

**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**

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**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.

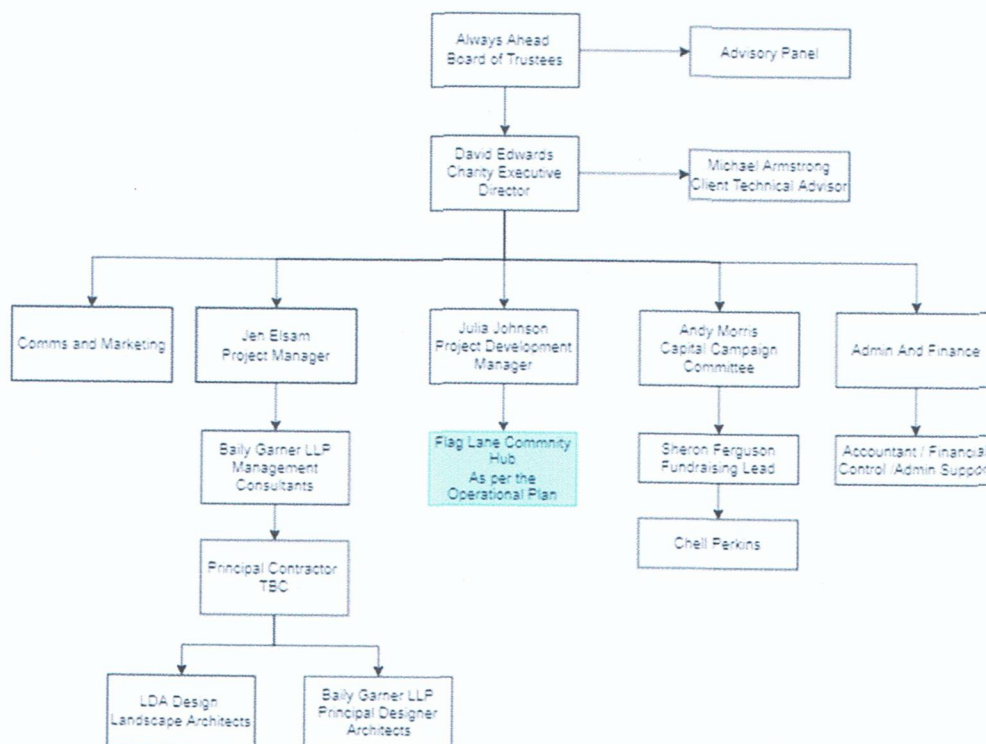
Trustees bring to the Board a considerable amount of public, private and voluntary sector knowledge and skills, together with experience of running charities: local, regional and national. Each Trustee is aware of their role as Trustee and their responsibilities – this is updated by Charity Commission 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 Sheron 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

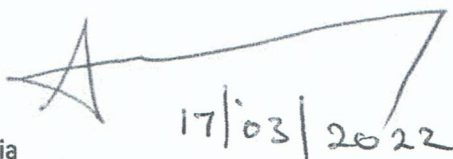
Rev J Kinuthia

National Accountant

New Testament Church of God

3 Cheyne Walk

Northampton



17/03/2022



**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.

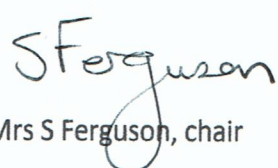
Always Ahead

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
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**4. Related party disclosures**

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