276	-	276	276
Charity draw expenditure		1,585	-	1,585	1,390
<b>Total payments</b>		<u>3,808</u>	<u>7,249</u>	<u>11,057</u>	<u>18,652</u>
<b>Net movement in funds</b>		<u>(145)</u>	<u>1,669</u>	<u>1,524</u>	<u>238</u>
<b>Fund balances brought forward</b>		<u>7,246</u>	<u>38</u>	<u>7,284</u>	<u>7,046</u>
<b>Fund balances carried forward</b>	(3)	<u>7,101</u>	<u>1,707</u>	<u>8,808</u>	<u>7,284</u>

# The Saltaire World Heritage Education Association

## Statement of assets and liabilities

as at 30 September 2022

	2022	2022	2022	2021
	Unrestricted	Restricted	Total	Total
	£	£	£	£
<b>Cash funds</b>				
Cash at bank	7,101	1,707	8,808	7,284
<b>Total cash funds</b>	<u>7,101</u>	<u>1,707</u>	<u>8,808</u>	<u>7,284</u>

### Debtors and prepayments

	2022
	£
Prepayments	355
Grant due	2,293
	<u>2,648</u>

### Assets retained for the charity's own use

- 3 x Laptops
- 2 x PC and software
- Wireless printer
- Dehumidifier
- Laminator
- Flat bed scanner
- Additional laptop/note pad
- Website domain and design
- Large floor standing display case
- 2 x External hard drives
- 59 x Story boards design, printing and installation
- 4 x Wall mounted display cases
- TV monitor and stand
- Photo lux copy stand
- Video lighting kit
- Tripod
- Camera / battery / scanner

### Liabilities

	2022
	£
Independent examination fee	300
	<u>300</u>

The financial statements were approved by the board of trustees on 13/3/2023

Stephanie Webb (Trustee)

*S. Webb*

# **The Saltaire World Heritage Education Association**

## **Notes to the accounts**

### **for the year ended 30 September 2022**

#### **1 Accounting policies**

##### **Basis of accounting**

The trustees have taken advantage of section 133 of the Charities Act 2011 and have prepared the accounts on a receipts and payments basis.

There has been no change to the accounting policies since last year.

No changes have been made to the accounts for previous years.

##### **Taxation**

As a charity the organisation benefits from rates relief and is generally exempt from income tax and capital gains tax but not from VAT. Irrecoverable VAT is included in the cost of those items to which it relates.

##### **Fund accounting**

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.

Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

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

# The Saltaire World Heritage Education Association

## Notes to the accounts continued

### for the year ended 30 September 2022

#### 2 Grants

	2022	2022	2022	2021
	Unrestricted	Restricted	Total	Total
	funds	funds	funds	funds
	£	£	£	£
Association of Independent Museums (AIM)	-	4,518	4,518	-
Bradford Metropolitan District Council (BMDC)	-	4,000	4,000	756
The National Heritage Memorial Fund	-	-	-	13,200
Shipley Town Council	-	-	-	1,760
	<u>-</u>	<u>8,518</u>	<u>8,518</u>	<u>15,716</u>

#### 3 Restricted funds

	Balance b/f	Incoming	Outgoing	Transfers	Balance c/f
	£	£	£	£	£
Popup Heritage Centre Project	38	-	38	-	-
BMDC - Tour App	-	4,000	-	-	4,000
AIM Fund	-	4,518	4,518	-	-
Museums Development Yorkshire	-	-	2,293	-	(2,293)
Donation	-	400	400	-	-
	<u>38</u>	<u>8,918</u>	<u>7,249</u>	<u>-</u>	<u>1,707</u>

#### Fund name

Popup Heritage Centre Project

BMDC - Tour App

AIM Fund

Museums Development Yorkshire

Donation

#### Purpose of restriction

To cover the costs of the exhibition.

Towards part funding to improve audience engagement with the CIO's collections.

Towards 12 additional story boards and archive equipment.

Towards digitisation equipment.

Private donation to help meet the 20% match funding for digital equipment.

#### 4 Related party transactions

##### Trustee expenses

No trustee received any expenses during this year or the previous year.

##### Trustee remuneration and benefits

No trustee received any remuneration or benefit during this or the previous year.

**THE SALTAIRE WORLD HERITAGE EDUCATION ASSOCIATION**

England & Wales - Charity number 1158756

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# Accounts

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## **SALTAIRE WORLD HERITAGE EDUCATION ASSOCIATION (SWHEA)**

### **2021/2022 CHAIRS ANNUAL REPORT.**

#### Preamble:

SWHEA manage the Saltaire Collection of historical items for Shipley College who hold it in trust for the community. In working on our charitable objectives and planning our activities our trustees have given serious consideration to the Charity Commission's general guidance on public benefit and in particular for the advancement of education for learners of all ages.

NOTE: Since the 2020 AGM, as with all organisations, SWHEA has had to cope with the Covid 19 Pandemic. This has meant long periods of closure to visitors, few events for members of the public and very limited interactions with schools, colleges, universities, and independent adult learners. Nevertheless, some progress has been made and is briefly summarised below.

Our activities included -

- Working towards Museum Accreditation, aiming to meet the National UK Standards set for Museums across the three key areas of 'organisational health', 'users and their experiences', and 'collections management' to Spectrum standards.
- Exploring new ways to widen access to the collection for the benefit of learners young and old, whether in formal education settings, informal groups, or independent adult learners.
- Exploring how to best meet the needs of those groups who are often excluded from learning about heritage.
- Continuing to develop partnership work in order to better promote knowledge of the World Heritage site of Saltaire.
- Where possible, recruiting, training, and supporting volunteers who work in a variety of ways to develop, promote, engage others, and care for the collection
- Seeking donations and grants for specific and discrete pieces of work.

#### Progress in 2020/2021:

- SWHEA received Arts Council England approval as eligible to pursue museum accreditation in October 2020 and has since developed a statement of purpose, restructured its operational work, and become familiar with the national standards for museums.
- SWHEA received a small Culture Recovery Grant in December 2020 which enabled the creation and instalment of 59 'story boards' explaining the heritage of 3 historic buildings and one new building in Saltaire and the installation of 4 additional display cabinets to provide immediate access to aspects of Saltaire's heritage for the 3,800 post 16 and adult learners and their lecturers in Shipley College and provided new digital display equipment.

- Established 2 exhibition and tour events running over 21 days for over 450 members of the public during the time periods when Covid restrictions were eased. Evaluations of these show high levels of satisfaction from visitors. Thanks are due to Shipley Town Council and Bradford Council for small grant aid to enable these events.
- Receipt and accession of 44 new deposits to the collection of which a number were bulk deposits containing many items, for example, the Patsy Phillips collection which provides new insight into Sir James Roberts acquisition of land and title rights relating to Hirst Mill.
- Whilst work with schools has been severely limited during the period, 4 primary schools have received workshops, 5 others have received support to find relevant digital resources and 1 secondary school has received presentations on Saltaire's Foundation and stories of migration to work in textiles. Work commissioned by Historic England has led to 2 Vimeo and 7 digital lesson resources being made available for Yorkshire Schools on their website.
- The website, established in April 2019, has been further developed and continues to provide digital access to learning resources. Work has commenced to assess the best option for improving the site and, in particular, the online catalogue for 2022.
- 51 'visitors' conducting research have gained access to the collection through digital conversations, forwarding materials and digital copies of documents, maps, and plans. One interesting international group were final year students for Artois University, Northern France, and a copy of their completed work to compare Saltaire with Roubaix has been received.
- Shipley College have led on a significant bid for funding through the governments' 'Towns Funding programme' and have succeeded in gaining initial approval for a new digital, arts and heritage centre in Saltaire. Consultation work on the site footprint and design for a new building commences in 2022 and a full business plan has to be submitted by June 2022. This work will lead to permanent/accessible display space for the collection.
- SWHEA's new group of writers are developing additional research and two new pieces of research on Salts Hospital and PACE Microtechnology Ltd. are available on the collection's website. Work continues on Saltaire shops over time and an exploration of the history of Roberts Park.
- Partnerships have continued with Leeds Beckett University, Historic England, the Local Cultural Education Partnership, the Cultural Voice Forum, Bradford Museums and Galleries Service and community groups local to Saltaire, e.g., Saltaire Inspired and Shipley Glen Tramway. Saltaire History Club continue to be the key partner in our work and have contributed important new work to the collection in 2020.2021.
- A new project focused partnership with Bradford Council's World Heritage Officer, Saltaire Festival, Saltaire History Club, Bradford University, Shipley and Baildon town councils is progressing work to develop a self-guided tour app for visitors to Saltaire. In addition, the Saltaire Collection has been agreed as a 'Data Providing' partner with the National Science Museum who have received funding to develop a digital

congruence engine for researchers and students – the focus for Bradford will be its Industrial History.

- A very important in year partnership was formed with our sister World Heritage Sites- New Lanark and Derwent Valley - during 2021 as all three sites were inscribed by UNESCO at the same time in 2001. Many discussions took place about the links between the sites and our May/June exhibition include materials and a video about these sister sites. This linking will continue going forward.
- No recruitment of volunteers was thought useful during the year due to the limited access to the Collection working room and the inability to provide ‘physical’ induction and day to day support. Nevertheless, two new volunteers have come forward, have begun work, and are settling in.
- SWHEA’s experienced volunteers are our biggest asset and their continued passion and commitment to our work is beyond measure. We have been very fortunate to retain our volunteers in the prevailing circumstances. We acknowledge their crucial importance in sustaining high quality management of the collection; in promoting our work and generating income through our fledgeling monthly draw and developing our website further.
- SWHEA has however conducted a recruitment exercise for new Trustees/Board Members and has been successful in gaining five new, very experienced museum and engagement professionals to support our forward work towards Museum Accreditation.

*PLEASE NOTE: SWHEA’s AGM will be held on 12/09/2022 in order to both allow time to induct prospective trustees and work towards enabling AGM’s will coincide with annual accounts from 2023*

# **The Saltaire World Heritage Education Association**

Charity number 1158756

## **Annual Report and Financial Statements for the year ended 30 September 2021**



# Saltaire Collection



West Yorkshire Community Accounting Service

# **The Saltaire World Heritage Education Association**

## **Annual Report and Financial Statements for the year ended 30 September 2021**

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Receipts and payments account	7
Statement of assets and liabilities	8
Notes to the accounts	9 to 10

**Prepared by West Yorkshire Community Accounting Service**

# **The Saltaire World Heritage Education Association**

## **Trustees' report for the year ended 30 September 2021**

### **Reference and administrative details of the charity, its trustees and advisors**

The trustees during the financial year and up to and including the date the report was approved were:

<b>Name</b>	<b>Position</b>	<b>Dates</b>
Rachael Durrett	Chair	
John Briggs	Deputy Chair	
Maggie Smith	Secretary	
Richard Midgley	Treasurer	
Elizabeth Barker	Trustee	
Ruth Quinn	Trustee	
Stella Downs	Trustee	
Ian Watson	Trustee	
Kim Beaumont	Trustee	Appointed 11 January 2021 Resigned 22 April 2021

### **Charity number**

The charity was registered with the Charity Commission for England and Wales, number 1158756, on 2 October 2014.

### **Principal address**

ShIPLEY College of Education  
Victoria Road  
ShIPLEY  
BD18 3LQ

### **Bankers**

HSBC Bank plc  
PO Box 45  
47 Market Street  
Bradford  
BD1 1LW

### **Independent examiner**

Claire Welling

### **West Yorkshire Community Accounting Service**

Stringer House  
34 Lupton Street  
Leeds  
LS10 2QW

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

The charity is a Charitable Incorporated Organisation (CIO) formed on 2 October 2014. Initially registered as a CIO Association subsequently amended to a CIO Foundation on 12 February 2018. Further amended 12 May 2019 and 28 May 2020.

### **Method of recruitment and appointment of trustees**

Up to two trustees of the charity may be appointed by the remaining members of the CIO - ShIPLEY College and Saltaire United Reformed Church. The trustees may appoint up to seven further trustees. Any appointment must be made at a meeting held according to the ordinary practice of the appointing body.

# **The Saltaire World Heritage Education Association**

## **Trustees' report (continued) for the year ended 30 September 2021**

### **Objectives and activities**

#### **The charity's objects**

The objects of the CIO are to advance education, for the public benefit, relating to the industrial heritage of Saltaire, in particular:

for students young and old, whether they are pupils in a course of education, adults researching history or visiting tourists wishing to learn more about the World Heritage site, so as to encourage an involvement in and a better understanding of its heritage and create the desire to preserve it in the future;

by encouraging the undertaking of further research into the heritage of Saltaire and the impacts of industrial change and globalisation on the local textile industry and the lives of village residents, in order to add to and enhance the existing historical archives and the learner experience.

#### **The charity's main activities and Public benefit statement**

SWHEA manage the Saltaire Collection of historical items for Shipley College who hold it in trust for the community. In working on our charitable objectives and planning our activities our trustees have given serious consideration to the Charity Commission's general guidance on public benefit and in particular for the advancement of education for learners of all ages.

Since the 2020 AGM, as with all organisations, SWHEA has had to cope with the Covid 19 Pandemic. This has meant long periods of closure to visitors, few events for members of the public and very limited interactions with schools, colleges, universities, and independent adult learners. Nevertheless, some progress has been made and is briefly summarised below.

Our activities included -

Working towards Museum Accreditation, aiming to meet the National UK Standards set for museums across the three key areas of 'organisational health', 'users and their experiences', and 'collections management' to Spectrum standards.

Exploring new ways to widen access to the collection for the benefit of learners young and old, whether in formal education settings, informal groups or independent adult learners.

Exploring how to best meet the needs of those groups who are often excluded from learning about heritage.

Continuing to develop partnership work in order to better promote knowledge of the World Heritage site of Saltaire.

Where possible, recruiting, training, and supporting volunteers who work in a variety of ways to develop, promote, engage others, and care for the collection.

Seeking donations and grants for specific and discrete pieces of work.

#### **Achievements and performance**

SWHEA received Arts Council England approval as eligible to pursue museum accreditation in October 2020 and has since developed a statement of purpose, restructured its operational work and become familiar with the national standards for museums.

SWHEA received a small Culture Recovery Grant in December 2020 which enabled the creation and instalment of 59 'story boards' explaining the heritage of 3 historic buildings and one new building in Saltaire and the installation of 4 additional display cabinets to provide immediate access to aspects of Saltaire's Heritage for the 3,800 post 16 and adult learners and their lecturers in Shipley College and provided new digital display equipment.

Established 2 exhibition and tour events running over 21 days for over 450 members of the public during the time periods when Covid restrictions were eased. Evaluations of these show high levels of satisfaction from visitors. Thanks are due to Shipley Town Council and Bradford Council for small grant aid to enable these events.

# **The Saltaire World Heritage Education Association**

## **Trustees' report (continued) for the year ended 30 September 2021**

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

Receipt and accession of 44 new deposits to the collection of which a number were bulk deposits containing many items. For example, the Patsy Phillips collection which provides new insight into Sir James Roberts acquisition of land and title rights relating to Hirst Mill.

Whilst work with schools has been severely limited during the period, 4 primary schools have received workshops, 5 others have received support to find relevant digital resources and 1 secondary school has received presentations on Saltaire's Foundation and stories of migration to work in textiles. Work commissioned by Historic England has led to 2 Vimeo and 7 digital lesson resources being made available for Yorkshire Schools on their website.

The website, established in April 2019, has been further developed and continues to provide digital access to learning resources. Work has commenced to assess the best option for improving the site and, in particular, the online catalogue for 2022.

51 'visitors' conducting research have gained access to the collection through digital conversations, forwarding materials and digital copies of documents, maps and plans. One interesting international group were final year students for Artois University, Northern France, and a copy of their completed work to compare Saltaire with Roubaix has been received.

ShIPLEY College have led on a significant bid for funding through the government's 'Towns Funding Programme' and have succeeded in gaining initial approval for a new digital, arts and heritage centre in Saltaire. Consultation work on the site footprint and design for a new building commences in 2022 and a full business plan has to be submitted by June 2022. This work will lead to permanent/accessible display space for the collection.

SWHEA's new group of writers are developing additional research and two new pieces of research on Salts Hospital and PACE Microtechnology Ltd. are available on the collection's website. Work continues on Saltaire shops over time and an exploration of the history of Roberts Park.

Partnerships have continued with Leeds Beckett University, Historic England, the Local Cultural Education Partnership, the Cultural Voice Forum, Bradford Museums and Galleries Service and community groups local to Saltaire, e.g., Saltaire Inspired and Shipley Glen Tramway. Saltaire History Club continue to be the key partner in our work and have contributed important new work to the collection in 2020 - 2021.

A new project focused partnership with Bradford Council's World Heritage Officer, Saltaire Festival, Saltaire History Club, Bradford University, Shipley and Baildon town councils is progressing work to develop a self-guided tour app for visitors to Saltaire. In addition, the Saltaire Collection has been agreed as a 'Data Providing' partner with the National Science Museum who have received funding to develop a digital congruence engine for researchers and students – the focus for Bradford will be its Industrial History.

A very important in year partnership was formed with our sister World Heritage Sites - New Lanark and Derwent Valley - during 2021 as all three sites were inscribed by UNESCO at the same time in 2001. Many discussions took place about the links between the sites and our May/June exhibition includes materials and a video about these sister sites. This linking will continue going forward.

No recruitment of volunteers was thought useful during the year due to the limited access to the Collection working room and the inability to provide 'physical' induction and day to day support. Nevertheless, two new volunteers have come forward, have begun work, and are settling in.

SWHEA's experienced volunteers are our biggest asset and their continued passion and commitment to our work is beyond measure. We have been very fortunate to retain our volunteers in the prevailing circumstances. We acknowledge their crucial importance in sustaining high quality management of the collection; in promoting our work and generating income through our fledgling monthly draw and developing our website further.

SWHEA has however conducted a recruitment exercise for new Trustees/Board Members and has been successful in gaining five new, very experienced museum and engagement professionals to support our forward work towards Museum Accreditation in 2023.

# **The Saltaire World Heritage Education Association**

## **Trustees' report (continued) for the year ended 30 September 2021**

### **Financial review**

The net receipts for the year were £238, including net receipts of £200 on unrestricted funds and net receipts of £38 on restricted funds.

The pandemic has significantly impacted our ability to provide education on the heritage of Saltaire and so has resulted in shortfalls of funds. Careful cost control and prudent budgeting has ensured that the risks caused by the shortfalls have been largely mitigated. Risk management is at the heart of our governance model and so this risk is managed through that process.

Our budget for this next financial year assumes the continuation of limitations on our activities but we have no concerns about our short- term financial sustainability due to core funding and financial reserves.

In the longer term our funding and income generation is dependent on Educational activities and the promotion that comes from those activities. If limitations continue, we will need to evolve our model so that more emphasis is put on online learning and we would seek specific funding to support that endeavour.

At the time of signing these accounts the charity has been impacted by the global Covid-19 virus. The trustees have reassessed the charity's ability to continue for at least 12 months from the date that the accounts are approved and conclude that no material uncertainties exist that cast significant doubt on the charity's ability to meet its liabilities as they fall due

### **Reserves policy**

The charity's free reserves, excluding fixed assets, at the year end were £7,246.

We need to consider why we might need to hold back some funds as reserves. As a small charity, with a simple structure and uncomplicated activities, these reasons are:

The risk of unforeseen emergency or other unexpected need for funds, e.g. an unexpected repair bill or finding 'seed-funding' for an urgent project.

Covering unforeseen day-to-day operational costs, e.g. IT updates

Planned commitments, or designations, that cannot be met by future income alone, e.g. plans for a major asset purchase (opportunistic acquisition) or to a significant project that requires the charity to provide 'matched funding' – (Pop Up museum).

The need to fund short-term deficits in a cash budget, e.g. money may need to be spent before a funding grant is received.

The key requirement is to protect the continuity of our core work around the Collection and Education.

### **Value of Reserves**

To take the 4 reasons / risks identified in "Rationale" above, the proposed values are:

- a) Unforeseen emergency - £500
- b) Unforeseen day to day costs - £500
- c) Planned commitments that cannot be met by income - £1,000
- d) Short term cash flow deficits - £1,000

This gives total reserves of £3,000 against our unrestricted annual budget of £4,500, and so reflects financial prudence whilst releasing unrestricted funds to be deployed.

Part of the reason for the higher level of reserves than the policy is due to the uncertain times that we have been operating within. We have continued uncertainty about our income through grants, events and other normal fund-raising activities and therefore have taken a prudent approach to spending when the income line has been less certainty than we would like.

There has also been an inability to spend on some of our normal volunteering, educational and interpretation activities and so the activities which would normally reduce the amount of reserves held have not occurred, hence leaving higher reserves.

Signed on behalf of the board of trustees on .....

Signed: ..... (Trustee)

Name: .....

**The Saltaire World Heritage Education Association**  
**Independent examiner's report to the trustees of The Saltaire World**  
**Heritage Education Association Charitable Incorporated Organisation**

I report to the charity trustees on my examination of the accounts of the CIO for the year ended 30 September 2021, which are set out on pages 7 to 10.

**Responsibilities and basis of report**

As the charity trustees of the CIO you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the CIO's accounts as carried out under section 145 of the 2011 Act. In carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act. Whilst an independent examination is not required under section 145 of the Act, the trustees have opted for this type of scrutiny.

**Independent examiner's statement**

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

- 1 accounting records were not kept in respect of the CIO as required by section 130 of the Act; or
- 2 the accounts do not accord with those records.

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.

Signed: ..... Name: Claire Welling

Date: .....

**West Yorkshire Community Accounting Service**

Stringer House  
34 Lupton Street  
Leeds  
LS10 2QW

# The Saltaire World Heritage Education Association

## Receipts and payments account

### for the year ended 30 September 2021

	Notes	2021 Unrestricted funds £	2021 Restricted funds £	2021 Total funds £	2020 Total funds £
<b>Receipts</b>					
Grants	(2)	-	15,716	15,716	21,297
Donations		305	-	305	677
Merchandise sales		329	-	329	639
Education related income		-	-	-	6,950
Charity draw income		2,335	-	2,335	-
Other income		205	-	205	20
<b>Total receipts</b>		<b>3,174</b>	<b>15,716</b>	<b>18,890</b>	<b>29,583</b>
<b>Payments</b>					
Project development:					
Salaries, NIC and pensions	(3)	-	-	-	10,134
Staff and volunteer travel		-	-	-	27
Staff and volunteer training		-	-	-	350
Rent		-	-	-	1,000
Equipment, materials and repair		-	9,381	9,381	2,649
Professional fees		146	5,163	5,309	10,060
Stewarding		-	600	600	-
Insurance		409	-	409	309
IT and website		753	-	753	249
Publicity		-	325	325	322
Other expenditure		-	209	209	46
Independent examination		276	-	276	276
Goods for resale		-	-	-	61
Charity draw expenditure		1,390	-	1,390	-
<b>Total payments</b>		<b>2,974</b>	<b>15,678</b>	<b>18,652</b>	<b>25,483</b>
<b>Net movement in funds</b>		<b>200</b>	<b>38</b>	<b>238</b>	<b>4,100</b>
<b>Fund balances brought forward</b>		<b>7,046</b>	<b>-</b>	<b>7,046</b>	<b>2,946</b>
<b>Fund balances carried forward</b>	(4)	<b>7,246</b>	<b>38</b>	<b>7,284</b>	<b>7,046</b>

# The Saltaire World Heritage Education Association

## Statement of assets and liabilities

as at 30 September 2021

	2021	2021	2021	2020
	Unrestricted	Restricted	Total	Total
	£	£	£	£
<b>Cash funds</b>				
Cash at bank	7,246	38	7,284	7,046
<b>Total cash funds</b>	<u>7,246</u>	<u>38</u>	<u>7,284</u>	<u>7,046</u>
<b>Other monetary assets</b>			£	
Insurance prepayment			205	
Web hosting fees			300	
			<u>505</u>	
<b>Assets retained for the charity's own use</b>				
3 x Laptops				
2x PC and software				
Wireless printer				
Dehumidifier				
Laminator				
Flat bed scanner				
Additional laptop/note pad				
Website domain and design				
Large floor standing display case				
2 x External hard drives				
59 x Story boards design, printing and installation				
4 x Wall mounted display cases				
TV monitor and stand				
<b>Liabilities</b>			£	
Independent examination			276	
			<u>276</u>	

### Approval of the accounts

The financial statements were approved by the board of trustees on .....

Signed: ..... (Trustee)

Name: .....

# **The Saltaire World Heritage Education Association**

## **Notes to the accounts**

### **for the year ended 30 September 2021**

#### **1 Accounting policies**

##### **Basis of accounting**

The trustees have taken advantage of section 133 of the Charities Act 2011 and have prepared the accounts on a receipts and payments basis.

There has been no change to the accounting policies since last year.

No changes have been made to the accounts for previous years.

##### **Taxation**

As a charity the organisation benefits from rates relief and is generally exempt from income tax and capital gains tax but not from VAT. Irrecoverable VAT is included in the cost of those items to which it relates.

##### **Fund accounting**

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.

Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

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

**The Saltaire World Heritage Education Association**  
**Notes to the accounts continued**  
**for the year ended 30 September 2021**

<b>2 Grants</b>	2021 Unrestricted funds £	2021 Restricted funds £	2021 Total funds £	2020 Total funds £
The National Heritage Memorial Fund	-	13,200	13,200	21,297
City of Bradford Metropolitan District Council	-	756	756	-
Shipley Town Council	-	1,760	1,760	-
	<u>-</u>	<u>15,716</u>	<u>15,716</u>	<u>21,297</u>

<b>3 Staff costs and numbers</b>	2021 £	2020 £
Gross salaries	-	9,761
Social security costs	-	553
Employment allowance	-	(553)
Pensions	-	373
	<u>-</u>	<u>10,134</u>

There were no employees during the year (2020: 1, 0.5 FTE).

<b>Defined contribution pension scheme</b>	2021 £	2020 £
Costs of the scheme to the charity for the year	-	373

<b>4 Restricted funds</b>	Balance b/f £	Incoming £	Outgoing £	Balance c/f £
Popup Heritage Centre Project	-	2,516	2,478	38
Cultural Recovery Fund	-	13,200	13,200	-
	<u>-</u>	<u>15,716</u>	<u>15,678</u>	<u>38</u>

<b>Fund name</b>	<b>Purpose of restriction</b>
Popup Heritage Centre Project	To cover the costs of 19 day exhibition on Saltaire's Foundation from 28th May to 20th June 2021. Remaining balance to be used for a September 2021 event as agreed with the funder.
Cultural Recovery Fund	Towards creating and installing 59 Story Boards, purchasing a TV monitor and a stand and restoration of a valuable oil painting

**5 Related party transactions**

**Trustee expenses**

No trustee received any expenses during this year or the previous year.

**Trustee remuneration and benefits**

No trustee received any remuneration or benefit during this or the previous year.