

**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

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for the year ended 30 June 2024**

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**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

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

2. ANALYSIS OF CHANGES IN NET FUNDS

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

**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
	<hr/>	<hr/>
	269,815	571,472
	<hr/>	<hr/>

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

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

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>

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

8. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued

	Unrestricted fund £	Restricted fund £	Total funds £
<b>NET INCOME</b>	141,400	-	141,400
<b>RECONCILIATION OF FUNDS</b>			
Total funds brought forward	25,582	-	25,582
<b>TOTAL FUNDS CARRIED FORWARD</b>	<u>166,982</u>	<u>-</u>	<u>166,982</u>

9. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2024 £	2023 £
Other creditors	<u>2,160</u>	<u>2,100</u>

10. 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>

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>

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
<b>TOTAL FUNDS</b>	<u>25,582</u>	<u>141,400</u>	<u>166,982</u>

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>	<u>571,487</u>	<u>(430,087)</u>	<u>141,400</u>

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>	<u>25,582</u>	<u>87,840</u>	<u>113,422</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	841,317	(753,477)	87,840
<b>TOTAL FUNDS</b>	<u>841,317</u>	<u>(753,477)</u>	<u>87,840</u>

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>(53,560)</u>	<u>141,400</u>

This page does not form part of the statutory financial statements