

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

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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.

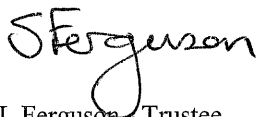
Recruitment and appointment of new trustees

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

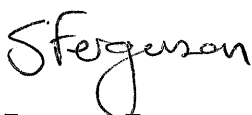
The notes form part of these financial statements

Always Ahead

Statement of Financial Position
30 June 2025

	Notes	Unrestricted fund £	Restricted fund £	2025 Total funds £	2024 Total funds £
CURRENT ASSETS					
Cash at bank		6,504	-	6,504	115,582
CREDITORS					
Amounts falling due within one year	9	(1,440)	-	(1,440)	(2,160)
NET CURRENT ASSETS		<u>5,064</u>	<u>-</u>	<u>5,064</u>	<u>113,422</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>5,064</u>	<u>-</u>	<u>5,064</u>	<u>113,422</u>
NET ASSETS		<u>5,064</u>	<u>-</u>	<u>5,064</u>	<u>113,422</u>
FUNDS	10				
Unrestricted funds				<u>5,064</u>	<u>113,422</u>
TOTAL FUNDS				<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 £
Cash flows from operating activities			
Cash generated from operations	1	(109,116)	(53,515)
Net cash used in operating activities		<u>(109,116)</u>	<u>(53,515)</u>
Cash flows from investing activities			
Interest received		<u>38</u>	<u>15</u>
Net cash provided by investing activities		<u>38</u>	<u>15</u>
Change in cash and cash equivalents in the reporting period		<u>(109,078)</u>	<u>(53,500)</u>
Cash and cash equivalents at the beginning of the reporting period		<u>115,582</u>	<u>169,082</u>
Cash and cash equivalents at the end of the reporting period		<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 £
Net expenditure for the reporting period (as per the Statement of Financial Activities)	(108,358)	(53,560)
Adjustments for:		
Interest received	(38)	(15)
(Decrease)/increase in creditors	(720)	60
Net cash used in operations	<u>(109,116)</u>	<u>(53,515)</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

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

The notes form part of these financial statements

**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	<u>38</u>	<u>15</u>

4. RAISING FUNDS

Raising donations and legacies

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

5. CHARITABLE ACTIVITIES COSTS

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

6. SUPPORT COSTS

	Finance £	Other £	Governance costs £	Totals £
Other resources expended	<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 £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	269,815	-	269,815
Investment income	<u>15</u>	<u>-</u>	<u>15</u>
Total	<u>269,830</u>	<u>-</u>	<u>269,830</u>
EXPENDITURE ON			
Raising funds	1,770	-	1,770
Charitable activities			
Development	321,620	-	321,620

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 £
Total	323,390	-	323,390
NET INCOME/(EXPENDITURE)	(53,560)	-	(53,560)
RECONCILIATION OF FUNDS			
Total funds brought forward	166,982	-	166,982
TOTAL FUNDS CARRIED FORWARD	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 £
Unrestricted funds			
General fund	113,422	(108,358)	5,064
TOTAL FUNDS	113,422	(108,358)	5,064

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	(93,946)	(14,412)	(108,358)
TOTAL FUNDS	(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 £
Unrestricted funds			
General fund	166,982	(53,560)	113,422
TOTAL FUNDS	<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 £
Unrestricted funds			
General fund	269,830	(323,390)	(53,560)
TOTAL FUNDS	<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 £
Unrestricted funds			
General fund	166,982	(161,918)	5,064
TOTAL FUNDS	<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 £
Unrestricted funds			
General fund	175,884	(337,802)	(161,918)
TOTAL FUNDS	<u>175,884</u>	<u>(337,802)</u>	<u>(161,918)</u>

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

This page does not form part of the statutory financial statements

