

COMPANY REGISTRATION NUMBER: 14012661

CHARITY REGISTRATION NUMBER: 1205103

BLACKPOOL HERITAGE AND MUSEUM TRUST

Company Limited by Guarantee

UNAUDITED FINANCIAL STATEMENTS

31 March 2025

BLACKPOOL HERITAGE AND MUSEUM TRUST

COMPANY LIMITED BY GUARANTEE

FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2025

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BLACKPOOL HERITAGE AND MUSEUM TRUST

COMPANY LIMITED BY GUARANTEE

TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT)

YEAR ENDED 31 MARCH 2025

The trustees, who are also the directors for the purposes of company law, present their report and the unaudited financial statements of the charity for the year ended 31 March 2025 .

REFERENCE AND ADMINISTRATIVE DETAILS

Registered charity name	Blackpool Heritage and Museum Trust	
Charity registration number		1205103
Company registration number		14012661
Principal office and registered office	Showtown Palatine Building Promenade Blackpool FY1 4TQ	

THE TRUSTEES

Mr S Phillips	
Cllr G Campbell	(Appointed 5 April 2024)
Cllr A Cooper	(Appointed 26 July 2024)
Mr N Patterson	
Mr D Webster	(Appointed 30 January 2026)
Mrs L Bentley	(Resigned 19 February 2025)
Mr M Etches	(Resigned 9 May 2024)
Cllr K Benson	

COMPANY SECRETARY	Annette Kerr
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STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The Blackpool Heritage Museum Trust is a company limited by guarantee governed by its memorandum and articles of association. It is a registered company with Companies House, incorporated 30 March 2022. Charitable Status was obtained on 06 October 2023.

Members of the Company

The members of the company include those admitted to membership by the Directors and up to three local authority representatives who are appointed by Blackpool Council.

Appointment of Trustees / Non Executive Directors

The Trustees / Non-Executive Directors who served during the year 2024/25 are listed above. The Chair was paid a remuneration of £5,000 per annum and the Vice Chair received a remuneration of £2,500 per annum until his resignation on 09 May 2024. The Interim Vice Chair did not take any remuneration. No other positions are remunerated.

The Board of Trustees / Non-Executive Directors is made up of at least three and not more than ten members. This comprises up to three local authority directors and up to seven other directors.

In selecting Trustees / Non-Executive Directors there will be due regard for the existing range of skills and expertise of the Board, the skills and expertise of the individual and how they will contribute to the success of the charitable company.

The Trust has also appointed a Chief Executive and as of 31 March 2025 employs 36 salaried members of staff. The Trust has also appointed a Company Secretary in line with its powers within the Articles of Association.

Trustee / Non-Executive Director Induction and Training

All Trustees / Non-Executive Directors complete an induction programme, designed to inform them about the Trust's structure, strategy, financial planning arrangements and delegation framework. As appointments were dispersed throughout the year this formed part of the Away Day held in the financial year. Arrangements are made to make new Trustees / Non-Executive Directors aware of their responsibilities under charity law and arranging appropriate induction and training.

Management of the Trust

The Board of Directors meets at least four times a year to shape the Trust's decision making process.

The day to day operation of the charity is the responsibility of the Chief Executive and her Senior Leadership Team.

The Trustees / Non-Executive Directors provide strategic leadership in line with the charity's aims and values.

Ethical Fundraising

The Blackpool Heritage and Museum Trust is committed to employing a transparent and ethical approach to our fundraising activity and seeks to put its supporters at the heart of what we do.

Governance and Policy Documents

The museum was opened to the public on 15 March 2024. A suite of good practice policies in line with a Policy Framework outline, agreed during the year is being put together and brought to the Board for agreement on a priority basis.

The Board has agreed to adopt the Charity Governance Code and is approaching its compliance as it is in its early stages of development in accordance with the following statement of the code:

"We anticipate that how a charity uses the Code is something which will develop and mature, particularly where the charity is growing and changing. Given this, some of the recommended practice may not be appropriate for a particular charity to follow initially, but it may become so in the future"

A Conflicts of Interest Policy was agreed by the Board together with a Board Member Agreement setting out the Trustee / Non-Executive Directors standard expectations, roles and responsibilities and reflected the obligations contained within the Articles of Association. The Board Member agreement confirmed a term of office of three years subject to a 12 month review.

OBJECTIVES AND ACTIVITIES

Charitable Objectives

The charity formally exists according to its Memorandum.

The Company's Objects are specifically restricted to the following:

- to promote the education of the public in relation to the history of Blackpool principally, but not exclusively by:-
- the operation, maintenance and preservation of a museum in Blackpool known as 'Showtown: the museum of fun and entertainment';
- the operation, maintenance and preservation of heritage transportation; and
- the delivery of associated facilities and engagement programmes, fostering knowledge, understanding, appreciation and enjoyment of the history and heritage of Blackpool and the maintenance and preservation of Blackpool heritage collections.

Vision

The Blackpool Heritage and Museum Trust's vision is to be successful in supporting income generation and fundraising and by so doing ensure the success of Showtown so that in five years time Showtown is:

"a top attraction in Blackpool - an experience not to be missed, owned and loved by the locals and visitors alike. A leader in the museum sector, putting people at the heart of curatorial practice, at the forefront of heritage interpretation and learning. A dynamic and successful business making a positive economic and social impact in Blackpool."

Values

Our Values are what we believe in and they underpin everything:

Be fun - creating exciting experiences for all the family and being joyful in discovery.

Inspire - sparking creativity, imagination and enthusiasm.

Nurture pride - building pride and encouraging a fresh perspective on Blackpool.

Transform - Making a positive impact on Blackpool and its people.

Celebrate - Blackpool's rich heritage and its unique place in the nation's heart.

Be open - creating a welcoming space for all, embracing genuine partnerships and staying open to new ideas and always being true to evidence.

Have integrity - working ethically with collections, people and their stories.

Empowering - ensuring all of our voices are heard and our stories told. Making new connections between where we have come and where we go next.

Mission

At Showtown our mission is to put Blackpool centre stage. We celebrate its role as the greatest seaside resort and show town in the UK.

Public benefit

In shaping the objectives and planning the activities for the year, the Trustees / Non-Executive Directors have considered the Charity Commission's guidance on public benefit, including the guidance on public benefit and fee charging. The charity relies on grants and the income from fees and charges to cover its operating costs.

The Trustees / Non-Executive Directors confirm that they have complied with the requirements of section 17 of the Charities Act 2011 to have due regards to the public benefit guidance published by the Charity Commission for England and Wales. They have considered the Charity Commission's general guidance on public benefit and have taken it into account when reviewing the Charity's aims and objectives and in planning its future activities. The Trustees / Non-Executive Directors are satisfied that the aims of the Charity are carried out wholly in pursuit of its charitable aims for the public benefit.

ACHIEVEMENTS AND PERFORMANCE

1. Nearly 100,000 visitors welcomed in Year One, with exceptional local engagement

Showtown attracted 97,000+ visitors in its first year, with 57% of all visitors coming from Blackpool. This represents engagement equivalent to 28% of the town's population, demonstrating unprecedented local cultural participation and establishing Showtown as a valued part of everyday life for residents.

2. Blackpool's entertainment heritage secured for future generations

The museum significantly strengthened stewardship of Blackpool's nationally important entertainment collections, conserving 700+ objects, digitising 3,700+ images, and enhancing access to collections of more than 100,000 items. Major acquisitions included the Charlie Cairoli Collection, Norman Wisdom's iconic "gump" costume, and Peter Kay's purple suit.

3. National recognition has put Showtown and Blackpool firmly on the cultural map

Within its first year, Showtown achieved a 5-star Tripadvisor rating, ranked among Blackpool's top attractions, and won Museum + Heritage Permanent Exhibition of the Year 2025. The museum has also been shortlisted or recognised through a range of prestigious national awards, raising Blackpool's profile as a destination for culture and heritage.

4. Powerful new partnerships established with major national institutions

Showtown developed and strengthened relationships with leading organisations including the V&A, Science Museum Group, Imperial War Museum, Arts Council England, Art Fund, National Archives and numerous performer and heritage networks. The V&A partnership alone helped unlock loans from 20 public institutions and 123 private lenders, firmly positioning Showtown within national museum networks.

5. A community-powered museum with engagement at its heart

Building on years of co-creation, Showtown's activity programme delivered 39 community engagement projects reaching more than 63,000 people. Volunteers contributed 4,562 hours, performers helped shape galleries and interpretation, and programmes such as Open Up the Mic, Get Dancing, and Showtots delivered measurable impacts on wellbeing, confidence, skills and civic pride.

6. Built a skilled new cultural workforce, with staff completing 79 training programmes and 11 accredited qualifications while creating new museum careers in Blackpool.

FINANCIAL REVIEW

The financial accounts relating to this report ran from 01 April 2024 to 31 March 2025 inclusive.

This report is relevant for the financial year 2023/24 however it remains evident that the Museum can only continue to develop and become self-financing with the continued support of Blackpool Council in the early years. This was always part of the business plan and it is being borne out in the current year as the financial and operational performance of the charity has shown actual earned income being significantly lower than the expense of running the organisation.

We wholeheartedly welcome the support of Blackpool Council, which has been confirmed, and look forward to working with the Council, other stakeholders and funding partners as the museum continues to move on to its next phase of operation and development.

Reserves Policy

The purpose of a Reserves Policy is to outline the reasons why an organisation may choose to keep money aside as a reserve either to protect itself against unforeseen circumstances or to allow it to take advantage of new opportunities.

The Blackpool Heritage and Museum Trust remains a relatively newly formed organisation. The Trust does not yet possess the resources to set aside meaningful reserves, and it seems improbable this position will change in the near future. It relies on the support of its original sponsor, Blackpool Council, and will continue to do so until it is trading fully and can demonstrate a sustainable revenue stream. At that point it will seek to set out a Reserves Policy in line with good practice.

Investment Policy

As a registered charity and a company limited by guarantee, the Blackpool Heritage and Museum Trust has a legal identity and as such has the ability to hold investments in its own name. The Blackpool Heritage and Museum Trust does not currently have the resources to actively pursue investment and currently has no plans to do so in the future. There is no investment activity to report in this Annual Report.

SMALL COMPANY PROVISIONS

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption.

The trustees' annual report was approved on 3 September 2026 and signed on behalf of the board of trustees by:

Mr S Phillips

Trustee

BLACKPOOL HERITAGE AND MUSEUM TRUST

COMPANY LIMITED BY GUARANTEE

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF BLACKPOOL HERITAGE AND MUSEUM TRUST

YEAR ENDED 31 MARCH 2025

I report to the trustees on my examination of the financial statements of Blackpool Heritage and Museum Trust ('the charity') for the year ended 31 March 2025.

RESPONSIBILITIES AND BASIS OF REPORT

As the trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act. **INDEPENDENT**

EXAMINER'S STATEMENT

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales (ICAEW), which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the charity as required by section 386 of the 2006 Act; or
2. the financial statements do not accord with those records; or
3. the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act 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; or
4. the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

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.

Claire Docherty FCCA The Association of Chartered Certified Accountants Independent Examiner

Xeinadin

Sidings House

Sidings Court

Lakeside

Doncaster

South Yorkshire

DN4 5NU

3 September 2026

BLACKPOOL HERITAGE AND MUSEUM TRUST

COMPANY LIMITED BY GUARANTEE

STATEMENT OF FINANCIAL ACTIVITIES

(INCLUDING INCOME AND EXPENDITURE ACCOUNT)

YEAR ENDED 31 MARCH 2025

			2025		2024
		Unrestricted	Restricted	Total funds	Total funds
	Note	funds	funds		
		£	£	£	£
Income and endowments					
Donations and legacies	5	281,983	—	281,983	80,000
Charitable activities	6	123,046	—	123,046	24,117
Other trading activities	7	44,277	—	44,277	5,627
Investment income	8	31	—	31	—
		-----	---	-----	-----
Total income		449,337	—	449,337	109,744
		-----	---	-----	-----
Expenditure					
Expenditure on raising funds:					
Costs of other trading activities	9	16,537	—	16,537	3,376
Expenditure on charitable activities	10,11	2,054,815	—	2,054,815	1,724
		-----	---	-----	-----
Total expenditure		2,071,352	—	2,071,352	5,100
		-----	---	-----	-----
Net (expenditure)/income and net movement					
in funds		(1,622,015)	—	(1,622,015)	104,644
		-----	---	-----	-----
Reconciliation of funds					
Total funds brought forward		24,644	80,000	104,644	—
		-----	-----	-----	-----
Total funds carried forward		(1,597,371)	80,000	(1,517,371)	104,644
		-----	-----	-----	-----

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

All income and expenditure derive from continuing activities.

BLACKPOOL HERITAGE AND MUSEUM TRUST

COMPANY LIMITED BY GUARANTEE

STATEMENT OF FINANCIAL POSITION

31 March 2025

	Note	2025 £	£	2024 £	£
CURRENT ASSETS					
Stocks	15	29,050		—	
Debtors	16	446,119		3,429	
Cash at bank and in hand		372,134		111,420	
		-----		-----	
		847,303		114,849	
CREDITORS: amounts falling due within					
one year	17	2,364,674		10,205	
		-----		-----	
NET CURRENT LIABILITIES			(1,517,371)		104,644
			-----		-----
TOTAL ASSETS LESS CURRENT LIABILITIES			(1,517,371)		104,644
			-----		-----
NET LIABILITIES			(1,517,371)		104,644
			-----		-----
FUNDS OF THE CHARITY					
Restricted funds		80,000		80,000	
Unrestricted funds		(1,597,371)		24,644	
		-----		-----	
Total charity funds	19	(1,517,371)		104,644	
		-----		-----	

For the year ending 31 March 2025 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476 ;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements .

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

These financial statements were approved by the board of trustees and authorised for issue on 3 September 2026 , and are signed on behalf of the board by:

Mr S Phillips

Trustee

BLACKPOOL HERITAGE AND MUSEUM TRUST

COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2025

1. GENERAL INFORMATION

The charity is a public benefit entity and a private company limited by guarantee, registered in and a registered charity in England and Wales. The address of the registered office is Showtown Palatine Building, Promenade, Blackpool, FY1 4TQ.

2. STATEMENT OF COMPLIANCE

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the 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) (Charities SORP effective 2019) and the Companies Act 2006.

3. ACCOUNTING POLICIES

Basis of preparation

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial assets and liabilities and investment properties measured at fair value through income or expenditure.

The financial statements are prepared in sterling, which is the functional currency of the entity.

Going concern

The Trustees note the net liability position of the charity at the year end. This position is supported by funds advanced to the charity from Blackpool Council. The Trustees have received confirmation that the amounts due to Blackpool Council will not be demanded for repayment in such a way that would cause the charity to fail to meet its liabilities as they fall due and have received confirmation that Blackpool Council will continue to provide such support as may be required. On this basis the charity is considered to be a going concern.

Judgements and key sources of estimation uncertainty

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

Fund accounting

Unrestricted funds are available for use at the discretion of the trustees to further any of the charity's purposes. Designated funds are unrestricted funds earmarked by the trustees for particular future project or commitment. Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal, and fall into one of two sub-classes: restricted income funds or endowment funds.

Incoming resources

All incoming resources are included in the statement of financial activities when entitlement has passed to the charity; it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income: - income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably. - legacy income is recognised when receipt is probable and entitlement is established. - income from donated goods is measured at the fair value of the goods unless this is impractical to measure reliably, in which case the value is derived from the cost to the donor or the estimated resale value. Donated facilities and services are recognised in the accounts when received if the value can be reliably measured. No amounts are included for the contribution of general volunteers. - income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

Resources expended

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates: - expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods. - expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities. - other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

Stocks

Stocks are measured at the lower of cost and estimated selling price less costs to complete and sell. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing the stock to its present location and condition.

Financial instruments

A financial asset or a financial liability is recognised only when the charity becomes a party to the contractual provisions of the instrument. Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs. Current assets and current liabilities are subsequently measured at the cash or other consideration expected to be paid or received and not discounted. Debt instruments are subsequently measured at amortised cost. Where investments in shares are publicly traded or their fair value can otherwise be measured reliably, the investment is subsequently measured at fair value with changes in fair value recognised in income and expenditure. All other such investments are subsequently measured at cost less impairment. Other financial instruments, including derivatives, are initially recognised at fair value, unless payment for an asset is deferred beyond normal business terms or financed at a rate of interest that is not a market rate, in which case the asset is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument. Other financial instruments are subsequently measured at fair value, with any changes recognised in the statement of financial activities, with the exception of hedging instruments in a designated hedging relationship.

Financial assets that are measured at cost or amortised cost are reviewed for objective evidence of impairment at the end of each reporting date. If there is objective evidence of impairment, an impairment loss is recognised under the appropriate heading in the statement of financial activities in which the initial gain was recognised. For all equity instruments regardless of significance, and other financial assets that are individually significant, these are assessed individually for impairment. Other financial assets are either assessed individually or grouped on the basis of similar credit risk characteristics. Any reversals of impairment are recognised immediately, to the extent that the reversal does not result in a carrying amount of the financial asset that exceeds what the carrying amount would have been had the impairment not previously been recognised.

Defined contribution plans

The charity is a member of a multi-employer defined benefit pension scheme, however it is unable to obtain sufficient information to determine its share of the assets and liabilities of the scheme. The charity has therefore accounted for contributions to this scheme as if it were a defined contribution scheme. Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund. When contributions are not expected to be settled wholly within 12 months of the end of the reporting date in which the employees render the related service, the liability is measured on a discounted present value basis. The unwinding of the discount is recognised as an expense in the period in which it arises.

4. LIMITED BY GUARANTEE

The company is limited by guarantee. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

5. DONATIONS AND LEGACIES

	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £
DONATIONS			
Blackpool Council grant	—	—	—
Lottery funding	40,426	—	40,426
Other grants received	19,364	—	19,364
Other donations received	222,193	—	222,193
	281,983	—	281,983
	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £

DONATIONS

Blackpool Council grant	—	80,000	80,000
Lottery funding	—	—	—
Other grants received	—	—	—
Other donations received	—	—	—
	—	80,000	80,000

6. CHARITABLE ACTIVITIES

	Unrestricted Funds £	Total Funds 2025 £	Unrestricted Funds £	Total Funds 2024 £
Admissions	122,474	122,474	20,688	20,688
Gift Aid	—	—	3,429	3,429
Other charitable income	572	572	—	—
	123,046	123,046	24,117	24,117

7. OTHER TRADING ACTIVITIES

	Unrestricted Funds £	Total Funds 2025 £	Unrestricted Funds £	Total Funds 2024 £
Retail income	44,277	44,277	5,627	5,627

8. INVESTMENT INCOME

	Unrestricted Funds £	Total Funds 2025 £	Unrestricted Funds £	Total Funds 2024 £
Interest received	31	31	—	—

9. COSTS OF OTHER TRADING ACTIVITIES

	Unrestricted Funds £	Total Funds 2025 £	Unrestricted Funds £	Total Funds 2024 £
Retail purchases	16,537	16,537	3,376	3,376

10. EXPENDITURE ON CHARITABLE ACTIVITIES BY FUND TYPE

	Unrestricted Funds	Total Funds 2025	Unrestricted Funds	Total Funds 2024
	£	£	£	£
Exhibition & event costs	41,502	41,502	—	—
Finance costs	5,776	5,776	224	224
Establishment costs	471,727	471,727	—	—
Staff costs	686,710	686,710	—	—
Support costs	849,100	849,100	1,500	1,500
	2,054,815	2,054,815	1,724	1,724

11. EXPENDITURE ON CHARITABLE ACTIVITIES BY ACTIVITY TYPE

	Activities undertaken directly	Support costs	Total funds 2025	Total fund 2024
	£	£	£	£
Exhibition & event costs	41,502	—	41,502	—
Finance costs	5,776	—	5,776	224
Establishment costs	471,727	—	471,727	—
Staff costs	686,710	378,106	1,064,816	—
Marketing costs	—	165,855	165,855	—
Blackpool Council support costs	—	89,464	89,464	—
Leasing & hire costs	—	68,718	68,718	—
Office costs	—	53,501	53,501	500
Governance costs	—	93,456	93,456	1,000
	1,205,715	849,100	2,054,815	1,724

12. ANALYSIS OF SUPPORT COSTS

	Museum operation	Total 2025	Total 2024
	£	£	£
Staff costs	378,106	378,106	—
Marketing costs	165,855	165,855	—
Blackpool Council support costs	89,464	89,464	—
Leasing & hire costs	68,718	68,718	—
Office costs	53,501	53,501	500
Governance costs	93,456	93,456	1,000
	849,100	849,100	1,500

13. STAFF COSTS

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2025	2024
	£	£
Wages and salaries	915,335	—
Social security costs	78,059	—
Employer contributions to pension plans	68,623	—
	1,062,017	—

During the year the charity made redundancy payments totalling £32,286 (2024: £Nil).

The average head count of employees during the year was 39 (2024: 1). The average number of full-time equivalent employees during the year is analysed as follows:

	2025	2024
	No.	No.
Direct staff	29	—
Support staff	10	1
	---	---
	39	1
	---	---

The number of employees whose remuneration for the year fell within the following bands, were:

	2025	2024
	No.	No.
£70,000 to £79,999	1	—
	---	---

Key Management Personnel

Key management personnel include all persons that have authority and responsibility for planning, directing and controlling the activities of the charity. The total compensation paid to key management personnel for services provided to the charity was £93,056 (2024:£—).

14. TRUSTEE REMUNERATION AND EXPENSES

As noted in the Trustees' Report, the Chair has received £5,000 (2024: £5,000) and Mr M etches has received £289 (2024: £2,500) during the year funded by Blackpool Council as partial compensation for their time. These payments have been made in line with the articles of association and governing document, with approval of the Board.

Both the Chair and Mr M Etches have claimed expenses to compensate for travel time, totalling £1,365 (2024: £Nil) and £313 (2024: £Nil) respectively.

15. STOCKS

	2025	2024
	£	£
Finished goods and goods for resale	29,050	—
	-----	---

16. DEBTORS

	2025	2024
	£	£
Trade debtors	9,647	—
Prepayments and accrued income	299,236	—
Other debtors	137,236	3,429
	-----	-----
	446,119	3,429
	-----	-----

17. CREDITORS: amounts falling due within one year

	2025	2024
	£	£
Trade creditors	176,059	—
Accruals and deferred income	160,991	4,876
Social security and other taxes	31,808	5,126
Other creditors	1,995,816	203
	-----	-----
	2,364,674	10,205
	-----	-----

18. PENSIONS AND OTHER POST RETIREMENT BENEFITS

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £ 68,623 (2024: £Nil).

19. ANALYSIS OF CHARITABLE FUNDS

Unrestricted funds

	At 1 April 2024	Income	Expenditure	At 31 March 2025
	£	£	£	£
General funds	24,644	449,337	(2,071,352)	(1,597,371)

	At 1 April 2023	Income	Expenditure	At 31 March 2024
	£	£	£	£
General funds	—	29,744	(5,100)	24,644

Restricted funds

	At 1 April 2024	Income	Expenditure	At 31 March 2025
	£	£	£	£
In support of a learning and education space within Showtown	80,000	—	—	80,000

	At 1 April 2023	Income	Expenditure	At 31 March 2024
	£	£	£	£
In support of a learning and education space within Showtown	—	80,000	—	80,000

20. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted Funds	Restricted Funds	Total Funds 2025
	£	£	£
Current assets	704,803	80,000	784,803
Creditors less than 1 year	(2,302,174)	—	(2,302,174)
Net liabilities	(1,597,371)	80,000	(1,517,371)

	Unrestricted Funds	Restricted Funds	Total Funds 2024
	£	£	£
Current assets	34,849	80,000	114,849
Creditors less than 1 year	(10,205)	—	(10,205)
Net liabilities	24,644	80,000	104,644

21. RELATED PARTIES

Blackpool Council is considered a related party due to its control over the charity. During the year Blackpool Council paid expenses on behalf of the charity totalling £1,976,745 (2024: £Nil). At the balance sheet date £1,976,948 (2024: £203) was due to Blackpool Council.

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