

# ALWAYS AHEAD

England & Wales · Charity number 1187685

## Details

---

**Status** Registered

**Legal form** CIO

**Registered** 2020-01-31

**Register** [View on the Charity Commission register](#)

## Contact

---

**Address** 56 Stewart Street  
Crewe  
CW2 8LX

**Phone** 01270668996

**Email** [tlccrewe@gmail.com](mailto:tlccrewe@gmail.com)

## Activities

---

**Objects:** FOR THE PUBLIC BENEFIT IN CREWE AND THE SURROUNDING AREAS AND IN ALL CASES WITH A CHRISTIAN ETHOS:1. TO FURTHER OR BENEFIT THOSE RESIDENTS AND THE NEIGHBOURHOOD, WITHOUT DISTINCTION OF SEX, SEXUAL ORIENTATION, RACE OR OF POLITICAL, RELIGIOUS OR OTHER OPINIONS BY ASSOCIATING TOGETHER THE SAID RESIDENTS AND THE LOCAL AUTHORITIES, VOLUNTARY AND OTHER ORGANISATIONS IN A COMMON EFFORT TO ADVANCE EDUCATION AND TO PROVIDE FACILITIES IN THE INTERESTS OF SOCIAL WELFARE FOR RECREATION AND LEISURE TIME OCCUPATION WITH THE OBJECTIVE OF IMPROVING THE CONDITIONS OF LIFE FOR THE RESIDENTS.IN FURTHERANCE OF THESE OBJECTS BUT NOT OTHERWISE, THE TRUSTEES SHALL HAVE POWER:TO ESTABLISH OR SECURE THE ESTABLISHMENT OF A COMMUNITY CENTRE AND TO MAINTAIN OR MANAGE OR CO-OPERATE WITH ANY STATUTORY AUTHORITY IN THE MAINTENANCE AND MANAGEMENT OF SUCH A CENTRE FOR ACTIVITIES PROMOTED BY THE CHARITY IN FURTHERANCE OF THE ABOVE OBJECTS.2. TO ADVANCE IN LIFE AND HELP YOUNG PEOPLE, PARTICULARLY THOSE WHO ARE FROM SOCIALLY AND OR ECONOMICALLY DISADVANTAGED COMMUNITIES THROUGH:(A) THE PROVISION OF RECREATIONAL AND LEISURE TIME ACTIVITIES PROVIDED IN THE INTEREST OF SOCIAL WELFARE, DESIGNED TO IMPROVE THEIR CONDITIONS OF LIFE;(B) PROVIDING SUPPORT AND ACTIVITIES WHICH DEVELOP THEIR SKILLS, CAPACITIES AND CAPABILITIES TO ENABLE THEM TO PARTICIPATE IN SOCIETY AS MATURE AND RESPONSIBLE INDIVIDUALS.3. THE PREVENTION OR RELIEF OF POVERTY BY PROVIDING OR ASSISTING IN THE PROVISION OF FOOD, CLOTHING, FINANCIAL ASSISTANCE, AND OTHER FORMS OF SUPPORT DESIGNED TO ENABLE INDIVIDUALS TO GENERATE A SUSTAINABLE INCOME AND BE SELF-SUFFICIENT.4. TO PROMOTE SOCIAL INCLUSION FOR THE PUBLIC BENEFIT BY PREVENTING PEOPLE FROM BECOMING SOCIALLY EXCLUDED, RELIEVING THE NEEDS OF THOSE PEOPLE WHO ARE SOCIALLY EXCLUDED AND ASSISTING THEM TO INTEGRATE INTO SOCIETY.FOR THE PURPOSE OF THIS CLAUSE 'SOCIALLY EXCLUDED'?? MEANS BEING EXCLUDED FROM SOCIETY, OR PARTS OF SOCIETY, AS A RESULT OF ONE OF MORE OF THE FOLLOWING FACTORS: UNEMPLOYMENT; FINANCIAL HARDSHIP; YOUTH OR OLD AGE; ILL HEALTH (PHYSICAL OR MENTAL); SUBSTANCE ABUSE OR DEPENDENCY INCLUDING ALCOHOL AND DRUGS; DISCRIMINATION ON THE GROUNDS OF SEX, RACE, DISABILITY, ETHNIC ORIGIN, RELIGION, BELIEF, CREED, SEXUAL ORIENTATION OR GENDER RE-ASSIGNMENT; POOR EDUCATIONAL OR SKILLS ATTAINMENT; RELATIONSHIP AND FAMILY BREAKDOWN; POOR HOUSING (THAT IS HOUSING THAT DOES NOT MEET BASIC HABITABLE STANDARDS; CRIME (EITHER AS A VICTIM OF CRIME OR AS AN OFFENDER REHABILITATING INTO SOCIETY).

**Activities:** The Always Ahead Charity was formed with the aim of carrying out charitable works for public benefit through the practical application of Christian ethics and principles by:1.Community Enhancement2. Youth Engagement 3. Prevention of Poverty4. Social Inclusion

## Classification

---

- **How:** Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information, Other Charitable Activities
- **What:** General Charitable Purposes, Disability, The Prevention Or Relief Of Poverty, Economic/community Development/employment, Recreation, Other Charitable Purposes
- **Who:** Children/young People, The General Public/mankind

## Geography

- Cheshire East

## Finances

Period end	Income	Expenditure	Assets	Employees
2025-06-30	£6,054	£114,412	-	-
2024-06-30	£269,830	£323,390	-	-
2023-06-30	£571,487	£430,087	£166,982	0
2022-06-30	£100,031	£166,640	-	-
2021-06-30	£96,756	£4,560	-	-

## Trustees

Name	Role	Appointed
<b>Sheron Lesley Ferguson</b>	Chair	2020-01-31
Rev Ellis David Edwards		2020-01-31
Robert Anthony Howells		2020-01-31

**ALWAYS AHEAD**

England & Wales - Charity number 1187685

---

# Accounts

---

**REGISTERED CHARITY NUMBER: 1187685**

**Report of the Trustees and  
Unaudited Financial Statements  
for the Year Ended 30 June 2025  
for  
Always Ahead**

Banks Sheridan  
Datum House  
Electra Way  
Crewe  
Cheshire  
CW1 6ZF

**Always Ahead**

**Contents of the Financial Statements  
for the year ended 30 June 2025**

	<b>Page</b>
<b>Reference and Administrative Details</b>	1
<b>Report of the Trustees</b>	2 to 4
<b>Independent Examiner's Report</b>	5
<b>Statement of Financial Activities</b>	6
<b>Statement of Financial Position</b>	7
<b>Statement of Cash Flows</b>	8
<b>Notes to the Statement of Cash Flows</b>	9
<b>Notes to the Financial Statements</b>	10 to 14
<b>Detailed Statement of Financial Activities</b>	15

**Always Ahead**

**Reference and Administrative Details  
for the year ended 30 June 2025**

**TRUSTEES**

Rev E D Edwards  
Mrs S L Ferguson  
Mr R A Howells  
Mr J Pandian (resigned 16.4.25)  
Rev J L Johnson (resigned 16.4.25)

**PRINCIPAL ADDRESS**

56 Stewart Street  
Crewe  
Cheshire  
CW2 8LX

**REGISTERED CHARITY NUMBER** 1187685

**INDEPENDENT EXAMINER**

Banks Sheridan  
Datum House  
Electra Way  
Crewe  
Cheshire  
CW1 6ZF

## Always Ahead

### Report of the Trustees for the year ended 30 June 2025

The Trustees present their report and the unaudited financial statements of the charity for the period ended 30 June 2025.

The Trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

#### OBJECTIVES AND ACTIVITIES

##### Objectives and aims

Always Ahead was formed on 31 January 2020 with the aim of carrying out charitable works for public benefit through the practical application of Christian ethics and principles by:

1. Community Enhancement:
  - a) Encouraging individual and corporate engagement in projects and activities that enhance community relationships and improve community resilience.
  - b) Providing facilities and opportunities that enable individuals and groups to engage in these resilience building activities.
2. Youth Engagement
  - a) Promoting their spiritual, physical, intellectual and social development, particularly (but not exclusively) those who are disadvantaged.
  - b) Enabling and equipping young people to sustain strong community relationships that enhance community relations for the benefit of the public as a whole.
3. Prevention of Poverty
  - a) Providing or assisting in the provision of education, training, healthcare projects and forms of support designed to enable individuals to generate a sustainable income and be self-sufficient.
  - b) Enhancing the financial, spiritual and emotional wellbeing of individuals and the community as a whole.
4. Social Inclusion
  - a) Preventing people from becoming socially excluded, from society, or parts of society, as a result of one of more factors.
  - b) Relieving the needs of those people who are socially excluded and assisting them to integrate into wider society.

##### Public benefit

##### The Flag Lane Baths Community Hub

For a number of years, Always Ahead has spearheaded a community-led regeneration project to develop plans to transform the former Crewe Swimming Baths (Flag Lane Baths) into a vibrant destination fulfilling a visionary 21st century social function for the people of Crewe and surrounding areas.

The planned project represented the aims and aspirations of a consortium of local charities, community groups and local organisations who are focused on the enhancement and development of community cohesion and the regeneration of the local community.

However, due to spiralling costs to refurbish the former Flag Lane Baths, the Town Board and Cheshire East Council decided to withdraw the Government's funding; this decision was ratified by the Council's Economy and Growth Committee on 25 September 2024. Communication with Cheshire East Council. Assets Department confirmed that Always Ahead had been released from any transactional relationship with the Council.

## **Always Ahead**

### **Report of the Trustees for the year ended 30 June 2025**

#### **ACHIEVEMENTS AND PERFORMANCE**

##### **Charitable activities**

Immediately following this news, Always Ahead Trustees contacted key project stakeholders (including past and current funders e.g. the National Lottery and Garfield Weston Foundation) explaining that the project could not be delivered, at the same time thanking them for their commitment to the project. The stakeholders shared their disappointment that the project was no longer possible but also showed their support of Always Ahead Trustees, acknowledging the difficult situation.

Always Ahead Trustees actioned the FLB Client Project Team to request the final accounts from the Building Consultants and the Principal Contractors; once this was ascertained, Trustees were then able to return the remaining £100,000 (of £250,000 grant) to the Garfield Weston Foundation (on 16 March 2025).

Despite the disappointing outcome that the project plans for Flag Lane Baths could not be realised, the relationship between the charity and Garfield Weston Foundation remained positive, supportive and open for any future potential projects.

##### **Way forward for Always Ahead CIO**

Trustees look forward to exploring ways in which to work with other Charities and community groups to meet the needs of local people. Until such time, no fundraising work has been carried out.

##### **Behind the scenes progress**

Much work has been carried out to ensure the smooth and effective termination of the Flag Lane Baths (FLB) project, in relation to:

- Notifying insurance company of changes
- On-going communication with FLB project funders
- Arranging FLB project final accounts with Building Contractor and Building Consultants
- Ensuring FLB project documentation is stored securely

#### **FINANCIAL REVIEW**

##### **Financial position**

Following the settlement of all accounts related to the redevelopment of Flag Lane Baths, The Charity had reserves of £5,064 to be carried forward into the year ended 30 June 2026, entirely being made up of unrestricted funds.

##### **Reserves policy**

The Trustees have a good understanding of strategic, operational and budgetary planning; the need to build up sufficient reserves to avoid financial difficulties and the need for transparency of the level of these reserves. The Trustees recognise the importance of a Reserves Policy to give confidence to their supporters and protection to their donations.

Trustees are very appreciative of the grants and donations the Charity has already received and can confirm that all funds are unrestricted. In the event of receiving restricted funds, those will be separately identified and will only be used for the purpose for which they were intended. Trustees also confirm that the unrestricted funds (with no specific purpose in mind) will be used for the general running of the Always Ahead Charity.

##### **Going concern**

Despite the setback of the Flag Lane community hub not progressing at the former Crewe Swimming Baths (Flag Lane Baths) the Trustees are to continue the charity's operations for the foreseeable future. The funds are not in deficit and operation costs are low which will allow for plans to be set out for the next phase in its activities.

#### **FUTURE PLANS**

##### **Looking forward to 2026**

We look forward to inviting new members to the Always Ahead Trustee Board, to bring vision, energy, opportunities and commitment to fulfilling the Charity's aims and objectives - to bring positive public benefit and impact within communities. Consideration may be to explore slightly changing the Charity's Constitution to enable the Charity to work within other areas of the UK, not just within Crewe.

## Always Ahead

### Report of the Trustees for the year ended 30 June 2025

#### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

##### **Governing document**

The charity is controlled by its governing document, a deed of trust and constitutes an unincorporated charity.

##### **Charity constitution**

Always Ahead is a Charitable Incorporated Organisation (CIO) and is controlled by its Constitution. It was formed on 31 January 2020 and is currently governed by three trustees (on a 3 year term) and managed by a Board Chair, Charity Secretary and Treasurer (Charity Executive Director). The Trustees meet four times a year with an agreed Agenda as follows:

- Minutes - approval of minutes of last meeting
- Matters arising - from last meeting/minutes
- Formal progress update by Charity Executive Director
- Flag Lane Baths Project update by Project Development Manager
- Financial update by Charity Executive Director
- Any other specific topics for discussion
- Any Other Business

There is a quorum of 3 Trustees and meetings are held four times a year each followed with signed minutes of the meetings. Proposals for actions of note are presented to the Trustees and voted upon.

##### **Recruitment and appointment of new trustees**

The journey to this point had been long and challenging and two of the Always Ahead Trustees (Julia and Joseph) regrettably felt they needed to resign from the Board (this was communicated at the Trustees Board meeting on 16th April 2025). It was acknowledged that the Always Ahead CIO was set up to engage in numerous community projects and that the Flag Lane Baths project was the first.

Trustees remained positive about the future and sought to continue to support the community through this Charity. There were initial discussions with members of the leadership team of a local church who shared a similar vision for Crewe, but this relationship did not materialise. It was felt the Always Ahead CIO should seek to invite other interested people to join the Board. Arrangements were made to update the Trustee Welcome Pack and Application Form ready for distribution together with update details of the Trustee Orientation Programme for potential Trustees.

Unfortunately, due to the lengthy Trustee recruitment process (e.g. carrying out due diligence checks and delays in referees responding to requests from Always Ahead), it has meant that no additional Trustees have yet joined the Always Ahead Trustee Board (as at February 2026).

Approved by order of the board of trustees on 31 March 2026 and signed on its behalf by:



Mrs S L Ferguson - Trustee

**Independent Examiner's Report to the Trustees of  
Always Ahead**

**Independent examiner's report to the trustees of Always Ahead**

I report to the charity trustees on my examination of the accounts of Always Ahead (the Trust) for the year ended 30 June 2025.

**Responsibilities and basis of report**

As the charity trustees of the Trust 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 Trust's accounts carried out under Section 145 of the Act and in carrying out my examination I have followed all 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 Trust as required by Section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination.

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



David Morris FCCA  
The Association of Chartered Certified Accountants

Banks Sheridan  
Datum House  
Electra Way  
Crewe  
Cheshire  
CW1 6ZF

31 March 2026

**Always Ahead**

**Statement of Financial Activities  
for the year ended 30 June 2025**

	Notes	Unrestricted fund £	Restricted fund £	2025 Total funds £	2024 Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>					
Donations and legacies	2	(93,984)	-	(93,984)	269,815
Investment income	3	38	-	38	15
<b>Total</b>		<u>(93,946)</u>	<u>-</u>	<u>(93,946)</u>	<u>269,830</u>
 <b>EXPENDITURE ON</b>					
Raising funds	4	960	-	960	1,770
<b>Charitable activities</b>	5				
Development		8,720	-	8,720	321,620
Other		4,732	-	4,732	-
<b>Total</b>		<u>14,412</u>	<u>-</u>	<u>14,412</u>	<u>323,390</u>
 <b>NET INCOME/(EXPENDITURE)</b>		 (108,358)	 -	 (108,358)	 (53,560)
 <b>RECONCILIATION OF FUNDS</b>					
Total funds brought forward		113,422	-	113,422	166,982
 <b>TOTAL FUNDS CARRIED FORWARD</b>		 <u>5,064</u>	 <u>-</u>	 <u>5,064</u>	 <u>113,422</u>

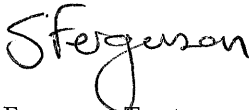
The notes form part of these financial statements

Always Ahead

Statement of Financial Position  
30 June 2025

	Notes	Unrestricted fund £	Restricted fund £	2025 Total funds £	2024 Total funds £
<b>CURRENT ASSETS</b>					
Cash at bank		6,504	-	6,504	115,582
<b>CREDITORS</b>					
Amounts falling due within one year	9	(1,440)	-	(1,440)	(2,160)
<b>NET CURRENT ASSETS</b>		<u>5,064</u>	<u>-</u>	<u>5,064</u>	<u>113,422</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>					
		<u>5,064</u>	<u>-</u>	<u>5,064</u>	<u>113,422</u>
<b>NET ASSETS</b>		<u>5,064</u>	<u>-</u>	<u>5,064</u>	<u>113,422</u>
<b>FUNDS</b>					
Unrestricted funds	10			<u>5,064</u>	<u>113,422</u>
<b>TOTAL FUNDS</b>				<u>5,064</u>	<u>113,422</u>

The financial statements were approved by the Board of Trustees and authorised for issue on 31 March 2026 and were signed on its behalf by:



Mrs S L Ferguson - Trustee

The notes form part of these financial statements

## Always Ahead

### Statement of Cash Flows for the year ended 30 June 2025

	Notes	2025 £	2024 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	1	<u>(109,116)</u>	<u>(53,515)</u>
Net cash used in operating activities		<u>(109,116)</u>	<u>(53,515)</u>
<b>Cash flows from investing activities</b>			
Interest received		<u>38</u>	<u>15</u>
Net cash provided by investing activities		<u>38</u>	<u>15</u>
<b>Change in cash and cash equivalents in the reporting period</b>		<u>(109,078)</u>	<u>(53,500)</u>
<b>Cash and cash equivalents at the beginning of the reporting period</b>		<u>115,582</u>	<u>169,082</u>
<b>Cash and cash equivalents at the end of the reporting period</b>		<u><u>6,504</u></u>	<u><u>115,582</u></u>

The notes form part of these financial statements

**Always Ahead**

**Notes to the Statement of Cash Flows  
for the year ended 30 June 2025**

**1. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES**

	2025	2024
	£	£
<b>Net expenditure for the reporting period (as per the Statement of Financial Activities)</b>	(108,358)	(53,560)
<b>Adjustments for:</b>		
Interest received	(38)	(15)
(Decrease)/increase in creditors	(720)	60
	<u>          </u>	<u>          </u>
<b>Net cash used in operations</b>	<u><u>(109,116)</u></u>	<u><u>(53,515)</u></u>

**2. ANALYSIS OF CHANGES IN NET FUNDS**

	At 1.7.24	Cash flow	At 30.6.25
	£	£	£
<b>Net cash</b>			
Cash at bank	115,582	(109,078)	6,504
	<u>          </u>	<u>          </u>	<u>          </u>
	115,582	(109,078)	6,504
	<u>          </u>	<u>          </u>	<u>          </u>
<b>Total</b>	<u><u>115,582</u></u>	<u><u>(109,078)</u></u>	<u><u>6,504</u></u>

The notes form part of these financial statements

## Always Ahead

### Notes to the Financial Statements for the year ended 30 June 2025

#### 1. ACCOUNTING POLICIES

##### Basis of preparing the financial statements

The financial statements of the charity, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Charities Act 2011. The financial statements have been prepared under the historical cost convention.

##### Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

##### Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

##### Taxation

The charity is exempt from tax on its charitable activities.

##### Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

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

#### 2. DONATIONS AND LEGACIES

	2025	2024
	£	£
Donations	-	409
Grants	(93,984)	269,406
	<u>(93,984)</u>	<u>269,815</u>

Grants received, included in the above, are as follows:

	2025	2024
	£	£
Cheshire East	6,016	269,406
Garfield Weston	(100,000)	-
	<u>(93,984)</u>	<u>269,406</u>

Grants receivable includes the repayment of £100,000 of a grant received from Garfield Weston Foundation. This was repaid following the cancellation of the Flag Lane Baths redevelopment programme.

Always Ahead

Notes to the Financial Statements - continued  
for the year ended 30 June 2025

3. INVESTMENT INCOME

	2025	2024
	£	£
Deposit account interest	38	15
	<u>38</u>	<u>15</u>

4. RAISING FUNDS

Raising donations and legacies

	2025	2024
	£	£
Fundraising consultancy	960	1,770
	<u>960</u>	<u>1,770</u>

5. CHARITABLE ACTIVITIES COSTS

		Direct Costs £
Development		8,720
		<u>8,720</u>

6. SUPPORT COSTS

	Finance £	Other £	Governance costs £	Totals £
Other resources expended	5	1,157	3,570	4,732
	<u>5</u>	<u>1,157</u>	<u>3,570</u>	<u>4,732</u>

7. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 30 June 2025 nor for the year ended 30 June 2024.

Trustees' expenses

There were no trustees' expenses paid for the year ended 30 June 2025 nor for the year ended 30 June 2024.

8. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted fund £	Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>			
Donations and legacies	269,815	-	269,815
Investment income	15	-	15
<b>Total</b>	<u>269,830</u>	<u>-</u>	<u>269,830</u>
<b>EXPENDITURE ON</b>			
Raising funds	1,770	-	1,770
<b>Charitable activities</b>			
Development	321,620	-	321,620

Always Ahead

Notes to the Financial Statements - continued  
for the year ended 30 June 2025

8. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued

	Unrestricted fund £	Restricted fund £	Total funds £
<b>Total</b>	323,390	-	323,390
<b>NET INCOME/(EXPENDITURE)</b>	(53,560)	-	(53,560)
<b>RECONCILIATION OF FUNDS</b>			
Total funds brought forward	166,982	-	166,982
<b>TOTAL FUNDS CARRIED FORWARD</b>	113,422	-	113,422

9. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025 £	2024 £
Other creditors	1,440	2,160

10. MOVEMENT IN FUNDS

	At 1.7.24 £	Net movement in funds £	At 30.6.25 £
<b>Unrestricted funds</b>			
General fund	113,422	(108,358)	5,064
<b>TOTAL FUNDS</b>	113,422	(108,358)	5,064

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	(93,946)	(14,412)	(108,358)
<b>TOTAL FUNDS</b>	(93,946)	(14,412)	(108,358)

**Always Ahead**

**Notes to the Financial Statements - continued  
for the year ended 30 June 2025**

**10. MOVEMENT IN FUNDS - continued**

**Comparatives for movement in funds**

	At 1.7.23 £	Net movement in funds £	At 30.6.24 £
<b>Unrestricted funds</b>			
General fund	166,982	(53,560)	113,422
<b>TOTAL FUNDS</b>	<u>166,982</u>	<u>(53,560)</u>	<u>113,422</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	269,830	(323,390)	(53,560)
<b>TOTAL FUNDS</b>	<u>269,830</u>	<u>(323,390)</u>	<u>(53,560)</u>

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.7.23 £	Net movement in funds £	At 30.6.25 £
<b>Unrestricted funds</b>			
General fund	166,982	(161,918)	5,064
<b>TOTAL FUNDS</b>	<u>166,982</u>	<u>(161,918)</u>	<u>5,064</u>

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	175,884	(337,802)	(161,918)
<b>TOTAL FUNDS</b>	<u>175,884</u>	<u>(337,802)</u>	<u>(161,918)</u>

**Always Ahead**

**Notes to the Financial Statements - continued  
for the year ended 30 June 2025**

**11. RELATED PARTY DISCLOSURES**

There were no related party transactions for the year ended 30 June 2025.

Always Ahead

Detailed Statement of Financial Activities  
for the year ended 30 June 2025

	2025 £	2024 £
<b>INCOME AND ENDOWMENTS</b>		
<b>Donations and legacies</b>		
Donations	-	409
Grants	(93,984)	269,406
	<u>(93,984)</u>	<u>269,815</u>
<b>Investment income</b>		
Deposit account interest	38	15
	<u>38</u>	<u>15</u>
<b>Total incoming resources</b>	<u>(93,946)</u>	<u>269,830</u>
<b>EXPENDITURE</b>		
<b>Raising donations and legacies</b>		
Fundraising consultancy	960	1,770
<b>Charitable activities</b>		
Consultancy fees	6,016	31,410
Pre-construction services	2,548	284,270
Subscriptions	156	324
	<u>8,720</u>	<u>316,004</u>
<b>Support costs</b>		
<b>Finance</b>		
Bank charges	5	-
<b>Other</b>		
Insurance	1,157	1,140
<b>Governance costs</b>		
Accountancy and legal fees	1,170	4,476
Legal fees	2,400	-
	<u>3,570</u>	<u>4,476</u>
<b>Total resources expended</b>	<u>14,412</u>	<u>323,390</u>
<b>Net expenditure</b>	<u>(108,358)</u>	<u>(53,560)</u>

This page does not form part of the statutory financial statements



**ALWAYS AHEAD**

England & Wales - Charity number 1187685

---

# Accounts

---

**Report of the Trustees and  
Unaudited Financial Statements  
for the Year Ended 30 June 2024  
for  
Always Ahead**

Banks Sheridan  
Datum House  
Electra Way  
Crewe  
Cheshire  
CW1 6ZF

**Contents of the Financial Statements  
for the year ended 30 June 2024**

	<b>Page</b>
<b>Reference and Administrative Details</b>	1
<b>Report of the Trustees</b>	2 to 5
<b>Independent Examiner's Report</b>	6
<b>Statement of Financial Activities</b>	7
<b>Statement of Financial Position</b>	8
<b>Statement of Cash Flows</b>	9
<b>Notes to the Statement of Cash Flows</b>	10
<b>Notes to the Financial Statements</b>	11 to 14
<b>Detailed Statement of Financial Activities</b>	15

**Always Ahead**

**Reference and Administrative Details  
for the year ended 30 June 2024**

<b>TRUSTEES</b>	Rev E D Edwards Mrs S L Ferguson Mr R A Howells Mr J Pandian (resigned 16.4.25) Rev J L Johnson (resigned 16.4.25)
<b>PRINCIPAL ADDRESS</b>	56 Stewart Street Crewe Cheshire CW2 8LX
<b>REGISTERED CHARITY NUMBER</b>	1187685
<b>INDEPENDENT EXAMINER</b>	Banks Sheridan Datum House Electra Way Crewe Cheshire CW1 6ZF

## Always Ahead

### Report of the Trustees for the year ended 30 June 2024

The Trustees present their report and the unaudited financial statements of the charity for the period ended 30 June 2024.

The Trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

#### **OBJECTIVES AND ACTIVITIES**

##### **Objectives and aims**

Always Ahead was formed on 31 January 2020 with the aim of carrying out charitable works for public benefit through the practical application of Christian ethics and principles by:

1. Community Enhancement:
  - a) Encouraging individual and corporate engagement in projects and activities that enhance community relationships and improve community resilience.
  - b) Providing facilities and opportunities that enable individuals and groups to engage in these resilience building activities.
2. Youth Engagement
  - a) Promoting their spiritual, physical, intellectual and social development, particularly (but not exclusively) those who are disadvantaged.
  - b) Enabling and equipping young people to sustain strong community relationships that enhance community relations for the benefit of the public as a whole.
3. Prevention of Poverty
  - a) Providing or assisting in the provision of education, training, healthcare projects and forms of support designed to enable individuals to generate a sustainable income and be self-sufficient.
  - b) Enhancing the financial, spiritual and emotional wellbeing of individuals and the community as a whole.
4. Social Inclusion
  - a) Preventing people from becoming socially excluded, from society, or parts of society, as a result of one of more factors.
  - b) Relieving the needs of those people who are socially excluded and assisting them to integrate into wider society.

##### **Public benefit**

##### **The Flag Lane Baths Community Hub**

For a number of years, Always Ahead has spearheaded a community-led regeneration project to develop plans to transform the former Crewe Swimming Baths (Flag Lane Baths) into a vibrant destination fulfilling a visionary 21st century social function for the people of Crewe and surrounding areas.

The planned project represented the aims and aspirations of a consortium of local charities, community groups and local organisations who are focused on the enhancement and development of community cohesion and the regeneration of the local community.

It has always been the ambition of the Trustees to maintain the building's heritage and to celebrate its history which has served the community since 1937. However, it became evident that costs to refurbish the former Flag Lane Baths were spiralling and following discussions with the Town Board and Cheshire East Council the funding of the project led by the charity was ceased. That decision being ratified by the Council's economy and growth committee on 25 September 2024.

The ending of this project comes with a "heavy heart" however the Trustees are encouraged that much of the funded preliminary work can be put to good use as the Council look towards the possibility of the building's conversion to an alternative provision school.

## Always Ahead

### Report of the Trustees for the year ended 30 June 2024

#### ACHIEVEMENT AND PERFORMANCE

##### Charitable activities

Despite the disappointment in not being able to ultimately complete the transformation of Flag Lane Baths into a vibrant Community Hub, the focus of the Always Ahead Charity's work during the financial year has focused on three key areas:

- Governance
- Flag lane Baths Community Hub (capital building project)
- Finance

##### Governance:

##### Prospective Trustee

The Board of trustees continue to look out for new committed individuals to take part in directing the charity's activities.

##### Key Milestones and Activities

From conception of the Charity and its vision in 2019, the Always Ahead Board of Trustees (who are volunteers, having their own full-time jobs), have been on a tremendous journey bringing about a significant achievement - developing a detailed Business Case, Project Development Plans and funding applications to raise over £4.5 million to date.

##### Insurance and VAT Action

Always Ahead Trustees remain grateful for the advice and support given regarding insurance and VAT issues - these are not easy areas to navigate. Cheshire Connect, a local charity, has been instrumental in directing this support.

##### Flag Lane Baths chosen project by Manchester students

In February, 2024 students from the Manchester School of Architecture visited Flag Lane Baths as one of their selected projects for their final year studies. Always Ahead Trustees are delighted to receive this support as students engage with the community and research local residents' knowledge of the significance of the Baths.

##### Fundraising activities

Whilst work on 'active' fundraising has been on-pause throughout 2023 to allow the Charity and Project Teams to focus on the building work, Trustees have remained in regular contact with funders, keeping them abreast of works and funds spent to date namely: Town Board (grant of £3.8m); Garfield Weston Foundation (grant of £250,000) and the National Lottery (awarded a grant of £450,000 but not yet drawn-down).

In March 2024, Always Ahead Trustees David and Sheron took part in a Fundraising Strategy Workshop with the Charity's external fundraising support team. The Workshop included a review of previous and current fundraising activities within each income stream and outlined suggested next steps for: Grant-Making Trusts; Individual Giving and Large Gifts. The Workshop also identified tasks for the proposed new role in PR and fundraising.

##### Internal and external factors

##### 2023 - A Year of Focus

While working on transforming the former Crewe Swimming Baths (Flag Lane Baths) into a Community Hub, the focus of the Always Ahead Charity's work this year has focused our attention on the building i.e. building costs, plans and phasing.

A considerable amount of work has been carried out throughout 2023/2024 by the Always Ahead Client Project Team, Construction Consultants, Architects, Design Team and the Project's Principal Contractor. Specific areas which have needed a 'watchful eye' are:

##### 1. Escalating building costs:

Initial cost analysis (produced as part of the Value Engineering) to submission of tender packages show continuing escalation of costs from £3.9m to £7.8m to £12m, which clearly is unacceptable to Always Ahead Trustees. Always Ahead has entered into a 2-stage design and build process, the first stage of which has been completed, which was to get to RIBA 4, detailed design and market tested costings for completion of the project which resulted in challenging discussions with the Principal Contractor.

##### 2. Time Sensitive funding:

The Towns Fund agreement and the restricted nature of funding from the National Lottery and Garfield Weston Foundation have brought a key challenge: to deliver the promises (i.e. project outcomes) within a timeframe (i.e. to be used by 2025/2026).

## Always Ahead

### Report of the Trustees for the year ended 30 June 2024

#### FINANCIAL REVIEW

##### Financial position

During the year ended 30 June 2024 the Charity has used incoming funds to further develop its plans for the regeneration of the Flag lane Baths site; the expenditure continuing to be on consultancy fees and pre-construction services. The Charity had reserves of £113,422 to be carried forward into the year ended 30 June 2025, entirely being made up of unrestricted funds.

##### Principal funding sources

###### Finance:

Funds will be paid by Always Ahead to Tilbury Douglas Construction Ltd via monthly valuations in the traditional JCT monthly valuation way:

- Tilbury Douglas Construction Ltd. will submit a monthly Valuation
- The Valuation and amount due for payment will be certified by an independent Employers Agent "Baily Garner LLP".
- Always Ahead would then make the payment to Tilbury Douglas Construction Ltd.

Regarding, the Grant funding from the Town's Fund:

- Funds will be released from Cheshire East Council on a monthly valuation basis to Always Ahead bank account following the JCT Contract valuation process between Always Ahead and Tilbury Douglas Construction Ltd as above.

##### Reserves policy

The Trustees have a good understanding of strategic, operational and budgetary planning; the need to build up sufficient reserves to avoid financial difficulties and the need for transparency of the level of these reserves. The Trustees recognise the importance of a Reserves Policy to give confidence to their supporters and protection to their donations.

Trustees are very appreciative of the grants and donations the Charity has already received and can confirm that all funds are unrestricted. In the event of receiving restricted funds, those will be separately identified and will only be used for the purpose for which they were intended. Trustees also confirm that the unrestricted funds (with no specific purpose in mind) will be used for the general running of the Always Ahead Charity.

##### Going concern

Despite the setback of the Flag Lane community hub not progressing at the former Crewe Swimming Baths (Flag Lane Baths) the Trustees are to continue the charity's operations for the foreseeable future. The funds are not in deficit and operation costs are low which will allow for plans to be set out for the next phase in its activities.

#### LOOKING FORWARD TO 2025

- Strengthening Resource Management

We look forward to continuing discussions with the Leadership Team at Hope Church, Crewe regarding operational control of Flag Lane Baths and developing a fruitful and beneficial working relationship.

We also look forward to engaging a PR and Fundraising specialist and to continue working with our external fundraising support team in line with our updated Fundraising Strategy.

- Inviting new Trustees to the Always Ahead Board
- Introducing the new policies and procedures into operational programmes

#### STRUCTURE, GOVERNANCE AND MANAGEMENT

##### Governing document

The charity is controlled by its governing document, a deed of trust and constitutes an unincorporated charity.

## Always Ahead

### Report of the Trustees for the year ended 30 June 2024

#### STRUCTURE, GOVERNANCE AND MANAGEMENT

##### Charity constitution

Always Ahead is a Charitable Incorporated Organisation (CIO) and is controlled by its Constitution. It was formed on 31 January 2020 and is currently governed by three trustees (on a 3 year term) and managed by a Board Chair, Charity Secretary and Treasurer (Charity Executive Director). The Trustees meet four times a year with an agreed Agenda as follows:

- Minutes - approval of minutes of last meeting
- Matters arising - from last meeting/minutes
- Formal progress update by Charity Executive Director
- Flag Lane Baths Project update by Project Development Manager
- Financial update by Charity Executive Director
- Any other specific topics for discussion
- Any Other Business

There is a quorum of 3 Trustees and meetings are held four times a year each followed with signed minutes of the meetings. Proposals for actions of note are presented to the Trustees and voted upon.

##### Recruitment and appointment of new trustees

##### Trustee Orientation Process

Prospective Always Ahead Trustees (Danilo Oliynik, Andy Morris and Sam Redman) continued their Orientation journeys engaging with the process at a pace and level afforded to them. Danilo, offering his financial knowledge and experience, spent time with Trustees David Edward and Robert Howells focusing on the financial work of the Charity and explored new ways of financial operation and systems. However, in September 2023, his personal circumstances changed which meant he unfortunately had to tender his resignation. Always Ahead Trustees thanked Danilo for his commitment and excellent work; Cheshire Connect introduced a Director of a VAT company to Always Ahead and has already started supporting the charity.

##### Getting ready for the Community Hub opening

During the year the Always Ahead Trustees discussed key policies and procedures planning for staff to be in place for when the Community Hub opened.

#### EVENTS SINCE THE END OF THE YEAR

Information relating to events since the end of the year is given in the notes to the financial statements.

Approved by order of the board of trustees on 29 April 2025 and signed on its behalf by:



Mrs S L Ferguson - Trustee

**Independent Examiner's Report to the Trustees of  
Always Ahead**

**Independent examiner's report to the trustees of Always Ahead**

I report to the charity trustees on my examination of the accounts of Always Ahead (the Trust) for the year ended 30 June 2024.

**Responsibilities and basis of report**

As the charity trustees of the Trust 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 Trust's accounts carried out under Section 145 of the Act and in carrying out my examination I have followed all applicable Directions given by the Charity Commission under Section 145(5)(b) of the Act.

**Independent examiner's statement**

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a member of the Association of Chartered Certified Accountants, which is one of the listed bodies.

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 Trust as required by Section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination.

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



David Morris FCCA  
The Association of Chartered Certified Accountants

Banks Sheridan  
Datum House  
Electra Way  
Crewe  
Cheshire  
CW1 6ZF

29 April 2025

Always Ahead

Statement of Financial Activities  
for the year ended 30 June 2024

	Notes	Unrestricted fund £	Restricted fund £	2024 Total funds £	2023 Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>					
Donations and legacies	2	269,815	-	269,815	571,472
Investment income	3	15	-	15	15
<b>Total</b>		<u>269,830</u>	<u>-</u>	<u>269,830</u>	<u>571,487</u>
<b>EXPENDITURE ON</b>					
Raising funds	4	1,770	-	1,770	10,920
<b>Charitable activities</b>	5				
Development		321,620	-	321,620	412,588
Other		-	-	-	6,579
<b>Total</b>		<u>323,390</u>	<u>-</u>	<u>323,390</u>	<u>430,087</u>
<b>NET INCOME/(EXPENDITURE)</b>		(53,560)	-	(53,560)	141,400
<b>RECONCILIATION OF FUNDS</b>					
Total funds brought forward		166,982	-	166,982	25,582
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u>113,422</u>	<u>-</u>	<u>113,422</u>	<u>166,982</u>

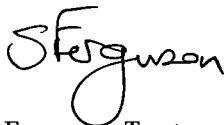
The notes form part of these financial statements

Always Ahead

Statement of Financial Position  
30 June 2024

	Notes	Unrestricted fund £	Restricted fund £	2024 Total funds £	2023 Total funds £
<b>CURRENT ASSETS</b>					
Cash at bank		115,582	-	115,582	169,082
<b>CREDITORS</b>					
Amounts falling due within one year	9	(2,160)	-	(2,160)	(2,100)
<b>NET CURRENT ASSETS</b>		<u>113,422</u>	<u>-</u>	<u>113,422</u>	<u>166,982</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>113,422</u>	<u>-</u>	<u>113,422</u>	<u>166,982</u>
<b>NET ASSETS</b>		<u>113,422</u>	<u>-</u>	<u>113,422</u>	<u>166,982</u>
<b>FUNDS</b>	10				
Unrestricted funds				<u>113,422</u>	<u>166,982</u>
<b>TOTAL FUNDS</b>				<u>113,422</u>	<u>166,982</u>

The financial statements were approved by the Board of Trustees and authorised for issue on 29 April 2025 and were signed on its behalf by:



Mrs S L Ferguson - Trustee

Always Ahead

Statement of Cash Flows  
for the year ended 30 June 2024

	Notes	2024 £	2023 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	1	(53,515)	143,585
Net cash (used in)/provided by operating activities		(53,515)	143,585
<b>Cash flows from investing activities</b>			
Interest received		15	15
Net cash provided by investing activities		15	15
<b>Change in cash and cash equivalents in the reporting period</b>		(53,500)	143,600
<b>Cash and cash equivalents at the beginning of the reporting period</b>		169,082	25,482
<b>Cash and cash equivalents at the end of the reporting period</b>		115,582	169,082

The notes form part of these financial statements

**Always Ahead**

**Notes to the Statement of Cash Flows  
for the year ended 30 June 2024**

**1. RECONCILIATION OF NET (EXPENDITURE)/INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES**

	2024	2023
	£	£
<b>Net (expenditure)/income for the reporting period (as per the Statement of Financial Activities)</b>	(53,560)	141,400
<b>Adjustments for:</b>		
Interest received	(15)	(15)
Decrease in debtors	-	100
Increase in creditors	60	2,100
	(53,515)	143,585
<b>Net cash (used in)/provided by operations</b>	(53,515)	143,585

**2. ANALYSIS OF CHANGES IN NET FUNDS**

	At 1.7.23	Cash flow	At 30.6.24
	£	£	£
<b>Net cash</b>			
Cash at bank	169,082	(53,500)	115,582
	169,082	(53,500)	115,582
<b>Total</b>	169,082	(53,500)	115,582

**Notes to the Financial Statements  
for the year ended 30 June 2024**

**1. ACCOUNTING POLICIES**

**Basis of preparing the financial statements**

The financial statements of the charity, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Charities Act 2011. The financial statements have been prepared under the historical cost convention.

**Income**

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

**Expenditure**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

**Taxation**

The charity is exempt from tax on its charitable activities.

**Fund accounting**

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

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

**2. DONATIONS AND LEGACIES**

	2024	2023
	£	£
Donations	409	283
Grants	269,406	571,189
	<u>269,815</u>	<u>571,472</u>

Grants received, included in the above, are as follows:

	2024	2023
	£	£
Cheshire East	269,406	321,189
Garfield Weston	-	250,000
	<u>269,406</u>	<u>571,189</u>

Always Ahead

Notes to the Financial Statements - continued  
for the year ended 30 June 2024

3. INVESTMENT INCOME

	2024	2023
	£	£
Deposit account interest	15	15

4. RAISING FUNDS

Raising donations and legacies

	2024	2023
	£	£
Fundraising consultancy	1,770	10,920

5. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Support costs (see note 6)	Totals
	£	£	£
Development	316,004	5,616	321,620

6. SUPPORT COSTS

	Other	Governance costs	Totals
	£	£	£
Development	1,140	4,476	5,616

7. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 30 June 2024 nor for the year ended 30 June 2023.

Trustees' expenses

There were no trustees' expenses paid for the year ended 30 June 2024 nor for the year ended 30 June 2023.

8. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund	Restricted fund	Total funds
	£	£	£
<b>INCOME AND ENDOWMENTS FROM</b>			
Donations and legacies	571,472	-	571,472
Investment income	15	-	15
<b>Total</b>	<b>571,487</b>	<b>-</b>	<b>571,487</b>
<b>EXPENDITURE ON</b>			
Raising funds	10,920	-	10,920
<b>Charitable activities</b>			
Development	412,588	-	412,588
Other	6,579	-	6,579
<b>Total</b>	<b>430,087</b>	<b>-</b>	<b>430,087</b>

Always Ahead

Notes to the Financial Statements - continued  
for the year ended 30 June 2024

<b>8. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued</b>			
	Unrestricted fund £	Restricted fund £	Total funds £
	<u>          </u>	<u>          </u>	<u>          </u>
<b>NET INCOME</b>	141,400	-	141,400
<b>RECONCILIATION OF FUNDS</b>			
Total funds brought forward	25,582	-	25,582
	<u>          </u>	<u>          </u>	<u>          </u>
<b>TOTAL FUNDS CARRIED FORWARD</b>	<u>166,982</u>	<u>-</u>	<u>166,982</u>

<b>9. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR</b>		
	2024 £	2023 £
Other creditors	2,160	2,100
	<u>          </u>	<u>          </u>

<b>10. MOVEMENT IN FUNDS</b>			
	At 1.7.23 £	Net movement in funds £	At 30.6.24 £
<b>Unrestricted funds</b>			
General fund	166,982	(53,560)	113,422
	<u>          </u>	<u>          </u>	<u>          </u>
<b>TOTAL FUNDS</b>	<u>166,982</u>	<u>(53,560)</u>	<u>113,422</u>

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	269,830	(323,390)	(53,560)
	<u>          </u>	<u>          </u>	<u>          </u>
<b>TOTAL FUNDS</b>	<u>269,830</u>	<u>(323,390)</u>	<u>(53,560)</u>

**Comparatives for movement in funds**

	At 1.7.22 £	Net movement in funds £	At 30.6.23 £
<b>Unrestricted funds</b>			
General fund	25,582	141,400	166,982
	<u>          </u>	<u>          </u>	<u>          </u>
<b>TOTAL FUNDS</b>	<u>25,582</u>	<u>141,400</u>	<u>166,982</u>

**Always Ahead**

**Notes to the Financial Statements - continued  
for the year ended 30 June 2024**

**10. MOVEMENT IN FUNDS - continued**

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	571,487	(430,087)	141,400
<b>TOTAL FUNDS</b>	571,487	(430,087)	141,400

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.7.22 £	Net movement in funds £	At 30.6.24 £
<b>Unrestricted funds</b>			
General fund	25,582	87,840	113,422
<b>TOTAL FUNDS</b>	25,582	87,840	113,422

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	841,317	(753,477)	87,840
<b>TOTAL FUNDS</b>	841,317	(753,477)	87,840

**11. RELATED PARTY DISCLOSURES**

There were no related party transactions for the year ended 30 June 2024.

**12. POST BALANCE SHEET EVENTS**

The main activity of the charity being the development of the former Crewe Swimming Baths (Flag Lane Baths) into a community hub came to an end in September 2024 following a council decision to cease its funding of the project. The Trustees have however stated their intent to seek other projects to bring benefits to the people of Crewe and surrounding areas.

**Always Ahead**

**Detailed Statement of Financial Activities  
for the year ended 30 June 2024**

	2024 £	2023 £
<b>INCOME AND ENDOWMENTS</b>		
<b>Donations and legacies</b>		
Donations	409	283
Grants	269,406	571,189
	<u>269,815</u>	<u>571,472</u>
<b>Investment income</b>		
Deposit account interest	15	15
	<u>269,830</u>	<u>571,487</u>
<b>Total incoming resources</b>		
<b>EXPENDITURE</b>		
<b>Raising donations and legacies</b>		
Fundraising consultancy	1,770	10,920
<b>Charitable activities</b>		
Consultancy fees	31,410	78,534
Pre-construction services	284,270	326,486
Subscriptions	324	-
	<u>316,004</u>	<u>405,020</u>
<b>Support costs</b>		
<b>Finance</b>		
Bank charges	-	(19)
<b>Other</b>		
Insurance	1,140	1,156
<b>Governance costs</b>		
Accountancy and legal fees	4,476	13,010
	<u>323,390</u>	<u>430,087</u>
Total resources expended		
<b>Net (expenditure)/income</b>	<u><u>(53,560)</u></u>	<u><u>141,400</u></u>

This page does not form part of the statutory financial statements

**ALWAYS AHEAD**

England & Wales - Charity number 1187685

---

# Accounts

---

**Report of the Trustees and  
Unaudited Financial Statements  
for the Year Ended 30 June 2023  
for  
Always Ahead**

Banks Sheridan  
Datum House  
Electra Way  
Crewe  
Cheshire  
CW1 6ZF

**Always Ahead**

**Contents of the Financial Statements  
for the year ended 30 June 2023**

	<b>Page</b>
<b>Reference and Administrative Details</b>	1
<b>Report of the Trustees</b>	2 to 7
<b>Independent Examiner's Report</b>	8
<b>Statement of Financial Activities</b>	9
<b>Statement of Financial Position</b>	10
<b>Statement of Cash Flows</b>	11
<b>Notes to the Statement of Cash Flows</b>	12
<b>Notes to the Financial Statements</b>	13 to 17
<b>Detailed Statement of Financial Activities</b>	18

**Always Ahead**

**Reference and Administrative Details  
for the year ended 30 June 2023**

**TRUSTEES** Rev E D Edwards  
Mrs S L Ferguson  
Mr R A Howells  
Mr J Pandian  
Rev J L Johnson

**PRINCIPAL ADDRESS** 56 Stewart Street  
Crewe  
Cheshire  
CW2 8LX

**REGISTERED CHARITY  
NUMBER** 1187685

**INDEPENDENT EXAMINER** Banks Sheridan  
Datum House  
Electra Way  
Crewe  
Cheshire  
CW1 6ZF

## Always Ahead

### Report of the Trustees for the year ended 30 June 2023

The Trustees present their report and the unaudited financial statements of the charity for the period ended 30 June 2023.

The Trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

#### OBJECTIVES AND ACTIVITIES

##### Objectives and aims

Always Ahead was formed on 31 January 2020 with the aim of carrying out charitable works for public benefit through the practical application of Christian ethics and principles by:

1. Community Enhancement:
  - a) Encouraging individual and corporate engagement in projects and activities that enhance community relationships and improve community resilience.
  - b) Providing facilities and opportunities that enable individuals and groups to engage in these resilience building activities.
2. Youth Engagement
  - a) Promoting their spiritual, physical, intellectual and social development, particularly (but not exclusively) those who are disadvantaged.
  - b) Enabling and equipping young people to sustain strong community relationships that enhance community relations for the benefit of the public as a whole.
3. Prevention of Poverty
  - a) Providing or assisting in the provision of education, training, healthcare projects and forms of support designed to enable individuals to generate a sustainable income and be self-sufficient.
  - b) Enhancing the financial, spiritual and emotional wellbeing of individuals and the community as a whole.
4. Social Inclusion
  - a) Preventing people from becoming socially excluded, from society, or parts of society, as a result of one of more factors.
  - b) Relieving the needs of those people who are socially excluded and assisting them to integrate into wider society.

##### Public benefit

##### The Flag Lane Baths Community Hub

Always Ahead has spearheaded a community-led regeneration project to develop plans to transform the former Crewe Swimming Baths (Flag Lane Baths FLB) into a vibrant destination fulfilling a visionary 21st century social function for the people of Crewe and surrounding areas. The planned project represents the aims and aspirations of a consortium of local charities, community groups and local organisations who are focused on the enhancement and development of community cohesion and the regeneration of the local community.

## Always Ahead

### Report of the Trustees for the year ended 30 June 2023

#### OBJECTIVES AND ACTIVITIES

The Flag Lane Baths Community Hub will operate all year round, open every day of the week and will include the following facilities and services:

- Children and Youth Zone providing a youth engagement hub, with access to IT, training and development and employment support.
- Community Café: a meeting place and a social enterprise café/restaurant supporting and enriching the lives of local people, an opportunity for people to interact with each other in a positive and safe environment).
- Social Supermarket (Community Grocery Club) a service to help tackle food waste and food poverty by collecting surplus food from supermarkets and redistributing it to the community.
- Social Enterprise Units providing facilities and space for small businesses to operate from to building their businesses.
- Community Hall providing facilities for music, arts and entertainment together with practical support; advice, training and development services; on-site hot desk and office facilities by community groups and statutory services; session hire of café area for specific events; and hire for community events and exhibitions.
- An Outdoor Family Zone rejuvenating the currently unused basketball court area to provide a centrally located outdoor a multi-sports area/community activities space.
- A Heritage Visitor Centre which will be a living history space, housing a museum and interactive displays celebrating the history of the building and the community it has served since 1937.

#### ACHIEVEMENT AND PERFORMANCE

##### Charitable activities

In preparation for the successful completion of transforming the former Crewe Swimming Baths (Flag Lane Baths) into a vibrant Community Hub, the focus of the Always Ahead Charity's work this year has focused on three key areas:

- Governance
- Flag lane Baths Community Hub (capital building project)
- Finance

##### Governance:

##### Prospective Trustee

Our prospective Trustees, Danilo Oliynik, Andy Morris, and Sam Redman (who were invited to attend the Board of Trustees as prospective Trustees on 13 June 2022), have embraced the Charity's Orientation Process and have become engaged in sharing their skills, experience and knowledge during and outside of the Trustee Board meetings. (All have acknowledged the value of the Always Ahead Trustee Information Pack. (This Pack includes information about who we are, why we're doing the project, achievements so far, milestones, what does it mean to be a charity trustee, and four web-links with more information on Charity Trustees role and responsibilities. The Information Pack also includes main duties and governance information, a copy of the constitution and the first annual trustee report and unaudited financial statements).

##### Taking the financial helm:

Prospective Trustee Danilo Oliynik, under the guidance of three Always Ahead Trustees (David, Sheron and Robert) has diligently reviewed and researched the next step in advancing our financial management procedures and was introduced to key project stakeholders including Cheshire East Council. Danilo has since been supporting the Trustees with regular updates.

In addition to finance management, much work has gone into establishing other key areas of Trustee responsibility in community engagement and communications, PR & marketing. Discussions are also in the early stages with local pastors considering key operational roles within the Flag Lane Baths Community Hub.

## Always Ahead

### Report of the Trustees for the year ended 30 June 2023

#### Key Milestones and Activities

##### **Tremendous step forward to seeing our vision become a reality**

In May/June 2022, the Trustee Board, together with stakeholders and supporters, celebrated the news that planning permission was unanimously approved at the Cheshire East planning committee for the plan for the Flag Lane Baths Community Hub project. Celebrations continued as the 'Heads of Terms' for the Lease Agreement with Cheshire East Council had also been agreed.

##### **Exciting steps:**

- Signed Grant Offer Letter and draw down of the £3,050,000 Capital Funding from the Crewe's Town's Fund.
- Main contractors have been appointed: Tilbury Douglas (on a two-stage design and build process).
- PCSA (Pre-Contract Service Agreement) was issued for works that need to be completed in RIBA stage 4.
- Final general arrangement plans for RIBA Stage 4 process have been completed, with Stage 3 Plan being submitted by Baily Garner to Tilbury Douglas.
- Enabling works initially scheduled to begin in September 2022 for site preparation, was later delayed until 28th November 2022 in order to complete asbestos removal works.
- As a result Construction period to begin in February/March 2023.
- News that the £3,050,000 Capital Funding from the Crewe's Town's Fund will be released from September 2022. (Cheshire East Council is the 'accountable body' and will release funds to Always Ahead following works completed and invoices received).

##### **Two days before Christmas Day 2022**

Trustees came together for an Extra-ordinary General Board meeting on 23 December 2022 to discuss the proposed changes to important drawings of Flag Lane Baths building. This meeting was a key and exciting milestone in the life of this project. Trustees had to meticulously review, line by line, each design instruction to agree or respond the 'FLB General Arrangement review drawings Narrative'. (A non-material amendment form was subsequently submitted to Cheshire East Council planning department to inform them of the change to the plans following approval). The vision becomes clearer and nearer!

##### **Finance:**

The budget at the start of the project was £3,050,000. However, over recent years and most significantly over the recent months, we have seen budgetary changes due to:

- Added inflation (to reflect realistic costs);
- PCSA (following results of surveys);
- Asbestos removal;
- Mechanical and electrical engineering budget.

Baily Garner LLC (our construction consultants) are providing construction project management and, as such, are monitoring the economic conditions, condition of the building, and other relevant factors to keep the budget in line with current costs.

The Always Ahead Trustees' desire is to complete a full build and then operate. However, Trustees remain confident that should costs escalate above the current project budget, there is a fully investigated alternative plan to phase the build and operate at the same time. The main contractors Tilbury Douglas have produced a program of works and our building consultants Baily Garner are supervising this schedule. An initial cost analysis has been produced as part of the Value Engineering (VE) process by Tilbury Douglas based on the designs by the architect. Always Ahead has also employed a structural engineer as an independent client advisor.

To ensure the Always Ahead Trustees remain focused on the project budget, they met earlier this year (January 2023) specifically to discuss the issue of VAT and the implication on the project budget and the Charity's finances. At this meeting, Trustees appointed a firm of accountants (Banks Sheridan) and also agreed to engage the specialist services of a VAT advisor and book-keeper.

## Always Ahead

### Report of the Trustees for the year ended 30 June 2023

#### **A year of discussions and celebrations:**

For many years, and mainly throughout this year, Always Ahead Trustees have been in discussion with Cheshire East Council regarding a Lease Agreement for the Flag Lane Baths building. Many teams and individuals have worked tirelessly on this document, including the Charity's own solicitor, (who, as at 12 June 2023, has been instructed to finalise the lease for signature).

Three key elements remain:

- Agreement with our building contractor regarding the Phasing of the building and costings and receiving a revised Schedule of Work;
- Always Ahead in a position to commence insurance

We hope to celebrate the completion and signing of the Lease Agreement soon - something we'll add to our 'Milestone and Achievements' with great satisfaction.

#### **Fundraising activities**

##### **Fundraising Celebrations**

With the help from Chell Perkins (a fundraising company), a number of funding applications have been submitted to grant-making trusts and foundations. A recent funding application was made to the Garfield Weston Foundation for £150,000 which resulted in being awarded £250,000. This is a tremendous result and will give confidence to other funders considering financially support the Flag Lane Baths Project.

One such funder was the National Lottery. Following submission of our application in November 2022, we were visited by representatives of the National Lottery to the Flag Lane Baths building. Similar to the visit by the Garfield Weston Foundation, the National Lottery team also could see the vision for the project and the benefit to the local community. In February 2023, we were delighted to receive a Grant Offer Letter with the news that we had been awarded the magnificent sum of £450,000. This prompted yet another Extra-ordinary meeting of the Always Ahead Trustees in March 2023 to consider the Agreement and the Terms and Conditions of the Grant - we unanimously agreed to accept the offer with grateful thanks!

Celebrations continued as we received additional financial support from the Towns Fund of £879,000 - which is a tremendous boost to the project budget (especially in light of escalating building costs).

It's been a very busy year for the Always Ahead Trustees. We take this opportunity to thank them all for their continued support, encouragement, commitment and guidance on all aspects of the Charity's work, in particular on the Flag Lane Baths Project.

#### **Spreading the word**

We have seen significant publicity about the progress of the Flag Lane Baths this year. In June 2022, the project was featured on the BBC website about the transformation of the project plus coverage in the local press following the successful planning approval. All this promotional activity has generated much interest and approaches to Always Ahead Trustees for project information and requests for public speaking. One such approach was from the Crewe and District Trade Union Council.

#### **FINANCIAL REVIEW**

##### **Financial position**

During the year ended 30 June 2023 the Charity has used incoming funds to further develop its plans for the regeneration of the Flag lane Baths site; the expenditure continuing to be on consultancy fees and pre-construction services. The Charity had reserves of £166,982 to be carried forward into the year ended 30 June 2024, entirely being made up of unrestricted funds.

## Always Ahead

### Report of the Trustees for the year ended 30 June 2023

#### FINANCIAL REVIEW

##### Reserves policy

Once the building is operational, the Trustees have determined that the appropriate level of free reserves which are not invested in tangible fixed assets should not fall below an average of 2 weeks expenditure. Our long term policy remains to build up reserves by means of annual operating surpluses, supplemented by financial appeals from time to time, being balanced against the need to commit to expenditure if opportunities arise which enable us to pursue our objectives as effectively as possible.

The Trustees have a good understanding of strategic, operational and budgetary planning; the need to build up sufficient reserves to avoid financial difficulties and the need for transparency of the level of these reserves. The Trustees recognise the importance of a Reserves Policy to give confidence to their supporters and protection to their donations.

Trustees are very appreciative of the grants and donations the Charity has already received and can confirm that all funds are unrestricted. In the event of receiving restricted funds, those will be separately identified and will only be used for the purpose for which they were intended. Trustees also confirm that the unrestricted funds (with no specific purpose in mind) will be used for the general running of the Always Ahead Charity.

#### LOOKING FORWARD TO 2023/24

- Sign the Lease Agreement and Freehold Transfer documentation with Cheshire East Council.
- Completion of Design and Development RIBA Stage 4.
- Confirm the revised build milestones (start and complete build dates).  
Develop and sign Memorandum of Association and Agreement with Community Group to manage the
- operational activities of the Community Hub.
- Develop Income Generation and Fundraising Strategy (for capital build phases and operational activities).
- Invite new Trustees to the Always Ahead Board

#### STRUCTURE, GOVERNANCE AND MANAGEMENT

##### Governing document

The charity is controlled by its governing document, a deed of trust and constitutes an unincorporated charity.

##### Charity constitution

Always Ahead is a Charitable Incorporated Organisation (CIO) and is controlled by its Constitution. It was formed on 31 January 2020 and is currently governed by three trustees (on a 3 year term) and managed by a Board Chair, Charity Secretary and Treasurer (Charity Executive Director). The Trustees meet four times a year with an agreed Agenda as follows:

- Minutes - approval of minutes of last meeting
- Matters arising - from last meeting/minutes
- Formal progress update by Charity Executive Director
- Flag Lane Baths Project update by Project Development Manager
- Financial update by Charity Executive Director
- Any other specific topics for discussion
- Any Other Business

The Project Development Manager is invited to present Progress Update Reports at Trustee meetings. There is a quorum of 3 Trustees and meetings are held four times a year each followed with signed minutes of the meetings. Proposals for actions of note are presented to the Trustees and voted upon.

## Always Ahead

### Report of the Trustees for the year ended 30 June 2023

#### STRUCTURE, GOVERNANCE AND MANAGEMENT

##### Recruitment and appointment of new trustees

Trustees bring to the Board a considerable amount of public, private and voluntary sector knowledge and skills, together with experience of running charities: local, regional and national. Each Trustee is aware of their role as Trustee and their responsibilities - this is updated by Charity Commission information e.g. the Charity Commission's CC3 - 'The essential trustee: what you need to know, what you need to do'; Charity Governance Code and the HMRC fit and proper person guidance and declaration.

At an important period of time in the development of the Charity and the Flag Lane Baths Project, we are delighted to report that a stable position has been maintained throughout the year regarding the Always Ahead Charity Board of Trustees, seeing:

- 14 April 2022, Rev. Julia Johnson became Senior Pastor of the New Testament Church of God (The Lighthouse Centre) Crewe and accepted the position of Ex officio Trustee (as per our governing document Section 10. (2) (a) The Senior Pastor of The New Testament Church of God Crewe
- 13 June 2022, three prospective trustees were invited to join the Board of Trustees on the charity's 'orientation process': Danilo Oliynik, Andy Morris, and Sam Redman.

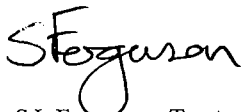
All Trustees bringing key skills, experience, networks, connections, attributes and knowledge to the Board which benefit the charity:

Everyone received the updated Always Ahead Charity Trustee Welcome Pack (as recommended by the Charity Commission) detailing the Always Ahead structure and governance, policies and procedures together with plans for the Flag Lane Baths Community Hub.

There are plans to develop an Advisory Panel which will support the Board of Trustees with their specialist knowledge and experience, operate at a high level within the Charity and will be a key support to the Charity Trustees.

As soon as the Flag Lane Project is in a position to proceed, the Trustees will expand the management team as funds allow.

Approved by order of the board of trustees on 29 April 2024 and signed on its behalf by:



Mrs S L Ferguson - Trustee

**Independent Examiner's Report to the Trustees of  
Always Ahead**

**Independent examiner's report to the trustees of Always Ahead**

I report to the charity trustees on my examination of the accounts of Always Ahead (the Trust) for the year ended 30 June 2023.

**Responsibilities and basis of report**

As the charity trustees of the Trust 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 Trust's accounts carried out under Section 145 of the Act and in carrying out my examination I have followed all applicable Directions given by the Charity Commission under Section 145(5)(b) of the Act.

**Independent examiner's statement**

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a member of the Association of Chartered Certified Accountants, which is one of the listed bodies.

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 Trust as required by Section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination.

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



David Morris FCCA  
The Association of Chartered Certified Accountants

Banks Sheridan  
Datum House  
Electra Way  
Crewe  
Cheshire  
CW1 6ZF

29 April 2024

**Always Ahead**

**Statement of Financial Activities  
for the year ended 30 June 2023**

	Notes	Unrestricted fund £	Restricted fund £	2023 Total funds £	2022 Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>					
Donations and legacies	2	571,472	-	571,472	100,025
Investment income	3	15	-	15	6
<b>Total</b>		<u>571,487</u>	<u>-</u>	<u>571,487</u>	<u>100,031</u>
<b>EXPENDITURE ON</b>					
Raising funds	4	10,920	-	10,920	2,640
<b>Charitable activities</b>	5				
Development		412,588	-	412,588	162,177
Other		6,579	-	6,579	1,823
<b>Total</b>		<u>430,087</u>	<u>-</u>	<u>430,087</u>	<u>166,640</u>
<b>NET INCOME/(EXPENDITURE)</b>		141,400	-	141,400	(66,609)
<b>RECONCILIATION OF FUNDS</b>					
Total funds brought forward		25,582	-	25,582	92,191
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u><u>166,982</u></u>	<u><u>-</u></u>	<u><u>166,982</u></u>	<u><u>25,582</u></u>

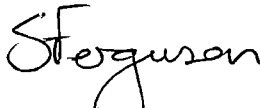
The notes form part of these financial statements

**Always Ahead**

**Statement of Financial Position  
30 June 2023**

	Notes	Unrestricted fund £	Restricted fund £	2023 Total funds £	2022 Total funds £
<b>CURRENT ASSETS</b>					
Debtors	9	-	-	-	100
Cash at bank		169,082	-	169,082	25,482
		<u>169,082</u>	<u>-</u>	<u>169,082</u>	<u>25,582</u>
<b>CREDITORS</b>					
Amounts falling due within one year	10	(2,100)	-	(2,100)	-
		<u>166,982</u>	<u>-</u>	<u>166,982</u>	<u>25,582</u>
<b>NET CURRENT ASSETS</b>					
		<u>166,982</u>	<u>-</u>	<u>166,982</u>	<u>25,582</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>					
		<u>166,982</u>	<u>-</u>	<u>166,982</u>	<u>25,582</u>
<b>NET ASSETS</b>					
		<u>166,982</u>	<u>-</u>	<u>166,982</u>	<u>25,582</u>
<b>FUNDS</b>					
Unrestricted funds	11			<u>166,982</u>	<u>25,582</u>
<b>TOTAL FUNDS</b>					
				<u>166,982</u>	<u>25,582</u>

The financial statements were approved by the Board of Trustees and authorised for issue on 29 April 2024 and were signed on its behalf by:

  
Mrs S L Ferguson - Trustee

Always Ahead

Statement of Cash Flows  
for the year ended 30 June 2023

	Notes	2023 £	2022 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	1	<u>143,585</u>	<u>(65,549)</u>
Net cash provided by/(used in) operating activities		<u>143,585</u>	<u>(65,549)</u>
<b>Cash flows from investing activities</b>			
Interest received		<u>15</u>	<u>6</u>
Net cash provided by investing activities		<u>15</u>	<u>6</u>
<b>Change in cash and cash equivalents in the reporting period</b>			
Cash and cash equivalents at the beginning of the reporting period		<u>25,482</u>	<u>91,025</u>
Cash and cash equivalents at the end of the reporting period		<u><u>169,082</u></u>	<u><u>25,482</u></u>

The notes form part of these financial statements

Always Ahead

Notes to the Statement of Cash Flows  
for the year ended 30 June 2023

1. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2023 £	2022 £
Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities)	141,400	(66,609)
Adjustments for:		
Interest received	(15)	(6)
Decrease in debtors	100	1,066
Increase in creditors	2,100	-
	<u>143,585</u>	<u>(65,549)</u>
Net cash provided by/(used in) operations	<u>143,585</u>	<u>(65,549)</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.7.22 £	Cash flow £	At 30.6.23 £
Net cash			
Cash at bank	25,482	143,600	169,082
	<u>25,482</u>	<u>143,600</u>	<u>169,082</u>
	<u>25,482</u>	<u>143,600</u>	<u>169,082</u>
<b>Total</b>	<u>25,482</u>	<u>143,600</u>	<u>169,082</u>

The notes form part of these financial statements

Notes to the Financial Statements  
for the year ended 30 June 2023

1. ACCOUNTING POLICIES

**Basis of preparing the financial statements**

The financial statements of the charity, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Charities Act 2011. The financial statements have been prepared under the historical cost convention.

**Income**

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

**Expenditure**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

**Taxation**

The charity is exempt from tax on its charitable activities.

**Fund accounting**

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

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

2. DONATIONS AND LEGACIES

	2023	2022
	£	£
Donations	283	-
Grants	571,189	100,025
	<u>571,472</u>	<u>100,025</u>

Grants received, included in the above, are as follows:

	2023	2022
	£	£
Cheshire East	321,189	-
Garfield Weston	250,000	-
Other grants	-	100,025
	<u>571,189</u>	<u>100,025</u>

Always Ahead

Notes to the Financial Statements - continued  
for the year ended 30 June 2023

3. INVESTMENT INCOME

	2023	2022
	£	£
Deposit account interest	15	6
	<u>15</u>	<u>6</u>

4. RAISING FUNDS

Raising donations and legacies

	2023	2022
	£	£
Fundraising consultancy	10,920	2,640
	<u>10,920</u>	<u>2,640</u>

5. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Support costs (see note 6)	Totals
	£	£	£
Development	405,020	7,568	412,588
	<u>405,020</u>	<u>7,568</u>	<u>412,588</u>

6. SUPPORT COSTS

	Finance	Other	Governance costs	Totals
	£	£	£	£
Other resources expended	(19)	1,156	5,442	6,579
Development	-	-	7,568	7,568
	<u>(19)</u>	<u>1,156</u>	<u>13,010</u>	<u>14,147</u>

7. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 30 June 2023 nor for the year ended 30 June 2022.

Trustees' expenses

There were no trustees' expenses paid for the year ended 30 June 2023 nor for the year ended 30 June 2022.

8. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund	Restricted fund	Total funds
	£	£	£
<b>INCOME AND ENDOWMENTS FROM</b>			
Donations and legacies	100,025	-	100,025
Investment income	6	-	6
<b>Total</b>	<u>100,031</u>	<u>-</u>	<u>100,031</u>
<b>EXPENDITURE ON</b>			
Raising funds	2,640	-	2,640
<b>Charitable activities</b>			
Development	132,177	30,000	162,177

Always Ahead

Notes to the Financial Statements - continued  
for the year ended 30 June 2023

8. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued

	Unrestricted fund £	Restricted fund £	Total funds £
Other	1,823	-	1,823
<b>Total</b>	<b>136,640</b>	<b>30,000</b>	<b>166,640</b>
<b>NET INCOME/(EXPENDITURE)</b>	<b>(36,609)</b>	<b>(30,000)</b>	<b>(66,609)</b>
<b>RECONCILIATION OF FUNDS</b>			
Total funds brought forward	62,191	30,000	92,191
<b>TOTAL FUNDS CARRIED FORWARD</b>	<b>25,582</b>	<b>-</b>	<b>25,582</b>

9. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023 £	2022 £
Other debtors	-	100

10. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023 £	2022 £
Other creditors	2,100	-

11. MOVEMENT IN FUNDS

	At 1.7.22 £	Net movement in funds £	At 30.6.23 £
<b>Unrestricted funds</b>			
General fund	25,582	141,400	166,982
<b>TOTAL FUNDS</b>	<b>25,582</b>	<b>141,400</b>	<b>166,982</b>

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	571,487	(430,087)	141,400
<b>TOTAL FUNDS</b>	<b>571,487</b>	<b>(430,087)</b>	<b>141,400</b>

Notes to the Financial Statements - continued  
for the year ended 30 June 2023

11. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.7.21 £	Net movement in funds £	At 30.6.22 £
<b>Unrestricted funds</b>			
General fund	62,191	(36,609)	25,582
<b>Restricted funds</b>			
Architectural Heritage	30,000	(30,000)	-
<b>TOTAL FUNDS</b>	<u>92,191</u>	<u>(66,609)</u>	<u>25,582</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	100,031	(136,640)	(36,609)
<b>Restricted funds</b>			
Architectural Heritage	-	(30,000)	(30,000)
<b>TOTAL FUNDS</b>	<u>100,031</u>	<u>(166,640)</u>	<u>(66,609)</u>

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.7.21 £	Net movement in funds £	At 30.6.23 £
<b>Unrestricted funds</b>			
General fund	62,191	104,791	166,982
<b>Restricted funds</b>			
Architectural Heritage	30,000	(30,000)	-
<b>TOTAL FUNDS</b>	<u>92,191</u>	<u>74,791</u>	<u>166,982</u>

Always Ahead

Notes to the Financial Statements - continued  
for the year ended 30 June 2023

11. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	671,518	(566,727)	104,791
<b>Restricted funds</b>			
Architectural Heritage	-	(30,000)	(30,000)
<b>TOTAL FUNDS</b>	<u>671,518</u>	<u>(596,727)</u>	<u>74,791</u>

12. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 30 June 2023.

Always Ahead

Detailed Statement of Financial Activities  
for the year ended 30 June 2023

	2023 £	2022 £
<b>INCOME AND ENDOWMENTS</b>		
<b>Donations and legacies</b>		
Donations	283	-
Grants	571,189	100,025
	<u>571,472</u>	<u>100,025</u>
<b>Investment income</b>		
Deposit account interest	15	6
	<u>571,487</u>	<u>100,031</u>
<b>Total incoming resources</b>		
<b>EXPENDITURE</b>		
<b>Raising donations and legacies</b>		
Fundraising consultancy	10,920	2,640
<b>Charitable activities</b>		
Consultancy fees	78,534	162,177
Pre-construction services	326,486	-
	<u>405,020</u>	<u>162,177</u>
<b>Support costs</b>		
<b>Finance</b>		
Bank charges	(19)	15
<b>Other</b>		
Insurance	1,156	-
<b>Other Costs</b>		
Promotional material	-	1,606
Postage and stationery	-	202
	<u>-</u>	<u>1,808</u>
<b>Governance costs</b>		
Accountancy and legal fees	13,010	-
	<u>430,087</u>	<u>166,640</u>
<b>Total resources expended</b>		
<b>Net income/(expenditure)</b>	<u>141,400</u>	<u>(66,609)</u>

This page does not form part of the statutory financial statements

**ALWAYS AHEAD**

England & Wales - Charity number 1187685

---

# Accounts

---

**Report of the Trustees and  
Unaudited Financial Statements  
for the Year Ended 30 June 2022  
for  
Always Ahead**

Banks Sheridan  
Datum House  
Electra Way  
Crewe  
Cheshire  
CW1 6ZF

**Contents of the Financial Statements  
for the year ended 30 June 2022**

	<b>Page</b>
<b>Reference and Administrative Details</b>	1
<b>Report of the Trustees</b>	2 to 8
<b>Independent Examiner's Report</b>	9
<b>Statement of Financial Activities</b>	10
<b>Statement of Financial Position</b>	11
<b>Notes to the Financial Statements</b>	12 to 14
<b>Detailed Statement of Financial Activities</b>	15

**Always Ahead**

**Reference and Administrative Details  
for the year ended 30 June 2022**

<b>TRUSTEES</b>	Rev E D Edwards Mrs S L Ferguson Mr R A Howells Mr J Pandian (appointed 6.12.21) Rev J L Johnson (appointed 11.4.22)
<b>PRINCIPAL ADDRESS</b>	56 Stewart Street Crewe Cheshire CW2 8LX
<b>REGISTERED CHARITY NUMBER</b>	1187685
<b>INDEPENDENT EXAMINER</b>	Banks Sheridan Datum House Electra Way Crewe Cheshire CW1 6ZF

## Always Ahead

### Report of the Trustees for the year ended 30 June 2022

The Trustees present their report and the unaudited financial statements of the charity for the period ended 30 June 2022.

The Trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

#### **OBJECTIVES AND ACTIVITIES**

##### **Objectives and aims**

Always Ahead was formed on 31 January 2020 with the aim of carrying out charitable works for public benefit through the practical application of Christian ethics and principles by:

1. Community Enhancement:
  - a) Encouraging individual and corporate engagement in projects and activities that enhance community relationships and improve community resilience.
  - b) Providing facilities and opportunities that enable individuals and groups to engage in these resilience building activities.
2. Youth Engagement
  - a) Promoting their spiritual, physical, intellectual and social development, particularly (but not exclusively) those who are disadvantaged.
  - b) Enabling and equipping young people to sustain strong community relationships that enhance community relations for the benefit of the public as a whole.
3. Prevention of Poverty
  - a) Providing or assisting in the provision of education, training, healthcare projects and forms of support designed to enable individuals to generate a sustainable income and be self-sufficient.
  - b) Enhancing the financial, spiritual and emotional wellbeing of individuals and the community as a whole.
4. Social Inclusion
  - a) Preventing people from becoming socially excluded, from society, or parts of society, as a result of one of more factors.
  - b) Relieving the needs of those people who are socially excluded and assisting them to integrate into wider society.

##### **Public benefit**

##### **The Flag Lane Baths Community Hub**

Always Ahead has spearheaded a community-led regeneration project to develop plans to transform the former Crewe Swimming Baths (Flag Lane Baths FLB) into a vibrant destination fulfilling a visionary 21st century social function for the people of Crewe and surrounding areas. The planned project represents the aims and aspirations of a consortium of local charities, community groups and local organisations who are focused on the enhancement and development of community cohesion and the regeneration of the local community.

## Always Ahead

### Report of the Trustees for the year ended 30 June 2022

#### OBJECTIVES AND ACTIVITIES

**The Flag Lane Baths Community Hub will operate all year round, open every day of the week and will include the following facilities and services:**

- Children and Youth Zone providing a youth engagement hub, with access to IT, training and development and employment support.
- Community Café: a meeting place and a social enterprise café/restaurant supporting and enriching the lives of local people, an opportunity for people to interact with each other in a positive and safe environment).
- Social Supermarket (Community Grocery Club) a service to help tackle food waste and food poverty by collecting surplus food from supermarkets and redistributing it to the community.
- Social Enterprise Units providing facilities and space for small businesses to operate from to building their businesses.
- Community Hall providing facilities for music, arts and entertainment together with practical support; advice, training and development services; on-site hot desk and office facilities by community groups and statutory services; session hire of café area for specific events; and hire for community events and exhibitions.
- An Outdoor Family Zone rejuvenating the currently unused basketball court area to provide a centrally located outdoor a multi-sports area/community activities space.
- A Heritage Visitor Centre which will be a living history space, housing a museum and interactive displays celebrating the history of the building and the community it has served since 1937.

#### ACHIEVEMENT AND PERFORMANCE

##### Charitable activities

Since the Always Ahead Charity embarked on preparations for the submission of a major funding application to the Town Investment Plan in October 2020, there has been a considerable amount of work carried out by many people committed to the vision of the regeneration of Flag Lane Baths.

The final submission (which was of an excellent standard) could not have been achieved without the continued focus and unwavering dedication from the Project Team. Grateful thanks to the Baily Garner Consultancy Project Team, landscape architects LDA, Michael Armstrong (Client Advisor - Independent Chartered Building Surveyor), Jen Elsam (Client Project Manager), Officers within Cheshire East Council together with the Always Ahead Charity Trustees and the encouraging community support. This was no mean-feat: simply put it was a 'hive of activity' solidly for 16 months - working long hours, weekends, interrupting Summer and Christmas holidays to achieve:

- October 2020: Work started on the Town Investment Plan (TIP) application
- 22 June 2021: Appointed Baily Garner Consultancy LLP
- 15 July 2021: Government announcement that Crewe was on the list of Town Deal recipients
- July 2021: Crewe Town Board confirmed that Crewe had been awarded £22.9m
- 2 July 2021: Work started on the Town Investment Plan (TIP stage 2)
- August 2021: Submitted final TIP stage 2 application
- October 2021: Received confirmation that Flag Lane Baths Project was allocated £3.05m.
- Oct/Nov 2021: Work started on the Project Business Case to DLUHC (formerly the Ministry of Housing, Communities and Local Government)
- Dec 2021: Cost estimates carried out by Baily Garner and updated FLB budget costs in light of the current challenging economic climate
- Feb 2022: Submitted Project Business Case to DLUHC

At the time of writing this Report (year ended 30 June 2022), we can confirm that the Charity received a grant offer in August 2022 - a tremendous reward for 16 months of hard work and commitment by so many people for Crewe residents and visitors.

## Always Ahead

### Report of the Trustees for the year ended 30 June 2022

#### Key Milestones and Activities:

- Developed Project Team and Management Committee:
  - Appointed Baily Garner LLP Construction Consultants
  - Appointed Michael Armstrong as Independent Chartered Building Surveyor
  - Appointed LDA as Landscape Architects
  - Engaged Jen Elsam as Client Project Manager (via Cheshire Connect as a Skill Share)
- Appointed Chell Perkins Ltd. to help the Charity with its Trust Fundraising activities
- Flag Lane Baths Community Hub Planning permission was unanimously approved at the Cheshire East Southern planning committee on 25 May 2022
- Heads of Terms Lease have been agreed with Cheshire East Council
- Development of Always Ahead Charity Board of Trustees and approval of key policies and procedures
- Appointed Main Contractor (Tilbury Douglas) opting for a two-stage design and build process.
- Timeline agreed: pre-construction programme to start September 2022 and construction to begin in January 2023 and end October 2023
- Towns Fund of £3.05million to be made available from September 2022 in line with draw down protocol.
- Conducted extensive meetings schedule: weekly to discuss design elements including site visits
- Carried out wide-range of pre-build surveys including:
  - Acoustic
  - Transport Assessment
  - Topographical and measured building surveys
  - Arboriculture survey
  - Ecology surveys
- Reviewed (and where necessary) amended expenditure budgets
- Carried out tender quality assessment and reports
- Implemented a Project Action tracker which outlined all the actions for all the parties involved (AA,
- Reviewed a PCSA proposal from Tilbury Douglas

#### Overview of Town's Fund activity

Always Ahead Charity's Flag Lane Baths Project's submission to the Town's Fund was one of 80 projects; it was a tremendous achievement to then be chosen as one of the final 10. There was celebration in the town when the Government announced (on 15 July 2021) that Crewe was confirmed to be on the list of Town Deal offers for the 101 places invited to develop proposals as part of the Government's Town's Fund. Then, in the same month, the Government confirmed the funding award of £22.9m for Crewe. The FLB Project Team received confirmation in October 2021 that the Project had been awarded £3.05m they set about developing:

- the Government's rigorous 'Green Book Compliant 5-Cases Business Case'
- Stakeholder Engagement and Communications Plan
- Impact Assessment, Monitoring and Evaluation Plans

On 14-15 July 2021, Always Ahead Charity Trustee and Charity Executive Director David Edwards successfully completed the HM Treasury Better Business Case - Foundation training in order to support the development and submission of the FLB Project Business Case in February 2022.

#### Policies approved

Always Ahead Trustees recognises the need to have stringent policies and procedures and throughout this period developed and approved a range of policies including:

- Volunteering
- Equality & Diversity
- Health & Safety
- Financial
- Recruitment & selection
- Safeguarding & diversity
- Data protection
- Confidentiality

## Always Ahead

### Report of the Trustees for the year ended 30 June 2022

#### **Initial media coverage of the Flag Lane Baths Project**

Always Ahead Trustees were delighted to receive coverage of the successful bid to receive funding for the Flag Lane Baths project on the BBC website. Prospective Always Ahead Trustee Andy Morris has been instrumental in achieving this media coverage. Articles have also been included in the South Cheshire Chamber of Commerce. Promotion of the Flag Lane Baths Project in local news and media outlets including BBC Radio Stoke, Cat 107.9 FM, Crewe Nub News and Cheshire-live. It is hoped that a Marketing and Communication Plan will build on this coverage to generate interest from residents, users, potential sponsors and additional funders.

Other activities of note are the:

- Completion of a Pre-Launch development Plan
- Completion of a Year One Operational Plan
- Design and development of plans for the adjacent outdoor area to be transformed into a community park with new planting, a water feature, accessible ramps and other items of furniture and structures. It is hoped that the building and landscape will create a new focal point for the neighbourhood and wider area, bringing a cherished local building back to life preserving it for the enjoyment of future generations.
- Feasibility Study of the outdoor area carried out by LDA Design - A consultancy of urban designers, landscape architects and planners.
- Engagement with a local Primary School to install a piece of community artwork in the outdoor area. This community artwork is an important step in bringing the community closer to the project as well as it being the first piece of change on the site. It also has the wider aim of community outreach with younger people to encourage them to positively engage with the site and their local area.
- During a Ministerial Visit to Crewe on 26 July 2021, the Towns Fund Minister Luke Hall MP visited Flag Lane Baths and met with the team from Always Ahead Charity. Speaking after the visit, Minister Hall passed on the following message to Dr Kieran Mullan MP for Crewe and Nantwich:

"It was great to have had the chance to visit the baths and hear first hand from Reverend David Edwards what a huge opportunity this is and the difference the funding is going to make. This is a magnificent building and David and his whole team have put a huge amount of time and effort into writing clear plans for getting it back into community use. It is a great example of the kind of things we wanted the Towns Fund to be doing and I congratulate David, the Town Board Chair Doug, the whole team for putting forward such positive ideas for how to level up Crewe. The Conservative government wants to deliver for communities that have lost out to some of the big cities for too long" Minister Luke Hall MP July 2021

#### **Fundraising activities**

The fundraising activities of the Capital Campaign Committee have resulted in the proactive engagement of three major local employers, two of whom have multi-national profiles. Together with around 60 local and national organisations they are providing a mixture of financial backing, skills donation and various forms of support to the Project.

#### **Fundraising Strategy**

The Always Ahead Charity developed a robust Fundraising Strategy and, together with the help of Chell Perkins Ltd. from 7 June 2022, a series of funding applications were submitted to a number of grant-making Trusts and Foundations including the National Lottery Communities Fund and Garfield Weston Foundation.

Of particular note is:

- £35,000 received from the Office of the Police & Crime Commissioner. The funding is made up of a £10,000 contribution from the Crewe Community Policing- Chief Inspector Fund and a further £25,000 from the Enhanced Safer Communities fund. This funding would support the development of the outdoor area which will help in the reduction in vandalism and anti-social behaviours on the site. Through increased footfall and community engagement with the area with visitors taking pride in the area.

## Always Ahead

### Report of the Trustees for the year ended 30 June 2022

#### ACHIEVEMENT AND PERFORMANCE

##### Looking Forward into 2022/23

- Completion of Lease Agreement and Freehold Transfer documentation (attached to the lease) for future purchase of the freehold of the Flag Lane Baths Building by Always Ahead Charity for £1.
- Signing of Grant Offer letter and draw down of the £3,050,000 Capital Funding from the Crewe Town's Fund to renovate Flag Lane Baths building.
- The Flag Lane Baths Project Planning Application was unanimously approved by the Cheshire East Southern Planning Committee on Wednesday 25th May. This represents a huge milestone for the Always Ahead Charity
- Negotiation and signing of the Pre-Contract Service Agreement (PCSA) with our main building contractors to progress into the first stage of the two stage Design and Build process for the Flag Lane Baths Project.
- Mobilisation of workers on site for PCSA works including asbestos removal.
- Completion of PCSA and Stage 1 of the 2-stage design and build process with detailed RIBA stage 4 design and the final project cost
- Completion of Design and Development RIBA stage 4 - Technical Design including Architectural, Structural and civil engineering, Mechanical, electrical and public health.

#### FINANCIAL REVIEW

##### Financial position

In the first eighteen months following its formation, the Always Ahead has received grants and donations in the amount of £96,756. Apart from some feasibility studies and similar preparatory assessments, there has been minimal expenditure in the period because the Trustees were waiting on the decision of their planning application before they can commit to any of the planned restoration expenditure.

During the year ended 30 June 2022 the Charity has used those brought forward reserves and additional funds received during the year primarily on consultancy fees, bringing plans together for the building regeneration. As a result the Charity has reserves of £25,582 to be carried forward into the year ended 30 June 2023 being made up of unrestricted funds.

##### Reserves policy

Once the building is operational, the Trustees have determined that the appropriate level of free reserves which are not invested in tangible fixed assets should not fall below an average of 2 weeks expenditure. Our long term policy remains to build up reserves by means of annual operating surpluses, supplemented by financial appeals from time to time, being balanced against the need to commit to expenditure if opportunities arise which enable us to pursue our objectives as effectively as possible.

The Trustees have a good understanding of strategic, operational and budgetary planning; the need to build up sufficient reserves to avoid financial difficulties and the need for transparency of the level of these reserves. The Trustees recognise the importance of a Reserves Policy to give confidence to their supporters and protection to their donations.

Trustees are very appreciative of the donations the Charity has already received and can confirm that the restricted funds are separately identified and will only be used for the purpose for which they were intended. Trustees also confirm that the unrestricted funds (with no specific purpose in mind) will be used for the general running of the Always Ahead Charity.

## Always Ahead

### Report of the Trustees for the year ended 30 June 2022

#### FUTURE PLANS

Always Ahead is committed to improving the lives of the people of Crewe by establishing a community Hub at Flag Lane Baths. In doing so the charity will work with local authorities to ensure the renovation is sympathetic to the listed building and at the same time offers a valuable local resource to provide support to the many people in the area who are from socially and economically disadvantaged backgrounds.

#### Proposed Timescale

##### Pre-build milestones:

April 2022: Start project pre-build: 5 months

##### Build milestones:

September 2022: Start project build (10 months)

June 2023: Complete project build

#### Operational Milestone

Always Ahead will manage the facility i.e. be responsible for the Flag Lane Baths building; some of the specific services will be delivered by local statutory, charity and community groups within the Community Hub.

- January 2023: Commence the recruitment process of employees and volunteers
- September 2023: Community Hub operational

#### STRUCTURE, GOVERNANCE AND MANAGEMENT

##### Governing document

The charity is controlled by its governing document, a deed of trust and constitutes an unincorporated charity.

##### Charity constitution

Always Ahead is a Charitable Incorporated Organisation (CIO) and is controlled by its Constitution. It was formed on 31 January 2020 and is currently governed by three trustees (on a 3 year term) and managed by a Board Chair, Charity Secretary and Treasurer (Charity Executive Director). The Trustees meet four times a year with an agreed Agenda as follows:

- Minutes - approval of minutes of last meeting
- Matters arising - from last meeting/minutes
- Formal progress update by Charity Executive Director
- Flag Lane Baths Project update by Project Development Manager
- Financial update by Charity Executive Director
- Any other specific topics for discussion
- Any Other Business

The Project Development Manager is invited to present Progress Update Reports at Trustee meetings. There is a quorum of 3 Trustees and meetings are held four times a year each followed with signed minutes of the meetings. Proposals for actions of note are presented to the Trustees and voted upon.

## Always Ahead

### Report of the Trustees for the year ended 30 June 2022

#### STRUCTURE, GOVERNANCE AND MANAGEMENT

##### Recruitment and appointment of new trustees

Trustees bring to the Board a considerable amount of public, private and voluntary sector knowledge and skills, together with experience of running charities: local, regional and national. Each Trustee is aware of their role as Trustee and their responsibilities - this is updated by Charity Commission information e.g. the Charity Commission's CC3 - The essential trustee: what you need to know, what you need to do'; Charity Governance Code and the HMRC fit and proper person guidance and declaration.

At an important period of time in the development of the Charity and the Flag Lane Baths Project, we are delighted to report that significant growth has been made throughout the year regarding the Always Ahead Charity Board of Trustees, namely:

- 20 December 2021, Joseph Baskara Pandian accepted the invitation to join the Always Ahead Charity as a Trustee (this followed a newly introduced 10 months 'orientation process')
- 14 April 2022, Rev. Julia Johnson became Senior Pastor of the New Testament Church of God (The Lighthouse Centre) Crewe and accepted the position of Ex officio Trustee (as per our governing document Section 10. (2) (a) The Senior Pastor of The New Testament Church of God Crewe
- 13 June 2022 three prospective trustees were invited to join the Board of Trustees on the charity's 'orientation process': Danilo Oliynik, Andy Morris, and Sam Redman.

All Trustees bringing key skills, experience, networks, connections, attributes and knowledge to the Board which benefit the charity:

Everyone received the updated Always Ahead Charity Trustee Welcome Pack (as recommended by the Charity Commission) detailing the Always Ahead structure and governance, policies and procedures together with plans for the Flag Lane Baths Community Hub.

There are plans to develop an Advisory Panel which will support the Board of Trustees with their specialist knowledge and experience, operate at a high level within the Charity and will be a key support to the Charity Trustees.

As soon as the Flag Lane Project is in a position to proceed, the Trustees will expand the management team as funds allow.

Approved by order of the board of trustees on 18 April 2023 and signed on its behalf by:



Mrs S L Ferguson - Trustee

**Independent Examiner's Report to the Trustees of  
Always Ahead**

**Independent examiner's report to the trustees of Always Ahead**

I report to the charity trustees on my examination of the accounts of Always Ahead (the Trust) for the year ended 30 June 2022.

**Responsibilities and basis of report**

As the charity trustees of the Trust 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 Trust's accounts carried out under Section 145 of the Act and in carrying out my examination I have followed all 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 Trust as required by Section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination.

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



David Morris FCCA  
The Association of Chartered Certified Accountants

Banks Sheridan  
Datum House  
Electra Way  
Crewe  
Cheshire  
CW1 6ZF

18 April 2023

Always Ahead

Statement of Financial Activities  
for the year ended 30 June 2022

	Notes	Unrestricted fund £	Restricted fund £	Year Ended 30.6.22 Total funds £	Period 31.1.20 to 30.6.21 Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>					
Donations and legacies		100,025	-	100,025	96,756
Investment income	2	6	-	6	-
<b>Total</b>		<u>100,031</u>	<u>-</u>	<u>100,031</u>	<u>96,756</u>
<b>EXPENDITURE ON</b>					
<b>Charitable activities</b>					
Development		134,817	30,000	164,817	4,565
Other		1,823	-	1,823	-
<b>Total</b>		<u>136,640</u>	<u>30,000</u>	<u>166,640</u>	<u>4,565</u>
<b>NET INCOME/(EXPENDITURE)</b>		(36,609)	(30,000)	(66,609)	92,191
<b>RECONCILIATION OF FUNDS</b>					
Total funds brought forward		62,191	30,000	92,191	-
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u><u>25,582</u></u>	<u><u>-</u></u>	<u><u>25,582</u></u>	<u><u>92,191</u></u>

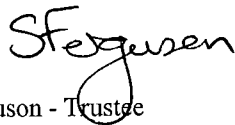
The notes form part of these financial statements

Always Ahead

Statement of Financial Position  
30 June 2022

	Notes	Unrestricted fund £	Restricted fund £	2022 Total funds £	2021 Total funds £
<b>CURRENT ASSETS</b>					
Debtors	5	100	-	100	1,166
Cash at bank		25,482	-	25,482	91,025
		<u>25,582</u>	<u>-</u>	<u>25,582</u>	<u>92,191</u>
<b>NET CURRENT ASSETS</b>					
		<u>25,582</u>	<u>-</u>	<u>25,582</u>	<u>92,191</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>					
		<u>25,582</u>	<u>-</u>	<u>25,582</u>	<u>92,191</u>
<b>NET ASSETS</b>					
		<u>25,582</u>	<u>-</u>	<u>25,582</u>	<u>92,191</u>
<b>FUNDS</b>					
Unrestricted funds	6			25,582	62,191
Restricted funds				-	30,000
<b>TOTAL FUNDS</b>					
				<u>25,582</u>	<u>92,191</u>

The financial statements were approved by the Board of Trustees and authorised for issue on 18 April 2023 and were signed on its behalf by:



Mrs S L Ferguson - Trustee

**Notes to the Financial Statements  
for the year ended 30 June 2022**

**1. ACCOUNTING POLICIES**

**Basis of preparing the financial statements**

The financial statements of the charity, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Charities Act 2011. The financial statements have been prepared under the historical cost convention.

**Income**

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

**Expenditure**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

**Taxation**

The charity is exempt from tax on its charitable activities.

**Fund accounting**

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

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

**2. INVESTMENT INCOME**

	Year Ended 30.6.22 £	Period 31.1.20 to 30.6.21 £
Deposit account interest	6	-
	<u>        </u>	<u>        </u>

**3. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the year ended 30 June 2022 nor for the period ended 30 June 2021.

**Trustees' expenses**

There were no trustees' expenses paid for the year ended 30 June 2022 nor for the period ended 30 June 2021.

Notes to the Financial Statements - continued  
for the year ended 30 June 2022

4. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted fund £	Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>			
Donations and legacies	66,756	30,000	96,756
<b>EXPENDITURE ON</b>			
<b>Charitable activities</b>			
Development	4,565	-	4,565
<b>NET INCOME</b>	62,191	30,000	92,191
<b>TOTAL FUNDS CARRIED FORWARD</b>	62,191	30,000	92,191

5. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2022 £	2021 £
Other debtors	100	-
Prepayments and accrued income	-	1,166
	100	1,166

6. MOVEMENT IN FUNDS

	At 1.7.21 £	Net movement in funds £	At 30.6.22 £
<b>Unrestricted funds</b>			
General fund	62,191	(36,609)	25,582
<b>Restricted funds</b>			
Architectural Heritage	30,000	(30,000)	-
<b>TOTAL FUNDS</b>	92,191	(66,609)	25,582

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	100,031	(136,640)	(36,609)
<b>Restricted funds</b>			
Architectural Heritage	-	(30,000)	(30,000)
<b>TOTAL FUNDS</b>	100,031	(166,640)	(66,609)

Notes to the Financial Statements - continued  
for the year ended 30 June 2022

6. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	Net movement in funds £	At 30.6.21 £
<b>Unrestricted funds</b>		
General fund	62,191	62,191
<b>Restricted funds</b>		
Architectural Heritage	30,000	30,000
<b>TOTAL FUNDS</b>	<u>92,191</u>	<u>92,191</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	66,756	(4,565)	62,191
<b>Restricted funds</b>			
Architectural Heritage	30,000	-	30,000
<b>TOTAL FUNDS</b>	<u>96,756</u>	<u>(4,565)</u>	<u>92,191</u>

7. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 30 June 2022.

Always Ahead

Detailed Statement of Financial Activities  
for the year ended 30 June 2022

	Year Ended 30.6.22 £	Period 31.1.20 to 30.6.21 £
<b>INCOME AND ENDOWMENTS</b>		
<b>Donations and legacies</b>		
Grants	100,025	96,756
<b>Investment income</b>		
Deposit account interest	6	-
<b>Total incoming resources</b>	<u>100,031</u>	<u>96,756</u>
<b>EXPENDITURE</b>		
<b>Charitable activities</b>		
Consultancy fees	164,817	4,560
<b>Support costs</b>		
<b>Finance</b>		
Bank charges	15	5
<b>Other Costs</b>		
Promotional material	1,606	-
Postage and stationery	202	-
	<u>1,808</u>	<u>-</u>
Total resources expended	<u>166,640</u>	<u>4,565</u>
<b>Net (expenditure)/income</b>	<u><u>(66,609)</u></u>	<u><u>92,191</u></u>

**ALWAYS AHEAD**

England & Wales - Charity number 1187685

---

# Accounts

---

**Charity Registration No 1187685**

**Report of the Trustees and Unaudited Financial Statements**

**For the period ended 30 June 2021**

**For**

**Always Ahead**

**Always Ahead**

**Report of the Trustees and Unaudited Financial Statements**

**Period ended 30 June 2021**

<b>CONTENTS</b>	<b>PAGE</b>
General Information	1
Trustees Report	2 - 8
Independent Examiner's Report	9
Income Statement	10
Balance Sheet	11
Notes to the Financial Statements	12

**Always Ahead**

**General Information**

**Period ended 30 June 2021**

Charity registration number	1187685
Company registration number	CE020508
Principal address	56 Stewart Street Crewe CW2 8LX
Trustees	Mrs Sheron Ferguson (chair) Rev David Edwards Mr Robert Howells
Independent Examiner	Rev J Kinuthia National Accountant New Testament Church of God 3 Cheyne Walk Northampton
Bankers	National Westminster plc The Square Crewe CW1 2HN

## **Always Ahead**

### **Report of the Trustees**

#### **For the Period ended 30 June 2021**

The Trustees present their report and the unaudited financial statements of the charity for the period ended 30 June 2021.

The Trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

#### **Objectives and Activities**

Always Ahead was formed on 31 January 2020 with the aim of carrying out charitable works for public benefit through the practical application of Christian ethics and principles by:

1. Community Enhancement:
  - a) Encouraging individual and corporate engagement in projects and activities that enhance community relationships and improve community resilience.
  - b) Providing facilities and opportunities that enable individuals and groups to engage in these resilience building activities.
2. Youth Engagement:
  - a) Promoting their spiritual, physical, intellectual and social development, particularly (but not exclusively) those who are disadvantaged.
  - b) Enabling and equipping young people to sustain strong community relationships that enhance community relations for the benefit of the public as a whole.
3. Prevention of Poverty:
  - a) Providing or assisting in the provision of education, training, healthcare projects and forms of support designed to enable individuals to generate a sustainable income and be self-sufficient.
  - b) Enhancing the financial, spiritual and emotional wellbeing of individuals and the community as a whole.
4. Social Inclusion:
  - a) Preventing people from becoming socially excluded, from society, or parts of society, as a result of one or more factors.
  - b) Relieving the needs of those people who are socially excluded and assisting them to integrate into wider society.

## **Key Activities:**

Always Ahead has spearheaded a community-led regeneration project to develop plans to transform the former Crewe Swimming Baths (Flag Lane Baths FLB) into a vibrant destination fulfilling a visionary 21<sup>st</sup> century social function for the people of Crewe and surrounding areas. The planned project represents the aims and aspirations of a consortium of local charities, community groups and local organisations who are focused on the enhancement and development of community cohesion and the regeneration of the local community.

Of particular note is the:

- Developed Always Ahead 35 page Business Plan for the FLB's Project
- Creation of the Flag Lane Baths (FLB) Capital Campaign Committee and Programme Management Team (from local residents and businesses)
- Development of a fully comprehensive Fundraising and Community Engagement Strategy and Community Engagement Plan
- Developed a Construction Feasibility Report (Baily Garner LLP Construction Consultants)
- Welcomed two prospective Always Ahead Trustees to start the Trustee Orientation Programme (introducing the Charity, how it is structured and governed and awareness of the role and responsibilities of Trustees)
- Engaged a Project Development Manager (January 2021)
- Submitted substantial funding proposal to the Crewe Town's Investment Plan
- Organised the Valley Park Community Festival (within the grounds of FLB)

## **Public Benefit**

**The Flag Lane Baths Community Hub will operate all year round, open every day of the week and will include the following facilities and services:**

- Children and Youth Zone providing a youth engagement hub, with access to IT, training and development and employment support.
- Community Café: a meeting place and a social enterprise café/restaurant supporting and enriching the lives of local people, an opportunity for people to interact with each other in a positive and safe environment).
- Social Supermarket (Community Grocery Club) a service to help tackle food waste and food poverty by collecting surplus food from supermarkets and redistributing it to the community.
- Social Enterprise Units providing facilities and space for small businesses to operate from to building their businesses.
- Community Hall providing facilities for music, arts and entertainment together with practical support; advice, training and development services; on-site hot desk and office facilities by community groups and statutory services; sessional hire of café area for specific events; and hire for community events and exhibitions.
- An Outdoor Family Zone rejuvenating the currently unused basketball court area to provide a centrally located outdoor a multi-sports area/community activities space.
- A Heritage Visitor Centre which will be a living history space, housing a museum and interactive displays celebrating the history of the building and the community it has served since 1937.

## **Achievement and Performance**

The efforts of the Always Ahead Trustees and fundraising activities of the Capital Campaign Committee have resulted in the proactive engagement of three major local employers, two of whom have multi-national profiles. This has created a ground swell of support for the Flag Lane Baths Community Hub Project and as well as engaging with around 60 local and national organisations who are providing a mixture of financial backing, skills donation and various forms of support to the Project.

Of particular note is the:

- Support from Cheshire East Council, Crewe Town Council together with National and International Organisations.
- Received \$125,000 from Lead Corporate Sponsor
- Received £25,000 from community activity with AO Star Programme
- Always Ahead Chosen as AO's Charity of the Year
- Successful £30,000 grant from Architectural Heritage Fund
- Skills Donor Engagement and Succession Plan for the FLB's Programme
- Received expressions of interest from 9 local statutory, charity and community groups who will operate the services within the Community Hub.
- Carried out Trust Fundraising workshop with Always Ahead volunteers
- Promotion of the FLB Project in local news and media outlets including South Cheshire Chamber of Commerce and Cheshirelive.co.uk
- Feasibility Study of FLB building carried out by Baily Garner LLP Building Consultants
- Commissioned pre-build surveys

## **Looking forward into 2021/2022:**

- The Always Ahead Trustees have successfully negotiated with Cheshire East Council for a Community Asset Transfer and agreed Heads of Terms of the lease for the Flag Lane Baths building.
- Always Ahead has been awarded £3,050,000 Capital Funding from the Town's Fund to renovate Flag Lane Baths building
- Completion of a Pre-Launch development Plan (January 2021-August 2023)
- Completion of a Year One Operational Plan
- Planning Permission has been submitted, outcome expected Spring 2022. Trustees are confident of a successful planning decision.

## **Financial Review**

In the first eighteen months since its formation, the Always Ahead has received grants and donations in the amount of £96,756. Apart from some feasibility studies and similar preparatory assessments, there has been minimal expenditure in the period because the Trustees are waiting on the decision of their planning application before they can commit to any of the planned restoration expenditure.

As such, Always Ahead has reserves of £91,024 to be carried forward into the year ended 30 June 2022 comprised of £30,000 restricted and £61,024 unrestricted funds.

## **Reserves Policy**

The Trustees of Always Ahead are in the process of working through the Charity Commission guidelines with their Accountant and Financial Controller in order to document its Reserves Policy and they expect to ratify it at their April 2022 Trustees' Board Meeting. During recent discussions, the Trustees have demonstrated their understanding of strategic, operational and budgetary planning; the need to build up sufficient reserves to avoid financial difficulties and the need for transparency of the level of these reserves.

Also, as Always Ahead continues to develop and seek financial support from a range of funders, the Trustees recognise the importance of a Reserves Policy to give confidence to their supporters and protection to their donations.

Trustees are very appreciative of the donations the Charity has already received and can confirm that the restricted funds are separately identified and will only be used for the purpose for which they were intended. Trustees also confirm that the unrestricted funds (with no specific purpose in mind) will be used for the general running of the Always Ahead Charity.

## **Future Plans**

Always Ahead is committed to improving the lives of the people of Crewe by establishing a community Hub at Flag Lane Baths. In doing so the charity will work with local authorities to ensure the renovation is sympathetic to the listed building and at the same time offers a valuable local resource to provide support to the many people in the area who are from socially and economically disadvantaged backgrounds.

As soon as planning permission is granted, the Trustees will be in a position to lease the building and take advice from the architects on how best to proceed with the restoration and conversion project.

## **Proposed Timescale**

### **Pre-Build Milestones:**

April 2022: Start Project Pre-Build: 5 months:

### **Build Milestones:**

September 2022: Start Project Build (10 months)

June 2023: Complete Project Build

### **Operational Milestones:**

Always Ahead will manage the facility i.e. be responsible for the Flag Lane Baths building; some of the specific services will be delivered by local statutory, charity and community groups within the Community Hub.

- January 2023: Commence the recruitment process of employees and volunteers
- September 2023: Community Hub operational

## **Structure, governance and management**

Always Ahead is a Charitable Incorporated Organisation (CIO) and is controlled by its Constitution. It was formed on 31 January 2020 and is currently governed by three trustees (on a 3 year term) and managed by a Board Chair, Charity Secretary and Treasurer (Charity Executive Director). The Trustees meet four times a year with an agreed Agenda as follows:

- Minutes – approval of minutes of last meeting
- Matters arising – from last meeting/minutes
- Formal progress update by Charity Executive Director
- Flag Lane Baths Project update by Project Development Manager
- Financial update by Charity Executive Director
- Any other specific topics for discussion
- Any Other Business

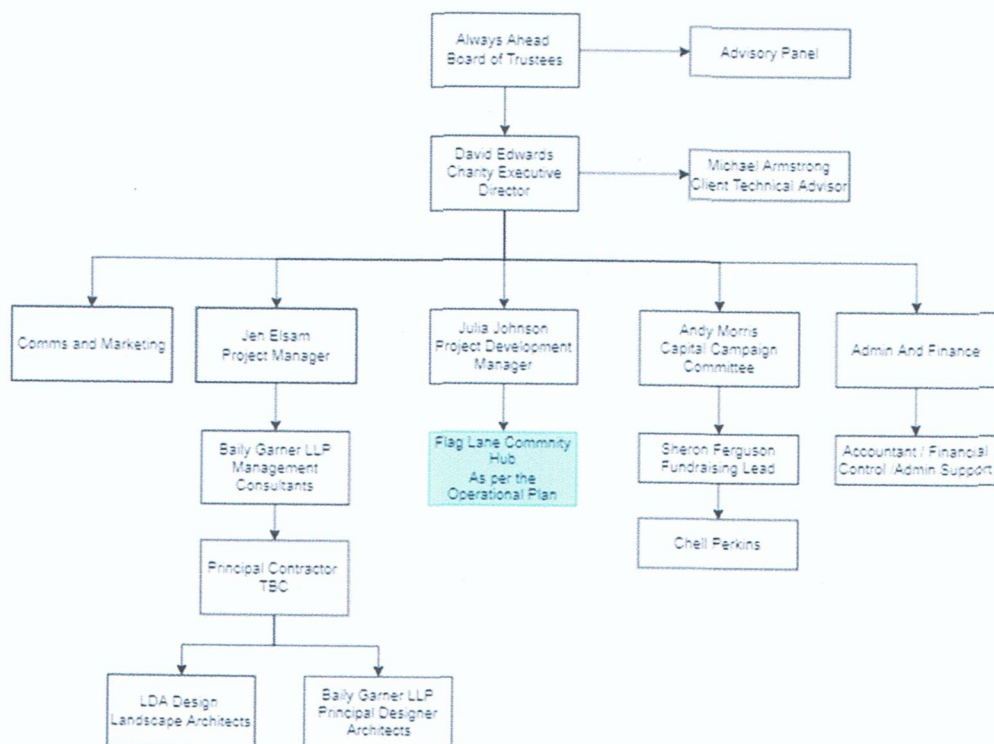
The Project Development Manager is invited to present Progress Update Reports at Trustee meetings. There is a quorum of 3 Trustees and meetings are held four times a year each followed with signed minutes of the meetings. Proposals for actions of note are presented to the Trustees and voted upon.

Trustees bring to the Board a considerable amount of public, private and voluntary sector knowledge and skills, together with experience of running charities: local, regional and national. Each Trustee is aware of their role as Trustee and their responsibilities – this is updated by Charity Commission information e.g. the Charity Commission’s CC3 – ‘The essential trustee: what you need to know, what you need to do’; Charity Governance Code and the HMRC fit and proper person guidance and declaration. Attendance at Trustee Conferences and on-line Trustee training workshops will be planned for 2022/23 on an on-going basis.

In February 2021, two potential Trustees were invited to consider a position on the Board and commenced a 10 month ‘Trustee Orientation Period’ which involved receipt of a Trustee Welcome Pack (as recommended by the Charity Commission) detailing the Always Ahead structure and governance, policies and procedures together with plans for the Flag Lane Baths Community Hub. They have both been attending Always Ahead Trustees’ meetings throughout the year, observing the process.

There are plans to develop an Advisory Panel which will support the Board of Trustees with their specialist knowledge and experience, operate at a high level within the Charity and will be a key support to the Charity Trustees.

As soon as the Flag Lane Project is in a position to proceed, the Trustees will expand the management team as funds allow.



### Trustees of the charity

The Trustees who have served during the period were as follows:

Rev David Edwards (appointed 31 January 2020)

Mrs Sharon Ferguson (appointed 31 January 2020)

Mr Robert Howells (appointed 31 January 2020)

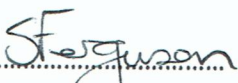
### Statement of Trustees' Responsibilities

The Trustees are responsible for preparing the Report of the Trustees and financial statements in accordance with applicable law and UK Accounting Standards.

The law applicable to charities in England and Wales, the Charities Act 2011; Charity (Accounts and Reports) Regulations 2008 and the charity's governing documents require the trustees to prepare financial statements which give a true and fair view of the state of affairs of the charity. In particular the trustees are required to:

- (a) select suitable accounting policies and apply them consistently
- (b) make judgements and estimates that are reasonable and prudent
- (c) prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charity will have adequate resources to continue.
- (d) Keep proper accounting records which at any time accurately disclose the financial position of the charity.

Approved by order of the board of trustees on 17<sup>th</sup> March 2022 and signed on its behalf by

  
.....  
Mrs S Ferguson

**Independent Examiner's Report to the Trustees on the Unaudited Statutory Accounts of Always Ahead for the Period ended 30 June 2021**

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the period ended 31 June 2021.

**Responsibilities and basis of report**

As the charity's trustees, 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 Trust's accounts carried out under section 145 of the 2011 Act and 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.

I am qualified to undertake the examination by being a qualified member of ICPA.

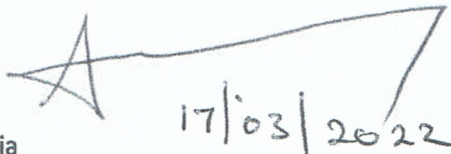
**Independent examiner's statement**

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

- the accounting records were not kept in accordance with section 130 of the Charities Act; or
- the accounts did not accord with the accounting records; or
- the accounts did not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination.

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



17/03/2022

Rev J Kinuthia

National Accountant

New Testament Church of God

3 Cheyne Walk

Northampton

**Always Ahead**

**Income Statement**

**For the Period ended 30 June 2021**

	Notes	Restricted Funds	Unrestricted Funds £	Total Funds £
<b>INCOME</b>				
Donations and Grants		30,000	66,756	96,756
<b>EXPENDITURE</b>				
Legal & professional fees			(4,560)	(4,560)
Bank charges			(6)	(6)
<b>NET INCOME</b>		<u>30,000</u>	<u>62,191</u>	<u>92,191</u>
FUND BALANCES BROUGHT FORWARD		0	0	0
<b>TOTAL FUNDS CARRIED FORWARD AT 30.6.21</b>	2	<u>30,000</u> =====	<u>62,191</u> =====	<u>92,191</u> =====

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

All income and expenditure derive from continuing activities.

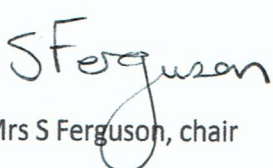
**Always Ahead**

**Statement of Financial Position**

**As at 30 June 2021**

	Notes	2021 Total Funds
<b>CURRENT ASSETS</b>		
Cash		91,025
Debtors	3	1,166
<b>NET CURRENT ASSETS</b>		<u>92,191</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		92,191
<b>NET ASSETS</b>		<u>92,191</u> =====
<b>FUNDS</b>		
Unrestricted	2	62,191
Restricted	2	30,000
<b>TOTAL FUNDS</b>		<u>92,191</u> =====

These financial statements were approved by the Board of Trustees and authorised for issue on 17<sup>th</sup> March 2022 and were signed on its behalf by :

  
Mrs S Ferguson, chair

## Always Ahead

### Notes to the Financial Statements

Period ended 30 June 2021

#### 1. General Information and Basis of preparation

The financial statements of the charity, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) "Accounting and Reporting by Charities : Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102) (effective January 2019)"; Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Charities Act 2011. The financial statements have been prepared under the historic cost convention.

The principal accounting policies applied in the preparation of these financial statements are set out below.

#### Income

All income is recognised in the Income Statement once the charity has entitlement to the funds and they can be measured reliably.

#### Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used in accordance with the donor's specific restrictions imposed on the funds or those funds raised by the charity for a specific purpose.

#### 2. Movement in funds

	At 31.1.20	Net movement in period	At 30.6.21
Unrestricted funds	0	62,191	62,191
Restricted funds	0	30,000	30,000
<b>TOTAL FUNDS</b>	<b>0</b>	<b>92,191</b>	<b>92,191</b>

**3. Debtors**

Fees in relation to planning application	1,166
--	-------

**4. Related party disclosures**

There were no related party transactions in the period ended 30 June 2021