

REGISTERED COMPANY NUMBER: 04884834 (England and Wales)
REGISTERED CHARITY NUMBER: 1100376

REPORT OF THE TRUSTEES AND
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023
FOR
HEADWAY SHROPSHIRE

D.R.E. & Co. (Audit) Limited
Kingsland House
39 Abbey Foregate
Shrewsbury
Shropshire
SY2 6BL

HEADWAY SHROPSHIRE

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HEADWAY SHROPSHIRE (REGISTERED NUMBER: 04884834)

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2023

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 December 2023. 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) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

Objectives and aims

In accordance with the Articles of Association, the objects of the charity are to provide information, advice, support and rehabilitation services to people with an acquired brain injury, their families and carers who reside in Shropshire and Telford & Wrekin.

Our objective and aim with all our services is to improve the quality of life and promote the independence of a person with an acquired brain injury whilst supporting family and carers.

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2023

OBJECTIVES AND ACTIVITIES

Significant activities

2023 has seen Headway Shropshire continue to adapt amidst evolving circumstances. We maintained our Covid-19 policies and procedures in line with changing government guidelines throughout the year. Our Community Wellbeing Centre successfully delivered its day services three days a week (Monday, Wednesday, and Friday), while our ABICS service continued to provide essential support in clients' homes and communities. Having experienced a decrease in client numbers during and immediately post-Covid, these have gradually increased throughout 2023.

The Community Wellbeing Centre, which reopened with the support of a National Lottery grant post-Covid, received the final payment for this grant in early January 2024. The centre is projected to be fully sustainable to continue delivering its service throughout 2024 and beyond. The support of the National Lottery grant over the past 3 years has been pivotal to the success of continuing our community wellbeing centre service post-covid, and we are extremely grateful for their support.

We have also received a number of grants and donations during the year in addition to the funding from The National Lottery, for which we are very grateful and which have helped us in developing the centre and the services we can offer to clients.

2023 also brought significant changes in key management within the charity. The former CEO resigned, and a new operations director was introduced as a temporary measure, culminating in their appointment as CEO at the end of the year. Additionally, a new registered manager and nominated individual were appointed. This change in key management has altered the strategic direction of Headway Shropshire, with a full financial analysis conducted to inform future services and activities, along with an overhaul of processes and procedures to improve the efficiency of the charity.

Headway Shropshire is also registered with the Care Quality Commission (CQC). Changes were made to how CQC operates in 2023, with further key guidance expected. We continue to monitor these developments closely to ensure compliance and maintain high standards of care.

STAFFING

We would like to take this opportunity to thank all our team members for their hard work and dedication to Headway Shropshire.

Number of Employees	2023	2022
ABICS	29	27
Community Wellbeing Centre	4	3
Administration	6	5

At Headway Shropshire, we are committed to building a cohesive core team that operates as a unified unit rather than segregated departments. This integrated approach encompasses the office, Community Wellbeing Centre, and ABICS service, ensuring seamless collaboration and communication across all areas.

We prioritise the development and growth of our team by funding certain qualifications to enhance learning and career progression. This investment in our staff's education underscores our commitment to their professional development and long-term career aspirations.

To further recognise and acknowledge our team, we have continued our 'Employee of the Month' recognition award, celebrating the hard work and dedication of our team members. We also have robust diversity and inclusion policies in place, ensuring an inclusive and supportive work environment for everyone.

Regular supervision and appraisals are conducted to provide continuous feedback and support, fostering a supportive and growth-oriented workplace.

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2023

OBJECTIVES AND ACTIVITIES

CLIENTS

Throughout 2023, the itinerary of activities at Headway Shropshire has continued to develop and expand. We introduced music therapy, which has been well-received by our clients, and continued our weekly social days featuring activities such as bowling and dining at local restaurants. Additionally, we launched social evenings at a local games cafe, providing our clients with new opportunities for engagement and enjoyment. We continue to ensure our itinerary is focused on skill building and the reablement of our clients. We are committed to developing the service via co-production with our clients, conducting bi-annual surveys to collect valuable quantitative and qualitative feedback to inform our continuous evolution and strategies.

The appointment of a new coordinator at the Community Wellbeing Centre has led to a comprehensive overhaul of our daily and weekly itinerary, resulting in a more structured approach. Key workers have been assigned to ensure personalised and consistent care. Significant time and effort have been invested in overhauling individualised care plans, ensuring person-centric care at the Community Wellbeing Centre. Furthermore, the consistency of key workers has been emphasised in our ABICS service, ensuring continuity and reliability of care for our clients.

Due to the increased return of clients to the Community Wellbeing Centre, we temporarily discontinued our 'Headway at Home' service. However, we acknowledge the importance of the Headway at Home service to ensure accessibility to our services for all. Consequently, we are currently seeking grants to research and develop this service to meet the new requirements of 2023 and beyond. This includes aligning with digital enhancements in care and collaborating with local authorities and health boards to ensure streamlined and effective services.

Public benefit

Details as to how the charity's activities are for the public benefit are provided in the objectives and activities section above. The trustees confirm that they have complied with the duty in section 17(5) of the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission.

Volunteers

We can have up to 15 Board Members who are all volunteers, however, the board have agreed that there will be no more than 12 elected trustees at one time to allow for a balanced working group.

In 2023, we did not actively advertise for volunteers. Instead, we used the year to consolidate our efforts and embed new managers throughout the organisation, focusing on building strong core teams of staff. This approach has allowed us to strengthen our internal structure and ensure a stable and supportive environment for both our staff and clients.

Future Developments

Looking ahead to 2024, Headway Shropshire is committed to continuing the enhancement and expansion of our services to better support our clients. One of our key goals is to further develop the activities and programs offered at the Community Wellbeing Centre. We plan to introduce new therapeutic activities and expand our existing offerings, including more diverse and engaging social events to foster community and support reablement.

A major project for 2024 involves upgrading the facilities at the wellbeing centre to create a more inclusive and accessible environment. This includes the development of an accessible garden with raised beds, the installation of multi-level accessible kitchen equipment, and the creation of new activity rooms for IT and woodworking. These enhancements aim to improve accessibility and provide additional therapeutic spaces for clients.

To address ongoing challenges in service provision, we hope to expand our service days from three to five per week and introducing evening sessions to reduce social isolation. We are also exploring options for providing emergency sponsored placements to provide immediate care for clients awaiting long-term funding, ensuring timely support. We are also focusing on enhancing our digital capabilities. This includes seeking grants to research and develop our 'Headway at Home' service, ensuring it meets the needs of our clients and aligns with digital advancements in care.

Additionally, we are committed to maintaining and improving the quality of care by investing in staff training and development. We will also strengthen feedback mechanisms to continuously gather valuable insights from our clients and other stakeholders, and make data-driven improvements to our services. Through these initiatives, we aim to create a robust and adaptable service framework that can effectively meet the needs of our community.

HEADWAY SHROPSHIRE (REGISTERED NUMBER: 04884834)

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2023

FINANCIAL REVIEW

Financial position

For the year under review, income from charitable activities totalled £1,099,084 (2022: £939,840) with voluntary income of £21,848 (2022: £11,373). Charitable activities direct costs were £877,334 (2022: £781,171), management and administration costs of charitable activities were £125,509 (2022: £131,086) and running costs and building maintenance totalled £97,317 (2022: £101,076). Governance costs were £15,174 (2022: £11,873). As shown in the Statement of Financial Activities, this generated a net surplus of £5,598 for the year (2022: net deficit of £73,993).

Principal funding sources

Community Wellbeing Centre services are charged per day. ABICS is charged at an hourly rate agreed by the commissioning agents dependent on the needs of the client.

All other funding is through the generosity of people who fundraise and donate to us and charitable institutions whose objects are compatible with those of Headway Shropshire.

Fundraising

The charity did not work with any commercial participators or professional fundraisers during the year under review. The charity is not subject to an undertaking to be bound by any voluntary scheme for regulating fund-raising, or any voluntary standard of fund-raising, in respect of its activities. No complaints have been received about activities by the charity for the purpose of fundraising. In all fundraising activities during the period, the charity has taken steps to protect the public, including vulnerable people, from unreasonable intrusion on a person's privacy, unreasonably persistent approaches or undue pressure to give.

Investment policy and objectives

The Articles of Association and Trust Deed authorises the trustees to make, hold and change investments at their discretion.

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2023

FINANCIAL REVIEW

Reserves policy and going concern

The Charity Commission recommends reserves to be held to allow for six months running costs in the event of liquidation. Our estimate of the value of six months running costs is currently £558,000. The overall unrestricted funds at the end of 2023 are £214,619, which we hope to continue to build up to meet the level recommended by the Charity Commission.

The total funds held by the charity at 31 December 2023 are £314,758, this includes restricted funds of £100,139 relating to the Headway House building.

Most of the funding for clients' care and rehabilitation comes from the NHS or the relevant local authority. This makes the organisation vulnerable where public money going to those bodies becomes increasingly restricted. In addition it is often the case that changes in a client's condition can mean that they cease to be funded by one body and become the financial responsibility of another. This process can result in delays in funding payments being received. On this basis it is vital that sufficient cash is retained in the organisation to allow for temporary delays in the collection of funds due and to give time to adjust to varying funding levels. Therefore we aim to hold 2 months of running costs, approximately £186,000, on deposit in addition to ensuring that sufficient funds are on hand in the current account to meet all liabilities as they fall due. At 31 December 2023 the current account balance was £71,351 and deposit account balances stood at £46,960, with the accounts now being in a monthly surplus, it is planned throughout 2024 and beyond to continue to increase this incrementally to reach the planned amount.

That said, we have seen an increase in private funding in both the community wellbeing centre and our ABICS service, and expanded our network of funding bodies, effectively diversifying our risk. This diversification includes engaging with more case managers and deputies, which broadens our funding base and reduces reliance on any single source.

The Trustees have reviewed the circumstances of Headway Shropshire and consider that adequate resources continue to be available to fund the activities of the charity for the foreseeable future. The cost-saving initiatives and comprehensive financial analysis conducted in 2023 have realigned our service costs and income, significantly improving our financial position. Despite receiving less than half the amount of National Lottery funding in 2023 compared to 2022, we reported a surplus, demonstrating the effectiveness of our cost control measures. While National Lottery funds were still vital to our financial stability in 2023, forecasts and projections for 2024 indicate that we will be sustainable ongoing.

The new management team has identified streams of future funding and has reasonable assurance that the charity will continue to secure sufficient funding and donations to support its activities. Our future focuses include corporate donations, local business collaborations for fundraising events, match funding opportunities, and key grant applications. Fundraising and grants are now managed in a structured manner, with an annual plan in place. The Board and the dedicated team at Headway Shropshire are as committed as ever to delivering the highest quality service possible to our clients, ensuring the charity remains a going concern for the foreseeable future. The trustees and management are confident in our ability to meet all financial obligations as they arise and to effectively manage any potential financial risks.

On that basis the Trustees are of the view that the charity is a going concern, but they acknowledge that a material uncertainty in respect of going concern exists due to the inherent uncertainty of future funding and costs. This is explained further in note 2 of the financial statements.

Free Reserves

At 31 December 2023 the charity's freely available reserves totalled £214,619 (2022: £183,852).

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

Appointment of Trustees / Directors

The trustees are appointed by the voting members of the charity at the annual general meeting. Trustees may serve for three consecutive years and then re-stand for election.

HEADWAY SHROPSHIRE (REGISTERED NUMBER: 04884834)

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2023

STRUCTURE, GOVERNANCE AND MANAGEMENT

Organisational structure and decision making

The trustees govern the charity through a management board. The management board employ a full-time Chief Executive as operational manager. The organisational structure of the charity is clearly shown in our organisation chart available in our Headway Standards.

Decision making

All operational decisions are made with the authorisation of the Chief Executive. Strategic decisions and/or those with a financial implication of over £1,000 are made by the Headway Shropshire Board.

Induction and training of new trustees

All Board members receive an induction pack before their first meeting which includes:

- Minutes of the previous three board meetings (more available on request)
- Our memorandum and articles of association
- A role description
- Meeting and events dates for the current year
- Confidentiality form
- DBS disclosure application form
- Trustee declaration
- Information for Companies House
- Copy of the last newsletter
- Business plan
- Last annual report
- The Essential Trustee: An introduction
- The Essential Trustee: What you need to know

Key management remuneration

Remuneration for key management personnel is discussed at the Board meetings on an annual basis.

Wider network

Headway Shropshire is a charity affiliated to Headway - The Brain Injury Association. As an affiliate we sign up to all of Headway's policies and procedures. We are also audited by them annually to ensure we are meeting their standards. We benefit from receiving some of our insurance through them along with legal employment advice from Irwin Mitchell for which we make an annual payment to Headway.

Risk management

The trustees have a duty to identify and review the risks to which the charity is exposed and have ensured that appropriate systems and procedures are in place to manage those risks and to provide reasonable assurance against fraud and error.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

04884834 (England and Wales)

Registered Charity number

1100376

Registered office

Headway House
Holsworth Park
Oxon Business Park
Shrewsbury
Shropshire
SY3 5HJ

HEADWAY SHROPSHIRE (REGISTERED NUMBER: 04884834)

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2023

Trustees

J Ankers Deputy chair
T Lunt Chair
Ms S D Hughes (resigned 8.10.23)
R Vinters

Trustees are also directors of the company.

Company Secretary

T Lunt (resigned 12.4.23)
Ms N W Rossiter (appointed 12.4.23)

Chief Executive Officer

Ms S D Hughes (resigned 8.10.23)
Ms N W Rossiter

Auditors

D.R.E. & Co. (Audit) Limited
Kingsland House
39 Abbey Foregate
Shrewsbury
Shropshire
SY2 6BL

The Company is registered with the Charity Commissioners for England and Wales as a charity; its registered number is 1100376.

The Company is limited by guarantee and does not have a share capital. Its registered company number is 4884834.

The charity is an affiliated member of the national charity Headway - the brain injury association (registered no. 2346893).

TRUSTEES' RESPONSIBILITY STATEMENT

The trustees (who are also the directors of Headway Shropshire for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which 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 the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- 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 which disclose with reasonable accuracy at any time the financial position of the charitable company and to 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.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

HEADWAY SHROPSHIRE (REGISTERED NUMBER: 04884834)

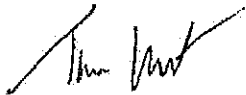
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2023

AUDITORS

The auditors, D.R.E. & Co. (Audit) Limited, will be proposed for re-appointment at the forthcoming Annual General Meeting.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Approved by order of the board of trustees on 3 June 2024 and signed on its behalf by:

A handwritten signature in black ink, appearing to be 'T Lunt', written over a horizontal line.

T Lunt - Trustee

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
HEADWAY SHROPSHIRE (REGISTERED NUMBER: 04884834)**

Opinion

We have audited the financial statements of Headway Shropshire (the 'charitable company') for the year ended 31 December 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2023 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Material uncertainty relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

We draw attention to note 2 of the financial statements, which describes matters which indicate that a material uncertainty exists that may cast significant doubt on the charitable company's ability to continue as a going concern. Our opinion is not modified in respect of this matter.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
HEADWAY SHROPSHIRE (REGISTERED NUMBER: 04884834)**

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
HEADWAY SHROPSHIRE (REGISTERED NUMBER: 04884834)**

Our responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with directors and other management, and from our commercial knowledge and experience of the care sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, including the Companies Act 2006, Charity SORP (FRS102), employment, environmental and health and safety legislation and the Care Quality Commission regulations;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to their knowledge of actual, suspected and alleged fraud; and

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- reviewed the cashbook to identify any large or unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in note 2 were indicative of potential bias;
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims;
- reviewing correspondence with HMRC, relevant regulators: The Charity Commission and The Care Quality Commission.

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
HEADWAY SHROPSHIRE (REGISTERED NUMBER: 04884834)**

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

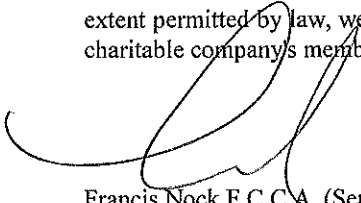
A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

Other matters

In the previous accounting period the trustees (who are also the directors of the charitable company for the purposes of company law) took advantage of audit exemption under s. 477 of the Companies Act 2006. Therefore the prior period financial statements were not subject to audit and the corresponding figures are unaudited.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Francis Nock F.C.C.A. (Senior Statutory Auditor)
for and on behalf of D.R.E. & Co. (Audit) Limited
Kingsland House
39 Abbey Foregate
Shrewsbury
Shropshire
SY2 6BL

3 June 2024

HEADWAY SHROPSHIRE

STATEMENT OF FINANCIAL ACTIVITIES **(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)** **FOR THE YEAR ENDED 31 DECEMBER 2023**

		Unrestricted funds £	Restricted funds £	31.12.23 Total funds £	31.12.22 Total funds £
INCOME AND ENDOWMENTS FROM	Notes				
Donations and legacies	3	16,847	5,001	21,848	11,373
Charitable activities	4				
Local authority grants received		-	-	-	9,451
Community Wellbeing Centre		121,571	-	121,571	93,797
Miscellaneous income		1,886	-	1,886	921
ABICS		932,601	-	932,601	763,218
Community Wellbeing Centre funding		-	43,026	43,026	72,453
Total		1,072,905	48,027	1,120,932	951,213
EXPENDITURE ON					
Charitable activities	5				
Community Wellbeing Centre		306,361	18,299	324,660	258,798
ABICS		735,779	54,895	790,674	766,408
Total		1,042,140	73,194	1,115,334	1,025,206
NET INCOME/(EXPENDITURE)		30,765	(25,167)	5,598	(73,993)
RECONCILIATION OF FUNDS					
Total funds brought forward		183,852	125,308	309,160	383,153
TOTAL FUNDS CARRIED FORWARD		214,617	100,141	314,758	309,160

The notes form part of these financial statements

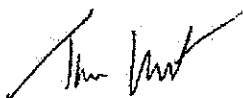
HEADWAY SHROPSHIRE (REGISTERED NUMBER: 04884834)

BALANCE SHEET
31 DECEMBER 2023

	Notes	31.12.23 £	31.12.22 £
FIXED ASSETS			
Tangible assets	11	101,876	133,165
CURRENT ASSETS			
Debtors	12	146,498	94,739
Cash at bank and in hand		118,429	169,498
		<u>264,927</u>	<u>264,237</u>
CREDITORS			
Amounts falling due within one year	13	(52,045)	(88,242)
NET CURRENT ASSETS		<u>212,882</u>	<u>175,995</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>314,758</u>	<u>309,160</u>
NET ASSETS		<u>314,758</u>	<u>309,160</u>
FUNDS	15		
Unrestricted funds		214,619	183,852
Restricted funds		100,139	125,308
TOTAL FUNDS		<u>314,758</u>	<u>309,160</u>

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

The financial statements were approved by the Board of Trustees and authorised for issue on 3 June 2024 and were signed on its behalf by:



T Lunt - Trustee

The notes form part of these financial statements

HEADWAY SHROPSHIRE**CASH FLOW STATEMENT**
FOR THE YEAR ENDED 31 DECEMBER 2023

	Notes	31.12.23 £	31.12.22 £
Cash flows from operating activities			
Cash generated from operations	1	<u>(51,069)</u>	<u>44,132</u>
Net cash (used in)/provided by operating activities		<u>(51,069)</u>	<u>44,132</u>
 Cash flows from investing activities			
Purchase of tangible fixed assets		<u>-</u>	<u>(1,761)</u>
Net cash provided by/(used in) investing activities		<u>-</u>	<u>(1,761)</u>
 Change in cash and cash equivalents in the reporting period		<u>(51,069)</u>	<u>42,371</u>
Cash and cash equivalents at the beginning of the reporting period		<u>169,498</u>	<u>127,127</u>
 Cash and cash equivalents at the end of the reporting period		<u><u>118,429</u></u>	<u><u>169,498</u></u>

The notes form part of these financial statements

HEADWAY SHROPSHIRE

NOTES TO THE CASH FLOW STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2023

1. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES

	31.12.23 £	31.12.22 £
Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities)	5,598	(73,993)
Adjustments for:		
Depreciation charges	31,044	32,063
Loss on disposal of fixed assets	245	-
(Increase)/decrease in debtors	(51,759)	55,363
(Decrease)/increase in creditors	(36,197)	30,699
Net cash (used in)/provided by operations	<u>(51,069)</u>	<u>44,132</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.1.23 £	Cash flow £	At 31.12.23 £
Net cash			
Cash at bank and in hand	169,498	(51,069)	118,429
	<u>169,498</u>	<u>(51,069)</u>	<u>118,429</u>
Total	<u>169,498</u>	<u>(51,069)</u>	<u>118,429</u>

The notes form part of these financial statements

HEADWAY SHROPSHIRE

NOTES TO THE FINANCIAL STATEMENTS **FOR THE YEAR ENDED 31 DECEMBER 2023**

1. STATUTORY INFORMATION

Headway Shropshire is a charitable company, limited by guarantee, registered in England & Wales. The charitable company's registered number and registered office address can be found within the reference and administrative details section of the Report of the Trustees.

The charitable company's principal place of business is the registered office address.

2. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, 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 Companies Act 2006. The financial statements have been prepared under the historical cost convention.

These financial statements are for the individual entity only.

The financial statements are presented in Sterling (£), rounded to the nearest £1.

The trustees are satisfied that the results in 2023 show a significant improvement over the previous years. While National Lottery funds were still vital to the charity's financial stability in 2023, forecasts and projections for 2024 indicate that the charity will be sustainable ongoing. On this basis the trustees have concluded that the going concern basis of preparation is appropriate, but that material uncertainties exist due to the inherent uncertainty of future funding and costs.

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.

Income from government and other grants, whether 'capital' grants or 'revenue' grants is recognised when the charity has entitlement to the funds, and performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably.

During the year, the charity received National Lottery grants of £43,206 (2022: £72,453) and local authority funding of £nil (2022: £9,451), which is recognised in income.

The charity also receives most of its funding for client care and rehabilitation from the NHS or the relevant local authority.

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.

Allocation and apportionment of costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include management costs and running costs and building maintenance. The bases on which support costs are allocated to the different charitable activities are set out below:

Management costs: Community Wellbeing Centre 25% (2023: 25%) and ABICS 75% (2023: 75%). The allocation is based on the amount of management time spent in relation to each activity.

HEADWAY SHROPSHIRE

NOTES TO THE FINANCIAL STATEMENTS - continued **FOR THE YEAR ENDED 31 DECEMBER 2023**

2. ACCOUNTING POLICIES - continued

Allocation and apportionment of costs

Running costs and building maintenance: Community Wellbeing Centre 25% (2023: 25%) and ABICS 75% (2023: 75%). The allocation is based on the amount of floor space within and around Headway House which is occupied by each activity.

Tangible fixed assets

Tangible fixed assets are included at cost and depreciation is provided at the following annual rates and methods in order to write off assets over their estimated useful life.

Long leasehold land	Not depreciated
Long leasehold buildings	5% straight line
Furniture and equipment	15% straight line
Website development costs	Over 5 years

The trustees review tangible fixed assets for impairment on an annual basis.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for a particular purpose or specific activity being undertaken by the charity.

The nature and purpose of each fund is explained in note 15.

Pensions

The charity provides a stakeholder pension scheme for permanent staff members. The scheme operates on a defined contribution basis and the assets and liabilities of the scheme are held separately from those of the charity.

VAT

Value added tax is not recoverable by the charity and as such is included in the relevant costs in the Statement of Financial Activities.

Hire purchase and leasing

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

Debtors

Trade and other debtors are recognised at the settlement amount due after any discounts offered. Prepayments are valued at the amount prepaid net of any discounts due.

Cash at bank and in hand

Cash at bank and in hand includes cash and amounts held in bank current and savings accounts.

Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Financial Instruments

HEADWAY SHROPSHIRE

NOTES TO THE FINANCIAL STATEMENTS - continued **FOR THE YEAR ENDED 31 DECEMBER 2023**

2. ACCOUNTING POLICIES - continued

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Significant judgements and estimates

The charitable company makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below.

The charitable company makes an estimate of the recoverable value of trade and other debtors. When assessing impairment of trade and other debtors, management considers factors including the ageing profile of debtors and historical experience. See note 12 for the carrying amount of debtors.

The charitable company makes a significant judgement when allocating support costs to the different charitable activities. The charity initially identifies the costs of its support functions. The support costs are then apportioned between the key charitable activities as explained in note 2.

3. DONATIONS AND LEGACIES

	31.12.23	31.12.22
	£	£
Donations	<u>21,848</u>	<u>11,373</u>

4. INCOME FROM CHARITABLE ACTIVITIES

		31.12.23	31.12.22
	Activity	£	£
Grant income	Local authority grants received	-	9,451
Headway house attendance fees	Community Wellbeing Centre	121,571	93,797
Miscellaneous income	Miscellaneous income	1,886	14
Grant income	Miscellaneous income	-	907
ABICS	ABICS	932,601	763,218
	Community Wellbeing Centre funding		
Grant income		<u>43,026</u>	<u>72,453</u>
		<u>1,099,084</u>	<u>939,840</u>

HEADWAY SHROPSHIRE

NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31 DECEMBER 2023

5. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Support costs (see note 6) £	Totals £
Community Wellbeing Centre	218,614	106,046	324,660
ABICS	658,720	131,954	790,674
	<u>877,334</u>	<u>238,000</u>	<u>1,115,334</u>

6. SUPPORT COSTS

	Management £	Other £	Governance costs £	Totals £
Community Wellbeing Centre	77,618	24,635	3,793	106,046
ABICS	47,891	72,682	11,381	131,954
	<u>125,509</u>	<u>97,317</u>	<u>15,174</u>	<u>238,000</u>

The material categories of expenditure included within support costs are:

	2023 £	2022 £
Staff costs	99,935	98,279
Establishment costs	26,295	33,701
Depreciation of assets	31,044	32,063
Consumable equipment and repairs	17,452	23,278
Legal and professional fees	15,496	19,373
Insurance	12,301	8,347

7. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	31.12.23 £	31.12.22 £
Auditors' remuneration	8,880	5,742
Depreciation - owned assets	31,044	32,063
Deficit on disposal of fixed assets	245	-
	<u></u>	<u></u>

8. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 December 2023 nor for the year ended 31 December 2022.

HEADWAY SHROPSHIRE

NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31 DECEMBER 2023

8. TRUSTEES' REMUNERATION AND BENEFITS - continued

Trustees' expenses

No expenses were paid to trustees during the year to 31 December 2023.

9. STAFF COSTS

	31.12.23	31.12.22
	£	£
Wages and salaries	804,068	714,537
Social security costs	67,222	58,663
Other pension costs	16,086	12,068
	<u>887,376</u>	<u>785,268</u>

The average monthly number of employees during the year was as follows:

	31.12.23	31.12.22
Administration	6	5
Community Wellbeing Centre	4	3
ABICS	29	27
	<u>39</u>	<u>35</u>

No employees received emoluments in excess of £60,000.

Pension contributions are allocated between direct costs of charitable activities and support costs, according to the roles of the employees.

The average monthly number of full time employees during the year was 20 (2022: 16).

10. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	11,373	-	11,373
Charitable activities			
Local authority grants received	-	9,451	9,451
Community Wellbeing Centre	93,797	-	93,797
Miscellaneous income	921	-	921
ABICS	763,218	-	763,218
Community Wellbeing Centre funding	-	72,453	72,453
Total	<u>869,309</u>	<u>81,904</u>	<u>951,213</u>
EXPENDITURE ON			
Charitable activities			
Community Wellbeing Centre	190,541	68,257	258,798
ABICS	726,591	39,817	766,408
Total	<u>917,132</u>	<u>108,074</u>	<u>1,025,206</u>

HEADWAY SHROPSHIRE**NOTES TO THE FINANCIAL STATEMENTS - continued**
FOR THE YEAR ENDED 31 DECEMBER 2023**10. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued**

	Unrestricted funds £	Restricted funds £	Total funds £
NET INCOME/(EXPENDITURE)	(47,823)	(26,170)	(73,993)
RECONCILIATION OF FUNDS			
Total funds brought forward	231,676	151,477	383,153
TOTAL FUNDS CARRIED FORWARD	183,853	125,307	309,160

11. TANGIBLE FIXED ASSETS

	Long leasehold land and buildings £	Furniture and equipment £	Website development costs £	Totals £
COST				
At 1 January 2023	605,725	121,559	2,386	729,670
Disposals	-	(29,278)	-	(29,278)
At 31 December 2023	605,725	92,281	2,386	700,392
DEPRECIATION				
At 1 January 2023	483,037	111,082	2,386	596,505
Charge for year	26,169	4,875	-	31,044
Eliminated on disposal	-	(29,033)	-	(29,033)
At 31 December 2023	509,206	86,924	2,386	598,516
NET BOOK VALUE				
At 31 December 2023	96,519	5,357	-	101,876
At 31 December 2022	122,688	10,477	-	133,165

Long leasehold land at a cost of £60,000 is included in the net book value of £96,519 (2022: £122,688). The lease is due to expire on 31st May 2992. Leasehold buildings represents Headway House, a property purchased for the furtherance of the charitable objectives.

The building is held for consumption and not investment purposes, so the trustees have not incurred the expense of formally establishing its market value at 31st December 2023.

HEADWAY SHROPSHIRE

NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31 DECEMBER 2023

12. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.12.23	31.12.22
	£	£
Other debtors	146,498	85,401
Prepayments	-	9,338
	<u>146,498</u>	<u>94,739</u>

13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.12.23	31.12.22
	£	£
Trade creditors	840	12,755
Social security and other taxes	22,690	17,718
Accruals and deferred income	25,329	31,550
Other creditors	3,186	26,219
	<u>52,045</u>	<u>88,242</u>

14. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds	Restricted funds	31.12.23 Total funds	31.12.22 Total funds
	£	£	£	£
Fixed assets	65,357	36,519	101,876	133,165
Current assets	201,307	63,620	264,927	264,237
Current liabilities	(52,045)	-	(52,045)	(88,242)
	<u>214,619</u>	<u>100,139</u>	<u>314,758</u>	<u>309,160</u>

15. MOVEMENT IN FUNDS

	At 1.1.23	Net movement in funds	At 31.12.23
	£	£	£
Unrestricted funds			
Undesignated Fund - General Reserve	183,852	30,767	214,619
Restricted funds			
Headway House building fund	125,308	(26,169)	99,139
ScrewFix Woodwork room	-	1,000	1,000
	<u>125,308</u>	<u>(25,169)</u>	<u>100,139</u>
TOTAL FUNDS	<u>309,160</u>	<u>5,598</u>	<u>314,758</u>

HEADWAY SHROPSHIRE**NOTES TO THE FINANCIAL STATEMENTS - continued**
FOR THE YEAR ENDED 31 DECEMBER 2023**15. MOVEMENT IN FUNDS - continued**

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
Undesignated Fund - General Reserve	1,072,905	(1,042,138)	30,767
Restricted funds			
Headway House building fund	-	(26,169)	(26,169)
Lottery Fund - Community Wellbeing Centre	43,027	(43,027)	-
ScrewFix Woodwork room	5,000	(4,000)	1,000
	<u>48,027</u>	<u>(73,196)</u>	<u>(25,169)</u>
TOTAL FUNDS	<u><u>1,120,932</u></u>	<u><u>(1,115,334)</u></u>	<u><u>5,598</u></u>

Comparatives for movement in funds

	At 1.1.22 £	Net movement in funds £	At 31.12.22 £
Unrestricted funds			
Undesignated Fund - General Reserve	231,676	(47,824)	183,852
Restricted funds			
Headway House building fund	151,477	(26,169)	125,308
TOTAL FUNDS	<u><u>383,153</u></u>	<u><u>(73,993)</u></u>	<u><u>309,160</u></u>

HEADWAY SHROPSHIRE**NOTES TO THE FINANCIAL STATEMENTS - continued**
FOR THE YEAR ENDED 31 DECEMBER 2023**15. MOVEMENT IN FUNDS - continued**

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
Undesignated Fund - General Reserve	869,309	(917,133)	(47,824)
Restricted funds			
Headway House building fund	-	(26,169)	(26,169)
Local Authority Covid Grant Funding	9,451	(9,451)	-
Lottery Fund - Community Wellbeing Centre	72,453	(72,453)	-
	<u>81,904</u>	<u>(108,073)</u>	<u>(26,169)</u>
TOTAL FUNDS	<u>951,213</u>	<u>(1,025,206)</u>	<u>(73,993)</u>

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.1.22 £	Net movement in funds £	At 31.12.23 £
Unrestricted funds			
Undesignated Fund - General Reserve	231,676	(17,057)	214,619
Restricted funds			
Headway House building fund	151,477	(52,338)	99,139
ScrewFix Woodwork room	-	1,000	1,000
	<u>151,477</u>	<u>(51,338)</u>	<u>100,139</u>
TOTAL FUNDS	<u>383,153</u>	<u>(68,395)</u>	<u>314,758</u>

HEADWAY SHROPSHIRE

NOTES TO THE FINANCIAL STATEMENTS - continued **FOR THE YEAR ENDED 31 DECEMBER 2023**

15. MOVEMENT IN FUNDS - continued

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			
Undesignated Fund - General Reserve	1,942,214	(1,959,271)	(17,057)
Restricted funds			
Headway House building fund	-	(52,338)	(52,338)
Local Authority Covid Grant Funding	9,451	(9,451)	-
Lottery Fund - Community Wellbeing Centre	115,480	(115,480)	-
ScrewFix Woodwork room	5,000	(4,000)	1,000
	<u>129,931</u>	<u>(181,269)</u>	<u>(51,338)</u>
TOTAL FUNDS	<u>2,072,145</u>	<u>(2,140,540)</u>	<u>(68,395)</u>

UNRESTRICTED FUNDS

Unrestricted funds can be used in accordance with the charitable objects at the discretion of the trustees.

Overall the current unrestricted funds of the charity are below the 6 months of running costs as recommended by the Charity Commission, but the trustees aim to continue to build up unrestricted reserves to achieve the level recommended by the Charity Commission. During the year the balance of the designated termination fund was transferred to the general reserve.

RESTRICTED FUNDS

The Headway House building fund is to be applied wholly for the purchase of Headway House to enable the charitable objectives of the organisation to be continued and improved. The fund includes past donations towards the cost of building a new Headway House, although these plans are currently on hold.

The Lottery Community Wellbeing Centre fund relates to a Lottery Fund grant for the refurbishment of the charity's in house Community Wellbeing Centre. All funding has been fully utilised during the year.

The ScrewFix Woodwork room fund relates to funding received for the refurbishment of the charity's woodwork room. The balance of this restricted fund will be utilised in 2024.

HEADWAY SHROPSHIRE

NOTES TO THE FINANCIAL STATEMENTS - continued **FOR THE YEAR ENDED 31 DECEMBER 2023**

16. RELATED PARTY DISCLOSURES

Key Management Personnel Remuneration

Included within wages and salaries is remuneration of £117,937 (2022: £94,013) in respect of key management personnel.

17. ULTIMATE CONTROLLING PARTY

The charity is controlled by the Trustees.

18. INDEMNITY INSURANCE

The charity has expended £12,301 (2022: £8,347) during the year on insurance. The policy includes indemnity insurance to protect the charity and its trustees against the consequences of claims arising as a result of neglect or default in their respective duties.

19. SHARE CAPITAL

The charity is limited by guarantee, and as such has no share capital. All members of the charity guarantee to contribute £1 in the event of a winding up.

HEADWAY SHROPSHIRE**DETAILED STATEMENT OF FINANCIAL ACTIVITIES**
FOR THE YEAR ENDED 31 DECEMBER 2023

	31.12.23 £	31.12.22 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Donations	21,848	11,373
Charitable activities		
Headway house attendance fees	121,571	93,797
Miscellaneous income	1,886	14
ABICS	932,601	763,218
Grant income	43,026	82,811
	1,099,084	939,840
Total incoming resources	1,120,932	951,213
 EXPENDITURE		
Charitable activities		
Wages	713,959	625,645
Social security	59,765	51,261
Pensions	13,717	10,083
Training	9,206	11,593
Membership fees	1,373	758
Telephone	87	45
Travelling	8,245	12,115
Sundries	8,656	13,495
Other costs	1,499	-
Bad debts	(2,399)	7,447
Consumable equipment and repairs	2,764	3,458
Cleaning	2,610	6,469
Subcontracting costs	57,852	38,802
	877,334	781,171
 Support costs		
Management		
Wages	90,109	88,892
Social security	7,457	7,402
Pensions	2,369	1,985
Legal and professional fees	15,496	19,373
Telephone	5,990	6,583
Printing, stationery and postage	3,301	5,240
Sundries	133	866
Bank charges	654	745
	125,509	131,086
 Other		
Consumable equipment and repairs	17,452	23,278
Carried forward	17,452	23,278

This page does not form part of the statutory financial statements

HEADWAY SHROPSHIRE**DETAILED STATEMENT OF FINANCIAL ACTIVITIES**
FOR THE YEAR ENDED 31 DECEMBER 2023

	31.12.23 £	31.12.22 £
Other		
Brought forward	17,452	23,278
Insurance	12,301	8,347
Establishment costs	26,295	33,701
Cleaning	9,980	3,687
Depreciation of long leasehold land and buildings	26,169	26,169
Depreciation of furniture and equipment	4,875	5,894
Loss on sale of tangible fixed assets	245	-
	97,317	101,076
Governance costs		
Auditors' remuneration	8,880	5,742
Accountancy fees	6,294	6,131
	15,174	11,873
Total resources expended	1,115,334	1,025,206
Net income/(expenditure)	5,598	(73,993)

This page does not form part of the statutory financial statements