



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

Contents	Page
Trustees' report	2 to 5
Examiner's report	6
Receipts and payments account	7
Statement of assets and liabilities	8
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 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:

Name	Position	Dates
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

Registered and principal address	Bankers
ShIPLEY College of Education	HSBC Bank plc
Victoria Road	PO Box 45
ShIPLEY	47 Market Street
BD18 3LQ	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: S Webb (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
		£	£	£	£
Receipts					
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	-
Total receipts		<u>4,878</u>	<u>38,469</u>	<u>43,347</u>	<u>50,857</u>
Payments					
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	-
Total payments		<u>4,200</u>	<u>61,235</u>	<u>65,435</u>	<u>30,673</u>
Net receipts / (payments)		<u>678</u>	<u>(22,766)</u>	<u>(22,088)</u>	<u>20,184</u>
Fund balances brought forward		<u>6,318</u>	<u>23,003</u>	<u>29,321</u>	<u>9,137</u>
Fund balances carried forward	(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
	£	£	£	£
Cash funds				
Cash at bank	6,996	237	7,233	29,321
Total cash funds	<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: Stephanie 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

BMDC - Accessibility grant

Purpose of restriction

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

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

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Signed: 

Name: Rhys North ACA

11/2/2026

West Yorkshire Community Accountancy Service CIO

Stringer House
34 Lupton Street
Leeds
LS10 2QW