Company registration number: 13228972

Charity registration number: 1194433

British Textile Biennial

(A company limited by guarantee)

Annual Report and Financial Statements

for the Year Ended 31 March 2026

KM
Chartered Accountants
1st Floor, Block C
The Wharf
Manchester Road
Burnley
Lancashire
BB11 1JG

British Textile Biennial

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British Textile Biennial

Reference and Administrative Details

Trustees	Mrs C Checinska Ms S Kassam Ms L Peake Ms R Raban Mrs F Vepari
Charity Registration Number:	1194433
Company Registration Number	13228972
Registered Office	Unit 9 Business Development Centre Eanam Wharf Blackburn Lancashire BB1 5BL
Independent Examiner	KM Chartered Accountants 1st Floor, Block C The Wharf Manchester Road Burnley Lancashire BB11 1JG
Bankers	Metro Bank One Southampton Row London WC1B 5HA

British Textile Biennial

Trustees Report

The trustees, who are directors for the purposes of company law, present the annual report together with the financial statements of the charitable company for the year ended 31 March 2026.

Trustees

Mrs C Checinska

Ms C Cort (resigned 22 February 2026)

Mrs C Johnson (resigned 1 December 2025)

Ms L Peake

Ms R Raban

Mrs F Vepari

OBJECTS AND PUBLIC BENEFIT

Our Objects:

The Objects of the charity as per its Articles of Association are:

For the public benefit to advance education in textiles, fabric, cloths, threads and yarns and their design and manufacture, in particular but not exclusively by:

a) encouraging participation and inclusion at events, such as festivals; and

b) supporting organisations and individuals engaged in the provision of artistic activities, which take place primarily, but not exclusively in the Lancashire region.

Public Benefit:

The trustees confirm that they have complied with the requirements of section 17 of the Charities Act 2011 and have due regard to the public benefit guidance published by the Charity Commission for England and Wales.

PROGRAMME REVIEW

BTB25: Reflection and Impact

The 2025/26 financial year was defined by the delivery of BTB 25. Operating under the central theme “The Future Was Always There,” the festival explored invention and innovation in textile production, bridging indigenous ancestral knowledge with space-age technology. Spanning 19 venues across 7 local authority areas in Lancashire, the festival featured 32 exhibitions and showcased the work of over 100 artists, curators, and designers.

The programme achieved tremendous public engagement, recording 151,000 attendances. Over the course of the Biennial month, the team executed 120 events—including workshops, film screenings, and both in-person and online conversations —alongside 4 VIP tours and 5 public coach tours.

British Textile Biennial

Trustees Report

Curatorial & Artistic Highlights

BTB25 was anchored by an ambitious, high-quality, and meaningful artistic programme that garnered an exceptional press response and positive peer and public feedback. Key programming strands included:

- Aitor Throup's *From the Moor*: An epic, immersive multimedia installation presented at Burnley's iconic Empire Theatre during the final weekend of the festival. Drawing directly on the designer's upbringing in Burnley, the retrospective featured his genre-defying, futuristic outdoor clothing and cinematic designs, receiving widespread acclaim.
- Lucy and Jorge Orta's *Homo Mondialis / Majlis: House of Hair:* Exhibited in the atmospheric Blackburn Cathedral Crypt, this major survey and new commission integrated digital weaving technologies with Middle Eastern craftsmanship. It reimagined the traditional Bedouin tent as a speculative sanctuary for nomadic living in response to global desertification.
- *Pioneers of the Material World:* Hosted at Towneley Hall in Burnley to mark the 50th anniversary of the 1975 British Mount Everest Southwest Face expedition, this milestone exhibition tracked Lancashire's vital historical role in clothing extreme exploration. Developed in collaboration with the authors of Mountain Style and the Westminster Menswear Archive, the exhibition linked extreme-survival garments (like Grenfell fabric) directly to modern terrace fashion and street style.
- *The Synthetic Revolution:* Presented at the Haworth Art Gallery in Accrington-the birthplace of Terylene-and curated by fashion historian Amber Butchart alongside artist Claire Wellesley-Smith. The exhibition traced the global impact of the 1941 invention of polyester, examining its transition from Cold War competition to space-age chic, while addressing the heavy ecological toll of synthetic fibres today.
    - Dhara Mehrotra presented *Filamentous*, a site-specific installation celebrating intelligent subterranean mycelium networks as a sustainable material of the future.
    - Melanie Smith and Patricio Villarreal debuted a film made with a Mixtec community documenting the non-harmful, ancestral "milking" and dye harvesting of the rare plicopurpura pansa sea snail.
    - Mexican heritage artists Tania Candiani, Porfirio Gutiérrez, and Sarah Rosalena presented works utilising cochineal and indigo dyes to explore Indigenous cosmologies, colonial exploitation of labour, and nonlinear time.
- Dhaqan Collective's *The Aqal House of Weaving Songs:* A striking community-centred installation at Blackburn Museum & Art Gallery that used traditional Somali weaving and nomadic shelter structures to give space to ancestral songs and memories.
- Hannah Robson at The Harris: A monumental co-commission that investigated the local legacy of the Courtaulds Factory and the production of Rayon, tracing industrial transformation and social change.
- Crystal Bennes' *When Computers Were Women*: Installed at Queen Street Mill in Burnley, this series of woven artworks directly connected early Jacquard weaving punch-card systems with the uncredited, overlooked histories of women in early computer science.
- Jamie Holman's *Netlon*: A state-of-the-art digital film experience co-created with local young people, celebrating Blackburn inventor Brian Mercer's revolutionary plastics manufacturing process, displayed across the digital ceiling screen at the new Blackburn Youth Zone.
- Margo Selby's *Breathing Colour*: An immersive co-commission with the National Festival of Making housed in Lancaster's Ashton Memorial. This monumental site-responsive textile sculpture blended 160 distinct colour stories contributed by employees of the local Standfast & Barracks factory, accompanied by an industrial audio soundscape by Peter Coyte. The project generated immense digital reach, tracking over 60,000 views on social media.
- Venture Arts Partnership: Highlighting inclusive contemporary art practice, three neurodivergent and learning-disabled early career artists developed major commissions:

- Sally Hirst presented *Warped* at Helmshore Mills Textile Museum, sharing the powerful oral histories of mill workers affected by disability and overwork.
- Sarah Lee exhibited *Riding a Bike in a Flight Suit* at OneTwoThree Gallery in Burnley, utilising large-scale embroidery to weave high-performance industrial fabrics into science-fiction narratives.
- Emelia Hewitt undertook a summer residency at The Whitaker, utilising eco-friendly anthotype printing and plant-based dyes to map local natural forms.

Community, Education, and Engagement

The biennial consistently outperformed UK Arts industry averages across nearly all key performance indicators, reflecting deep local impact and a profound capacity to improve local understanding of place and heritage. Crucially, over 40% of attendees were first-time visitors to the festival.

- Education: The education programme successfully broke down barriers to entry, engaging 1,688 students from 47 schools and colleges via structured tours and workshops. Students reported a significant shift in environmental awareness regarding fast fashion and synthetics, while teachers noted that the high-quality international work supported GCSE, A-Level, and BTEC curriculum delivery.
- Volunteering: A dedicated team of 89 volunteers contributed approximately 2,900 hours. Enhanced public-facing training enabled volunteers to transition from passive users to active community ambassadors, with over half reporting a significant boost in confidence and communication skills.
- Digital and Dialogue: Digital engagement saw exponential seasonal growth, with website traffic rising from 5,300 sessions in September to 14,291 in October. We successfully produced Series 4 of the Cloth Cultures podcast alongside a British Council delegation hosting international artists from South East Asia and Ghana, fostering a global exchange of traditional and ecological textile practices.

Future Planning and Strategic Evolution (Towards BTB28)

While BTB25 was an undeniable creative success, the sheer volume of delivery pushed our core team to its operational limits. To safeguard team well-being and build a sustainable fundraising model, the Board has engaged in strategic dialogue with partners and stakeholders regarding the structure of our next major festival.

Regional dynamics present a compelling case for structural adjustment. Other major North West art biennial programmes all overlap on odd-numbered years, competing directly for audiences and resources.

Consequently, the charity is shifting the main biennial cycle to even-numbered years, scheduling the next full festival for 2028. This strategic pivot will provide clear space in the regional cultural calendar, maximise audience development, unlock new co-commissioning partnerships, and align neatly with local Lancashire towns competing for the 2028 Town of Culture designation.

To maintain artistic momentum and honor local infrastructure commitments, we will deliver a discrete, tightly commissioned interim programme in 2027. This targeted activity will embed BTB directly into Burnley's upcoming 2027 Year of Culture and celebrate our 10 year anniversary of delivering textile festivals, with an ambitious Survey Exhibition at the Harris Museum & Art Gallery in Preston, featuring some of the major works commissioned by BTB since 2017. Furthermore, our operational capacity into the next year is strengthened by international momentum—such as ongoing discussions to present the ROUBAIX2033 work in France during 2026/27 —and key additions to our core team, including the transition of freelance roles into dedicated PAYE project positions to drive our archive, fundraising, and engagement strategies forward.

British Textile Biennial

Trustees Report

FINANCIAL REVIEW

Total income for the year 2025/26 amounted to £785,629 (2024/25: £441,755). Expenditure amounted to £826,531 (2024/25: £272,125) resulting in the year ending with an overall deficit of £40,902 (2024/25: surplus £169,630). This deficit utilised designated funds held on the balance sheet for delivery of the 2025 biennial festival.

Substantial income recognised in the 2025/26 year include core grant funding from Arts Council England (£223,542), tax relief from the Museums and Galleries Exhibition Tax Relief (£99,446) and programme funding from the National Lottery Heritage Fund (£150,842). In addition to these major funding sources we have also benefited through both our fundraising efforts and strong partnership working to achieve substantial local authority support (£87,000), support from trusts and foundations (£58,951) and successful partnership activities (£39,454). Additional income has also been raised through a range of other activities, such as ticket sales, individual donations, speaker fees, consultancy fees and office rental (£33,050).

We continue to have a strong relationship with the Super Slow Way programme in East Lancashire, who contributed in-kind support for staffing across curatorial, communications, volunteering and finance valued at £93,344 within the accounts.

Reserves Policy:

The Board of Trustees agree to maintain unrestricted financial reserves to a level which covers 4 months of core operational costs (salaries and overhead costs) plus a suitable cashflow reserve. The reserves level is monitored regularly by the Board of Trustees and the policy and reserves target is reviewed annually or whenever there are significant changes in staff hours or numbers. The reserve balance for the 2026/27 financial year is £140,000 and this is held on the balance sheet as at 31st March 2026.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document:

British Textile Biennial is a company limited by guarantee and a registered charity. We are governed by our Memorandum and Articles of Association dated 25th February 2021.

Organisational Structure:

The Board of Trustees, led by the Chair, administers the organisation. The Company Secretary, who may be a Trustee or a member of staff, supports them in their duties. The Board of Trustees appoint the roles of Chair and Company Secretary at each Annual General Meeting (AGM).

The Chief Executive is appointed by the Board of Trustees to deliver the approved aims and objectives as detailed within the organisation's strategic documents; including the business plan and other supplementary action plans. They have delegated authority for decision making within the parameters of the approved two-year budget.

The Chief Executive reports to and meets with the Board of Trustees on a quarterly basis.

British Textile Biennial

Trustees Report

Recruitment, appointment and retirement of Trustees:

Trustees are recruited to our organisation based on skills, experience and knowledge. The Board of Trustees conduct a regular skills audit, identifying strengths and weaknesses within the board. Open and targeted recruitment occurs to fill identified gaps for Trustee vacancies. No person under the age of 16 may be appointed as a Trustee.

Trustees may appoint a person willing to act as a Trustee at any point throughout the year; with the appointment being ratified at the next AGM.

As detailed within our Memorandum and Articles of Association, one third of the Trustees must retire at each AGM but may seek re-election by members of the charitable company attending the meeting (in-person and by proxy).

Induction of new Trustees

All new Trustees receive a thorough and structured induction with the Chief Executive and Chair:

- They are made aware of their legal responsibilities as a Charity Trustee and Company Director and are given access to a range of useful resources, such as the Charity Commission new Trustee guidance
- They are introduced to our organisation and given information on our organisational priorities, including our business plan and associated action plans, and the papers from the last two board meetings, and
- They are invited to visit our work, meeting with our staff team, freelance workforce and audiences to understand and experience our work first hand.

Related parties:

There are no related parties.

Risk management:

The Trustees have a duty to identify and review the risks to which the organisation is exposed and to ensure that appropriate controls are in place to mitigate those risks. The Trustees maintain a risk register for the organisation for this purpose, covering key risks in the areas of programme, finance, governance, people and operations. The risk register is reviewed at each quarterly board meeting and subsequent actions are undertaken by the Chief Executive and staff team.

Small companies provision statement
This report has been prepared in accordance with the special provisions relating to the small companies regime under the Companies Act 2006.

The annual report was approved by the trustees of the charity on 10 September 2026 and signed on its behalf by:

Ruth Raban
.....
Ms R Raban
Trustee

British Textile Biennial

Statement of Responsibilities

The trustees (who are also the directors of British Textile Biennial for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including its income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards, comprising FRS 102 have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that can disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Approved by the trustees of the charity on 10 September 2026 and signed on its behalf by:

Ruth Raban

.....

Ms R Raban
Trustee

British Textile Biennial

Independent Examiner's Report to the trustees of British Textile Biennial ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2026.

Responsibilities and basis of report

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts 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 your 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.

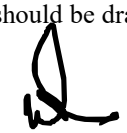
Independent examiner's statement

Since the Company'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 Association of Charity Independent Examiners, 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 British Textile Biennial as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts 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 accounts 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.



.....
Mark R Heaton FCCA FCIE
KM
1st Floor, Block C
The Wharf
Manchester Road
Burnley
Lancashire
BB11 1JG

10 September 2026

British Textile Biennial

Statement of Financial Activities for the Year Ended 31 March 2026 (Including Income and Expenditure Account and Statement of Total Recognised Gains and Losses)

	Note	Unrestricted funds £	Restricted funds £	Total 2026 £	Unrestricted funds £	Restricted funds £	Total 2025 £
Income from:							
Donations	3	363,448	272,668	636,116	273,599	38,167	311,766
Charitable activities	4	-	18,579	18,579	835	-	835
Investment income	5	1,304	-	1,304	489	-	489
Other income	6	129,630	-	129,630	128,665	-	128,665
Total income		494,382	291,247	785,629	403,588	38,167	441,755
Expenditure on:							
Charitable activities	7	(535,284)	(291,247)	(826,531)	(233,958)	(38,167)	(272,125)
Total expenditure		(535,284)	(291,247)	(826,531)	(233,958)	(38,167)	(272,125)
Net (expenditure)/income		(40,902)	-	(40,902)	169,630	-	169,630
Net movement in funds		(40,902)	-	(40,902)	169,630	-	169,630
Reconciliation of funds							
Total funds brought forward		210,412	-	210,412	40,782	-	40,782
Total funds carried forward	17	169,510	-	169,510	210,412	-	210,412

All of the charity's activities derive from continuing operations during the above two periods.

The funds breakdown for 2025 is shown in note 17.

British Textile Biennial

(Registration number: 13228972)
Balance Sheet as at 31 March 2026

	Note	2026 £	2025 £
Fixed assets			
Tangible assets	12	25,395	1,208
Current assets			
Debtors	13	96,974	17,561
Cash at bank and in hand		69,821	359,697
		166,795	377,258
Creditors: Amounts falling due within one year	14	(22,680)	(168,054)
Net current assets		144,115	209,204
Net assets		169,510	210,412
Funds of the charity:			
Unrestricted income funds			
Unrestricted funds		169,510	210,412
Total funds	17	169,510	210,412

For the financial year ending 31 March 2026 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Trustees responsibilities:

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

The financial statements on pages 9 to 21 were approved by the trustees, and authorised for issue on 10 September 2026 and signed on their behalf by:

Ruth Raban

.....

Ms R Raban
Trustee

British Textile Biennial

Statement of Cash Flows for the Year Ended 31 March 2026

	Note	2026 £	2025 £
Cash flows from operating activities			
Net cash (expenditure)/income		(40,902)	169,630
Adjustments to cash flows from non-cash items			
Depreciation		3,626	853
Investment income	5	(1,304)	(489)
		(38,580)	169,994
Working capital adjustments			
Increase in debtors	13	(79,413)	(16,137)
Increase in creditors	14	16,809	3,928
(Decrease)/increase in deferred income		(162,183)	162,183
Net cash flows from operating activities		(263,367)	319,968
Cash flows from investing activities			
Interest receivable and similar income	5	1,304	489
Purchase of tangible fixed assets	12	(27,813)	-
Net cash flows from investing activities		(26,509)	489
Net (decrease)/increase in cash and cash equivalents		(289,876)	320,457
Cash and cash equivalents at 1 April		359,697	39,240
Cash and cash equivalents at 31 March		69,821	359,697

All of the cash flows are derived from continuing operations during the above two periods.

1 Charity status

The charity is limited by guarantee, incorporated in England and Wales, and consequently does not have share capital. Each of the trustees is liable to contribute an amount not exceeding £10 towards the assets of the charity in the event of liquidation.

The address of its registered office is:
Unit 9 Business Development Centre
Eanam Wharf
Blackburn
Lancashire
BB1 5BL

These financial statements were authorised for issue by the trustees on 10 September 2026.

2 Accounting policies

Summary of significant accounting policies and key accounting estimates
The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

Statement of compliance
The financial statements have been prepared in accordance with 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)) (issued in October 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Basis of preparation
British Textile Biennial meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

Going concern
The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern nor any significant areas of uncertainty that affect the carrying value of assets held by the charity.

Income
All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of the income receivable can be measured reliably.

Grants receivable

Grants are recognised when the charity has an entitlement to the funds and any conditions linked to the grants have been met. Where performance conditions are attached to the grant and are yet to be met, the income is recognised as a liability and included on the balance sheet as deferred income to be released.

Deferred income

Deferred income represents amounts received for future periods and is released to incoming resources in the period for which, it has been received. Such income is only deferred when:

- The donor specifies that the grant or donation must only be used in future accounting periods; or
- The donor has imposed conditions which must be met before the charity has unconditional entitlement.

Donated services and facilities

Where services or facilities are provided to the charity as a donation that would normally be purchased from our suppliers, this benefit is included in the financial statements at it's fair value unless it's fair value cannot be reliably measured, then at the cost to the donor or the resale value of goods that are to be sold.

Expenditure

All expenditure is recognised once there is a legal or constructive obligation to that expenditure, it is probable settlement is required and the amount can be measured reliably. All costs are allocated to the applicable expenditure heading that aggregate similar costs to that category. Where costs cannot be directly attributed to particular headings they have been allocated on a basis consistent with the use of resources, with central staff costs allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use. Other support costs are allocated based on the spread of staff costs.

Raising funds

These are costs incurred in trading activities that raise funds.

Charitable activities

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Governance costs

These include the costs attributable to the charity's compliance with constitutional and statutory requirements, including independent examination, strategic management and trustees meetings and reimbursed expenses.

Taxation

The charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

Tangible fixed assets

Individual fixed assets costing £1,000 or more are initially recorded at cost, less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

Depreciation and amortisation
Depreciation is provided on tangible fixed assets so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life as follows:

Asset class	Depreciation method and rate
Furniture and equipment	16.67% - 33.33% per annum straight line basis

Trade debtors
Trade debtors are amounts due from customers for services performed in the ordinary course of business.

Trade debtors are recognised initially at the transaction price. They are subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for the impairment of trade debtors is established when there is objective evidence that the charity will not be able to collect all amounts due according to the original terms of the receivables.

Trade creditors
Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if the charity does not have an unconditional right, at the end of the reporting period, to defer settlement of the creditor for at least twelve months after the reporting date. If there is an unconditional right to defer settlement for at least twelve months after the reporting date, they are presented as non-current liabilities.

Trade creditors are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

Fund structure
Unrestricted income funds are general funds that are available for use at the trustees discretion in furtherance of the objectives of the charity.

Designated funds are unrestricted funds set aside for specific purposes at the discretion of the trustees.

Restricted income funds are those donated for use in a particular area or for specific purposes, the use of which is restricted to that area or purpose.

Pensions and other post retirement obligations
The charity operates a pension plan under which fixed % contributions are paid into a pension fund for each employee based on current earnings. The charity has no legal obligation to pay further contributions into the schemes.

Contributions to pension plans are recognised in the Statement of Financial Activities when they are due. If contribution payments exceed the contribution due for service, the excess is recognised as a prepayment.

3 Income from donations

	Unrestricted funds		Restricted	Total	Total
	Designated	General	funds	2026	2025
	£	£	£	£	£
Donations	-	1,562	-	1,562	-
Donated services	-	93,344	-	93,344	53,599
Local authority grants	45,000	-	62,875	107,875	23,750
Grants from others	223,542	-	209,793	433,335	234,417
	268,542	94,906	272,668	636,116	311,766

4 Income from charitable activities

	Restricted funds	Total 2026	Total 2025
	£	£	£
Co-commissioning and partnerships	18,579	18,579	835
	18,579	18,579	835

5 Investment income

	Unrestricted funds General	Total 2026	Total 2025
	£	£	£
Interest receivable on bank deposits	1,304	1,304	489

6 Other income

	Unrestricted funds		Total	Total
	Designated	General	2026	2025
	£	£	£	£
Other income	-	16,865	16,865	20,222
Rental income	13,319	-	13,319	5,537
Museum and Gallery Exhibition Tax Relief	-	99,446	99,446	102,906
	13,319	116,311	129,630	128,665

7 Expenditure on charitable activities

	Note	Unrestricted funds Designated £	Unrestricted funds General £	Restricted funds £	Total 2026 £	Total 2025 £
Charitable activities		256,675	110,933	291,247	658,855	164,749
Depreciation		-	3,627	-	3,627	853
Staff costs	9	162,069	-	-	162,069	105,323
Governance costs	10	-	1,980	-	1,980	1,200
		418,744	116,540	291,247	826,531	272,125

8 Trustees remuneration and expenses

No trustees, nor any persons connected with them, have received any remuneration from the charity during the year.

No trustees have received any other benefits from the charity during the year.

L Peake was reimbursed £1,543 (2025: £Nil) in expenses for her role as a member of the leadership team.

9 Staff costs

The aggregate payroll costs were as follows:

	2026 £	2025 £
Staff costs during the year were:		
Wages and salaries	145,199	93,988
Social security costs	8,129	4,393
Pension costs	8,741	6,942
	162,069	105,323

The monthly average number of persons (including senior management / leadership team) employed by the charity during the year expressed as full time equivalents was as follows:

	2026 No	2025 No
Administration and support	4	2
	4	2

No employee received emoluments of more than £60,000 during the year.

10 Independent examiner's remuneration

	2026 £	2025 £
Examination of the financial statements	1,980	1,200

11 Taxation

The charity is a registered charity and is therefore exempt from taxation.

12 Tangible fixed assets

	Furniture and equipment £	Total £
Cost		
At 1 April 2025	2,559	2,559
Additions	27,813	27,813
At 31 March 2026	30,372	30,372
Depreciation		
At 1 April 2025	1,351	1,351
Charge for the year	3,626	3,626
At 31 March 2026	4,977	4,977
Net book value		
At 31 March 2026	25,395	25,395
At 31 March 2025	1,208	1,208

13 Debtors

	2026 £	2025 £
Trade debtors	1,000	1,450
Prepayments	2,058	2,111
Accrued income	93,916	14,000
	96,974	17,561

14 Creditors: amounts falling due within one year

	2026 £	2025 £
Trade creditors	15,612	2,198
Accruals	7,068	3,673
Deferred income	-	162,183
	22,680	168,054

	2026 £	2025 £
Deferred income at 1 April 2025	162,183	-
Resources deferred in the period	-	162,183
Amounts released from previous periods	(162,183)	-
Deferred income at year end	-	162,183

15 Obligations under leases and hire purchase contracts

Operating lease commitments

Total future minimum lease payments under non-cancellable operating leases are as follows:

	2026 £	2025 £
Land and buildings		
Within one year	6,400	6,400
Between one and five years	2,133	8,533
	8,533	14,933

16 Pension and other schemes

Defined contribution pension scheme

The charity operates a defined contribution pension scheme. The pension cost charge for the year represents contributions payable by the charity to the scheme and amounted to £8,741 (2025 - £6,942).

17 Funds

	Balance at 1 April 2025 £	Incoming resources £	Resources expended £	Transfers £	Balance at 31 March 2026 £
Unrestricted funds					
General	73,530	212,521	(116,540)	(29,514)	139,997
Designated					
Arts Council England NPO	54,651	223,542	(278,193)	-	-
Blackburn with Darwen Council - BTB25	-	45,000	(45,000)	-	-
Rental Income	-	13,319	(13,320)	1	-
Other Income Designated for BTB25 - BTB27	82,231	-	(82,231)	4,118	4,118
Capital purchases	-	-	-	25,395	25,395
	136,882	281,861	(418,744)	29,514	29,513
Total unrestricted funds	210,412	494,382	(535,284)	-	169,510
Restricted funds					
National Lottery Heritage Fund	-	150,842	(150,842)	-	-
British Council - Delegation Grant	-	22,500	(22,500)	-	-
British Council - Biennials - Mycellium - Dhara Mehrotra	-	9,981	(9,981)	-	-
British Council - Roubaix / French joint commission	-	10,985	(10,985)	-	-
Preston City Council - Synthetic Revolution	-	10,000	(10,000)	-	-
Cotton Industry War Memorial Trust	-	5,000	(5,000)	-	-
Worshipful Company of Weavers	-	2,985	(2,985)	-	-
Fenton Arts Trust	-	7,500	(7,500)	-	-
Creative Alliance	-	20,875	(20,875)	-	-
Canal and River Trust - CPP joint programme	-	15,650	(15,650)	-	-
Making Rooms - Material Library	-	2,929	(2,929)	-	-
Lancashire Countyl Council - Spacehive	-	8,000	(8,000)	-	-
Hyndburn Borough Council - Synthetic Revolution	-	10,000	(10,000)	-	-
Burnley Borough Council - Pioneers	-	4,000	(4,000)	-	-

	Balance at 1 April 2025 £	Incoming resources £	Resources expended £	Transfers £	Balance at 31 March 2026 £
Lancashire County Council - BTB25	-	10,000	(10,000)	-	-
	-	291,247	(291,247)	-	-
Total funds	210,412	785,629	(826,531)	-	169,510

	Balance at 1 April 2024 £	Incoming resources £	Resources expended £	Balance at 31 March 2025 £
Unrestricted funds				
General	40,782	85,817	(53,069)	73,530
Designated				
Arts Council England NPO	-	220,000	(165,349)	54,651
Touring Activities	-	7,068	(7,068)	-
Rental Income	-	5,537	(5,537)	-
Other Income Designated for BTB25 - BTB27	-	85,166	(2,935)	82,231
	-	317,771	(180,889)	136,882
Total unrestricted funds	40,782	403,588	(233,958)	210,412
Restricted funds				
National Lottery Heritage Fund	-	4,378	(4,378)	-
British Council - R&D Grant	-	5,000	(5,000)	-
British Council - Biennials - Mycellium - Dhara Mehrotra	-	9	(9)	-
British Council - Roubaix / French joint commission	-	15	(15)	-
Cotton Industry War Memorial Trust	-	5,000	(5,000)	-
Worshipful Company of Weavers	-	15	(15)	-
Creative Alliance	-	23,750	(23,750)	-
	-	38,167	(38,167)	-
Total funds	40,782	441,755	(272,125)	210,412

18 Analysis of net assets between funds

	Unrestricted funds		Total funds at 31 March 2026
	General	Designated	
	£	£	£
Tangible fixed assets	-	25,395	25,395
Current assets	162,677	4,118	166,795
Current liabilities	(22,680)	-	(22,680)
Total net assets	139,997	29,513	169,510

	Unrestricted funds		Total funds at 31 March 2025
	General	Designated	
	£	£	£
Tangible fixed assets	1,208	-	1,208
Current assets	240,376	136,882	377,258
Current liabilities	(168,054)	-	(168,054)
Total net assets	73,530	136,882	210,412

19 Related party transactions

There were no related party transactions in the year