BROADWAY LODGE LIMITED

England & Wales · Charity number 269167

Details

Status	Registered
Legal form	Charitable company
Company number	01201899
Registered	1975-04-07
Register	View on the Charity Commission register

Contact

Address	Broadway Lodge 37 Totterdown Lane Weston-Super-Mare BS24 9NN
Phone	01934818016
Email	enquiries@broadwaylodge.org.uk
Website	www.broadwaylodge.org.uk

Activities

Objects: TO PROMOTE THE RELIEF OF SICKNESS IN SUCH WAYS AS THE ASSOCIATION SHALL FROM TIME TO TIME THINK FIT AND IN PARTICULAR (BUT WITHOUT PREJUDICE TO THE GENERALITY OF SUCH OBJECTS) TO RELIEVE PERSONS OF EITHER SEX, OF ANY AGE AND WITHOUT REGARD TO RACE, RELIGION OR CREED, WHO ARE SUFFERING FROM CHEMICAL DEPENDENCE ON ALCOHOL OR ANY OTHER DRUG OR FROM ANY ILLNESS, INFIRMITY, DISABILITY OR DISEASE ATTRIBUTABLE TO, RESULTING FROM OR IN ANY WAY CONNECTED WITH SUCH CHEMICAL DEPENDENCE.

Activities: The company's objectives and principle activities are the treatment of alcoholism, drug dependency, Gambling, Dual Diagnosis and eating disorders.

Classification

- **How:** Provides Services
- **What:** The Advancement Of Health Or Saving Of Lives
- **Who:** Other Defined Groups, The General Public/mankind

Downloaded from opencharities.uk/ew/269167

Geography

- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£2,937,132	£2,775,209	£2,663,241	71
2024-03-31	£2,602,141	£2,457,140	£2,501,318	70
2023-03-31	£2,426,154	£2,386,442	£2,356,317	68
2022-03-31	£1,696,732	£2,072,390	£2,316,605	59
2021-03-31	£1,576,939	£1,879,910	£2,475,634	55

Trustees

Name	Role	Appointed
Anthony Stephen Lyttelton	Chair	2021-02-15
Ann Hyde		2024-05-13
Caroline Regina Fransesca Cole		2020-01-06
Catherine Sparks		2019-02-25
Colin Duncan Hall-Tomkin		2021-07-12
Dr Paul William Seviour		2020-08-07

Downloaded from opencharities.uk/ew/269167

BROADWAY LODGE LIMITED

England & Wales - Charity number 269167

Accounts

Broadway Lodge Limited

(A Charitable Company Limited by Guarantee)

Annual Report and Financial Statements

For the Year Ended 31 March 2025

Company Number: 01201899
Charity Registered in England and Wales Number: 269167

	Page
Contents	1
Reference and Administrative Details	2
Trustee Directors' Report	3 – 12
Statement of Trustees' Responsibilities	13
Independent Auditors' Report	14 to 17
Statement of Financial Activities	18
Balance Sheet	19
Statement of Cashflows	20
Notes to the Financial Statements	20 – 33

Broadway Lodge Limited
Reference and Administrative Details
For the Year Ended 31 March 2025

Trustees and Directors	A S Lyttelton (Chair) C Cole Rev P Davis C Hall-Tomkin A Hyde C Jelf Dr P Seviour C Sparks
Chief Executive	J Aizlewood
Senior Management Team	L Ali J Pickles M Trew G Volans
Principal Office and Registered Office	Broadway Lodge 37 Totterdown Lane Weston Super Mare Somerset BS24 9NN
Bankers	Lloyds Bank PLC 120 Lewisham High Street London SE13 6JG
Solicitors	Foot Anstey The Quad Blackbrook Park Avenue Blackbrook Business Park Taunton Somerset TA1 2PX
Auditors	Albert Goodman LLP Goodwood House Blackbrook Park Avenue Taunton Somerset TA1 2PX

The Trustees, who are also directors for the purposes of the Companies Act, present their report and the financial statements of the charity for the year ended 31 March 2025.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's Memorandum and Articles of Association, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1st January 2019) – (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and are in accordance with the Companies Act 2006. The charity is variously referred to throughout this report as either "the charity", "the company" or "the charitable company".

Reference and Administration Details

Charity number: 269167
Company number: 1201899
Registered address: Broadway Lodge, 37 Totterdown Lane, Weston-super-Mare. BS24 9NN

Structure, Governance and Management

Governing Document

The organisation is a charitable company limited by guarantee, incorporated on the 27th February 1975, although Broadway Lodge started its work with addiction in 1974.The company was established under a Memorandum of Association, which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up members are required to contribute an amount not exceeding £1.

The following trustees who are also directors for the purposes of company law, served during the year:

C Cole:	University Lecturer/Strategy & Innovation Consultant	
P Davis:	Supernumerary Minister	
C Hall-Tomkin	Property Investor and Business Consultant	
A Hyde	Hospital Director	
C Jelf:	Insurance Broker	
S Lyttelton	Music Curator and Consultant	(Chair of Trustees)
P Seviour:	Retired GP	
C Sparks:	Retired Nurse	

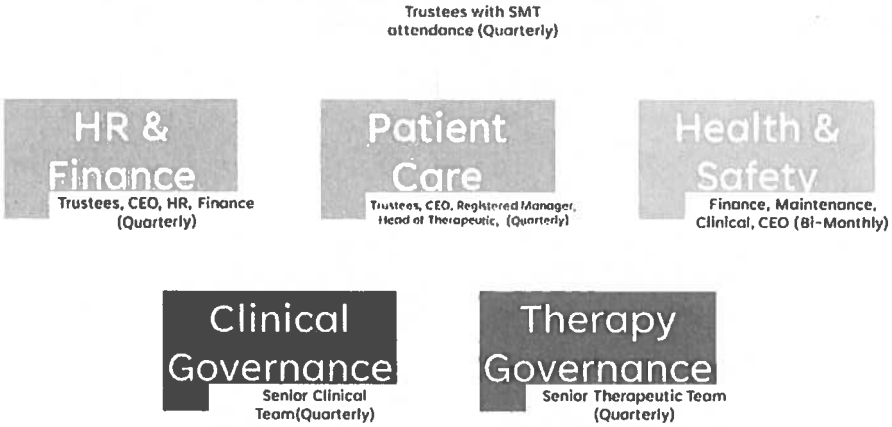
Organisational structure

The full Board of Trustees meets a minimum of 4 times a year and is responsible for the strategic direction and policy of the charity. These meetings are also augmented by actual and virtual interim board meetings to support the decision-making process as and when the need arises.

Day to day responsibility rests with the Chief Executive and the Senior Leadership Team (SLT). The Chief Executive has delegated responsibility from the Board of Trustees to ensure that the charity delivers the services described in the objectives and activities and complies with all applicable statutory requirements.

Various Committees meet bi-monthly or quarterly with attendance from the Board of Trustees, members of the SLT and representatives from across the organisation. The Committees oversee clinical governance, policies and procedures, health and safety, compliance with applicable statutory requirements and risk assessments. they also ensure through cross-organisation representation that all requirements of the CQC are met.

Our Committee structure is:



Method of Appointment or Election of Trustees

The management of the charity is the responsibility of the Board of Trustees who are elected and co-opted under the terms of the Articles of Association.

Policies for the Introduction and Training of Trustees

New Trustees are provided with an induction programme upon joining the charity.

Arrangements for Setting Pay and Remuneration of the Charity's Key Management personnel

The Board sets the remuneration package for the Chief Executive based on a package commensurate with the industry norm.

The Chief Executive sets the pay level, with ratification of the Board, of all other members of the SLT.

The Chief Executive sets the pay level of all other staff excepting the above.

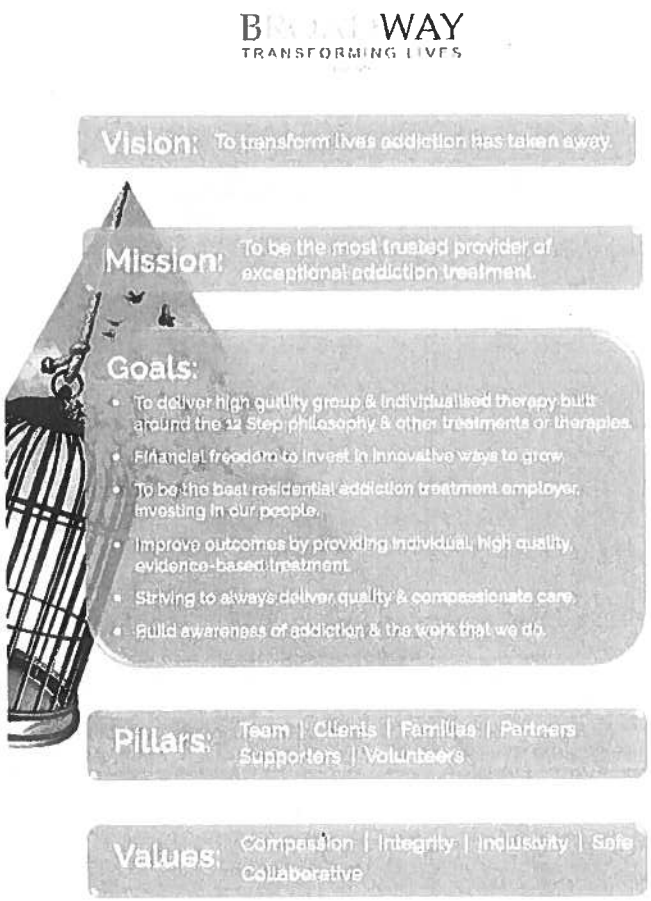
Relationships Between Broadway Lodge and Related Parties

Broadway Lodge is not affiliated with any umbrella groups nor does it have any subsidiaries. It occasionally joins other organisations in partnership to bid for contracts in which case a memorandum of understanding underpins the arrangement and a contract delineates the particulars of the partnership if the bid is successful. Broadway Lodge is a member of the Choices Group that is made up of likeminded, independent addiction and rehabilitation entities.

Objectives and Activities

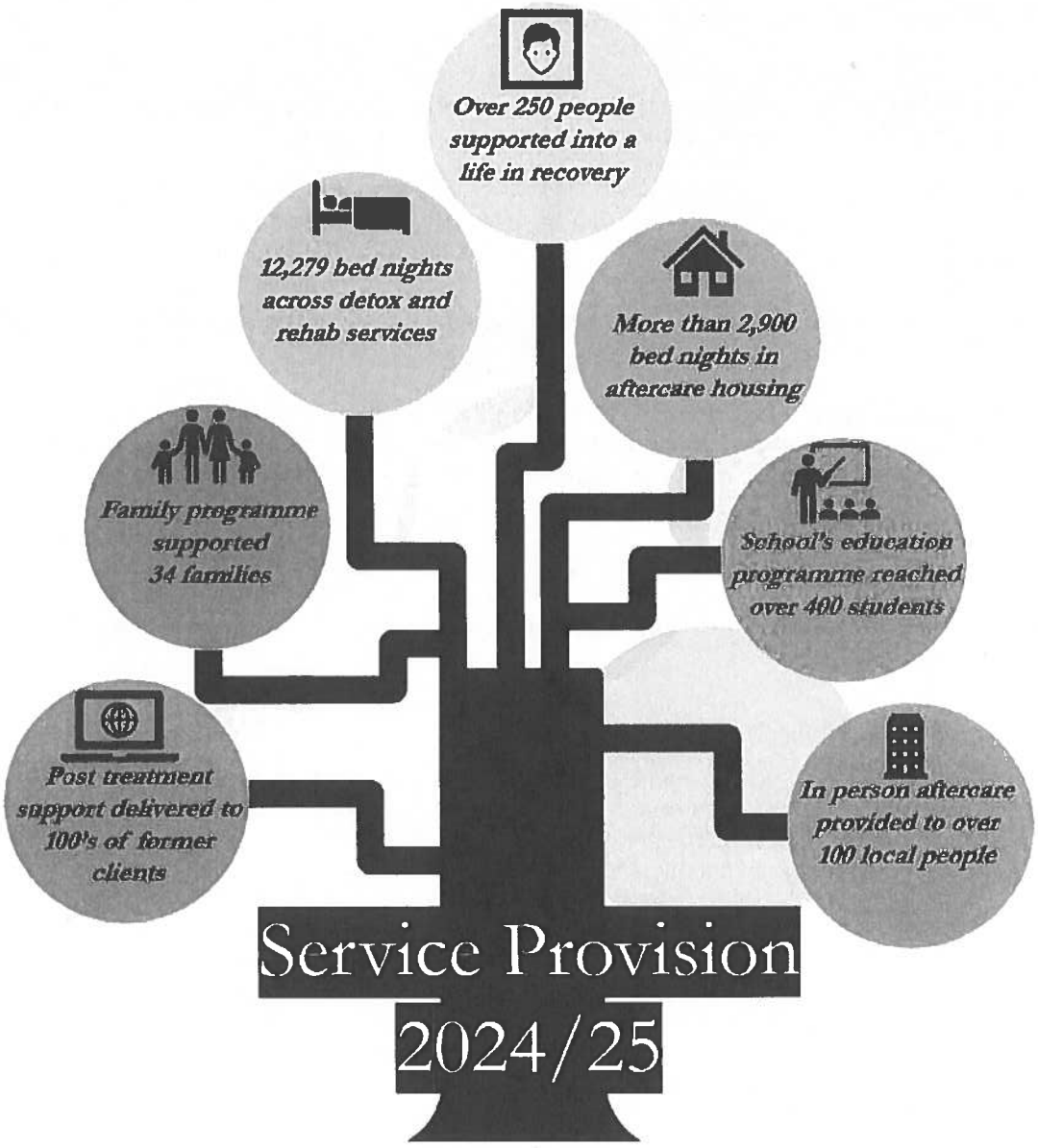
The charity's objective and principal activity is the treatment of addiction and associated harms of individuals and their families, focusing on the 12-step philosophy. The trustees ensure that at all times and in all areas, policies are in place to enable the charity to fulfil its objectives.

The charity's Vison and Mission remains the same and this is:



The charity offers an extensive range of flexible treatment and rehabilitation services including detoxification, residential rehabilitation, supported housing and community services. Associated activities including education, training and consultancy is available to schools, colleges, the public sector and corporate organisations. There is also collaborative working with other treatment providers in order to raise awareness of addiction, treatment options and programmes.

How our Activities Deliver Public Benefit



The charity's treatment programmes continue to provide the opportunity for individuals to become abstinent from their addiction and go on to lead fulfilling lives, many engaging in further education and employment.

Broadway Lodge continues to receive enquiries from individuals, families and health care professionals trying to obtain charitable assistance. The organisation endeavours to provide as much charitable assistance as is feasibly possible, and as stated last year it was the aim of the charity to significantly increase this offering and has secured grant funding for 9, 4 week treatment slots that will be spread over the years 2024/25/26 and 2027. Further to this we continue to seek ways to increase this provision. In total 35 charity bed nights were delivered in 2024. It is envisaged that the increased self-paying and corporate markets will help Broadway Lodge to achieve this.

Broadway Lodge has also reinstated education to trainees through placements with the Charity. In addition Mental Health Nurses, Social Workers, Police Officers and Counsellors are able to develop their knowledge of addiction and substance misuse as part of their vocational training.

Financial Review

Result for the Year

Broadway Lodge has had another year of positive growth and as a consequence the Net Income to 31st March 2025 was £161,923 (Net Income to 31st March 2024 was £ £145,001).

Longer term debt decreased in the year from £330,140 to £279,545 as Broadway Lodge continues to repay the Coronavirus Business Interruption Loan used to complete a refurbishment of the facilities on offer to the clients. The charity entered into a loan agreement with Triodos Bank plc for £450,000 for this refurbishment project.

The balance sheet remains strong as at 31st March 2025 and total charity funds were £2,663,241.

Cash reserves in the year increased by £4,810.The opening balance of £337,738 increased to £342,549 by 31st March 2025.

Reserves Policy

The charity's reserve policy is to hold two months' worth of unrestricted activities in liquid funds. This would equate to approximately £400k. The trustees are committed to growing the cash reserves of the charity and this year formulated a cash recovery plan that is regularly tracked and reviewed and was felt necessary following the impact of the pandemic and the refurbishment project.

Principal Funding Sources

The charity's principal funding source is from the provision of detoxification and residential rehabilitation to clients referred by local authorities, NHS bodies, insurance companies and private individuals. The funding allows the provision of a robust medically managed detoxification and therapeutic residential programme. 2024/25 has seen the benefit of our focus on fundraising so as to add an additional funding source which is delivering sums that are both restricted and unrestricted, with £114,572 raised in the year.

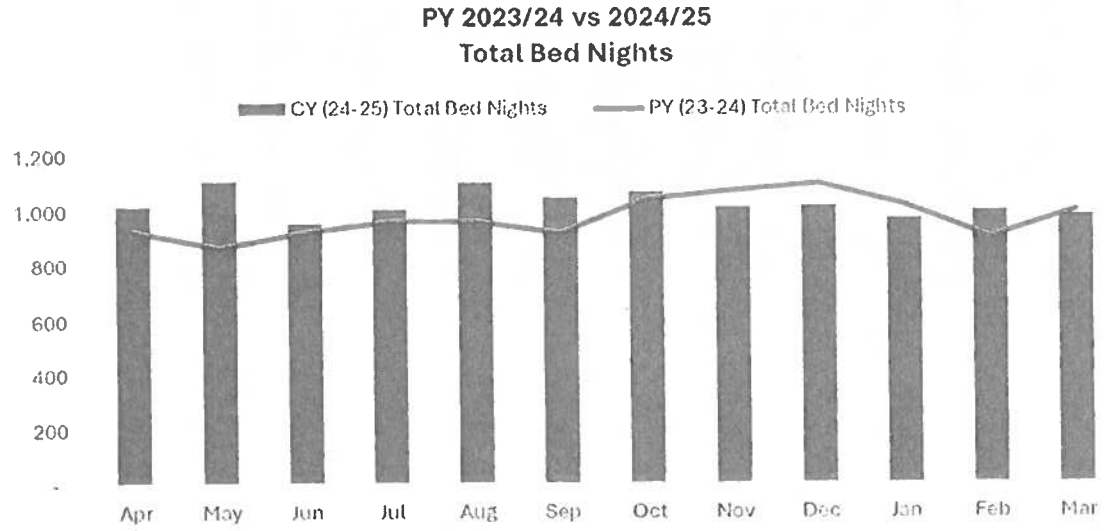
Investment Policy and Objectives

The charity has put a sum of £80,000 on deposit as a result of the improved cashflow whilst retaining sufficient cash for day to day requirements.

Fundraising Policy

Fundraising activities are conducted in accordance with the Code of Fundraising Practice issued by the Fundraising Regulator. The charity's principal means of fundraising is through donations, mainly from former patients and their families, corporate donors, and grant applications provided by supporting Trusts. Donations and grant applications have historically represented a very small amount of income, however with the focus on this income stream in the last 12 months the charity is seeing this becoming an important income stream that it will continue to grow in the coming years.

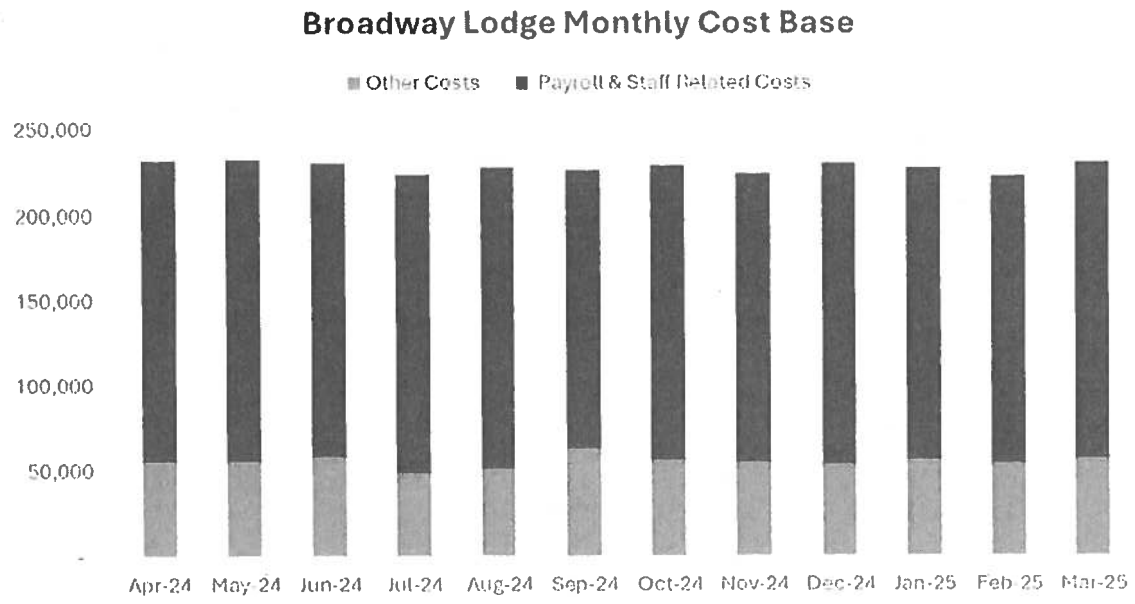
Achievements and Performance



Broadway Lodge provided a total of 12,279 bed nights in the year to 31st March 2025. This compares to 11,726 the previous year. This represents an increase of 5%, building on the increase of 10% in the previous year. Occupancy rates have been consistently high month on month at circa 85%. Occupancy is somewhat limited due to some shared rooms, disability requirements and gender of clients. As mentioned below in the 'Future Developments' section, the addition of some more beds and bedrooms provide additional flexibility to better meet the needs of our clients.

As stated last year, Residential treatment continues to be the primary source of income for the charity. Broadway Lodge also continues to provide detoxification to clients referred into treatment via the contract with North Somerset for the South West Northern Consortium from Bristol, South Gloucestershire, Bath and North East Somerset, Gloucestershire, Swindon, Somerset and North Somerset.

The UK Shared Prosperity Fund funded by the Government Department of Levelling Up Housing Communities continued to fund Aftercare and Wellbeing sessions on a weekly basis. This project supports clients recovering from addiction, domestic abuse, trauma, mental health issues or are unemployed to improve self-esteem and learn about self-care to be able to move forward. Unfortunately, this funding came to an end this financial year, however, Broadway Lodge continues to provide these valuable services and is looking for alternative grant funding to enable the provision of this service in the community to continue.



Broadway Lodge as a care service provider naturally has a high level of cost associated with the employment of skilled staff.

To provide the level of care required the cost of payroll and other staff related expenses represent 75% of the total costs incurred by the charity. Equally,75% of all payroll costs are dedicated to those staff members engaged in the direct service delivery to our clients.

Broadway Lodge employs a specialist and diverse team of staff including a Consultant Psychiatrist, NMP's, RGN's, Mental Health Nurses, Health Care Assistants, a team of qualified Counsellors and numerous support staff covering administration and marketing, domestic, catering and maintenance.

Broadway Lodge does not pay any employee below the 'Real Living Wage' and is accredited with the Living Wage Foundation. As an organisation, it endeavours to be an employer of choice in the local area to attract the best staff to provide it's services.

Staff costs have risen by 11% compared to the previous year. It was anticipated to be slightly higher than this, however there were a couple of vacancies that were deferred or remain unfilled due to the specialist nature of the role. The current financial year (25-26) will see a significant increase in Employers National Insurance due to the introduction of the higher rate and reduced allowances introduced by the current government.

The cost of living crisis and high inflation during the financial year have seen costs such as food, utilities and insurance rise much more than in previous years. Despite the high level of costs, Broadway Lodge continues to thrive and this current year is looking positive once again allowing the charity to continue to invest in services and the facilities on offer.

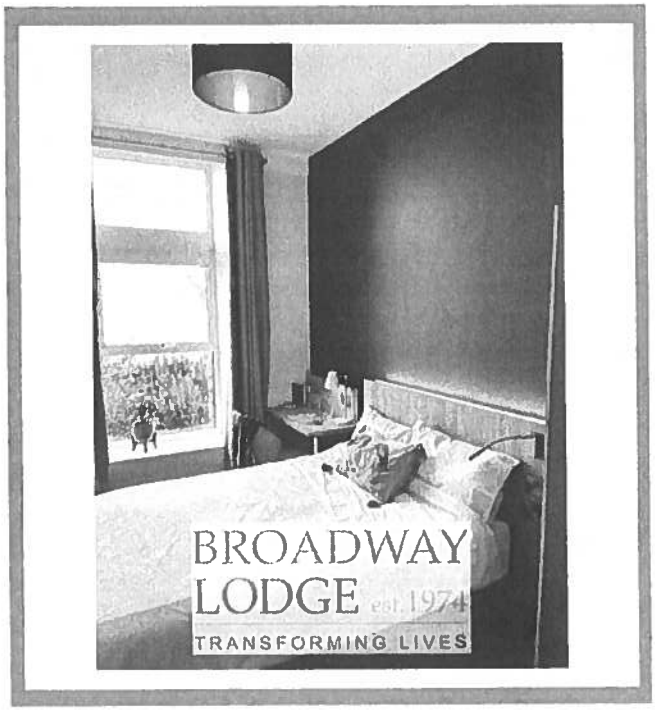
Future Developments

Strengthening the Charity

Broadway Lodge has been a key provider of 12 step residential addiction treatment for over 50 years and is using its long standing as a base upon which to leverage and strengthen itself. We are doing more digital advertising, search engine optimisation, and attendance at key industry events to build the brands top of mind awareness, which is impacting enquiries and connectivity with Broadway Lodge positively.

We are also investing in Trauma Informed training for our key staff so as to be able to enhance our 12 step programme further, addressing key areas for clients that will we believe improve and enhance their journey into recovery.

We have increased our rehabilitation bed capacity with a twin and a single room, and through the skill of the team improved the look and feel of the rooms so as to make them attractive and fit for use for many years to come, the rooms are accompanied by a fully accessible wet room and a standard shower room, both with toilets. Over half of the cost was raised through grants. This will not only improve our financial standing but also allow for more flexibility with room allocations and for those needing accessibility.



We will continue to review and evolve what we do for the betterment of our clients and will be creating a 5 year strategic plan during this year.

We have welcomed our new MP, two more patrons, Alex Lovell and Philip Gay, as well as other charities and sector visitors from the UK and overseas, to share and grow what we do and get the Broadway Lodge name back out there and into the future.

We are working with our charity partner, Partners&, for the second year running and through their network of organisations are being supported by a number of them, Switch Health being a great example. We Are Trailblazer have also adopted us as their charity partner. The support from these corporations is important in growing our funds for key initiatives as well as raising our profile more generally.

50th Anniversary
We celebrated our 50th anniversary in 2024 of which our reunion and 50th anniversary gala dinner were the highlight with over 250 people attending. The overarching theme from those attending was how much Broadway Lodge transformed their lives with years in recovery shared spanning from a few months for those who had just left Broadway to 40 plus years for those who were here somewhat longer ago to every time frame in between, it is no wonder they all affectionally call it the "miracle mansion".

Risk Management

The Board of Trustees has identified that at present the highest risks for Broadway Lodge are as follows:

R1 Potential reduction in the number of referrals due to austerity measures in Local Authority budgets

R2 Physical and mental health complexity of clients being referred into treatment and the increasing costs of providing professionally qualified staff to facilitate care for clients with complex needs

R3 National supply chain issues of certain medications

To mitigate these risks the following actions have been planned or have already been put in place:

- Diversification of target patients base beyond statutory and existing referral sources.
- Robust marketing is in place to attract both private and corporate clients
- Targeted fund raising
- Through increased staff training we will be able to diversify our activities further – such as holistic treatments, family support, consultancy provision, provision of sub-contracted services, educational and training services
- Sound and prudent financial management
- Robust admission processes and protocols to ensure clients are fully assessed for suitability prior to admission by professionally qualified staff
- Robust team handovers multiple times a day to ensure any client issues are discussed and evaluated
- Multi-disciplinary team meetings to ensure all clients are reviewed and any issues are known and captured by the relevant teams
- Review of required medication for each client during the assessment process

Small company provision

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

Signed by order of the trustees on .....17th November 2025.....

A S Lyttelton
Chair and Trustee

Broadway Lodge Limited
Statement of Trustees' Responsibilities
For the Year Ended 31 March 2025

The trustees (who are also directors of Broadway Lodge Limited for the purposes of company law) are responsible for preparing the Trustee Directors' Annual Report, Strategic Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (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 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 then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards 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 adequate accounting records that 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.

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.

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

Approved by the trustees on 17th December 2025 and signed on their behalf by:

A S Lyttelton
Chair and Trustee

Opinion
We have audited the financial statements of Broadway Lodge Limited (the 'charitable company') for the year ended 31 March 2025 which comprise the Statement of Financial Activities including the Income and Expenditure Account, 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 Generally Accepted Accounting Practice, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (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 March 2025 and of its incoming resources and application of resources 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 Auditor's 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.

Conclusions relating to going concern
In auditing the financial statements, we have concluded that the trustee's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from the original financial statements were authorised for use.

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

Other information
The trustees are responsible for the other information. The other information comprises the information included in the Trustee Directors' Report, other than the financial statements and our auditor's report 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 there is a material misstatement in the financial statements or a material misstatement of the other information. 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.

Opinion 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 Trustee Directors' Report, which includes the Directors' Report prepared for the purposes of company law for the financial year for which the financial statements are prepared is consistent with the financial statements; and

- the Directors' Report included within the Trustee Directors' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of our 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 Directors' Report included within the Trustee Directors' Report.

We have nothing to report in respect of the following matters in relation to which 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;

- we have not received all the information and explanations we require for our audit; or

- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the Trustee Directors' Report and from the requirement to prepare a Strategic Report.

Responsibilities of trustees
As explained more fully in the Statement of Trustees Responsibilities set out on page 11, 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.

Auditor's 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 an auditor's report 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

The extent to which the audit was considered capable of detecting irregularities including fraud

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 management, and from our commercial knowledge and experience of the social 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 charitable company, including the Companies Act 2006, Charites Act 2011, CQC registration and data protection, anti-bribery, employment, protection of vulnerable residents and health and safety legislation;

- 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 charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and

- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

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;

- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and

- 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; and
- reviewing correspondence with the CQC and other relevant regulators.

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 trustees 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 auditor's report.

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 and trustees those matters we are required to state to them in an auditor's 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 and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Albert Goodman LLP

Robert Oram BFP FCA
Senior Statutory Auditor
for and on behalf of
Albert Goodman LLP
Chartered Accountants
Statutory Auditor

Date: 26/11/25

Goodwood House
Blackbrook Park Avenue
Taunton
Somerset
TA1 2PX

Broadway Lodge Limited
Statement of Financial Activities (including an Income and Expenditure Account)
For the Year Ended 31 March 2025

	Notes	Unrestricted £	Restricted £	Total 2025 £	Unrestricted £	Restricted £	Total 2024 £
Income:							
Grants, donations and legacies	2	22,557	92,015	114,572	13,878	42,500	56,378
Charitable activities	4	2,591,049	231,071	2,822,120	2,306,435	239,328	2,545,763
Exchange gain		-	-	-	-	-	-
Total income		2,614,046	323,086	2,937,132	2,320,313	281,828	2,602,141
Expenditure:							
Raising funds	5	24,115	-	24,115	1,015	-	1,015
Interest paid		33,622	-	33,622	38,774	-	38,774
Charitable activities	6	2,421,142	296,330	2,717,472	2,143,755	273,596	2,417,351
Total expenditure		2,478,879	296,330	2,775,209	2,183,544	273,596	2,457,140
Net income/ (expenditure)for the year		135,167	26,756	161,923	136,769	8,232	145,001
Transfers between funds	17	8,083	(8,083)	-	-	-	-
Net movement in funds for the year		143,250	18,673	161,923	136,769	8,232	145,001
Reconciliation of funds							
Total funds brought forward		2,485,416	15,902	2,501,318	2,348,647	7,670	2,356,317
Total funds carried forward		2,628,666	34,575	2,663,241	2,485,416	15,902	2,501,318

The results for the year derive from continuing activities and there are no gains or losses other than those shown above.

The statement of financial activities incorporates the income and expenditure account.

Broadway Lodge Limited – **Company Registration Number: 01201899**
Balance Sheet
As at 31 March 2025

	Notes	2025 £	2025 £	2024 £	2024 £
Fixed assets					
Tangible fixed assets	8		2,676,867		2,669,175
			2,676,867		2,669,175
Current assets					
Debtors	9	195,798		157,180	
Cash at bank and in hand		342,549		337,738	
		538,347		494,918	
Liabilities:					
Creditors falling due within one year	11	(272,428)		(332,635)	
Net current assets			265,919		162,283
Total assets less current liabilities			2,942,786		2,831,458
Creditors					
Amounts falling due in more than one year	13		(279,545)		(330,140)
Total net assets			2,663,241		2,501,318
The funds of the charity:					
Restricted funds	15		34,575		15,902
Unrestricted funds	15		2,271,832		2,128,582
Revaluation reserve			356,834		356,834
Total charity funds			2,663,241		2,501,318

Approved by the Board for issue on 17th December 2025 and signed on its behalf by:

A S Lyttelton
Chair and Trustee

C Hall-Tomkin
Trustee

Broadway Lodge Limited
Statement of Cashflows
For the Year Ended 31 March 2025

	Notes	Total 2025 £	Total 2024 £
Cash flows from operating activities			
Net movements in funds for the year		161,923	145,001
Adjustments to cash flows from non-cash items			
Depreciation and amortisation	8	32,299	24,176
Interest paid		33,622	38,774
Interest received		(440)	-
		227,404	207,951
Working capital adjustments			
(Increase)/decrease in debtors	9	(38,618)	(12,214)
Increase/(decrease) in creditors	10	(56,810)	66,222
Net cash flow from operations		131,976	261,959
Cash flows from investing activities			
Interest received		440	-
Receipts from sale of tangible assets		431	-
Purchase of fixed assets		(40,423)	(51,729)
		(39,552)	(51,729)
Cash flows from financing activities			
Interest paid		(33,622)	(38,774)
Advances of new long term loans		-	-
Repayments of existing long term loans		(53,991)	(61,880)
		(87,613)	(100,654)
Net increase/(decrease) in cash and cash equivalents		4,811	109,576
Cash and cash equivalents at the beginning of the reporting period		337,738	228,162
Cash and cash equivalents at the end of the reporting period		342,549	337,738

1 Accounting policies

The principal accounting policies adopted in the preparation of the financial statements are:

1.1 Basis of accounting

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) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Broadway Lodge Limited 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 note(s). All amounts are presented in £ sterling.

1.2 Going concern

The charity has sufficient reserves to cover the reduced income as service levels caused by the pandemic with income moving back up to pre pandemic levels. The trustees therefore consider that it is appropriate to prepare the accounts on a going concern basis.

1.3 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

1.4 Income

Income from donations is recognised in the year in which they are receivable when there is evidence of entitlement, receipt is probable and the amount can be reliably measured.

For legacies, entitlement is taken as the earlier of the date on either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Income from grants, where 'capital' or 'revenue', is recognised when the charity has entitlement to the funds, any 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 and is not deferred. Where no conditions are attached to grant income they are recognised within donations and gifts and where conditions relating to performance of services are attached, grant income is recognised within charitable activities in the Statement of Financial Activities.

Income from charitable activities is included in the period in which the charity is entitled to receipt, it is probable that economic benefits will flow to the entity and the amount can be reliably measured. Where income is received in advance of provision of detoxification and residential services, income is deferred until the criteria for income recognition is met. Where income has not been received and detoxification and residential services have been provided, income is accrued.

1 Accounting policies (cont'd)

1.5 Interest received
Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of interest paid or payable by the bank.

1.6 Expenditure and support costs
Expenditure is recognised on an accruals basis to match the period in which the expenditure was incurred. The charity's significant activity is detoxification and residential services and all support costs are attributable to this activity.

1.7 Pension costs
The charitable company operates a defined contribution pension scheme. Contributions payable to the scheme are charged to the Statement of Financial Activities in the period to which they relate.

1.8 Operating leases
The charity classifies the lease of property and office equipment as operating leases as title remains with the lessor. Rentals are charged on the straight line basis over the term of the lease through the profit and loss account.

1.9 Fund accounting
Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Restricted funds are donations or grants which the donor has specified are to be solely used for particular areas of the charity.

1.10 Tangible assets
Depreciation is calculated to write off the cost or valuation of fixed assets less residual value over their estimated useful lives at the following rates:-

Freehold land	- Nil
Freehold property	- 2% straight line less residual value
Fixtures, fittings and equipment	- 20% straight line
Motor vehicles	- 20% straight line

Fixed assets are valued at cost less depreciation. Freehold property residual value has been considered by the trustee directors' to equate to the freehold property cost. No depreciation is charged on the freehold property.

The part of the annual depreciation charge on revalued assets which relates to the revaluation surplus is transferred from the revaluation reserve to the profit and loss account.

1.11 Debtors
Trade and accrued income are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

1.12 Cash at bank and in hand
Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1 Accounting policies (cont'd)

1.13 Creditors

Creditors 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 are normally recognised at their settlement amount after allowing for any trade discounts due.

1.14 Deferred income

Deferred income comprises income received in advance specifically for the provision of detoxification and residential services. Deferred income is recognised within income in the Statement of Financial Activities when the conditions for income from charitable activities recognition are met.

1.15 Financial instruments

The charity only holds basic financial instruments as defined in FRS 102. The financial assets and financial liabilities of the charity and their measurement basis are as follows:

Financial assets – trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost. Prepayments are not financial instruments.

Cash at bank – is classified as a basic financial instrument and is measured at face value.

Financial liabilities – trade creditors, accruals and other creditors are financial instruments, and are measured at amortised cost. Taxation and social security are not included in the financial instruments disclosure definition. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is an obligation to deliver services rather than cash or another financial instrument.

1.16 Taxation

The company is a registered charity and is therefore not liable to corporation tax or capital gains tax to the extent that its income and gains are applicable to charitable purposes only. Value added taxation is not recoverable by the company, and is therefore included in the relevant costs in the Statement of Financial Activities.

2 Grants, donations and legacies

	Unrestricted funds £	Restricted funds £	2025 Total £	Unrestricted funds £	Restricted funds £	2024 Total £
Donations and legacies	22,307	-	22,307	8,076	42,500	50,576
Grants	250	92,015	92,265	5,802	-	5,802
	22,557	92,015	114,572	13,878	42,500	56,378

3 Income from charitable activities

	Unrestricted funds £	Restricted funds £	2025 Total £	Unrestricted funds £	Restricted funds £	2024 Total £
Detoxification and residential services	2,542,152	231,071	2,773,223	2,303,310	239,328	2,542,638
Sundry income	48,897	-	48,897	3,125	-	3,125
	2,637,569	231,071	2,868,640	2,306,435	239,328	2,545,763

4 Expenditure from charitable activities

	Unrestricted £	Restricted £	2025 Total £	Unrestricted £	Restricted £	2024 Total £
Staff costs	1,808,766	272,830	2,081,596	1,602,326	273,596	1,875,922
Household and maintenance	307,508	23,500	331,008	283,004	-	283,004
Medical consumables	18,777	-	18,777	16,894	-	16,894
Patient and programme	27,071	-	27,071	21,084	-	21,084
Administration costs	20,732	-	20,732	20,073	-	20,073
Marketing costs	35,546	-	35,546	22,484	-	22,484
Legal and professional	159,125	-	159,125	142,738	-	142,738
Bad debts	(15)	-	(15)	290	-	290
Depreciation and amortisation	32,299	-	32,299	24,176	-	24,176
Finance charges	3,882	-	3,882	3,666	-	3,666
Audit fee	7,020	-	7,020	7,020	-	7,020
Accountancy	-	-	-	-	-	-
	2,421,142	296,330	2,717,472	2,143,755	273,596	2,417,351

5 Wages and salaries

	2025	2024
	£	£
Wages and salaries	1,711,245	1,561,813
Social security costs	151,123	132,765
Other pension costs	104,410	94,449
Other staff costs	114,818	86,895
	2,081,596	1,875,922

The number of employees whose annual emoluments were £60,000 or more were:

	2025	2024
	number	number
£80,000 - £89,999	1	1

Number of employees

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

	2025	2024
Doctors	1	1
Nurses and Healthcare assistants	35	36
Counsellors	12	10
Administration	13	13
Domestic and catering	10	10
	71	70

The key management personnel of the charity comprise the trustees, the Chief Executive Officer and the Senior Management Team (SMT). The total employee benefits of the key management personnel of the charity were £339,208 (2024: £329,005).

6 Trustee directors

The charity trustees were not paid and did not receive any other benefits as trustees of the charity in the year (2024: £nil). No expenses were reimbursed to trustees (2024: £Nil) during the year. No charity trustee received payment for professional or other services supplied to the charity (2024: £nil).

There were no other related party transactions in the year (2024: none).

7 Net income for the year before transfers

	2025 £	2024 £
This is stated after charging:		
Depreciation and amortisation	32,299	24,176
Operating leases	6,560	8,633
Auditors remuneration		
Audit services	6,270	6,270
Other services: accounting	750	750

8 Tangible assets

	Freehold Property £	Fixtures, Fittings and Equipment £	Motor Vehicles £	Total £
Cost				
At 1 April 2024	2,580,357	426,482	21,978	3,028,818
Additions	18,500	21,923	-	40,423
Disposals	-	(8,629)	-	(8,629)
At 31 March 2025	2,598,857	439,776	21,978	3,060,611
Depreciation				
At 1 April 2024	-	337,665	21,978	359,643
Charge for the year	-	32,299	-	32,299
Depreciation on disposals	-	(8,198)	-	(8,198)
At 31 March 2025	-	361,766	21,978	383,744
Net book value				
At 31 March 2025	2,598,857	78,010	-	2,676,867
At 1 April 2024	2,580,357	88,817	-	2,669,175

The company has created a fixed legal charge over some of the properties of Broadway Lodge Limited and such assets are included within freehold property above.

8 Tangible assets (cont'd)

Historical cost of previously revalued freehold property

Cost	£
At 1 April 2024	2,223,523
Additions	18,500
At 31 March 2025	2,242,023
Depreciation	
As at 1 April 2024 at 31 March 2025	-
Net book value	
At 31 March 2025	2,242,023
At 31 March 2024	2,223,523

The freehold property was valued by professional external valuers in March 1998. The valuations were on the basis of existing or change of use excluding internal fittings, loose furnishings and loose furniture.

9 Debtors

	2025	2024
	£	£
Trade debtors	173,615	132,972
Prepayments and accrued income	22,183	24,208
	195,798	157,180

10 Creditors: amounts falling due within one year

	2025	2024
	£	£
Trade creditors	57,951	88,747
Accruals and deferred income	137,280	163,574
Other creditors	26,284	26,005
Bank loans	50,913	54,309
	272,428	332,635

11 Deferred income

	2025	2024
	£	£
Balance as at 1 April 2024	90,512	69,113
Amount released to income for charitable activities	(511,522)	(315,046)
Amount deferred in year	480,094	336,445
Balance at 31 March 2025	59,084	90,512

12 Creditors: amounts falling due in more than one year

	2025	2024
	£	£
Bank loans due < 5 years	330,458	384,449
Bank loans due > 5 years	-	-
	330,458	384,449
Less included in current liabilities	(50,913)	(54,309)
	279,545	330,140

One bank loan is repayable over a 15 year term, ending in 2025. Interest on this loan is variable at base rate + 2.00%, with a minimum rate of 3.5%.

One bank loan is repayable over a 6 year term, ending January 2027. Interest on this loan is variable at base rate + 4.5%, with a minimum rate of 4.5%.

All borrowings of £330,458 at the year end (2024: £384,449) are secured by way of fixed legal charges over some of the properties of Broadway Lodge in favour of one banking institution.

13 Statement of funds – 2025

	Opening balance £	Incoming resources £	Resources expended £	Transfers £	Closing balance £
Restricted funds					
Medlock Charitable Trust	10,000	-	(10,000)	-	-
The Lennox Hannay Charitable Trust	2,000	-	(2,000)	-	-
The Lockwood Charitable Foundation	-	10,000	(10,000)	-	-
The Leonard Laity Stoate Charitable Trust	-	1,500	(1,500)	-	-
Renishaw Charities Committee	500	-	(500)	-	-
Partners&	-	16,015	-	-	16,015
The Martin Geddes Charitable Trust	-	24,250	-	(8,083)	16,167
UK Shared Prosperity Fund	2,331	40,000	(42,331)	-	-
Consortium	1,071	231,071	(229,999)	-	2,143
Garden Bench Donation	-	250	-	-	250
Total Restricted Funds	15,902	323,086	(296,330)	(8,083)	34,575
Unrestricted funds					
General	2,128,582	2,614,046	(2,478,879)	8,083	2,271,832
Revaluation reserve	356,834	-	-	-	356,834
	2,501,318	2,937,132	(2,775,209)	-	2,663,241

13 Statement of funds (cont'd)

Statement of funds – 2024

	Opening balance £	Incoming resources £	Resources expended £	Transfers £	Closing balance £
Restricted funds					
Medlock Charitable Trust	-	10,000	-	-	10,000
The Lennox Hannay Charitable Trust	-	2,000	-	-	2,000
Renishaw Charities Committee	-	500	-	-	500
UK Shared Prosperity Fund	-	30,000	(27,669)	-	2,331
Consortium	7,670	239,328	(245,927)	-	1,071
Total Restricted Funds	7,670	281,828	(273,596)	-	15,902
Unrestricted funds					
General	1,991,813	2,320,313	(2,183,544)	-	2,128,582
Revaluation reserve	356,834	-	-	-	356,834
	2,356,317	2,602,141	(2,457,140)	-	2,501,318

- General unrestricted funds are free reserves of the charity to be applied at the discretion of the trustees for any of the charitable purposes.
- Revaluation reserve relates to revaluation of the freehold property in March 1998 by an external valuer under the previously applied UK GAAP accounting standards.
- Restricted donations are primarily for use on "Project View" which will increase the capacity at Broadway Lodge.

Where transfers have been made from restricted funds, these have been made as funds have been used for the purpose intended and the remaining funds are to be used on activities to further any of the purposes of the charity.

14 Analysis of net assets between funds

	Unrestricted funds £	Restricted funds £	2025 Total £	Unrestricted funds £	Restricted funds £	2024 Total £
Fixed assets	2,676,867	-	2,676,867	2,669,175	-	2,669,175
Current assets	503,772	34,575	538,347	479,016	15,902	494,918
Current liabilities	(272,428)	-	(272,428)	(332,635)	-	(332,635)
Creditors due after more than one year	(279,545)	-	(279,545)	(330,140)	-	(330,140)
	2,628,666	34,575	2,663,241	2,485,416	15,902	2,501,318

15 Obligations under leases

Operating leases
The total future minimum rentals payable under non-cancellable operating leases funded by unrestricted funds are as follows:

	2025 £	2024 £
Operating lease which expire:		
Within one year	3,550	6,286
Within two and five years	10,649	27,050
	14,199	33,336

BROADWAY LODGE LIMITED

England & Wales - Charity number 269167

Accounts

Broadway Lodge Limited

(A Charitable Company Limited by Guarantee)

Annual Report and Financial Statements

For the Year Ended 31 March 2024

Company Number: 01201899
Charity Registered in England and Wales Number: 269167

	Page
Contents	1
Reference and Administrative Details	2
Trustee Directors' Report	3 – 10
Statement of Trustees' Responsibilities	11
Independent Auditors' Report	12 – 15
Statement of Financial Activities	16
Balance Sheet	17
Statement of Cashflows	18
Notes to the Financial Statements	19 – 30

Trustees and Directors	A S Lyttelton (Chair) C Cole Rev P Davis C Hall-Tomkin A Hyde C Jelf Dr P Seviour C Sparks
Chief Executive	J Aizlewood
Senior Management Team	L Ali J Pickles M Trew G Volans
Principal Office and Registered Office	Broadway Lodge 37 Totterdown Lane Weston Super Mare Somerset BS24 9NN
Bankers	Lloyds Bank PLC 120 Lewisham High Street London SE13 6JG
Solicitors	Foot Anstey The Quad Blackbrook Park Avenue Blackbrook Business Park Taunton Somerset TA1 2PX
Auditors	Albert Goodman LLP Goodwood House Blackbrook Park Avenue Taunton Somerset TA1 2PX

The Trustees, who are also directors for the purposes of the Companies Act, present their report and the financial statements of the charity for the year ended 31st March 2024.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's Memorandum and Articles of Association, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1st January 2015) – (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and are in accordance with the Companies Act 2006. The charity is variously referred to throughout this report as either "the charity", "the company" or "the charitable company".

Reference and Administration Details

Charity number: 269167
Company number: 1201899
Registered address: Broadway Lodge, 37 Totterdown Lane, Weston-super-Mare. BS24 9NN

Structure, Governance and Management

Governing Document

The organisation is a charitable company limited by guarantee, incorporated on the 27th February 1975, although Broadway Lodge started its work with addiction in 1974.The company was established under a Memorandum of Association, which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up members are required to contribute an amount not exceeding £1.

The following trustees who are also directors for the purposes of company law, served during the year:

C Cole:	University Lecturer/Strategy & Innovation Consultant	
P Davis:	Supernumerary Minister	
P Gay:	Property Investor and Farmer	(Resigned 9th June 2023)
C Hall-Tomkin	Property Investor and Business Consultant	
A Hyde	Hospital Director	(Appointed 13th May 2024)
C Jelf:	Insurance Broker	
S Lyttelton	Music Curator and Consultant	(Chair of Trustees)
P Seviour:	Retired GP	
C Sparks:	Retired Nurse	

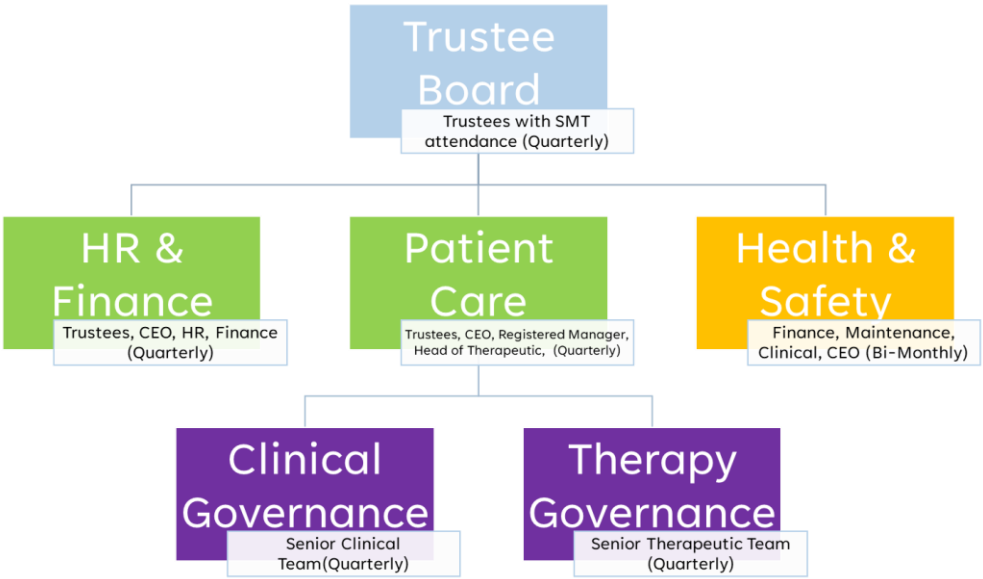
Organisational structure

The full Board of Trustees meets a minimum of 4 times a year and is responsible for the strategic direction and policy of the charity. These meetings are also augmented by actual and virtual interim board meetings to support the decision-making process as and when the need arises.

Day to day responsibility rests with the Chief Executive and the Senior Management Team (SMT). The Chief Executive has delegated responsibility from the Board of Trustees to ensure that the charity delivers the services described in the objectives and activities and complies with all applicable statutory requirements.

Various Committees meet bi-monthly or quarterly with attendance from the Board of Trustees, members of the SMT and representatives from across the organisation. The Committees oversee clinical governance, policies and procedures, health and safety, compliance with applicable statutory requirements and risk assessments. they also ensure through cross-organisation representation that all requirements of the CQC are met.

Our Committee structure is:



Method of Appointment or Election of Trustees

The management of the charity is the responsibility of the Board of Trustees who are elected and co-opted under the terms of the Articles of Association.

Policies for the Introduction and Training of Trustees

New Trustees are provided with an induction programme upon joining the charity.

Arrangements for Setting Pay and Remuneration of the Charity's Key Management personnel

The Board sets the remuneration package for the Chief Executive based on a package commensurate with the industry norm.

The Chief Executive sets the pay level, with ratification of the Board, of all other members of the SMT.

The Chief Executive sets the pay level of all other staff excepting the above.

Relationships Between Broadway Lodge and Related Parties

Broadway Lodge is not affiliated with any umbrella groups nor does it have any subsidiaries. It occasionally joins other organisations in partnership to bid for contracts in which case a memorandum of understanding underpins the arrangement and a contract delineates the particulars of the partnership if the bid is successful. Broadway Lodge is a member of the Choices Group that is made up of likeminded, independent addiction and rehabilitation entities.

Objectives and Activities

The charity's objective and principal activity is the treatment of addiction and associated harms of individuals and their families, focusing on the 12-step philosophy. The trustees ensure that at all times and in all areas, policies are in place to enable the charity to fulfil its objectives.

The charity updated its Vison and Mission this year and this is:

The charity offers an extensive range of flexible treatment and rehabilitation services including detoxification, residential rehabilitation, supported housing and community services. Associated activities including education, training and consultancy is available to schools, colleges, the public sector and corporate organisations. There is also collaborative working with other treatment providers in order to raise awareness of addiction, treatment options and programmes.

How our Activities Deliver Public Benefit

The charity's treatment programmes continue to provide the opportunity for individuals to become abstinent from their addiction and go on to lead fulfilling lives, many engaging in further education and employment.

Broadway Lodge continues to receive enquiries from individuals, families and health care professionals trying to obtain charitable assistance. The organisation endeavours to provide as much charitable assistance as is feasibly possible, and it is the aim of the charity to significantly increase this offering in the future. It is envisaged that the increased self-paying and corporate markets will help Broadway Lodge to achieve this.

Broadway Lodge has also reinstated education to trainees through placements with the Charity. Mental Health Nurses, Social Workers, Police Officers and Counsellors are able to develop their knowledge of addiction and substance misuse as part of their vocational training.

Financial Review

Result for the Year

Broadway Lodge continues to recover from the effects of the pandemic and as a consequence the Net Income to 31st March 2024 was £145,001 (Net Income to 31st March 2023 was £39,712).

Longer term debt decreased in the year from £383,994 to £330,140 as Broadway Lodge continues to repay the Coronavirus Business Interruption Loan used to complete a refurbishment of the facilities on offer to the clients. The charity entered into a loan agreement with Triodos Bank plc for £450,000 for this refurbishment project.

The balance sheet remains strong as at 31st March 2024 and total charity funds were £2,501,318.

Cash reserves in the year increased by £109,576, reflecting the Net Income in the year. The opening balance of £228,162 increased to £337,738 by 31st March 2024.

Reserves Policy

The charity's reserve policy is to hold two months' worth of unrestricted activities in liquid funds. This would equate to approximately £400k. The trustees are committed to growing the cash reserves of the charity and this year formulated a cash recovery plan that is regularly tracked and reviewed and was felt necessary following the impact of the pandemic and the refurbishment project.

Principal Funding Sources

The charity's principal funding source is from the provision of detoxification and residential rehabilitation to clients referred by local authorities, NHS bodies, insurance companies and private individuals. The funding allows the provision of a robust medically managed detoxification and therapeutic residential programme. 2023/24 has seen a focus on fundraising so as to add an additional funding source which is delivering sums that are both restricted and unrestricted.

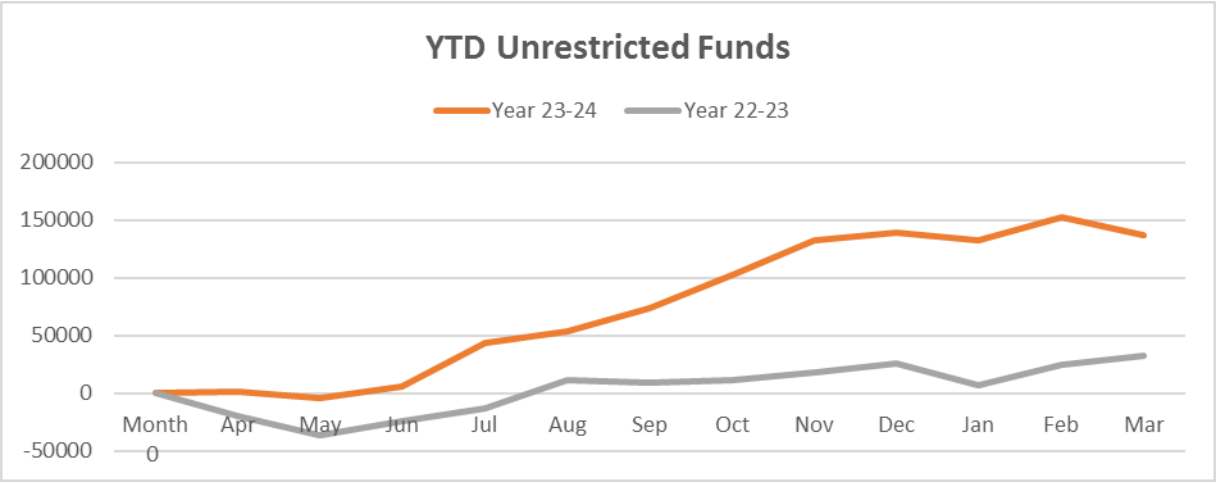
Investment Policy and Objectives

Although the charity has the option to hold funds not required for the day to day running on short term deposits with the bankers, due to the reduction of the reserves following the recent pandemic it is prudent to have instant access to surplus cash at all times for the foreseeable future and not hold funds on deposit.

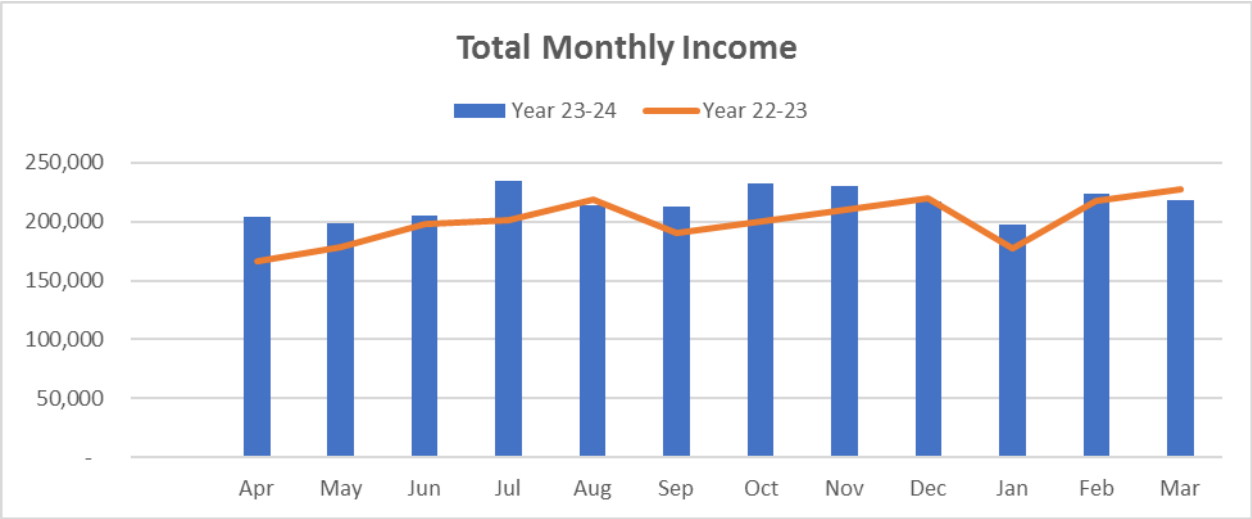
Fundraising Policy

Fundraising activities are conducted in accordance with the Code of Fundraising Practice issued by the Fundraising Regulator. The charity's principal means of fundraising is through donations, mainly from former patients and their families and grant applications provided by supporting Trusts. Donations and grant applications have historically represented a very small amount of income, however with the focus on this income stream in the last 12 months the charity is seeing this becoming an important income stream that it will continue to grow in the coming years.

Achievements and Performance



Broadway Lodge Ltd saw a significant increase in the surplus in Unrestricted Funds during the financial year to 31st March 2024 when compared to the previous year. The surplus in Unrestricted funds increased by 427% in the year. The main driver for this was a consistent increase in monthly income for the charity throughout the year resulting in a 7% increase overall, whilst costs only increased by 3% despite high inflation rates during the year. As a not for profit organisation, Broadway Lodge operates with very fine margins and this is highlighted by the percentage increase in Unrestricted funds compared to the increase in income, even a small increase in income can make a marked difference in the charity's ability to create a surplus.



Broadway Lodge provided 11,726 occupied bed nights of residential treatment in the year to 31st March 2024 compared to 10,702 occupied bed nights in the previous year, a 10% increase year on year. Within these figures, local authority funded occupied bed nights increased by 5% whilst privately funded occupied bed nights increased by 35%.

Residential treatment continues to be the primary income for the charity, representing 86% of all income in the graph above. As noted in the trustee report last year Broadway Lodge renewed the contract with North Somerset for the South West Northern Consortium providing detoxification to clients from Bristol, South Gloucestershire, BANES, Gloucestershire, Swindon, Somerset and North Somerset.

Broadway Lodge also continues to provide services funded by the UK Shared Prosperity Fund funded by the Government Department of Levelling Up Housing and Communities. As well as providing Aftercare and access to support for those recovering from addiction, there is now an additional day for 'Wellbeing' open to clients that are unemployed, recovering from addiction, domestic abuse, trauma, or mental issues who want to move forward. Broadway Lodge provide women-only and mixed gender sessions to support participants to build confidence, improve self-esteem, connect with others, learn about self-care and move forward. Holistic therapies are also available to clients that attend the Wellbeing sessions.

Whilst costs in the year were not significantly higher than the previous year, Broadway Lodge is mindful that the Cost of Living crisis and higher inflation rates are still a factor for the charity and the staff that work within the organisation. Broadway Lodge is accredited with the Living Wage Foundation and does not pay any member of staff below the Real Living Wage. Broadway Lodge has to ensure the charity staff levels continue to be comprehensive enough to treat clients that are being referred into treatment with ever increasing complex medical and mental health needs, as a consequence staffing costs are expected to significantly increase in the coming year compared to the previous year, this is likely to be around 14% more.

However, our waiting list for treatment remains strong, our financial position thus far is looking positive and as outlined below our intention is to increase bed capacity to assist with covering many of the charity's fixed costs.

Future Developments

Strengthening the Charity

Broadway Lodge continues to review and consider its business model, the focus on fundraising is beginning to pay dividends with more raised this financial year than in prior years and then even more already raised in the new financial year. We are extremely grateful to all the individuals, grant funders, businesses, and charitable organisations who have and are supporting us and the work we do.

We will be increasing our bed capacity by 10 per cent in our rehabilitation facility, with 50% of the cost raised through our fundraising activities, this will in turn improve our financial position, give us more to reinvest in the charity and its work as well as build our reserves and so bursary position. Our bursary beds are an important aspect of what we can do as a charitable organisation and are a part of how we can give back.

We have been growing our profile, within the sector, joining and participating in forums and groups to steer and drive recommendations to government and the such like, but also with local services and businesses. We are an active member of Choices group as a result, have regular visits from the likes of the Hepatitis C trust and Alright my Liver to help clients with diagnoses and treatment pathways and plans for some of the significant health impacts of addiction. We are engaging and presenting to local groups like Social Workers to dispel myths and help with people's understanding of addiction and what support and help we may provide. Our engagement with local businesses is growing the reach of Broadway Lodge and we are really fortunate to have been chosen by Partner& South West as their charity of the year, we are already benefitting from their support.

50th Anniversary

2024 is the year we celebrate 50 years of providing the support and care that we are renowned for. Much has changed over the 50 years and although we follow the 12 step model, we do so in a very 21st Century way with a compassionate approach that understands addiction and treatment. We are proud of how we have and continue to evolve what we do so as to be relevant and successful for our clients.

We have a number of events taking place throughout the year, a Golf Day to raise awareness and funds, and our biggest reunion that culminates in a dinner at the Winter Gardens in Weston-super-Mare following time at Broadway Lodge for any ex-clients. There are also a number of fundraising events taking place that individuals have organised all with the goal of delivering £50,000 for 50 years of Broadway Lodge.

50 years of Broadway Lodge has meant that many tens of thousands of people have been positively impacted by the work the team deliver here, covering clients themselves, but also their families, friends, colleagues and the communities they live in.

Risk Management

The Board of Trustees has identified that at present the highest risks for Broadway Lodge are as follows:

R1 Potential reduction in the number of referrals due to austerity measures in Local Authority budgets

R2 Physical and mental health complexity of clients being referred into treatment and the increasing costs of providing professionally qualified staff to facilitate care for clients with complex needs

R3 National supply chain issues of certain medications

To mitigate these risks the following actions have been planned or have already been put in place:

- Diversification of target patients base beyond statutory and existing referral sources.
- Robust marketing is in place to attract both private and corporate clients
- Targeted fund raising
- Through increased staff training we will be able to diversify our activities further – such as holistic treatments, family support, consultancy provision, provision of sub-contracted services, educational and training services
- Sound and prudent financial management
- Robust admission processes and protocols to ensure clients are fully assessed for suitability prior to admission by professionally qualified staff
- Robust team handovers multiple times a day to ensure any client issues are discussed and evaluated
- Multi-disciplinary team meetings to ensure all clients are reviewed and any issues are known and captured by the relevant teams
- Review of required medication for each client during the assessment process

Small company provision

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

Signed by order of the trustees on 11 November 2024.

A S Lyttelton
Chair and Trustee

The trustees (who are also directors of Broadway Lodge Limited for the purposes of company law) are responsible for preparing the Trustee Directors' Annual Report, Strategic Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (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 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 then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards 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 adequate accounting records that 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.

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.

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

Approved by the trustees on 11 November 2024 and signed on their behalf by:

A S Lyttelton
Chair and Trustee

Opinion

We have audited the financial statements of Broadway Lodge Limited (the 'charitable company') for the year ended 31 March 2024 which comprise the Statement of Financial Activities including the Income and Expenditure Account, 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 Generally Accepted Accounting Practice, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (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 March 2024 and of its incoming resources and application of resources 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 Auditor's 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.

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from the original financial statements were authorised for use.

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Trustee Directors' Report, other than the financial statements and our auditor's report 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 there is a material misstatement in the financial statements or a material misstatement of the other information. 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.

Opinion 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 Trustee Directors' Report, which includes the Directors' Report prepared for the purposes of company law for the financial year for which the financial statements are prepared is consistent with the financial statements; and

- the Directors' Report included within the Trustee Directors' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of our 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 Directors' Report included within the Trustee Directors' Report.

We have nothing to report in respect of the following matters in relation to which 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;

- we have not received all the information and explanations we require for our audit; or

- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the Trustee Directors' Report and from the requirement to prepare a Strategic Report.

Responsibilities of trustees
As explained more fully in the Statement of Trustees Responsibilities set out on page 11, 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.

Auditor's 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 an auditor's report 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

The extent to which the audit was considered capable of detecting irregularities including fraud

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 management, and from our commercial knowledge and experience of the social 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 charitable company, including the Companies Act 2006, Charites Act 2011, CQC registration and data protection, anti-bribery, employment, protection of vulnerable residents and health and safety legislation;

- 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 charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and

- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

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;

- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and

- 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; and
- reviewing correspondence with the CQC and other relevant regulators.

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 trustees 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 auditor's report.

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 and trustees those matters we are required to state to them in an auditor's 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 and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Robert Oram BFP FCA
Senior Statutory Auditor
for and on behalf of
Albert Goodman LLP
Chartered Accountants
Statutory Auditor

Goodwood House
Blackbrook Park Avenue
Taunton
Somerset
TA1 2PX

11 November 2024.

Broadway Lodge Limited
Statement of Financial Activities (including an Income and Expenditure Account)
For the Year Ended 31 March 2024

	Notes	Unres-tricted £	Res-tricted £	Total 2024 £	Unres-tricted £	Res-tricted £	Total 2023 £
Income:							
Grants, donations and legacies	2	13,878	42,500	56,378	151,209	7,000	158,209
Charitable activities	4	2,306,435	239,328	2,545,763	2,031,733	236,087	2,267,820
Exchange gain		-	-	-	125	-	125
Total income		2,320,313	281,828	2,602,141	2,183,067	243,087	2,426,154
Expenditure:							
Raising funds	5	1,015	-	1,015	645	-	645
Interest paid		38,774	-	38,774	30,664	-	30,664
Charitable activities	6	2,143,755	273,596	2,417,351	2,126,716	228,417	2,355,133
Total expenditure		2,183,544	273,596	2,457,140	2,158,025	228,417	2,386,442
Net income/ (expenditure)for the year		136,769	8,232	145,001	25,042	14,670	39,712
Transfers between funds	17	-	-	-	7,000	(7,000)	-
Net movement in funds for the year		136,769	8,232	145,001	32,042	7,670	39,712
Reconciliation of funds							
Total funds brought forward		2,348,647	7,670	2,356,317	2,316,605	-	2,316,605
Total funds carried forward		2,485,416	15,902	2,501,318	2,348,647	7,670	2,356,317

The results for the year derive from continuing activities and there are no gains or losses other than those shown above.

The statement of financial activities incorporates the income and expenditure account.

Broadway Lodge Limited – Company Registration Number: 01201899
Balance Sheet
As at 31 March 2024

	Notes	2024 £	2024 £	2023 £	2023 £
Fixed assets					
Tangible fixed assets	8		2,669,175		2,641,623
			2,669,175		2,641,623
Current assets					
Debtors	9	157,180		144,966	
Cash at bank and in hand		337,738		228,162	
		494,918		373,128	
Liabilities:					
Creditors falling due within one year	11	(332,635)		(274,440)	
Net current assets			162,283		98,688
Total assets less current liabilities			2,831,458		2,740,311
Creditors					
Amounts falling due in more than one year	13		(330,140)		(383,994)
Total net assets			2,501,318		2,356,317
The funds of the charity:					
Restricted funds	15		15,902		7,670
Unrestricted funds	15		2,128,582		1,991,813
Revaluation reserve			356,834		356,834
Total charity funds			2,501,318		2,356,317

Approved by the Board for issue on 11 November 2024 and signed on its behalf by:

A S Lyttelton
Chair and Trustee

C Hall-Tomkin
Trustee

Broadway Lodge Limited
Statement of Cashflows
For the Year Ended 31 March 2024

	Notes	Total 2024 £	Total 2023 £
Cash flows from operating activities			
Net movements in funds for the year		145,001	39,712
Adjustments to cash flows from non-cash items			
Depreciation and amortisation	8	24,176	24,823
Interest paid		38,774	30,664
		207,951	94,554
Working capital adjustments			
(Increase)/decrease in debtors	9	(12,214)	21,948
Increase/(decrease) in creditors	10	66,222	15,476
Net cash flow from operations		261,959	131,978
Cash flows from investing activities			
Purchase of fixed assets		(51,729)	(17,951)
		(51,729)	(17,306)
Cash flows from financing activities			
Interest paid		(38,774)	(30,664)
Advances of new long term loans		-	-
Repayments of existing long term loans		(61,880)	(61,237)
		(100,654)	(91,901)
Net increase/(decrease) in cash and cash equivalents		109,576	22,771
Cash and cash equivalents at the beginning of the reporting period		228,162	205,391
Cash and cash equivalents at the end of the reporting period		337,738	228,162

1 Accounting policies

The principal accounting policies adopted in the preparation of the financial statements are:

1.1 Basis of accounting

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) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Broadway Lodge Limited 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 note(s). All amounts are presented in £ sterling.

1.2 Going concern

The charity has sufficient reserves to cover the reduced income as service levels caused by the pandemic with income moving back up to pre pandemic levels. The trustees therefore consider that it is appropriate to prepare the accounts on a going concern basis.

1.3 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

1.4 Income

Income from donations is recognised in the year in which they are receivable when there is evidence of entitlement, receipt is probable and the amount can be reliably measured.

For legacies, entitlement is taken as the earlier of the date on either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Income from grants, where 'capital' or 'revenue', is recognised when the charity has entitlement to the funds, any 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 and is not deferred. Where no conditions are attached to grant income they are recognised within donations and gifts and where conditions relating to performance of services are attached, grant income is recognised within charitable activities in the Statement of Financial Activities.

Income from charitable activities is included in the period in which the charity is entitled to receipt, it is probable that economic benefits will flow to the entity and the amount can be reliably measured. Where income is received in advance of provision of detoxification and residential services, income is deferred until the criteria for income recognition is met. Where income has not been received and detoxification and residential services have been provided, income is accrued.

1 Accounting policies (cont'd)

1.5 Interest received

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of interest paid or payable by the bank.

1.6 Expenditure and support costs

Expenditure is recognised on an accruals basis to match the period in which the expenditure was incurred. The charity's significant activity is detoxification and residential services and all support costs are attributable to this activity.

1.7 Pension costs

The charitable company operates a defined contribution pension scheme. Contributions payable to the scheme are charged to the Statement of Financial Activities in the period to which they relate.

1.8 Operating leases

The charity classifies the lease of property and office equipment as operating leases as title remains with the lessor. Rentals are charged on the straight line basis over the term of the lease through the profit and loss account.

1.9 Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Restricted funds are donations or grants which the donor has specified are to be solely used for particular areas of the charity.

1.10 Tangible assets

Depreciation is calculated to write off the cost or valuation of fixed assets less residual value over their estimated useful lives at the following rates:-

Freehold land	- Nil
Freehold property	- 2% straight line less residual value
Fixtures, fittings and equipment	- 20% straight line
Motor vehicles	- 20% straight line

Fixed assets are valued at cost less depreciation. Freehold property residual value has been considered by the trustee directors' to equate to the freehold property cost. No depreciation is charged on the freehold property.

The part of the annual depreciation charge on revalued assets which relates to the revaluation surplus is transferred from the revaluation reserve to the profit and loss account.

1.11 Debtors

Trade and accrued income are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

1.12 Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1 Accounting policies (cont'd)

1.13 **Creditors**

Creditors 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 are normally recognised at their settlement amount after allowing for any trade discounts due.

1.14 **Deferred income**

Deferred income comprises income received in advance specifically for the provision of detoxification and residential services. Deferred income is recognised within income in the Statement of Financial Activities when the conditions for income from charitable activities recognition are met.

1.15 **Financial instruments**

The charity only holds basic financial instruments as defined in FRS 102. The financial assets and financial liabilities of the charity and their measurement basis are as follows:

Financial assets – trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost. Prepayments are not financial instruments.

Cash at bank – is classified as a basic financial instrument and is measured at face value.

Financial liabilities – trade creditors, accruals and other creditors are financial instruments, and are measured at amortised cost. Taxation and social security are not included in the financial instruments disclosure definition. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is an obligation to deliver services rather than cash or another financial instrument.

1.16 **Taxation**

The company is a registered charity and is therefore not liable to corporation tax or capital gains tax to the extent that its income and gains are applicable to charitable purposes only. Value added taxation is not recoverable by the company, and is therefore included in the relevant costs in the Statement of Financial Activities.

2 Grants, donations and legacies

	Unrestricted funds £	Restricted funds £	2024 Total £	Unrestricted funds £	Restricted funds £	2023 Total £
Donations and legacies	8,076	12,500	20,576	3,371	7,000	10,371
Grants	5,802	30,000	35,802	147,838	-	147,838
	13,878	42,500	56,378	151,209	7,000	158,209

3 Income from charitable activities

	Unrestricted funds £	Restricted funds £	2024 Total £	Unrestricted funds £	Restricted funds £	2023 Total £
Detoxification and residential services	2,303,310	239,328	2,542,638	2,014,519	236,087	2,250,606
Sundry income	3,125	-	3,125	17,214	-	17,214
	2,306,435	239,328	2,545,763	2,031,733	236,087	2,267,820

4 Expenditure from charitable activities

	Unrestricted £	Restricted £	2024 Total £	Unrestricted £	Restricted £	2023 Total £
Staff costs	1,602,326	273,596	1,875,922	1,653,918	228,417	1,882,335
Household and maintenance	283,004	-	283,004	212,290	-	212,290
Medical consumables	16,894	-	16,894	20,338	-	20,338
Patient and programme	21,084	-	21,084	29,031	-	29,031
Administration costs	20,073	-	20,073	17,431	-	17,431
Marketing costs	22,484	-	22,484	13,915	-	13,915
Legal and professional	142,738	-	142,738	142,353	-	142,353
Bad debts	290	-	290	37	-	37
Depreciation and amortisation	24,176	-	24,176	24,823	-	24,823
Finance charges	3,666	-	3,666	5,740	-	5,740
Audit fee	7,020	-	7,020	6,840	-	6,840
Accountancy	-	-	-	-	-	-
	2,143,755	273,596	2,417,351	2,126,716	228,417	2,355,133

5 Wages and salaries

	2024	2023
	£	£
Wages and salaries	1,561,813	1,560,161
Social security costs	132,765	136,116
Other pension costs	94,449	93,822
Other staff costs	86,895	92,236
	1,875,922	1,882,335

The number of employees whose annual emoluments were £60,000 or more were:

	2024	2023
	number	number
£80,000 - £89,999	1	1

Number of employees

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

	2024	2023
Doctors	1	1
Nurses and Healthcare assistants	36	32
Counsellors	10	10
Administration	13	15
Domestic and catering	10	10
	70	68

The key management personnel of the charity comprise the trustees, the Chief Executive Officer and the Senior Management Team (SMT). The total employee benefits of the key management personnel of the charity were £329,005 (2023: £326,332). An employee joined the SMT during the year.

6 Trustee directors

The charity trustees were not paid and did not receive any other benefits as trustees of the charity in the year (2023: £nil). No expenses were reimbursed to trustees (2023: £Nil) during the year. No charity trustee received payment for professional or other services supplied to the charity (2023: £nil).

There were no other related party transactions in the year (2023: none).

7 Net income for the year before transfers

	2024 £	2023 £
This is stated after charging:		
Depreciation and amortisation	24,176	24,823
Operating leases	8,633	13,466
Auditors remuneration		
Audit services	6,270	6,090
Other services: accounting	750	750

8 Tangible assets

	Freehold Property £	Fixtures, Fittings and Equipment £	Motor Vehicles £	Total £
Cost				
At 1 April 2023	2,580,357	374,755	21,978	2,977,090
Additions	-	51,729	-	51,729
At 31 March 2024	2,580,357	426,483	21,978	3,028,819
Depreciation				
At 1 April 2023	-	313,489	21,978	335,467
Charge for the year	-	24,176	-	24,176
At 31 March 2024	-	337,665	21,978	359,643
Net book value				
At 31 March 2024	2,580,357	88,818	-	2,669,176
At 1 April 2023	2,580,357	61,266	-	2,641,623

The company has created a fixed legal charge over some of the properties of Broadway Lodge Limited and such assets are included within freehold property above.

8 Tangible assets (cont'd)

Historical cost of previously revalued freehold property

Cost	£
At 1 April 2023	2,223,523
At 31 March 2024	2,223,523
Depreciation	
As at 1 April 2023 at 31 March 2024	-
Net book value	
At 31 March 2024	2,223,523
At 31 March 2023	2,223,523

The freehold property was valued by professional external valuers in March 1998. The valuations were on the basis of existing or change of use excluding internal fittings, loose furnishings and loose furniture.

9 Debtors

	2024 £	2023 £
Trade debtors	132,972	97,523
Prepayments and accrued income	24,208	47,443
	157,180	144,966

10 Creditors: amounts falling due within one year

	2024 £	2023 £
Trade creditors	88,747	50,702
Accruals and deferred income	163,574	151,851
Other creditors	26,005	9,552
Bank loans	54,309	62,335
	332,635	274,440

11 Deferred income

	2024	2023
	£	£
Balance as at 1 April 2023	69,113	73,641
Amount released to income for charitable activities	(315,046)	(238,226)
Amount deferred in year	336,445	233,698
Balance at 31 March 2024	90,512	69,113

12 Creditors: amounts falling due in more than one year

	2024	2023
	£	£
Bank loans due < 5 years	384,449	446,329
Bank loans due > 5 years	-	-
	384,449	446,329
Less included in current liabilities	(54,309)	(62,335)
	330,140	383,994

Two bank loans are repayable over a 15 year term, ending in 2024 - 2025. Interest on these loans is variable at base rate + 1.75 and + 2.00%, with a minimum rate of 3.5%.

One bank loan is repayable over a 6 year term, ending January 2027. Interest on this loan is variable at base rate + 4.5%, with a minimum rate of 4.5%.

All borrowings of £384,449 at the year end (2023: £446,329) are secured by way of fixed legal charges over some of the properties of Broadway Lodge in favour of one banking institution.

13 Statement of funds – 2024

	Opening balance £	Incoming resources £	Resources expended £	Transfers £	Closing balance £
Restricted funds					
Medlock Charitable Trust	-	10,000	-	-	10,000
The Lennox Hannay Charitable Trust	-	2,000	-	-	2,000
Renishaw Charities Committee	-	500	-	-	500
UK Shared Prosperity Fund	-	30,000	(27,669)	-	2,331
Consortium	7,670	239,328	(245,927)	-	1,071
Total Restricted Funds	7,670	281,828	(273,596)	-	15,902
Unrestricted funds					
General	1,991,813	2,320,313	(2,183,544)	-	2,128,582
Revaluation reserve	356,834	-	-	-	356,834
	2,356,317	2,602,141	(2,457,140)	-	2,501,318

Statement of funds – 2023

	Opening balance £	Incoming resources £	Resources expended £	Transfers £	Closing balance £
Restricted funds					
Donations	-	7,000	-	(7,000)	-
South West Northern Consortium	-	236,087	(228,417)	-	7,670
Total Restricted Funds	-	243,087	(228,417)	(7,000)	7,670
Unrestricted funds					
General	1,959,771	2,183,067	(2,158,025)	7,000	1,991,813
Revaluation reserve	356,834	-	-	-	356,834
	2,316,605	2,426,154	(2,386,442)	-	2,356,317

13 Statement of funds (cont'd)

- General unrestricted funds are free reserves of the charity to be applied at the discretion of the trustees for any of the charitable purposes.
- Revaluation reserve relates to revaluation of the freehold property in March 1998 by an external valuer under the previously applied UK GAAP accounting standards.
- Restricted donations are primarily for use on "Project View" which will increase the capacity at Broadway Lodge.

Where transfers have been made from restricted funds, these have been made as funds have been used for the purpose intended and the remaining funds are to be used on activities to further any of the purposes of the charity.

14 Analysis of net assets between funds

	Unres-tricted funds	Res-tricted funds	2024 Total	Unres-tricted funds	Res-tricted funds	2023 Total
	£	£	£	£	£	£
Fixed assets	2,669,175	-	2,669,175	2,641,623	-	2,641,623
Current assets	479,016	15,902	494,918	365,458	7,670	373,128
Current liabilities	(332,635)	-	(332,635)	(274,440)	-	(274,440)
Creditors due after more than one year	(330,140)	-	(330,140)	(383,994)	-	(383,994)
	2,485,416	15,902	2,501,318	2,348,647	7,670	2,356,317

15 Obligations under leases

Operating leases
The total future minimum rentals payable under non-cancellable operating leases funded by unrestricted funds are as follows:

	2024	2023
Operating lease which expire:	£	£
Within one year	6,286	8,106
Within two and five years	27,050	1,911
	33,336	10,017

BROADWAY LODGE LIMITED

England & Wales - Charity number 269167

Accounts

Broadway Lodge Limited

(A Charitable Company Limited by Guarantee)

Annual Report and Financial Statements

For the Year Ended 31 March 2023

Company Number: 01201899
Charity Registered in England and Wales Number: 269167

Broadway Lodge Limited
Contents
For the Year Ended 31 March 2023

	Page
Contents	1
Reference and Administrative Details	2
Trustee Directors' Report	3 – 10
Statement of Trustees' Responsibilities	11
Independent Auditors' Report	12 – 15
Statement of Financial Activities	16
Balance Sheet	17
Statement of Cashflows	18
Notes to the Financial Statements	19 – 30

Broadway Lodge Limited
Reference and Administrative Details
For the Year Ended 31 March 2023

Trustees and Directors	A S Lyttelton (Chair) C Cole Rev P Davis C Hall-Tomkin C Jelf Dr P Seviour C Sparks
Chief Executive	J Aizlewood
Senior Management Team	L Ali J Pickles M Trew G Volans
Principal Office and Registered Office	Broadway Lodge 37 Totterdown Lane Weston Super Mare Somerset BS24 9NN
Bankers	Lloyds Bank PLC 15 Blackheath Village Kidbrooke London SE3 9LH
Solicitors	Foot Anstey The Quad Blackbrook Park Avenue Blackbrook Business Park Taunton Somerset TA1 2PX
Auditors	Albert Goodman LLP Goodwood House Blackbrook Park Avenue Taunton Somerset TA1 2PX

The Trustees, who are also directors for the purposes of the Companies Act, present their report and the financial statements of the charity for the year ended 31st March 2023.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's Memorandum and Articles of Association, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) – (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and are in accordance with the Companies Act 2006. The charity is variously referred to throughout this report as either "the charity", "the company" or "the charitable company".

Reference and Administration Details

Charity number: 269167
Company number: 01201899
Registered address: Broadway Lodge, 37 Totterdown Lane, Weston-super-Mare, BS24 9NN

Structure, Governance and Management

Governing Document
The organisation is a charitable company limited by guarantee, incorporated on the 27th February 1975, although Broadway Lodge started its work with addiction in 1974. The company was established under a Memorandum of Association, which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up members are required to contribute an amount not exceeding £1.

The following trustees who are also directors for the purposes of company law, served during the year and to date:

C Cole:	University Lecturer/Strategy & Innovation	
P Davis:	Supernumerary Minister	
R Flack:	Solicitor	(Resigned 23rd January 2023)
P Gay:	Property Investor and Farmer	(Resigned 9th June 2023)
C Hall-Tomkin	Property Investor and Business Consultant	
C Jelf:	Insurance Broker	
S Lyttelton	Music Curator and Consultant	(Chair of Trustees)
P Seviour:	Retired GP	
C Sparks:	Retired Nurse	

Organisational Structure
The full Board of Trustees meets a minimum of 6 times a year and is responsible for the strategic direction and policy of the charity. These meetings are also augmented by actual and virtual interim board meetings to support the decision-making process as and when the need arises.

Day to day responsibility rests with the Chief Executive and the Senior Management Team (SMT). The Chief Executive has delegated responsibility from the Board of Trustees to ensure that the charity delivers the services described in the objectives and activities and complies with all applicable statutory requirements.

Various Committees meet quarterly with attendance from the Board of Trustees, members of the SMT and representatives from across the organisation. The Committees oversee clinical governance, policies and procedures, health and safety, compliance with applicable statutory requirements and risk assessments. They also ensure through cross-organisation representation that all requirements of the CQC are met.

The Clinical Governance Committee meets quarterly with attendance from senior members of the clinical team and other relevant staff members. The Committee oversees the clinical management and controls of the charity.

Method of Appointment or Election of Trustees
The management of the Charity is the responsibility of the Board of Trustees who are elected and co-opted under the terms of the Articles of Association.

Policies for the Introduction and Training of Trustees
New Trustees are provided with an induction programme upon joining the Charity.

Arrangements for Setting Pay and Remuneration of the Charity's Key Management Personnel
The Board sets the remuneration package for the Chief Executive based on a package commensurate with the industry norm.

The Chief Executive sets the pay level, with ratification of the Board, of all other members of the SMT.

The Chief Executive sets the pay level of all other staff excepting the above.

Relationships Between Broadway Lodge and Related Parties
Broadway Lodge is not affiliated with any umbrella groups nor does it have any subsidiaries. It occasionally joins other organisations in partnership to bid for contracts in which case a memorandum of understanding underpins the arrangement and a contract delineates the particulars of the partnership if the bid is successful. Broadway Lodge is a member of the Choices Group that is made up of likeminded, independent addiction and rehabilitation entities.

Objectives and Activities

The charity's objective and principal activity is the treatment of addiction and associated harms of individuals and their families, focusing on the 12-step philosophy. The trustees ensure that at all times and in all areas, policies are in place to enable the charity to fulfil its objectives.

The charity's adopted mission statement is:

- To provide the highest quality of care and treatment for people suffering from addiction
- To improve the quality of life for those individuals, their families and communities

The charity offers an extensive range of flexible treatment and rehabilitation services including detoxification, residential rehabilitation, supported housing and community services. Associated activities including education, training and consultancy available to schools, colleges, the public sector and corporate organisations and collaborative working with other treatment providers in order to raise awareness of addiction, treatment options and programmes.

How our Activities Deliver Public Benefit

The charity's treatment programmes continue to provide the opportunity for individuals to become abstinent from their addiction and go on to lead fulfilling lives, many engaging in further education and employment.

Broadway Lodge continues to receive enquiries from individuals, families and health care professionals trying to obtain charitable assistance. The organisation endeavours to provide as much charitable assistance as is feasibly possible, and it is the aim of the charity to significantly increase this offering in the future. It is envisaged that the increased self-paying and corporate markets will help Broadway Lodge to achieve this.

Broadway Lodge has also reinstated education to trainees through placements with the Charity. Mental Health Nurses, Social Workers, Police Officers and Counsellors are able to develop their knowledge of addiction and substance misuse as part of their vocational training.

Financial Review

Result for the Year
Broadway Lodge continues to recover from the effects of the pandemic and as a consequence the Net Income to 31st March 2023 was £39,712 (Net Deficit to 31st March 2022 was £159,029).

Longer term debt decreased in the year from £446,124 to £383,994 as Broadway Lodge has now begun to repay the Coronavirus Business Interruption Loan used to complete a refurbish of the facilities on offer to the patients. The charity entered into a loan agreement with Triodos Bank plc for £450,000 for this refurbishment project last year.

The balance sheet remains strong as at 31st March 2023 and total charity funds were £2,356,317.

Cash reserves in the year increased by £22,771, reflecting the Net Income in the year. The opening balance of £205,391 increased to £228,162 by 31st March 2023.

Reserves Policy
The charity's reserve policy is to hold two months' worth of unrestricted activities in liquid funds. This would equate to approximately £380k. Current liquid funds stand at £99k which is below the level of the reserves policy due to the pandemic and the refurbishment project. The trustees are committed to growing cash reserves of the charity and are currently formulating a cash recovery plan.

Principal Funding Sources
The charity's principal funding source is from the provision of detoxification and residential rehabilitation to clients referred by local authorities, NHS bodies, insurance companies and private individuals. The funding allows the provision of a robust medically managed detoxification and therapeutic residential programme.

Investment Policy and Objectives
Although the charity has the option to hold funds not required for the day to day running on short term deposits with the bankers, due to the reduction of the reserves following the recent pandemic it is prudent to have instant access to surplus cash at all times for the foreseeable future and not hold funds on deposit.

Fundraising Policy
Fundraising activities are conducted in accordance with the Code of Fundraising Practice issued by the Fundraising Regulator. The charity's principal means of fundraising is through donations, mainly from former patients and their families and grant applications provided by supporting Trusts. Donations and grant applications currently represent a very small amount of income, it is not the primary income stream for the charity however the charity is keen to grow this income stream in the coming years.

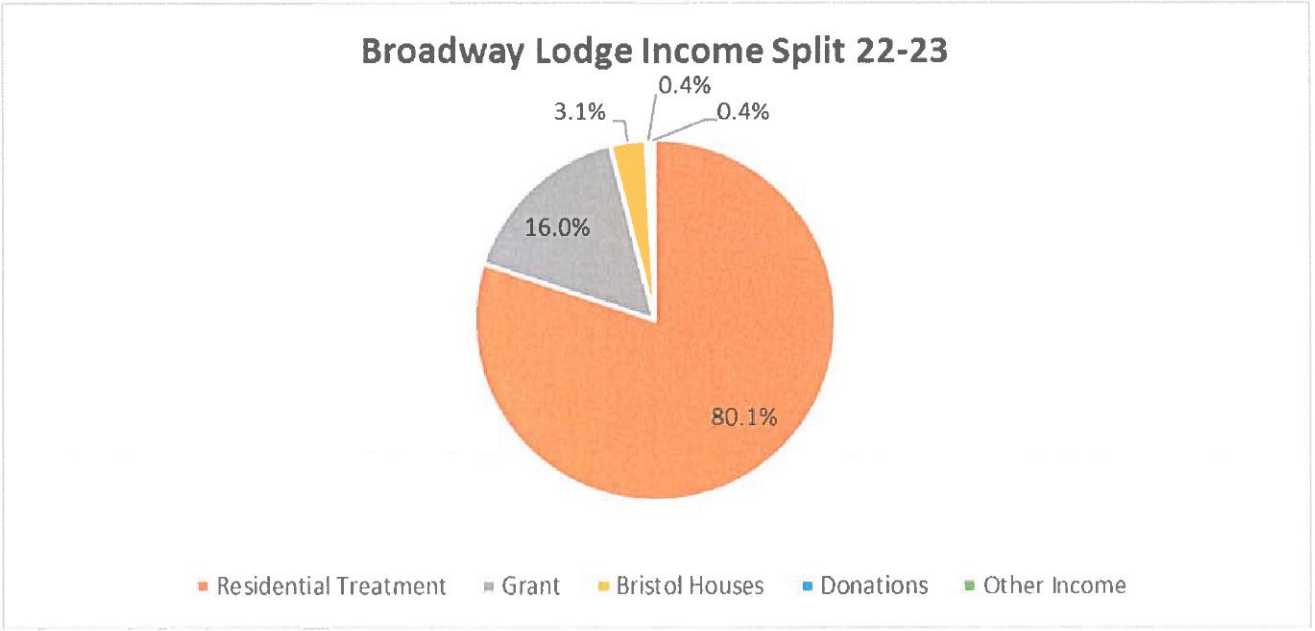
Achievements and Performance

Covid-19 Pandemic
Broadway Lodge continues to move forward and recover from the effects of the Covid-19 pandemic.

The Gordon Beard Unit was initially set up as a quarantine facility to admit patients into treatment. This unit allowed us to protect the patients already in treatment in the main house and minimised disruption due to Covid-19.

For patients admitted for a shorter duration of treatment, predominantly for detoxification only, this unit has remained the main medical facility, although medical staff are also on duty in the main house. The unit continues to aid flexibility with patient numbers and bed capacity in both units and assist with the added complexities of patient's needs.

Broadway Lodge Income



Broadway Lodge's income is primarily driven by residential care for detoxification and rehabilitation. Both private patients and those referred by local authorities. Over 80% of all income last year was attributed to this type of care. 217 patients were in residential treatment during the year for a period of between two and twenty-four weeks dependent on their needs, this excludes those mentioned below.

The grant income of 16% included the South West Northern Consortium contract. The provision of two week detoxification placements were funded by Central Government grant income and managed by North Somerset Council. Local authorities that were able to benefit from using this grant were Bristol, South Gloucestershire, BANES, Gloucestershire, Swindon, Somerset and North Somerset. These local authorities were able to place residents requiring residential detoxification treatment at Broadway Lodge at no direct cost to them. In total, 49 patients benefited from a residential detoxification via the Consortium during the financial year.

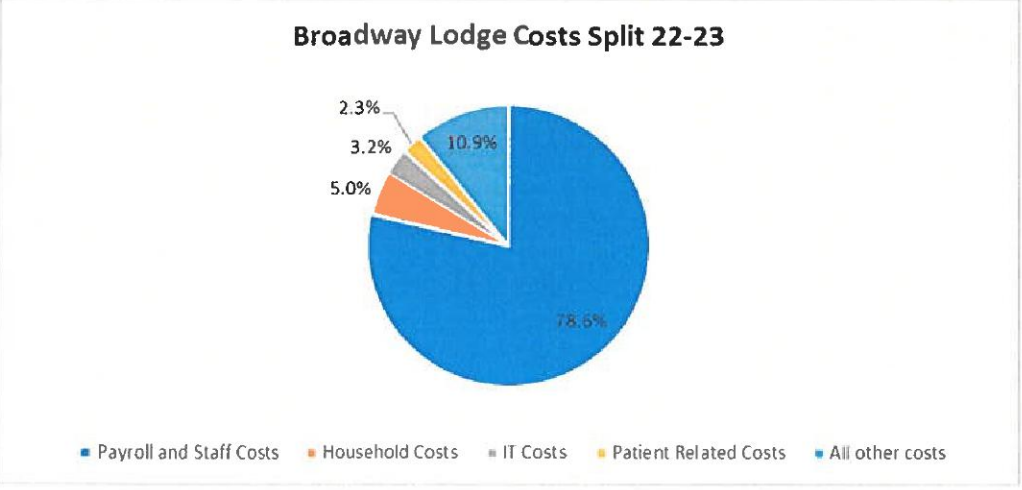
Broadway Lodge is pleased to announce that the South West Northern Consortium contract has been renewed for the financial year to the end of March 2024, with funding slightly increased from last year to £237,500.

Also included within the grant income of 16% was the West of England Works project funded by the National Lottery Community Fund and the European Union Social Fund. This project funded a small team to help those in recovery to access targeted support into education and employment. Unfortunately this project came to end on 31st March 2023 as the funding was no longer available due to the UK leaving the European Union. Whilst Broadway Lodge will no longer benefit from this income, there will be no detrimental effect on the profitability of the organisation as the costs for this project are also no longer being incurred by the charity.

Whilst the West of England Works was an invaluable project and is sadly no longer available, Broadway Lodge is pleased to report that it is currently working directly with North Somerset Council on the UK Shared Prosperity Fund project introduced by the Government Department of Levelling Up Housing and Communities. Similar to the fund above, but on a much smaller scale, it invests in people and skills with the ultimate aim of increasing life chances.

The charity owns two properties in Bristol. These houses are used for supported placements where a maximum of 8 patients reside independently and attend education or are working towards full time employment. The residents benefit from peer support and additional guidance from a dedicated member of our counselling team who provides group aftercare and the opportunity to access one to one support. They are also supported on a practical level by staff based at Broadway Lodge.

<u>Broadway Lodge Costs</u>



Staff costs remain our highest cost and represented 79% of the total costs incurred by Broadway Lodge to provide its charitable activities during this financial year. Staff related costs are predominantly made up of payroll, consultancy, welfare, recruitment, training and staff supervision. Also included as a one-off cost this financial year was the cost of the redundancy payments to staff employed within the team providing the West of England Works project that concluded on 31st March 2023.

Household costs such as utilities, food and consumables represented only 5% of overall costs. Broadway Lodge was incredibly fortunate to benefit from negotiated fixed gas and electricity contracts during the year and the costs of these were kept to a minimum. The electricity contract has since been renewed, but the gas contract remains fixed until June 2025.

Patient related costs include activities, medical consumables, equipment and patient welfare and travel costs.

Volunteers

Broadway Lodge welcomed a new team of volunteers this year. They have been invaluable in supporting clients and staff alike. Our volunteers have previously been in treatment at Broadway Lodge and work within our treatment team to provide transportation when needed for appointments, run additional errands and provide general support. They provide first-hand guidance and advice to our clients as they can directly relate to the treatment process and outcomes.

Future Developments

Strengthening the Charity

Broadway Lodge has undergone a full review of its business model and its facilities and is looking to strengthen its financial position and so its ability to treat and support more individuals from all walks of life with addiction, transforming their lives and also the many lives that their addiction impacts. Over the next year and there after the charity is looking to do this by a focus on fundraising and then using these funds to grow its capacity of beds, rooms, facilities, therapies, activities and approaches to treatment, all for the betterment of its clients, staff, volunteers and the overall charity.

The first phase of "strengthening the charity" is a project to increase our bed capacity by 10% by creating two additional accessible rooms that will triple our accessible room provision and increase the beds within them by two and a half times, with two of the beds being hospital beds and the remainder standard queen size beds. We will be building a fully accessible wet room and toilet giving wheelchair access, as well as a standard toilet and shower room.

The rooms will be located on the ground floor which is level and wheelchair accessible. The dining room, sitting room, main hall, medical and counselling hub, along with a lift to other floors, are also located on the ground floor, enabling easy access to all aspects of treatment and house life.

While the bedrooms benefit from ground level access, the windows from the garden on this side of the house appear to be on the first floor (as the house is built on a hill). Therefore, when people pass on foot, they cannot see into the rooms from the garden. In addition to the privacy element, the rooms benefit from tall ceilings and large windows, allowing for panoramic views that stretch across Weston-super-Mare and even to the Bristol Channel with Cardiff in the distance.

Covid-19

We are enjoying being able to be fully operational again as we operate in a post pandemic world. The impact of Covid on the charity is still apparent, but with all that we have been doing since year end we are beginning to see the results of various initiatives that the team have worked up and are now implementing, and after the first 4 months of the year the charity is running at a small surplus.

2024 Celebrating 50 years of Broadway Lodge
2024 is the 50th anniversary of Broadway Lodge, something that we are very proud of. The anniversary also gives us the opportunity to celebrate, reconnect and grow our public awareness as well as fundraise to ensure we are still doing the great work we do in 50 years' time.

We are working on an exciting programme of events that we will be publicizing as we go through 2024.

It has also meant that we have reflected on how many people have benefitted from all the work Broadway Lodge has done in those 50 years, with over 17,000 people helped in that time period, and over 100,000 people positively impacted by our work when you include an individuals, family, friends, and general community.

Risk Management

The Board of Trustees has identified that at present the highest risks for Broadway Lodge are as follows:

R1 If Broadway Lodge has to cease new admissions into treatment due to an epidemic or pandemic.

R2 Potential reduction in the number of referrals due to austerity measures in Local Authority budgets, particularly in light of the government expenditure on the pandemic.

R3 Reduced income arising as a result of R1 and R2 above which may significantly impact the profitability of the Charity.

To mitigate these risks the following actions have been planned or have already been put in place:

- If there is a need to close Broadway Lodge to new admissions owing to infection control measures, the closure should only be temporary. The charity possesses sufficient cash reserves to support the charity if required for this short period of time. Separate premises are also in use to be able to quarantine new admissions should the need arise
- Diversification of target patients base beyond statutory and existing referral sources following the refurbishment. Robust marketing is in place to attract both private and corporate clients
- Targeted fund raising
- More investment in staff training and a planned increase in marketing spend
- Through increased staff training we will be able to diversify our activities further – such as holistic treatments, family support, consultancy provision, provision of sub-contracted services, educational and training services.
- Continuing sound and prudent financial management.

Small company provision
The report has been prepared in accordance with the special provisions relating to companies subject to the small companies regime within Part 15 of the Companies Act 2006.

Signed by order of the trustees on 11th September 2023

A S Lyttelton
Chair and Trustee

Broadway Lodge Limited
Statement of Trustees' Responsibilities
For the Year Ended 31 March 2023

The trustees (who are also directors of Broadway Lodge Limited for the purposes of company law) are responsible for preparing the Trustee Directors' Annual Report, Strategic Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (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 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 then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards 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 adequate accounting records that 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.

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.

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

Approved by the trustees on 11th September 2023 and signed on their behalf by:

A S Lyttelton
Chair and Trustee

Opinion
We have audited the financial statements of Broadway Lodge Limited (the 'charitable company') for the year ended 31 March 2023 which comprise the Statement of Financial Activities including the Income and Expenditure Account, 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 Generally Accepted Accounting Practice, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (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 March 2023 and of its incoming resources and application of resources 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 Auditor's 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.

Conclusions relating to going concern
In auditing the financial statements, we have concluded that the trustee's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from the original financial statements were authorised for use.

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

Other information
The trustees are responsible for the other information. The other information comprises the information included in the Trustee Directors' Report, other than the financial statements and our auditor's report 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 there is a material misstatement in the financial statements or a material misstatement of the other information. 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.

Opinion 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 Trustee Directors' Report, which includes the Directors' Report prepared for the purposes of company law for the financial year for which the financial statements are prepared is consistent with the financial statements; and

- the Directors' Report included within the Trustee Directors' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of our 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 Directors' Report included within the Trustee Directors' Report.

We have nothing to report in respect of the following matters in relation to which 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;

- we have not received all the information and explanations we require for our audit; or

- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the Trustee Directors' Report and from the requirement to prepare a Strategic Report.

Responsibilities of trustees
As explained more fully in the Statement of Trustees Responsibilities set out on page 10, 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.

Auditor's 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 an auditor's report 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

The extent to which the audit was considered capable of detecting irregularities including fraud
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 management, and from our commercial knowledge and experience of the social 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 charitable company, including the Companies Act 2006, Charites Act 2011, CQC registration and data protection, anti-bribery, employment, protection of vulnerable residents and health and safety legislation;

- 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 charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and

- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

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;

- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and

- 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; and
- reviewing correspondence with the CQC and other relevant regulators.

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 trustees 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 auditor's report.

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 and trustees those matters we are required to state to them in an auditor's 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 and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Albert Goodman LLP

Robert Oram BFP FCA
Senior Statutory Auditor
for and on behalf of
Albert Goodman LLP
Chartered Accountants
Statutory Auditor

15/9/23

Goodwood House
Blackbrook Park Avenue
Taunton
Somerset
TA1 2PX

Broadway Lodge Limited
Statement of Financial Activities (including an Income and Expenditure Account)
For the Year Ended 31 March 2023

	Notes	Unres-tricted £	Res-tricted £	Total 2023 £	Unres-tricted £	Res-tricted £	Total 2022 £
Income:							
Grants, donations and legacies	2	151,209	7,000	158,209	147,985	74,122	222,107
Charitable activities	3	2,031,733	236,087	2,267,820	1,691,254	-	1,691,254
Exchange gain		125	-	125			
Total income		2,183,067	243,087	2,426,154	1,839,239	74,122	1,913,361
Expenditure:							
Raising funds	4	645	-	645	-	-	-
Interest paid		30,664	-	30,664	6,412	-	6,412
Charitable activities	5	2,126,716	228,417	2,355,133	1,991,856	74,122	2,065,978
Total expenditure		2,158,025	228,417	2,386,442	1,998,268	74,122	2,072,390
Net income/ (expenditure)for the year		25,042	14,670	39,712	(159,029)	-	(159,029)
Transfers between funds	14	7,000	(7,000)	-	-	-	-
Net movement in funds for the year		32,042	7,670	39,712	(159,029)	-	(159,029)
Reconciliation of funds							
Total funds brought forward		2,316,605	-	2,316,605	2,475,634	-	2,475,634
Total funds carried forward		2,348,647	7,670	2,356,317	2,316,605	-	2,316,605

The results for the year derive from continuing activities and there are no gains or losses other than those shown above.

The statement of financial activities incorporates the income and expenditure account.

Broadway Lodge Limited – **Company Registration Number: 01201899**
Balance Sheet
As at 31 March 2023

	Notes	2023 £	£	2022 £	£
Fixed assets					
Tangible fixed assets	9		2,641,623		2,648,495
			2,641,623		2,648,495
Current assets					
Debtors	10	144,966		166,914	
Cash at bank and in hand		228,162		205,391	
		373,128		372,305	
Liabilities:					
Creditors falling due within one year	11	(274,440)		(258,071)	
Net current assets			98,688		114,234
Total assets less current liabilities			2,740,311		2,762,729
Creditors					
Amounts falling due in more than one year	13		(383,994)		(446,124)
Total net assets			2,356,317		2,316,605
The funds of the charity:					
Restricted funds	14		7,670		-
Unrestricted funds	14		1,991,813		1,959,771
Revaluation reserve	14		356,834		356,834
Total charity funds			2,356,317		2,316,605

Approved by the Board for issue on 11th September 2023 and signed on its behalf by:

A S Lyttelton
Chair and Trustee

Rev P Davis
Trustee

Broadway Lodge Limited
Statement of Cashflows
For the Year Ended 31 March 2023

	Notes	Total 2023 £	Total 2022 £
Cash flows from operating activities			
Net movements in funds for the year		39,712	(159,029)
Adjustments to cash flows from non-cash items			
Depreciation and amortisation	9	24,823	24,217
(Gain)/Loss on sale of assets		-	-
Interest paid		30,664	6,412
		94,554	(128,400)
Working capital adjustments			
(Increase)/decrease in debtors	10	21,948	(17,806)
Increase/(decrease) in creditors	11	15,476	(44,693)
Net cash flow from operations		131,978	(190,899)
Cash flows from investing activities			
Purchase of fixed assets		(17,951)	(458,435)
		(17,306)	(458,435)
Cash flows from financing activities			
Interest paid		(30,664)	(6,412)
Advances of new long term loans		-	438,521
Repayments of existing long term loans		(61,237)	(26,646)
		(91,901)	405,463
Net increase/(decrease) in cash and cash equivalents		22,771	(243,871)
Cash and cash equivalents at the beginning of the reporting period		205,391	449,262
Cash and cash equivalents at the end of the reporting period		228,162	205,391

1 Accounting policies

The principal accounting policies adopted in the preparation of the financial statements are:

1.1 Basis of accounting

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) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Broadway Lodge Limited 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 note(s). All amounts are presented in £ sterling.

1.2 Going concern

The charity has moved back into surplus and this is expected to continue into next year. With income returning to pre pandemic levels and reserves growing, the trustees consider that it is appropriate to prepare the accounts on a going concern basis.

1.3 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

1.4 Income

Income from donations is recognised in the year in which they are receivable when there is evidence of entitlement, receipt is probable and the amount can be reliably measured.

For legacies, entitlement is taken as the earlier of the date on either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Income from grants, where 'capital' or 'revenue', is recognised when the charity has entitlement to the funds, any 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 and is not deferred. Where no conditions are attached to grant income they are recognised within donations and gifts and where conditions relating to performance of services are attached, grant income is recognised within charitable activities in the Statement of Financial Activities.

Income from charitable activities is included in the period in which the charity is entitled to receipt, it is probable that economic benefits will flow to the entity and the amount can be reliably measured. Where income is received in advance of provision of detoxification and residential services, income is deferred until the criteria for income recognition is met. Where income has not been received and detoxification and residential services have been provided, income is accrued.

1 Accounting policies (cont'd)

1.5 Interest received

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of interest paid or payable by the bank.

1.6 Expenditure and support costs

Expenditure is recognised on an accruals basis to match the period in which the expenditure was incurred. The charity's significant activity is detoxification and residential services and all support costs are attributable to this activity.

1.7 Pension costs

The charitable company operates a defined contribution pension scheme. Contributions payable to the scheme are charged to the Statement of Financial Activities in the period to which they relate.

1.8 Operating leases

The charity classifies the lease of property and office equipment as operating leases as title remains with the lessor. Rentals are charged on the straight line basis over the term of the lease through the profit and loss account.

1.9 Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Restricted funds are donations or grants which the donor has specified are to be solely used for particular areas of the charity.

1.10 Tangible assets

Depreciation is calculated to write off the cost or valuation of fixed assets less residual value over their estimated useful lives at the following rates:-

Freehold land	- Nil
Freehold property	- 2% straight line less residual value
Fixtures, fittings and equipment	- 20% straight line
Motor vehicles	- 20% straight line

Fixed assets are valued at cost less depreciation. Freehold property residual value has been considered by the trustee directors' to equate to the freehold property cost. No depreciation is charged on the freehold property.

The part of the annual depreciation charge on revalued assets which relates to the revaluation surplus is transferred from the revaluation reserve to the profit and loss account.

1.11 Debtors

Trade and accrued income are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

1.12 Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1 Accounting policies (cont'd)

1.13 Creditors

Creditors 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 are normally recognised at their settlement amount after allowing for any trade discounts due.

1.14 Deferred income

Deferred income comprises income received in advance specifically for the provision of detoxification and residential services. Deferred income is recognised within income in the Statement of Financial Activities when the conditions for income from charitable activities recognition are met.

1.15 Financial instruments

The charity only holds basic financial instruments as defined in FRS 102. The financial assets and financial liabilities of the charity and their measurement basis are as follows:

Financial assets – trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost. Prepayments are not financial instruments.

Cash at bank – is classified as a basic financial instrument and is measured at face value.

Financial liabilities – trade creditors, accruals and other creditors are financial instruments, and are measured at amortised cost. Taxation and social security are not included in the financial instruments disclosure definition. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is an obligation to deliver services rather than cash or another financial instrument.

1.16 Taxation

The company is a registered charity and is therefore not liable to corporation tax or capital gains tax to the extent that its income and gains are applicable to charitable purposes only. Value added taxation is not recoverable by the company, and is therefore included in the relevant costs in the Statement of Financial Activities.

2 Grants, donations and legacies

	Unrestricted funds £	Restricted funds £	2023 Total £	Unrestricted funds £	Restricted funds £	2022 Total £
Donations and legacies	3,371	7,000	10,371	5,478	-	5,478
Grants	147,838	-	147,838	134,169	74,122	208,291
Exceptional grants: CJRS income	-	-	-	8,338	-	8,338
	151,209	7,000	158,209	147,985	74,122	222,107

The charity has been eligible to claim additional funding in the year from government support schemes in response to the coronavirus outbreak. The funding is shown above under 'Grants'.

3 Income from charitable activities

	Unrestricted funds £	Restricted funds £	2023 Total £	Unrestricted funds £	Restricted funds £	2022 Total £
Detoxification and residential services	2,014,519	236,087	2,250,606	1,680,657	-	1,680,657
Sundry income	17,214	-	17,214	10,597	-	10,597
	2,031,733	236,087	2,267,820	1,691,254	-	1,691,254

4 Expenditure from raising funds

	Unrestricted funds £	Restricted funds £	2023 Total £	Unrestricted funds £	Restricted funds £	2022 Total £
Fundraising	645	-	645	-	-	-

5 Expenditure from charitable activities

	Unrestricted £	Restricted £	2023 Total £	Unrestricted £	Restricted £	2022 Total £
Staff costs	1,653,918	228,417	1,882,335	1,578,846	73,803	1,652,649
Household and maintenance	212,290	-	212,290	195,563	-	195,563
Medical consumables	20,338	-	20,338	21,925	200	22,125
Patient and programme	29,031	-	29,031	20,318	119	20,437
Administration costs	17,431	-	17,431	18,338	-	18,338
Marketing costs	13,915	-	13,915	15,479	-	15,479
Legal and professional	142,353	-	142,353	122,168	-	122,168
Bad debts	37	-	37	(14,839)	-	(14,839)
Depreciation and amortisation	24,823	-	24,823	24,217	-	24,217
Finance charges	5,740	-	5,740	3,241	-	3,241
Audit fee	6,840	-	6,840	6,360	-	6,360
Accountancy	-	-	-	240	-	240
	2,126,716	228,417	2,355,133	1,991,856	74,122	2,065,978

6 Wages and salaries

	2023	2022
	£	£
Wages and salaries	1,560,161	1,380,454
Social security costs	136,116	118,423
Other pension costs	93,822	90,822
Other staff costs	92,236	62,950
	1,882,335	1,652,649

The number of employees whose annual emoluments were £60,000 or more were:

	2023	2022
	number	number
£80,000 - £89,999	1	1

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

	2023	2022
Doctors	1	1
Nurses and Healthcare assistants	32	26
Counsellors	10	10
Administration	15	12
Domestic and catering	10	10
	68	59

The key management personnel of the charity comprise the trustees, the Chief Executive Officer and the Senior Management Team (SMT). The total employee benefits of the key management personnel of the charity were £326,332 (2022: £312,999). An employee joined the SMT during the year.

7 Trustee directors

The charity trustees were not paid and did not receive any other benefits as trustees of the charity in the year (2021: £nil). No expenses were reimbursed to trustees (2021: £Nil) during the year. No charity trustee received payment for professional or other services supplied to the charity (2021: £nil).

There were no other related party transactions in the year (2021: none).

8 Net income for the year before transfers

	2023 £	2022 £
This is stated after charging:		
Depreciation and amortisation	24,823	24,217
Operating leases	13,466	13,466
Auditors remuneration		
Audit services	6,090	5,850
Other services: accounting	750	750

9 Tangible assets

	Freehold Property £	Fixtures, Fittings and Equipment £	Motor Vehicles £	Total £
Cost				
At 1 April 2022	2,580,357	356,804	21,978	2,959,139
Additions	-	17,951	-	17,951
At 31 March 2023	2,580,356	374,755	21,978	2,977,090
Depreciation				
At 1 April 2022	-	291,362	19,282	310,644
Charge for the year	-	22,127	2,696	24,823
At 31 March 2023	-	313,489	21,978	335,467
Net book value				
At 31 March 2023	2,580,356	61,266	-	2,641,623
At 1 April 2022	2,580,357	65,442	2,696	2,648,495

The company has created a fixed legal charge over some of the properties of Broadway Lodge Limited and such assets are included within freehold property above.

9 Tangible assets (cont'd)

Historical cost of previously revalued freehold property

Cost	£
At 1 April 2022	2,223,523
At 31 March 2023	2,223,523
Depreciation	
As at 1 April 2022 at 31 March 2023	-
Net book value	
At 31 March 2023	2,223,523
At 31 March 2022	1,802,114

The freehold property was valued by professional external valuers in March 1998. The valuations were on the basis of existing or change of use excluding internal fittings, loose furnishings and loose furniture.

10 Debtors

	2023	2022
	£	£
Trade debtors	97,523	100,247
Prepayments and accrued income	47,443	66,667
	144,966	166,914

11 Creditors: amounts falling due within one year

	2023	2022
	£	£
Trade creditors	50,702	19,556
Accruals and deferred income	151,851	167,655
Other creditors	9,552	9,418
Bank loans	62,335	61,442
	274,440	258,071

12 Deferred income

	2023	2022
	£	£
Balance as at 1 April 2022	85,741	88,461
Amount released to income for charitable activities	(176,674)	(117,781)
Amount deferred in year	164,574	115,061
Balance at 31 March 2023	73,641	85,741

13 Creditors: amounts falling due in more than one year

	2023	2022
	£	£
Bank loans due < 5 years	446,329	507,566
Bank loans due > 5 years	-	-
	446,329	507,566
Less included in current liabilities	(62,335)	(61,442)
	383,994	446,124

Two bank loans are repayable over a 15 year term, ending in 2024 - 2025. Interest on these loans is variable at base rate + 1.75 and + 2.00%, with a minimum rate of 3.5%.

One bank loan is repayable over a 6 year term, ending January 2027. Interest on this loan is variable at base rate + 4.5%, with a minimum rate of 4.5%.

All borrowings of £446,329 at the year end (2022: £507,566) are secured by way of fixed legal charges over some of the properties of Broadway Lodge in favour of one banking institution.

14 Statement of funds – 2023

	Opening balance £	Incoming resources £	Resources expended £	Transfers £	Closing balance £
Restricted funds					
Donations	-	7,000	-	(7,000)	-
South West Northern Consortium	-	236,087	(228,417)	-	7,670
Total Restricted Funds	-	243,087	(228,417)	(7,000)	7,670
Unrestricted funds					
General	1,959,771	2,183,067	(2,158,025)	7,000	1,991,813
Revaluation reserve	356,834	-	-	-	356,834
	2,316,605	2,426,154	(2,386,442)	-	2,356,317

Statement of funds – 2022

	Opening balance £	Incoming resources £	Resources expended £	Transfers £	Closing balance £
Restricted funds					
Infection Control Grant - Tranche 3	-	17,009	(17,009)	-	-
Infection Control Grant - Tranche 4	-	15,651	(15,651)	-	
Infection Control Grant - Tranche 5	-	23,159	(23,159)	-	-
Workforce Recruitment and Retention Fund	-	18,303	(18,303)	-	-
Total Restricted Funds	-	74,122	(74,122)	-	-
Unrestricted funds					
General	2,118,800	1,839,239	(1,998,268)	-	1,959,771
Revaluation reserve	356,834	-	-	-	356,834
	2,475,634	1,913,361	(2,072,390)	-	2,316,605

14 Statement of funds (cont'd)

- Restricted funding received in the year to, provide detoxification treatment to local residents, protect staff and patients against the spread of Coronavirus was fully spent in the year.
- General unrestricted funds are free reserves of the charity to be applied at the discretion of the trustees for any of the charitable purposes.
- Revaluation reserve relates to revaluation of the freehold property in March 1998 by an external valuer under the previously applied UK GAAP accounting standards.

Where transfers have been made from restricted funds, these have been made as funds have been used for the purpose intended and the remaining funds are to be used on activities to further any of the purposes of the charity.

15 Analysis of net assets between funds

	Unres-tricted funds	Res-tricted funds	2023 Total	Unres-tricted funds	Res-tricted funds	2022 Total
	£	£	£	£	£	£
Fixed assets	2,641,623	-	2,641,623	2,648,495	-	2,648,495
Current assets	365,458	7,670	373,128	372,305	-	372,305
Current liabilities	(274,440)	-	(274,440)	(258,071)	-	(258,071)
Creditors due after more than one year	(383,994)	-	(383,994)	(446,124)	-	(446,124)
	2,348,647	7,670	2,356,317	2,316,605	-	2,316,605

16 Obligations under leases

Operating leases
The total future minimum rentals payable under non-cancellable operating leases funded by unrestricted funds are as follows:

	2023	2022
	£	£
Operating lease which expire:		
Within one year	8,106	8,633
Within two and five years	1,911	11,237
	10,017	19,870

BROADWAY LODGE LIMITED

England & Wales - Charity number 269167

Accounts

Broadway Lodge Limited

(A Charitable Company Limited by Guarantee)

Annual Report and Financial Statements

For the Year Ended 31 March 2022

Company Number: 01201899
Charity Registered in England and Wales Number: 269167

	Page
Contents	1
Reference and Administrative Details	2
Trustee Directors' Report	3 – 10
Statement of Trustees' Responsibilities	11
Independent Auditors' Report	12 – 15
Statement of Financial Activities	16
Balance Sheet	17
Statement of Cashflows	18
Notes to the Financial Statements	19 – 31

Broadway Lodge Limited
Reference and Administrative Details
For the Year Ended 31 March 2022

Trustees and Directors	A S Lyttelton (Chair) C Cole Rev P Davis R Flack P Gay C Hall-Tomkin C Jelf Dr P Seviour C Sparks
Chief Executive	D Sweetnam
Senior Management Team	L Ali J Pickles M Trew G Volans
Principal Office and Registered Office	Broadway Lodge 37 Totterdown Lane Weston Super Mare Somerset BS24 9NN
Bankers	Lloyds Bank PLC 15 Blackheath Village Kidbrooke London SE3 9LH
Solicitors	Foot Anstey The Quad Blackbrook Park Avenue Blackbrook Business Park Taunton Somerset TA1 2PX
Auditors	Albert Goodman LLP Goodwood House Blackbrook Park Avenue Taunton Somerset TA1 2PX

The Trustees, who are also directors for the purposes of the Companies Act, present their report and the financial statements of the charity for the year ended 31st March 2022.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's Memorandum and Articles of Association, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) – (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and are in accordance with the Companies Act 2006. The charity is variously referred to throughout this report as either "the charity", "the company" or "the charitable company".

Reference and Administration Details

Charity number: 269167
Company number: 01201899
Registered address: Broadway Lodge, 37 Totterdown Lane, Weston-super-Mare, BS24 9NN

Structure, governance and management

Governing document
The organisation is a charitable company limited by guarantee, incorporated on the 27th February 1975. The company was established under a Memorandum of Association, which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up members are required to contribute an amount not exceeding £1.

The following trustees who are also directors for the purposes of company law, served during the year and to date:

C Cole:	University Lecturer/Strategy & Innovation	
P Davis:	Supernumerary Minister	
R Flack:	Solicitor	
P Gay:	Property Investor and Farmer	
C Hall-Tomkin	Property Investor and Business Consultant	(Appointed 12th July 2021)
C Jelf:	Insurance Broker	
S Lyttelton	Music Curator and Consultant	(Chair of Trustees)
P Seviour:	Retired GP	
C Sparks:	Retired Nurse	

Organisational structure
The full Board of Trustees meets a minimum of 6 times a year and is responsible for the strategic direction and policy of the charity. These meetings are also augmented by actual and virtual interim board meetings to support the decision-making process as and when the need arises.

Day to day responsibility rests with the Chief Executive and the Senior Management Team (SMT). The Chief Executive has delegated responsibility from the Board of Trustees to ensure that the charity delivers the services described in the objectives and activities and complies with all applicable statutory requirements.

The Integrated Governance Committee meets quarterly with attendance from the Board of Trustees, members of SMT and representatives from across the organisation. The Committee oversees clinical governance, policies and procedures, health and safety, compliance with applicable statutory requirements and risk assessments. It also ensures through cross-organisation representation that all requirements of the CQC are met.

The Clinical Governance Committee meets prior to the Integrated Governance Committee with attendance from the clinical staff and relevant staff members. The Committee oversees the clinical management and controls of the charity.

Method of Appointment or Election of Trustees
The management of the Charity is the responsibility of the Trustees who are elected and co-opted under the terms of the Articles of Association.

Policies for the Introduction and Training of Trustees
New Trustees are provided with an induction programme upon joining the Charity.

Arrangements for setting pay and remuneration of the charity's key management personnel
The Board sets the remuneration package for the Chief Executive based on a package commensurate with the industry norm.

The Chief Executive sets the pay level, with ratification of the Board, of all other members of the SMT.

The Chief Executive sets the pay level of all other staff excepting the above.

Relationships between Broadway Lodge and related parties
Broadway Lodge is not affiliated with any umbrella groups nor does it have any subsidiaries. It occasionally joins other organisations in partnership to bid for contracts in which case a memorandum of understanding underpins the arrangement and a contract delineates the particulars of the partnership if the bid is successful.

Objectives and Activities

The charity's objective and principal activity is the treatment of addiction and associated harms of individuals and their families, focusing on the 12-step philosophy. The trustees ensure that at all times and in all areas, policies are in place to enable the charity to fulfil its objectives.

The charity's adopted mission statement is:

- To provide the highest quality of care and treatment for people suffering from addiction
- To improve the quality of life for those individuals, their families and communities

The charity offers an extensive range of flexible treatment and rehabilitation services including detoxification, residential rehabilitation, supported housing and community services. Associated activities including education, training and consultancy available to schools, colleges, the public sector and corporate organisations and collaborative working with other treatment providers in order to raise awareness of addiction, treatment options and programmes.

How our Activities Deliver Public Benefit

The charity's treatment programmes continue to provide the opportunity for individuals to become abstinent from their addiction and go on to lead fulfilling lives, many engaging in further education and employment.

Broadway Lodge continues to receive enquiries from individuals, families and health care professionals trying to obtain charitable assistance. The organisation endeavours to provide as much charitable assistance as is feasibly possible, and it is the aim of the charity to significantly increase this offering in the future. It is envisaged that the increased self-paying and corporate markets will help Broadway Lodge to achieve this.

Although interrupted by the Covid-19 pandemic, Broadway Lodge hopes to reinstate the Schools Programme when safe to do so. These are delivered by both counsellors and patients, the programme providing education around addiction to young people as part of their PSHE.

Broadway Lodge also hopes to reinstate education to trainees through placements with the Charity. Mental Health Nurses, Social Workers, Police Officers and Counsellors are able to develop their knowledge of addiction and substance misuse as part of their vocational training.

Financial Review

Result for the year
The Covid-19 pandemic continues to have an impact on the financial result for the year. The operating deficit to 31st March 2022 was £159,029 (deficit to 31st March 2021 was £302,971). Broadway Lodge continued to receive financial assistance in the form of multiple government grants in the year. These grants included a small amount for the Job Retention Scheme (Furlough), Infection Control and Testing and Workplace Recruitment and Retention Grants, £99,876 in total.

Longer term debt increased in the year from £65,608 to £446,124. Broadway Lodge has now completed the refurbishment of the main building and took advantage of the Coronavirus Business Interruption Loan Scheme (CBILS) backed by the UK Government. The charity entered into a loan agreement with Triodos Bank plc for £450,000 for this development project.

The balance sheet remains strong as at 31st March 2022 and total charity funds were £2,316,605.

Cash reserves in the year have continued to reduce as a direct consequence of continuing to support the charity through the Covid-19 pandemic and as anticipated, the final refurbishment expenditure was £498,353, so in-excess of the £450,000 loan provided by Triodos Bank plc. The impact of these factors resulted in the cash reserves opening balance of £449,262 reducing to £205,391 by 31st March 2022.

Reserves policy
The charity's reserve policy is to hold two months' worth of unrestricted activities in liquid funds. This would equate to approximately £380k. The charity is currently working to increase reserves following the impact of the pandemic and the refurbishment project.

Principal funding sources
The charity's principal funding source is from the provision of detoxification and residential rehabilitation to clients referred by local authorities, NHS bodies, insurance companies and private individuals. The funding allows the provision of a robust medically managed detoxification and therapeutic residential programme.

Investment policy and objectives
Although the charity has the option to hold funds not required for the day to day running on short term deposits with the bankers, due to the uncertainty of the Covid-19 situation it will be prudent to have instant access to surplus cash at all times for the foreseeable future and not hold funds on deposit.

Fundraising policy
Fundraising activities are conducted in accordance with the Code of Fundraising Practice issued by the Fundraising Regulator. The charity's principal means of fundraising is through donations, mainly from former patients and their families. Donations represent a very small amount of income, it is not the primary income stream for the charity.

A message from the Chair of Trustees
My first year as chair of the board of Trustees has been a roller coaster but also incredibly rewarding. I came to this role with experience in retail over a 25 year period managing multi million pound budgets and managing my own business in the last 10 years or so.

During this last year I have got to know all the senior management team and made it my business to become better informed and offer constructive opinion where necessary. I cannot praise enough the efforts of the team over this last year which has thrown up many challenges. The emergence from Covid has proved problematic and the team have proved to be robust in dealing with the messaging from Public Health England and other bodies which at times has been contradictory. The possibly unreal expectation that we would recover quickly from the financial impact of Covid challenged everyone. Recent financial reports have shown that we seem to have now turned a corner.

David, Lee and the team have worked hard to ensure all systems are working to maximum efficiency. This is especially the case with regard to the introduction of a new system in admissions to ensure we reduce the number of empty beds. This is showing to be a great success.

This year we appointed a new patron in Annabel, Viscountess of Portsmouth who was a patient some 37 years ago and is passionate about Broadway. I will be working on fund-raising with her and our other patron Chris Difford over the coming months. I have also introduced Robin Hague as a 'Friend of Broadway'. Robin brings an extensive experience in funding which will fill the gap in knowledge that we have.

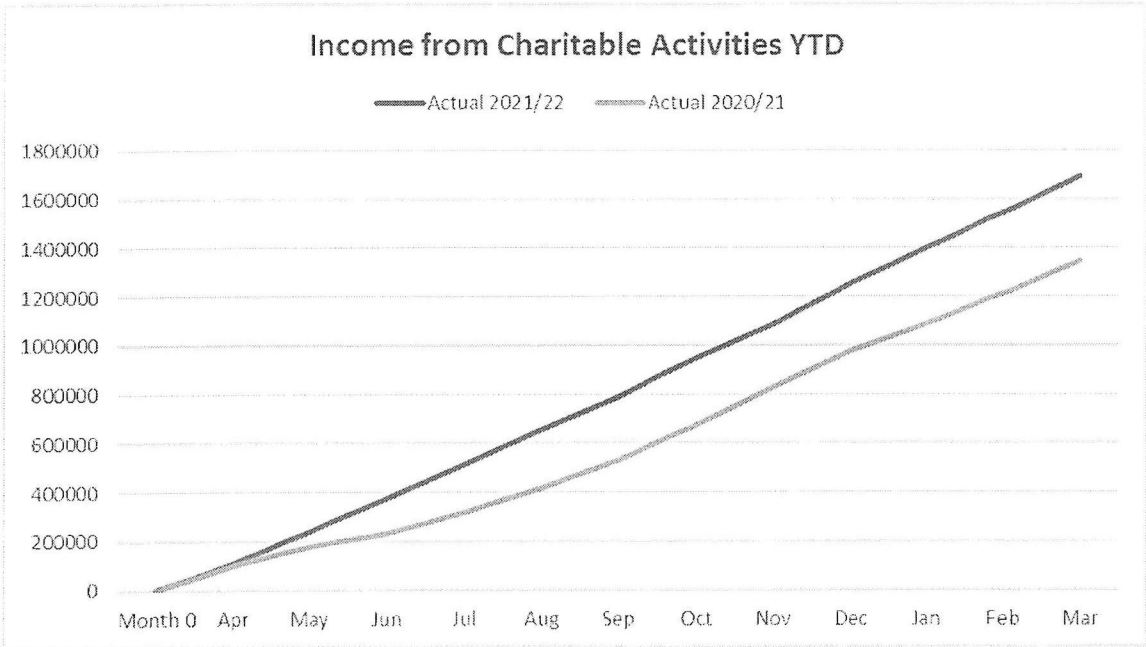
There remain many opportunities that I will be encouraging the board to look into.

Stephen Lyttelton – Chair of Trustees, Broadway Lodge Ltd

Achievements and Performance

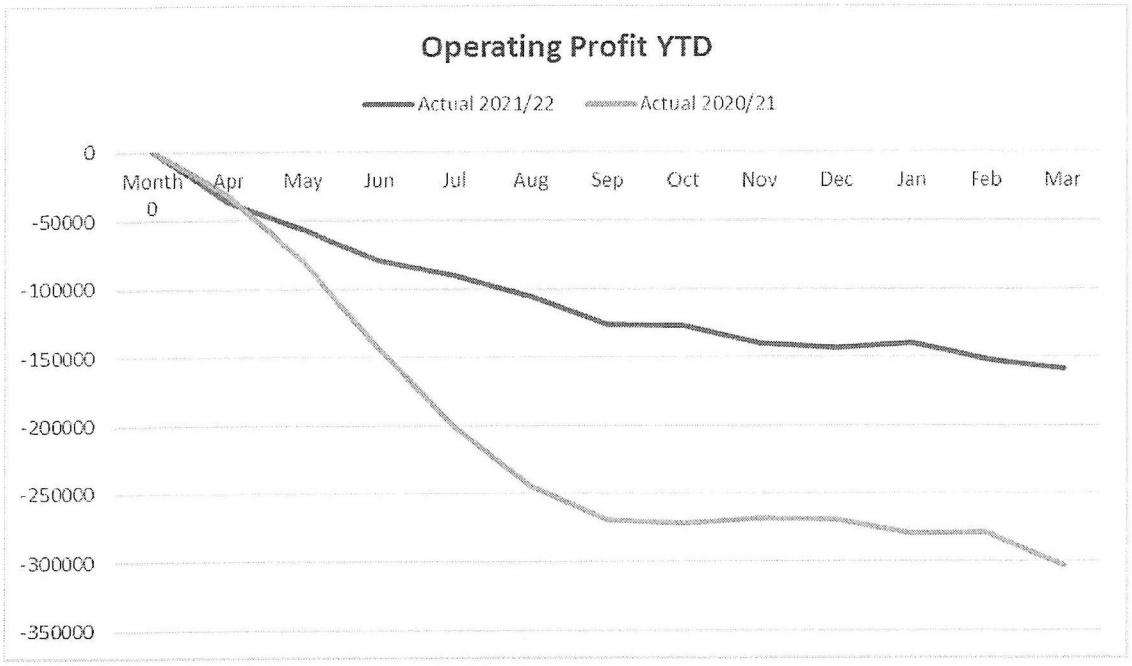
Covid-19 Pandemic
The Covid-19 pandemic continues to the dominating factor when reporting on the financial impact in the year on Broadway Lodge.

Broadway Lodge is continuing to use the new quarantine facilities to admit clients into treatment. This new medical unit has allowed us to protect the clients that we have in the main house and minimise any further disruption due to Covid-19.



Staff costs remain our highest cost and represented 80% of the total costs incurred for charitable activities during this financial year. As mentioned above Broadway Lodge were able to benefit from a small amount of Job Retention Scheme Grant until it came to a close in September 2021. Broadway Lodge was also able to benefit from Infection Control and Testing Grants and Workforce Recruitment and Retention Funds, this enabled the charity to offset some funding against staff costs, circa 6% of the total staff costs for the year.

The reduced income and the need to absorb a high level of fixed cost, predominantly payroll, has once again had a direct impact on the profitability for the year, although far better than the previous year. The graph below highlights the impact on Operating Profit for this and last year.



As previously stated, Broadway Lodge was fortunate to have had adequate cash reserves to support the charity during these difficult times.

Broadway Lodge continues to follow and adapt to all the appropriate government guidance in regard to working with Covid-19 and moving forward aims to keep its excellent record of keeping all clients safe and well whilst in treatment.

Broadway Lodge continues to pursue a claim through its Business Interruption Insurance Policy, as a direct consequence of the pandemic. Dialogue is continuing with the insurers and the charity would hope to resolve this matter in the near future.

Refurbishment – Stage 1

Broadway Lodge has now completed the first (and major) stage of the refurbishment of the facilities on offer to clients.

The refurbishment was conducted with minimal disruption to our clients and has created 10 single en-suite bedrooms, complete with large comfortable beds, wardrobe and desk space for private study work. In addition, new en-suite twin rooms providing accommodation with the same facilities and fittings have also been created.

The communal living areas have been finished to a very high, contemporary standard with new furniture and additional break-out seating areas. The dining experience has been enhanced by completely remodeling the dining room, including the creation of a bespoke servery for hot food, a chilled display and a beverage dispensing area.

In addition to the communal dining experience, there are also multi-functional booth areas to create a more discreet space for those with eating disorders.

Additional bathroom capacity has been incorporated as part of the refurbishment, together with new and spacious accessible wet-room capability in close proximity to the lift and single rooms. Bedroom layout has also been developed to provide areas that can be segregated for female or male occupancy, with breakout seating in those suite areas.

The changes to the building layout, the modifications to ensure a Covid-safe environment and the overall improvements have resulted in an effective total bed capacity for up to 40 clients.

Staff and Volunteers

Broadway Lodge have recently introduced SEED - Skill Enhancement & Employee Development Programme

The SEED programme has a focus on expanding capabilities and understanding of treatment of addiction for all members of staff and volunteers. The programme is an opportunity for skills to be shared by staff that have attended recent training sessions and for external providers to train in specialist areas. Expanding the knowledge base of our employees and volunteers in the field of addiction and health care, to ensure that we provide the highest quality of care and treatment.

Broadway Lodge welcomed a new team of volunteers this year. They have been invaluable in supporting clients and staff alike. Our volunteers have previously been in treatment at Broadway Lodge and work within our treatment team to provide transportation when needed for appointments, run additional errands and provide general support. They provide first-hand guidance and advice to our clients as they can directly relate to the treatment process and outcomes.

Enhanced On-line care
As with so many organisations, a by-product of the pandemic has been the introduction of additional on-line services. Broadway Lodge can now offer one-to-one counselling, aftercare and our family programme via an on-line service. This allows clients to attend regardless of geographical location and provides access to specialist, professional, addiction focused counselling services. Our on-line clients do not need to have been in residential treatment at Broadway Lodge.

Consortium detoxification
Broadway Lodge, along with another provider continues to work with the South West Northern consortium to provide detoxifications to clients from various counties surrounding our location. The contract was very successful last year, it has now been renewed with an increase in the number of clients and continues to run smoothly.

Ray Chatbot – App
Broadway Lodge, in partnership with another provider and a specialist IT company, have developed an 'app' for clients to use once they have completed treatment. It provides early recovery support, especially in the first 3-6 months. Ray is completely free to clients for the first year. It helps the client maintain routines and healthy habits. Daily reflections and encouragement can help the client to manage their emotions and thoughts in a self-help way. Although staff at Broadway Lodge cannot see the detailed conversations that a client has with Ray, it can provide data on a client's overall mood, any self-reported abstinences, the frequency that a client uses the bot and topics of concern. This in turn allows our staff to reach out and provide an intervention if necessary.

Ray has now been provided to our clients for more than a year and Broadway Lodge has been analysing the anonymised data to monitor how well clients are doing in their recovery. It has always been a challenge to assess if clients have remained abstinent and are doing well in their recovery, unless they continue to engage with drug and alcohol services. The Ray Chatbot goes some way to do this.

Future Developments

Recovery from Covid-19
The quarantine facility for new admissions remains in place to keep staff and clients as safe as possible. Broadway Lodge, through the continuance of Covid-19 testing, can now arrange for the twin rooms in the Gordon Beard unit to be shared by clients.

Clients remain in the unit until they have received two negative LFT test results, usually after 4 days, but this can vary in line with occupancy and the medical needs of the clients.

As with many drug and alcohol rehabilitation units, Broadway Lodge has a healthy waiting list of clients wanting to come into treatment. Our focus is to attract a higher percentage of fee-paying clients to enable the charity to begin to replenish cash eroded by the pandemic. Packages of care have now been developed that provide comprehensive treatment and additional support services for clients once they have completed their residential stay at Broadway Lodge.

The current financial year for Broadway Lodge is beginning to look much brighter and the charity is pleased to report that it is currently in surplus.

Refurbishment – Stage 2
Broadway Lodge has identified that the main house would greatly benefit from further refurbishment in another area of the building, this was not included in the original refurbishment plans due to cost.

Broadway Lodge would like to refurbish the downstairs bedroom that, along with three others already refurbished in the main house, provides additional disabled access. The bedroom is adjacent to toilet and shower facilities, but Broadway Lodge would like to create an en-suite wet room directly accessible from the bedroom and improve the other toilet facilities currently used by clients and staff.

The Gordon Beard Unit would also benefit from additional office and counselling space. Either by way of an extension or separate building structure in the grounds. It is also our plan to install a sluice and upgrade the furniture and decorations in the unit.

As the cost of the second phase of the refurbishment will be much lower than the first, major phase already completed, it is the intention of Broadway Lodge to use surplus funds, as and when available.

Risk Management

The Board of Trustees has identified that at present the highest risks for Broadway Lodge continue to be as follows:

R1 If the continuance of the Covid-19 pandemic requires Broadway Lodge Ltd to cease new admissions into treatment

R2 Potential reduction in the number of referrals due to austerity measures in Local Authority budgets, particularly in light of the government expenditure on the pandemic

R3 Reduced income arising as a result of R1 and R2 above which may significantly impact the profitability of the Charity

To mitigate these risks the following actions have been planned or have already been put in place:

- If there is a need to close Broadway Lodge to new admissions owing to Covid-19 measures, the closure should only be temporary. The charity possesses sufficient cash reserves to support the charity if required for this short period of time
- The planned refurbishment of Broadway Lodge is being independently project managed, the professional team working directly with the SMT and staff to minimise disruption to clients
- Diversification of target patients base beyond statutory and existing referral sources following the refurbishment. Robust targeting of private and corporate clients
- More investment in staff training and a planned increase in marketing spend
- Through increased staff training we will be able to diversify our activities further – such as holistic treatments, family support, consultancy provision, provision of sub-contracted services, educational and training services.
- Continuing sound and prudent financial management.

Small company provision
The report has been prepared in accordance with the special provisions relating to companies subject to the small companies regime within Part 15 of the Companies Act 2006.

Signed by order of the trustees on ....12/09/2022....

A S Lyttelton
Chair and Trustee

The trustees (who are also directors of Broadway Lodge Limited for the purposes of company law) are responsible for preparing the Trustee Directors' Annual Report, Strategic Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (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 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 then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards 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 adequate accounting records that 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.

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.

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

Approved by the trustees on .....12/09/2022..... and signed on their behalf by:

A S Lyttelton
Chair and Trustee

Opinion
We have audited the financial statements of Broadway Lodge Limited (the 'charitable company') for the year ended 31 March 2022 which comprise the Statement of Financial Activities including the Income and Expenditure Account, 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 Generally Accepted Accounting Practice, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (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 March 2022 and of its incoming resources and application of resources 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 Auditor's 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.

Conclusions relating to going concern
In auditing the financial statements, we have concluded that the trustee's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from the original financial statements were authorised for use.

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

Other information
The trustees are responsible for the other information. The other information comprises the information included in the Trustee Directors' Report, other than the financial statements and our auditor's report 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 there is a material misstatement in the financial statements or a material misstatement of the other information. 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.

Opinion 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 Trustee Directors' Report, which includes the Directors' Report prepared for the purposes of company law for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report included within the Trustee Directors' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of our 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 Directors' Report included within the Trustee Directors' Report.

We have nothing to report in respect of the following matters in relation to which 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;
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the Trustee Directors' Report and from the requirement to prepare a Strategic Report.

Responsibilities of trustees
As explained more fully in the Statement of Trustees Responsibilities set out on page 11, 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.

Auditor's 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 an auditor's report 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

The extent to which the audit was considered capable of detecting irregularities including fraud
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 management, and from our commercial knowledge and experience of the social 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 charitable company, including the Companies Act 2006, Charites Act 2011, CQC registration and data protection, anti-bribery, employment, protection of vulnerable residents and health and safety legislation;

- 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 charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and

- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

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;

- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and

- 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; and
- reviewing correspondence with the CQC and other relevant regulators.

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 trustees 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 auditor's report.

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 and trustees those matters we are required to state to them in an auditor's 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 and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Albert Goodman LLP

Robert Oram BFP FCA
Senior Statutory Auditor
for and on behalf of
Albert Goodman LLP
Chartered Accountants
Statutory Auditor

26/9/2022

Goodwood House
Blackbrook Park Avenue
Taunton
Somerset
TA1 2PX

Broadway Lodge Limited
Statement of Financial Activities (including an Income and Expenditure Account)
For the Year Ended 31 March 2022

	Notes	Unrestricted £	Restricted £	Total 2022 £	Unrestricted £	Restricted £	Total 2021 £
Income:							
Grants, donations and legacies	2	147,985	74,122	222,107	180,152	49,782	229,934
Charitable activities	4	1,691,254	-	1,691,254	1,347,005	-	1,347,005
Total income		1,839,239	74,122	1,913,361	1,527,157	49,782	1,576,939
Expenditure:							
Interest paid		6,412	-	6,412	3,310	-	3,310
Charitable activities	6	1,991,856	74,122	2,065,978	1,832,852	43,748	1,876,600
Total expenditure		1,998,268	74,122	2,072,390	1,836,162	43,748	1,879,910
Net income/ (expenditure)for the year		(159,029)	-	(159,029)	(309,005)	6,034	(302,971)
Transfers between funds	17	-	-	-	6,034	(6,034)	-
Net movement in funds for the year		(159,029)	-	(159,029)	(302,971)	-	(302,971)
Reconciliation of funds							
Total funds brought forward		2,475,634	-	2,475,634	2,778,605	-	2,778,605
Total funds carried forward		2,316,605	-	2,316,605	2,475,634	-	2,475,634

The results for the year derive from continuing activities and there are no gains or losses other than those shown above.

The statement of financial activities incorporates the income and expenditure account.

Broadway Lodge Limited – **Company Registration Number: 01201899**
Balance Sheet
As at 31 March 2022

	Notes	2022 £	2022 £	2021 £	2021 £
Fixed assets					
Tangible fixed assets	9		2,648,495		2,214,277
			2,648,495		2,214,277
Current assets					
Debtors	10	166,914		149,108	
Cash at bank and in hand		205,391		449,262	
		372,305		598,370	
Liabilities:					
Creditors falling due within one year	11	(258,071)		(271,405)	
Net current assets			114,234		326,965
Total assets less current liabilities			2,762,729		2,541,242
Creditors					
Amounts falling due in more than one year	13		(446,124)		(65,608)
Total net assets			2,316,605		2,475,634
The funds of the charity:					
Restricted funds	15		-		-
Unrestricted funds	15		1,959,771		2,118,800
Revaluation reserve			356,834		356,834
Total charity funds			2,316,605		2,475,634

Approved by the Board for issue on 12/09/2022 and signed on its behalf by:

A S Lyttelton
Chair and Trustee

Rev P Davis
Trustee

Broadway Lodge Limited
Statement of Cashflows
For the Year Ended 31 March 2022

	Notes	Total 2022 £	Total 2021 £
Cash flows from operating activities			
Net movements in funds for the year		(159,029)	(302,971)
Adjustments to cash flows from non-cash items			
Depreciation and amortisation	10	24,217	25,380
Interest paid		6,412	3,310
		(128,400)	(274,281)
Working capital adjustments			
(Increase)/decrease in debtors	11	(17,806)	41,212
Increase/(decrease) in creditors	12	(44,693)	19,389
Net cash flow from operations		(190,899)	(213,680)
Cash flows from investing activities			
Purchase of fixed assets		(458,435)	(53,347)
		(458,435)	(53,347)
Cash flows from financing activities			
Interest paid		(6,412)	(3,310)
Advances of new long term loans		438,521	11,479
Repayments of existing long term loans		(26,646)	(19,148)
		405,463	(10,979)
Net increase/(decrease) in cash and cash equivalents		(243,871)	(278,006)
Cash and cash equivalents at the beginning of the reporting period		449,262	727,268
Cash and cash equivalents at the end of the reporting period		205,391	449,262

1 Accounting policies

The principal accounting policies adopted in the preparation of the financial statements are:

1.1 Basis of accounting

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) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Broadway Lodge Limited 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 note(s). All amounts are presented in £ sterling.

1.2 Going concern

The charity has sufficient reserves to cover the reduced income as service levels caused by the pandemic with income moving back up to pre pandemic levels. The trustees therefore consider that it is appropriate to prepare the accounts on a going concern basis.

1.3 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

1.4 Income

Income from donations is recognised in the year in which they are receivable when there is evidence of entitlement, receipt is probable and the amount can be reliably measured.

For legacies, entitlement is taken as the earlier of the date on either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recogn ition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Income from grants, where 'capital' or 'revenue', is recognised when the charity has entitlement to the funds, any 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 and is not deferred. Where no conditions are attached to grant income they are recognised within donations and gifts and where conditions relating to performance of services are attached, grant income is recognised within charitable activities in the Statement of Financial Activities.

Income from charitable activities is included in the period in which the charity is entitled to receipt, it is probable that economic benefits will flow to the entity and the amount can be reliably measured. Where income is received in advance of provision of detoxification and residential services, income is deferred until the criteria for income recognition is met. Where income has not been received and detoxification and residential services have been provided, income is accrued.

1 Accounting policies (cont'd)

1.5 Interest received

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of interest paid or payable by the bank.

1.6 Expenditure and support costs

Expenditure is recognised on an accruals basis to match the period in which the expenditure was incurred. The charity's significant activity is detoxification and residential services and all support costs are attributable to this activity.

1.7 Pension costs

The charitable company operates a defined contribution pension scheme. Contributions payable to the scheme are charged to the Statement of Financial Activities in the period to which they relate.

1.8 Operating leases

The charity classifies the lease of property and office equipment as operating leases as title remains with the lessor. Rentals are charged on the straight line basis over the term of the lease through the profit and loss account.

1.9 Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Restricted funds are donations or grants which the donor has specified are to be solely used for particular areas of the charity.

1.10 Tangible assets

Depreciation is calculated to write off the cost or valuation of fixed assets less residual value over their estimated useful lives at the following rates:-

Freehold land	- Nil
Freehold property	- 2% straight line less residual value
Fixtures, fittings and equipment	- 20% straight line
Motor vehicles	- 20% straight line

Fixed assets are valued at cost less depreciation. Freehold property residual value has been considered by the trustee directors' to equate to the freehold property cost. No depreciation is charged on the freehold property.

The part of the annual depreciation charge on revalued assets which relates to the revaluation surplus is transferred from the revaluation reserve to the profit and loss account.

1.11 Debtors

Trade and accrued income are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

1.12 Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1 Accounting policies (cont'd)

1.13 Creditors

Creditors 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 are normally recognised at their settlement amount after allowing for any trade discounts due.

1.14 Deferred income

Deferred income comprises income received in advance specifically for the provision of detoxification and residential services. Deferred income is recognised within income in the Statement of Financial Activities when the conditions for income from charitable activities recognition are met.

1.15 Financial instruments

The charity only holds basic financial instruments as defined in FRS 102. The financial assets and financial liabilities of the charity and their measurement basis are as follows:

Financial assets – trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost. Prepayments are not financial instruments.

Cash at bank – is classified as a basic financial instrument and is measured at face value.

Financial liabilities – trade creditors, accruals and other creditors are financial instruments, and are measured at amortised cost. Taxation and social security are not included in the financial instruments disclosure definition. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is an obligation to deliver services rather than cash or another financial instrument.

1.16 Taxation

The company is a registered charity and is therefore not liable to corporation tax or capital gains tax to the extent that its income and gains are applicable to charitable purposes only. Value added taxation is not recoverable by the company, and is therefore included in the relevant costs in the Statement of Financial Activities.

2 Grants, donations and legacies

	Unrestricted funds £	Restricted funds £	2022 Total £	Unrestricted funds £	Restricted funds £	2021 Total £
Donations and legacies	5,478	-	5,478	4,150	-	4,150
Grants	134,169	74,122	208,291	81,354	49,782	131,136
Exceptional grants:		-	-			
CJRS income	8,338	-	8,338	94,648	-	94,648
	147,985	74,122	222,107	180,152	49,782	229,934

The charity has been eligible to claim additional funding in the year from government support schemes in response to the coronavirus outbreak. The funding is shown above under 'Grants'.

3 Income from charitable activities

	Unrestricted funds £	Restricted funds £	2022 Total £	Unrestricted funds £	Restricted funds £	2021 Total £
Detoxification and residential services	1,680,657	-	1,680,657	1,324,636	-	1,324,636
Sundry income	10,597	-	10,597	22,369	-	22,369
	1,691,254	-	1,691,254	1,347,005	-	1,347,005

4 Expenditure from charitable activities

	Unrestricted £	Restricted £	2022 Total £	Unrestricted £	Restricted £	2021 Total £
Staff costs	1,578,846	73,803	1,652,649	1,484,670	41,931	1,526,601
Household and maintenance	195,563	-	195,563	146,556	-	146,556
Medical consumables	21,925	200	22,125	20,055	1,587	21,642
Patient and programme	20,318	119	20,437	8,993	-	8,993
Administration costs	18,338	-	18,338	14,221	230	14,451
Marketing costs	15,479	-	15,479	7,771	-	7,771
Legal and professional	122,168	-	122,168	117,192	-	117,192
Bad debts	(14,839)	-	(14,839)	(970)	-	(970)
Depreciation and amortisation	24,217	-	24,217	25,380	-	25,380
Finance charges	3,241	-	3,241	2,624	-	2,624
Audit fee	6,360	-	6,360	6,120	-	6,120
Accountancy	240	-	240	240	-	240
	1,991,856	74,122	2,065,978	1,832,852	43,748	1,876,600

5 Wages and salaries

	2022	2021
	£	£
Wages and salaries	1,380,454	1,293,623
Social security costs	118,423	110,283
Other pension costs	90,822	87,872
Other staff costs	62,950	34,823
	1,652,649	1,526,601

The number of employees whose annual emoluments were £60,000 or more were:

	2022	2021
	number	number
£80,000 - £89,999	1	1

Number of employees

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

	2022	2021
Doctors	1	1
Nurses and Healthcare assistants	26	25
Counsellors	10	9
Administration	12	12
Domestic and catering	10	8
	59	55

The key management personnel of the charity comprise the trustees, the Chief Executive Officer and the Senior Management Team (SMT). The total employee benefits of the key management personnel of the charity were £312,999 (2021: £265,414). An employee joined the SMT during the year.

6 Trustee directors

The charity trustees were not paid and did not receive any other benefits as trustees of the charity in the year (2021: £nil). No expenses were reimbursed to trustees (2021: £Nil) during the year. No charity trustee received payment for professional or other services supplied to the charity (2021: £nil).

There were no other related party transactions in the year (2021: none).

7 Net income for the year before transfers

	2022 £	2021 £
This is stated after charging:		
Depreciation and amortisation	24,217	25,380
Operating leases	13,466	9,189
Auditors remuneration		
Audit services	5,850	5,640
Other services: accounting	750	720

8 Tangible assets

	Freehold Property £	Fixtures, Fittings and Equipment £	Motor Vehicles £	Total £
Cost				
At 1 April 2021	2,158,948	319,778	21,978	2,500,704
Additions	421,409	37,026	-	458,435
At 31 March 2022	2,580,357	356,804	21,978	2,959,139
Depreciation				
At 1 April 2021	-	271,541	14,886	286,427
Charge for the year	-	19,821	4,396	24,217
At 31 March 2022	-	291,362	19,282	310,644
Net book value				
At 31 March 2022	2,580,357	65,442	2,696	2,648,495
At 1 April 2021	2,158,948	48,237	7,092	2,214,277

The company has created a fixed legal charge over some of the properties of Broadway Lodge Limited and such assets are included within freehold property above.

8 Tangible assets (cont'd)

Historical cost of previously revalued freehold property

Cost	£
At 1 April 2021	1,802,114
Additions	421,409
Disposals	-
At 31 March 2022	2,223,523
Depreciation	
As at 1 April 2021 at 31 March 2022	-
Net book value	
At 31 March 2022	2,223,523
At 31 March 2021	1,802,114

The freehold property was valued by professional external valuers in March 1998. The valuations were on the basis of existing or change of use excluding internal fittings, loose furnishings and loose furniture.

9 Debtors

	2022	2021
	£	£
Trade debtors	100,247	78,091
Prepayments and accrued income	66,667	71,017
	166,914	149,108

10 Creditors: amounts falling due within one year

	2022	2021
	£	£
Trade creditors	19,556	73,235
Accruals and deferred income	167,655	158,669
Other creditors	9,418	9,418
Bank loans	61,442	30,083
	258,071	271,405

11 Deferred income

	2022	2021
	£	£
Balance as at 1 April 2021	85,741	88,461
Amount released to income for charitable activities	(176,674)	(117,781)
Amount deferred in year	164,574	115,061
Balance at 31 March 2022	73,641	85,741

12 Creditors: amounts falling due in more than one year

	2022	2021
	£	£
Bank loans due < 5 years	507,566	95,691
Bank loans due > 5 years	-	-
	507,566	95,691
Less included in current liabilities	(61,442)	(30,083)
	446,124	65,608

Two bank loans are repayable over a 15 year term, ending in 2024 - 2025. Interest on these loans is variable at base rate + 1.75 and + 2.00%, with a minimum rate of 3.5%.

One bank loan is repayable over a 6 year term, ending 2026 - 2027. Interest on this loan is variable at base rate + 4.5%, with a minimum rate of 4.5%. Due to funds not being fully drawn the current level of the loan will be repaid before the end of the loan term.

All borrowings of £507,566 at the year end (2021: £95,961) are secured by way of fixed legal charges over some of the properties of Broadway Lodge in favour of one banking institution.

13 Statement of funds – 2022

	Opening balance £	Incoming resources £	Resources expended £	Transfers £	Closing balance £
Restricted funds					
Infection Control Grant - Tranche 3	-	17,009	(17,009)		-
Infection Control Grant - Tranche 4	-	15,651	(15,651)		-
Infection Control Grant - Tranche 5	-	23,159	(23,159)		-
Workforce Recruitment and Retention Fund	-	18,303	(18,303)	-	-
Total Restricted Funds	-	74,122	(74,122)	-	-
Unrestricted funds					
General	2,118,800	1,839,239	(1,998,268)	-	1,959,771
Revaluation reserve	356,834	-	-	-	356,834
	2,475,634	1,913,361	(2,072,390)	-	2,316,605

Statement of funds – 2021

	Opening balance £	Incoming resources £	Resources expended £	Transfers £	Closing balance £
Restricted funds					
Infection Control Grant - Tranche 1	-	15,635	(15,635)		-
Infection Control Grant - Tranche 2	-	15,425	(15,425)		
Support Lateral Flow Testing	-	13,974	(7,940)	(6,034)	-
Work Capacity	-	4,748	(4,748)	-	-
Total Restricted Funds	-	49,782	(43,748)	(6,034)	-
Unrestricted funds					
General	2,421,771	1,527,157	(1,836,162)	6,034	2,118,800
Revaluation reserve	356,834	-	-	-	356,834
	2,778,605	1,576,939	(1,879,910)	-	2,475,634

13 Statement of funds (cont'd)

- Restricted funding received in the year to protect staff and patients against the spread of Coronavirus was fully spent in the year.
- General unrestricted funds are free reserves of the charity to be applied at the discretion of the trustees for any of the charitable purposes.
- Revaluation reserve relates to revaluation of the freehold property in March 1998 by an external valuer under the previously applied UK GAAP accounting standards.

Where transfers have been made from restricted funds, these have been made as funds have been used for the purpose intended and the remaining funds are to be used on activities to further any of the purposes of the charity.

14 Analysis of net assets between funds

	Unrestricted funds £	Restricted funds £	2022 Total £	Unrestricted funds £	Restricted funds £	2021 Total £
Fixed assets	2,648,495	-	2,648,495	2,214,277	-	2,214,277
Current assets	372,305	-	372,305	598,370	-	598,370
Current liabilities	(258,071)	-	(258,071)	(271,405)	-	(271,405)
Creditors due after more than one year	(446,124)	-	(446,124)	(65,608)	-	(65,608)
	2,316,605	-	2,316,605	2,475,634	-	2,475,634

15 Obligations under leases

Operating leases
The total future minimum rentals payable under non-cancellable operating leases funded by unrestricted funds are as follows:

	2022 £	2021 £
Operating lease which expire:		
Within one year	8,633	10,810
Within two and five years	11,237	12,828
	19,870	23,638

BROADWAY LODGE LIMITED

England & Wales - Charity number 269167

Accounts

Broadway Lodge Limited

(A Charitable Company Limited by Guarantee)

Annual Report and Financial Statements

For the Year Ended 31 March 2021

Company Number: 01201899
Charity Registered in England and Wales Number: 269167

	Page
Contents	1
Reference and Administrative Details	2
Trustee Directors' Report	3 – 10
Statement of Trustees' Responsibilities	11
Independent Auditors' Report	12 – 15
Statement of Financial Activities	16
Balance Sheet	17
Statement of Cashflows	18
Notes to the Financial Statements	19 – 31

Trustees and Directors	A S Lyttelton (Chair) C Cole Rev P Davis R Flack P Gay C Hall-Tomkin C Jelf Dr P Seviour C Sparks
Chief Executive	D Sweetnam
Senior Management Team	L Ali M Trew G Volans
Principal Office and Registered Office	Broadway Lodge 37 Totterdown Lane Weston Super Mare Somerset BS24 9NN
Bankers	Lloyds Bank PLC 15 Blackheath Village Kidbrooke London SE3 9LH
Solicitors	Foot Anstey The Quad Blackbrook Park Avenue Blackbrook Business Park Taunton Somerset TA1 2PX
Auditors	Albert Goodman LLP Goodwood House Blackbrook Park Avenue Taunton Somerset TA1 2PX

The Trustees, who are also directors for the purposes of the Companies Act, present their report and the financial statements of the charity for the year ended 31st March 2021.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's Memorandum and Articles of Association, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) – (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and are in accordance with the Companies Act 2006. The charity is variously referred to throughout this report as either "the charity", "the company" or "the charitable company".

Reference and Administration Details

Charity number: 269167
Company number: 01201899
Registered address: Broadway Lodge, 37 Totterdown Lane, Weston-super-Mare, BS24 9NN

Structure, governance and management

Governing document

The organisation is a charitable company limited by guarantee, incorporated on the 27th February 1975. The company was established under a Memorandum of Association, which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up members are required to contribute an amount not exceeding £1.

The following trustees who are also directors for the purposes of company law, served during the year and to date:

C Cole:	University Lecturer/Strategy & Innovation	
P Davis:	Supernumerary Minister	
R Flack:	Solicitor	
P Gay:	Property Investor and Farmer	
C Hall-Tomkin	Property Investor and Business Consultant	(Appointed 12th July 2021)
C Jelf:	Insurance Broker	
S Lyttelton	Music Curator and Consultant	(Appointed 15th February 2021)
P Seviour:	Retired GP	(Appointed 7th August 2020)
C Sparks:	Retired Nurse	

Organisational structure

The full Board of Trustees meets a minimum of 6 times a year and is responsible for the strategic direction and policy of the charity. These meetings are also augmented by actual and virtual interim board meetings to support the decision-making process as and when the need arises.

Day to day responsibility rests with the Chief Executive and the Senior Management Team (SMT). The Chief Executive has delegated responsibility from the Board of Trustees to ensure that the charity delivers the services described in the objectives and activities and complies with all applicable statutory requirements.

The Integrated Governance Committee meets quarterly with attendance from the Board of Trustees, members of SMT and representatives from across the organisation. The Committee oversees clinical governance, policies and procedures, health and safety, compliance with applicable statutory requirements and risk assessments. It also ensures through cross-organisation representation that all requirements of the CQC are met.

The Clinical Governance Committee meets prior to the Integrated Governance Committee with attendance from the clinical staff and relevant staff members. The Committee oversees the clinical management and controls of the charity.

Method of Appointment or Election of Trustees
The management of the Charity is the responsibility of the Trustees who are elected and co-opted under the terms of the Articles of Association.

Policies for the Introduction and Training of Trustees
New Trustees are provided with an induction programme upon joining the Charity.

Election of new Trustee Chairperson
Following ten years of service as a Trustee and latterly Chairperson, Mr R Flack has decided to pass on the responsibility of Chair to another elected trustee. The Board of Trustees have appointed Mr S Lyttelton to preside over the board. The Board of Trustees would like to thank R Flack for his commitment to Broadway Lodge and are pleased that he has decided to remain a trustee and a valuable member of the board.

Arrangements for setting pay and remuneration of the charity's key management personnel
The Board sets the remuneration package for the Chief Executive based on a package commensurate with the industry norm.

The Chief Executive sets the pay level, with ratification of the Board, of all other members of the SMT.

The Chief Executive sets the pay level of all other staff excepting the above.

Relationships between Broadway Lodge and related parties
Broadway Lodge is not affiliated with any umbrella groups nor does it have any subsidiaries. It occasionally joins other organisations in partnership to bid for contracts in which case a memorandum of understanding underpins the arrangement and a contract delineates the particulars of the partnership if the bid is successful.

Objectives and Activities

The charity's objective and principal activity is the treatment of addiction and associated harms of individuals and their families, focusing on the 12-step philosophy. The trustees ensure that at all times and in all areas, policies are in place to enable the charity to fulfil its objectives.

The charity's adopted mission statement is:

- To provide the highest quality of care and treatment for people suffering from addiction
- To improve the quality of life for those individuals, their families and communities

The charity offers an extensive range of flexible treatment and rehabilitation services including detoxification, residential rehabilitation, supported housing and community services. Associated activities including education, training and consultancy available to schools, colleges, the public sector and corporate organisations and collaborative working with other treatment providers in order to raise awareness of addiction, treatment options and programmes.

How our Activities Deliver Public Benefit

The charity's treatment programmes continue to provide the opportunity for individuals to become abstinent from their addiction and go on to lead fulfilling lives, many engaging in further education and employment.

The charity continues to receive enquiries from individuals, families and health care professionals trying to obtain charitable assistance. The organisation endeavours to provide as much charitable assistance as is feasibly possible, and it is the aim of the charity to significantly increase this offering in the future. It is envisaged that the increased self-paying and corporate markets will help the charity to achieve this.

Although interrupted by the Covid-19 pandemic, the charity hopes to reinstate the Schools Programme when safe to do so. These are delivered by both counsellors and patients, the programme providing education around addiction to young people as part of their PSHE.

The charity also hopes to reinstate education to trainees through placements. Mental Health Nurses, Social Workers, Police Officers and Counsellors are able to develop their knowledge of addiction and substance misuse as part of their vocational training.

Financial Review

Result for the year

The Covid-19 pandemic had a devastating impact on the financial result for the year. The operating deficit to 31st March 2021 was £302,971 (surplus to 31st March 2020 was £64,436). The deficit would have been significantly worse if Broadway Lodge had not received multiple government grants in the year. These grants included the Job Retention Scheme (Furlough) and Infection Control and Testing Grants, £144,430 in total. Broadway Lodge continues to benefit from these Grants in the year to 31st March 2022.

Longer term debt reduced in the year from £84,212 to £65,608. Broadway Lodge has continued to move forward with the intended refurbishment of the main building and has taken advantage of the Coronavirus Business Interruption Loan Scheme (CBILS) backed by the UK Government. The charity has entered into a loan agreement with Triodos Bank plc for £450,000 for this development project and the first drawdown against this loan for £11,479 was made in January 2021 and is included in the £65,608 mentioned above.

The balance sheet remains strong as at 31st March 2021 and total charity funds were £2,475,634.

As reported in last year's financial statements the cash generated by the disposal of three under utilised properties in the year to 31st March 2020 was to be re-invested in the refurbishment of the main house; however, with the on-set of the Covid-19 pandemic a good proportion of the cash reserves have helped to support the charity to meet its operating costs in the year to 31st March 2021, many of which are fixed in nature. Cash reserves in the year reduced by £278,006, from an opening balance of £727,268 to £449,262 as at 31st March 2021, as a direct consequence of supporting the charity through the pandemic.

Reserves policy
The charity's reserve policy is to hold two months' worth of unrestricted activities in liquid funds. This would equate to approximately £310k. Given the uncertainty of Covid-19, it is vital that the charity has enough free reserves should there be a need, the charity currently has reserves well in excess of the reserve policy for this purpose.

Principal funding sources
The charity's principal funding source is from the provision of detoxification and residential rehabilitation to clients referred by local authorities, NHS bodies, insurance companies and private individuals. The funding allows the provision of a robust medically managed detoxification and therapeutic residential programme.

Investment policy and objectives
Although the charity has the option to hold funds not required for the day to day running on short term deposits with the bankers, due to the uncertainty of the Covid-19 situation it will be prudent to have instant access to surplus cash at all times for the foreseeable future and not hold funds on deposit.

Fundraising policy
Fundraising activities are conducted in accordance with the Code of Fundraising Practice issued by the Fundraising Regulator. The charity's principal means of fundraising is through donations, mainly from former patients and their families. Donations represent a very small amount of income, it is not the primary income stream for the charity. The charity does not sell nor purchase mailing lists for the purpose of raising funds. The charity does not use direct marketing, telephone campaigns, or public collections and does not employ third party agencies.

Achievements and Performance

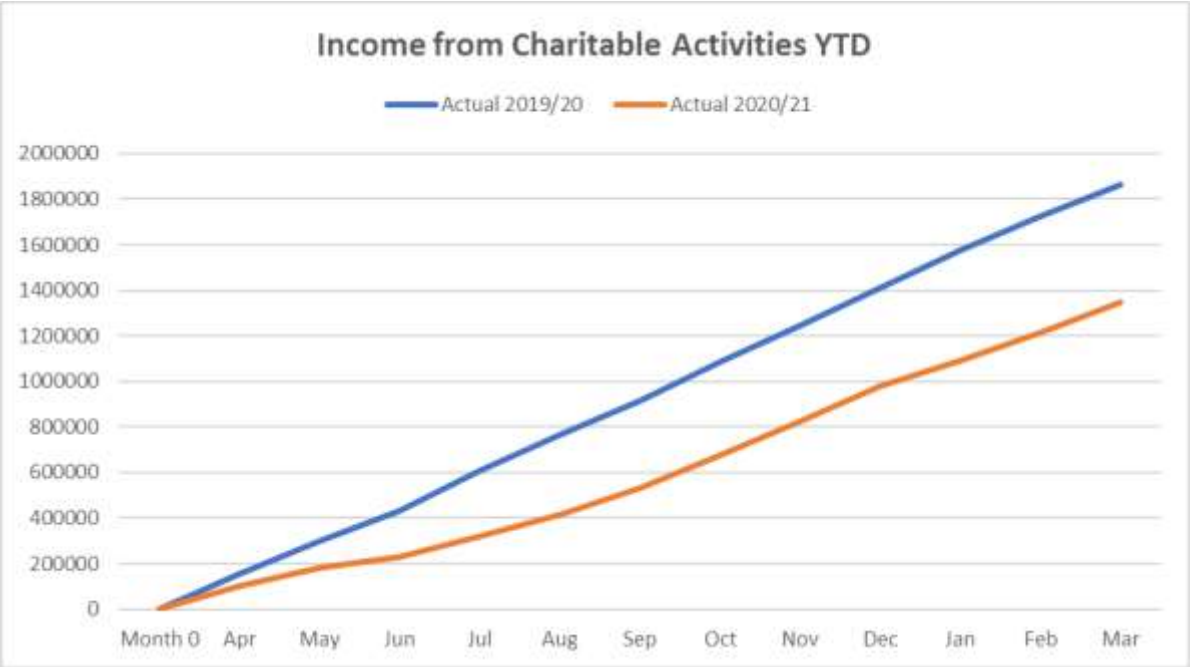
Covid-19 Pandemic
The Covid-19 pandemic will be the dominating factor for almost every organisation in the world when reporting on the financial impact in the year. There will be businesses and charities that have benefitted and those that have suffered financially during this time. Unfortunately, Broadway Lodge currently sits within the later.

As reported last year, following the national lockdown announcement on 23rd March 2020, Broadway Lodge had to make the difficult decision to close to all new client admissions. This decision was made to uphold the charities duty of care to the residents already in treatment.

Prior to this date, referrals had ceased from local authorities as drug and alcohol services were no longer conducting face to face consultations with their clients. Referring organisations began to spend time adapting to the new 'normal' by encouraging staff to work from home and creating on-line services so that they could reach out to their clients in the months that followed the announcement. Broadway Lodge also adapted to the new working environment, where non-client facing staff were encouraged to work from home and on-line services were provided.

Broadway Lodge re-opened to new admissions on 1st June 2020, this gave enough time to set up new facilities for clients to be admitted into the new medical unit for quarantine purposes and source adequate PPE for our medical staff.

Due to the temporary closure to new admissions the income stream for Broadway Lodge was severely impacted during the financial year. Year on year decrease in income for the charity was 28%.



Staff costs represented 81% of the total costs incurred for charitable activities during this financial year. Although Broadway Lodge was able to take advantage of the Job Retention Scheme for staff, the need to provide care to the clients still in treatment, although low in numbers, meant that we were unable to furlough many staff or close the charity completely. The grant funding received from the Job Retention Scheme represented less than a 6% saving against our staff costs in the year.

The downturn in income and the need to absorb a high level of fixed cost has understandably had a direct impact on the profitability for the year. The graph below highlights the impact on Operating Profit for the year.

For many providers of addiction residential services 2020/2021 will be regarded as a year of survival or closure. Broadway Lodge was fortunate to have adequate cash reserves to support the charity during this difficult time. Broadway Lodge is now investing in the facilities on offer, there is a healthy waiting list to come into treatment and the future is looking bright.

To date, Broadway Lodge has not had a single client contract Covid-19 whilst in treatment. This is testament to the careful planning of new admissions and conscientious nature of all staff in the organisation.

As reported last year, Broadway Lodge is currently pursuing a claim with our insurers for Business Interruption due to the pandemic. The insurance company has yet to accept or decline responsibility for the claim. An independent review of the policy wording and impact on the charity has been made and Broadway Lodge has been advised that a claim should be valid. Broadway Lodge has also been advised that this is a 'marathon' and not a 'sprint', so the claim is likely to take some considerable time.

Future Developments

The Refurbishment

One of the most significant developments to happen at Broadway Lodge for a number of years is the move towards the provision of more single room accommodation and the reduction in numbers of shared rooms. The refurbishment has created 10 single en-suite bedrooms, complete with large comfortable beds, wardrobe and desk space for private study work. In addition, new en-suite twin rooms providing accommodation with the same facilities and fittings have been created.

The communal living areas have been finished to the same specification with new furniture and additional break-out seating areas. Always a major emphasis at Broadway Lodge, good quality healthy food continues to be a focus. The dining experience is being enhanced by completely remodelling the dining room, including the creation of a bespoke servery with areas for hot food, chilled display and beverage dispensing area.

In addition to the communal dining experience, there are also multi-functional booth areas to create a more discreet space for those with eating disorders.

Additional bathroom capacity has been incorporated as part of the refurbishment, together with new and spacious accessible wet-room capability in close proximity to the lift. Bedroom layout has also been developed to provide areas that can be segregated for female or male occupancy, with breakout seating in those suite areas.

Not all of the refurbishment work remains on show; a number of structural modifications and building infrastructure improvements have been made as part of the project. By necessity, in an older building, some repair work has been essential. This has been the ideal opportunity to do this.

The changes to the building layout, the modifications to ensure a Covid-safe environment and the overall improvements have resulted in an effective total bed capacity of around 38.

The trustees commitment to the business plan and support for the senior management team's approach, both to managing the business during the Covid-19 pandemic and vision for continuing treatment, has been clear. Now that the refurbishment is complete, bed capacity has increased and the number of clients admitted will gradually begin to rise.

Information Technology

A planned IT virtualisation project was accelerated at the beginning of the year by a server failure which, testament to our IT resilience and back-up plan, resulted in no data loss but did serve to kick-start the project. The resulting solution has proved to be every bit as good as the existing system but with the added benefit of enabling improved remote working.

The installation of a full fibre connection has improved the performance of the system and enabled further integration with telephony.

Telecoms

Another significant area of investment in the infrastructure at Broadway Lodge has been the inception and delivery of a new telephony system. Integral to the success of this was the installation of a complete optical fibre link to the building.

The benefits this has brought have been numerous; besides being able to contact members of all departments more readily, the new system enables flexible working locations for staff, improved connectivity for those in treatment to contact family using video technology and the integration of multiple devices on the network.

Marketing

Funding of placements and the various models of procurement have been variable during the past year. Central government has, in reaction to the impact of Covid, provided some significant grant funding recognising the specific challenges faced in society. The models for deployment of these grants, which have had to be distributed in very short timescales, have often resulted in consortium groups being formed. Broadway Lodge has benefitted by being selected to deliver services to a consortium and that service is underway.

Other traditional tender processes are still being used, with some of these presenting significantly onerous documentation just to even be considered for inclusion on a framework to provide services. That level of bid input results in such a high 'cost of sale' that it risks becoming too difficult to bid for with no assurance of any work resulting – a short-sighted process. The overall risk to the wider treatment community is that fewer quality detox and rehab centres will be accessible to patients.

That trend affirms the reason behind the emphasis of Broadway Lodge to look at a more self-funding client group. Significant emphasis has been placed on marketing through case study, blogs, social media posts and extremely positive reviews, all serve to drive increased website traffic, enquiries and ultimately admissions.

This continued growth in enquiries, combined with the confidence of clients having received safe treatment and the reputation of Broadway Lodge, together with the upgraded facilities all support the contention that significant revenue growth will occur throughout 2021/22.

Compassion Focused Therapy

The treatment approach at Broadway Lodge is based on the constantly reviewed, evaluated and updated Minnesota model with abstinence as its foundation and employment of the spiritual principles of the 12 steps as the basis of recovery.

At Broadway Lodge we remain up-to-date with evidence-based research and Compassion Focused Therapy, as well as making use of what we know works from our long experience of delivering treatment. We have adapted our model to include a broad suite of interventions that accommodate different clients' beliefs and aspirations.

Staff and Volunteers

Broadway Lodge continues to support employees throughout the Covid-19 pandemic and employment has been retained and is secure for all staff in the coming year.

Staff wellbeing has been paramount through the introduction of a staff wellbeing programme, holistic therapies, and external supervision. Broadway Lodge will be adding to the staff wellbeing programme this year.

A new volunteer programme has been developed and will commence in the autumn.

Risk Management

The Board of Trustees has identified that at present the highest risks for Broadway Lodge continue to be as follows:

R1 If the continuance of the Covid-19 pandemic requires Broadway Lodge Ltd to cease new admissions into treatment

R2 Potential reduction in the number of referrals due to austerity measures in Local Authority budgets, particularly in light of the government expenditure on the pandemic

R3 Reduced income arising as a result of R1 and R2 above which may significantly impact the profitability of the Charity

To mitigate these risks the following actions have been planned or have already been put in place:

- If there is a need to close Broadway Lodge to new admissions owing to Covid-19 measures, the closure should only be temporary. The charity possesses sufficient cash reserves to support the charity if required
- Diversification of target patients base beyond statutory and existing referral sources following the refurbishment. Robust targeting of private and corporate clients
- More investment in staff training and a planned increase in marketing spend
- Through increased staff training we will be able to diversify our activities further – such as holistic treatments, family support, consultancy provision, provision of sub-contracted services, educational and training services.
- Continuing sound and prudent financial management.

Small company provision

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

Signed by order of the trustees on 15th November 2021.

A S Lyttelton
Chair and Trustee

The trustees (who are also directors of Broadway Lodge Limited for the purposes of company law) are responsible for preparing the Trustee Directors' Annual Report, Strategic Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (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 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 then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards 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 adequate accounting records that 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.

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.

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

Approved by the trustees on 15th November 2021 and signed on their behalf by:

A S Lyttelton
Chair and Trustee

Opinion

We have audited the financial statements of Broadway Lodge Limited (the 'charitable company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities including the Income and Expenditure Account, 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 Generally Accepted Accounting Practice, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (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 March 2021 and of its incoming resources and application of resources 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 Auditor's 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.

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from the original financial statements were authorised for use.

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Trustee Directors' Report, other than the financial statements and our auditor's report 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 there is a material misstatement in the financial statements or a material misstatement of the other information. 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.

Opinion 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 Trustee Directors' Report, which includes the Directors' Report prepared for the purposes of company law for the financial year for which the financial statements are prepared is consistent with the financial statements; and

- the Directors' Report included within the Trustee Directors' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of our 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 Directors' Report included within the Trustee Directors' Report.

We have nothing to report in respect of the following matters in relation to which 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;

- we have not received all the information and explanations we require for our audit; or

- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the Trustee Directors' Report and from the requirement to prepare a Strategic Report.

Responsibilities of trustees
As explained more fully in the Statement of Trustees Responsibilities set out on page 11, 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.

Auditor's 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 an auditor's report 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

The extent to which the audit was considered capable of detecting irregularities including fraud

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 management, and from our commercial knowledge and experience of the social 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 charitable company, including the Companies Act 2006, Charites Act 2011, CQC registration and data protection, anti-bribery, employment, protection of vulnerable residents and health and safety legislation;

- 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 charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and

- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

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;

- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and

- 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; and
- reviewing correspondence with the CQC and other relevant regulators.

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 trustees 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 auditor's report.

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 and trustees those matters we are required to state to them in an auditor's 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 and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Robert Oram BFP FCA
Senior Statutory Auditor
for and on behalf of
Albert Goodman LLP
Chartered Accountants
Statutory Auditor

Goodwood House
Blackbrook Park Avenue
Taunton
Somerset
TA1 2PX

16th November 2021

Broadway Lodge Limited
Statement of Financial Activities (including an Income and Expenditure Account)
For the Year Ended 31 March 2021

	Notes	Unrestricted £	Restricted £	Total 2021 £	Unrestricted £	Restricted £	Total 2020 £
Income:							
Grants, donations and legacies	2	180,152	49,782	229,934	73,064	-	73,064
Interest received	3	-	-	-	2,032	-	2,032
Charitable activities	4	1,347,005	-	1,347,005	1,865,337	-	1,865,337
Gain on disposal of tangible fixed assets		-	-	-	369,047	-	369,047
Total income		1,527,157	49,782	1,576,939	2,309,480	-	2,309,480
Expenditure:							
Interest paid		3,310	-	3,310	3,972	-	3,972
Charitable activities	6	1,832,852	43,748	1,876,600	1,867,025	5,000	1,872,025
Total expenditure		1,836,162	43,748	1,879,910	1,870,997	5,000	1,875,997
Net income/ (expenditure)for the year		(309,005)	6,034	(302,971)	438,483	(5,000)	433,483
Transfers between funds	17	6,034	(6,034)	-	-	-	-
Net movement in funds for the year		(302,971)	-	(302,971)	438,483	(5,000)	433,483
Reconciliation of funds							
Total funds brought forward		2,778,605	-	2,778,605	2,340,122	5,000	2,345,122
Total funds carried forward		2,475,634	-	2,475,634	2,778,605	-	2,778,605

The results for the year derive from continuing activities and there are no gains or losses other than those shown above.

The statement of financial activities incorporates the income and expenditure account.

Broadway Lodge Limited – Company Registration Number: 01201899
Balance Sheet
As at 31 March 2021

	Notes	2021 £	2021 £	2020 £	2020 £
Fixed assets					
Tangible fixed assets	9		2,214,277		2,186,310
			2,214,277		2,186,310
Current assets					
Debtors	10	149,108		190,320	
Cash at bank and in hand		449,262		727,268	
		598,370		917,588	
Liabilities:					
Creditors falling due within one year	11	(271,405)		(241,081)	
Net current assets			326,965		676,507
Total assets less current liabilities			2,541,242		2,862,817
Creditors					
Amounts falling due in more than one year	13		(65,608)		(84,212)
Total net assets			2,475,634		2,778,605
The funds of the charity:					
Restricted funds	15		-		-
Unrestricted funds	15		2,118,800		2,421,771
Revaluation reserve			356,834		356,834
Total charity funds			2,475,634		2,778,605

Approved by the Board for issue on 15th November 2021 and signed on its behalf by:

A S Lyttelton
Chair and Trustee

Rev P Davis
Trustee

Broadway Lodge Limited
Statement of Cashflows
For the Year Ended 31 March 2021

	Notes	Total 2021 £	Total 2020 £
Cash flows from operating activities			
Net movements in funds for the year		(302,971)	433,483
Adjustments to cash flows from non-cash items			
Depreciation and amortisation	10	25,380	25,139
(Gain)/Loss on sale of assets		-	(369,047)
Interest paid		3,310	3,972
Interest received	3	-	(2,032)
		(274,281)	91,515
Working capital adjustments			
(Increase)/decrease in debtors	11	41,212	(77,052)
Increase/(decrease) in creditors	12	19,389	24,059
Net cash flow from operations		(213,680)	38,522
Cash flows from investing activities			
Interest received	3	-	2,032
Receipts from sale of tangible assets		-	615,047
Purchase of fixed assets		(53,347)	(73,701)
		(53,347)	543,378
Cash flows from financing activities			
Interest paid		(3,310)	(3,972)
Advances of new long term loans		11,479	-
Repayments of existing long term loans		(19,148)	(18,487)
		(10,979)	(22,459)
Net increase/(decrease) in cash and cash equivalents		(278,006)	559,441
Cash and cash equivalents at the beginning of the reporting period		727,268	167,827
Cash and cash equivalents at the end of the reporting period		449,262	727,268

1 Accounting policies

The principal accounting policies adopted in the preparation of the financial statements are:

1.1 Basis of accounting

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) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Broadway Lodge Limited 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 note(s). All amounts are presented in £ sterling.

1.2 Going concern

The trustees have considered the implication of the Covid-19 pandemic on the operations of the charity. The charity has been able to continue to deliver its charitable services but at a reduced level leading to a reduction of income. The charity has sufficient reserves to cover the reduced income as service levels come back up to pre pandemic levels. The trustees therefore consider that it remains appropriate to prepare the accounts on a going concern basis.

1.3 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

1.4 Income

Income from donations is recognised in the year in which they are receivable when there is evidence of entitlement, receipt is probable and the amount can be reliably measured.

For legacies, entitlement is taken as the earlier of the date on either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Income from grants, where 'capital' or 'revenue', is recognised when the charity has entitlement to the funds, any 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 and is not deferred. Where no conditions are attached to grant income they are recognised within donations and gifts and where conditions relating to performance of services are attached, grant income is recognised within charitable activities in the Statement of Financial Activities.

Income from charitable activities is included in the period in which the charity is entitled to receipt, it is probable that economic benefits will flow to the entity and the amount can be reliably measured. Where income is received in advance of provision of detoxification and residential services, income is deferred until the criteria for income recognition is met. Where income has not been received and detoxification and residential services have been provided, income is accrued.

1 Accounting policies (cont'd)

1.5 Interest received
Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of interest paid or payable by the bank.

1.6 Expenditure and support costs
Expenditure is recognised on an accruals basis to match the period in which the expenditure was incurred. The charity's significant activity is detoxification and residential services and all support costs are attributable to this activity.

1.7 Pension costs
The charitable company operates a defined contribution pension scheme. Contributions payable to the scheme are charged to the Statement of Financial Activities in the period to which they relate.

1.8 Operating leases
The charity classifies the lease of property and office equipment as operating leases as title remains with the lessor. Rentals are charged on the straight line basis over the term of the lease through the profit and loss account.

1.9 Fund accounting
Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Restricted funds are donations or grants which the donor has specified are to be solely used for particular areas of the charity.

1.10 Tangible assets
Depreciation is calculated to write off the cost or valuation of fixed assets less residual value over their estimated useful lives at the following rates:-

Freehold land	- Nil
Freehold property	- 2% straight line less residual value
Fixtures, fittings and equipment	- 20% straight line
Motor vehicles	- 20% straight line

Fixed assets are valued at cost less depreciation. Freehold property residual value has been considered by the trustee directors' to equate to the freehold property cost. No depreciation is charged on the freehold property.

The part of the annual depreciation charge on revalued assets which relates to the revaluation surplus is transferred from the revaluation reserve to the profit and loss account.

1.11 Debtors
Trade and accrued income are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

1.12 Cash at bank and in hand
Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1 Accounting policies (cont'd)

1.13 Creditors

Creditors 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 are normally recognised at their settlement amount after allowing for any trade discounts due.

1.14 Deferred income

Deferred income comprises income received in advance specifically for the provision of detoxification and residential services. Deferred income is recognised within income in the Statement of Financial Activities when the conditions for income from charitable activities recognition are met.

1.15 Financial instruments

The charity only holds basic financial instruments as defined in FRS 102. The financial assets and financial liabilities of the charity and their measurement basis are as follows:

Financial assets – trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost as detailed in note 17. Prepayments are not financial instruments.

Cash at bank – is classified as a basic financial instrument and is measured at face value.

Financial liabilities – trade creditors, accruals and other creditors are financial instruments, and are measured at amortised cost as detailed in note 17. Taxation and social security are not included in the financial instruments disclosure definition. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is an obligation to deliver services rather than cash or another financial instrument.

1.16 Taxation

The company is a registered charity and is therefore not liable to corporation tax or capital gains tax to the extent that its income and gains are applicable to charitable purposes only. Value added taxation is not recoverable by the company, and is therefore included in the relevant costs in the Statement of Financial Activities.

2 Grants, donations and legacies

	Unrestricted funds £	Restricted funds £	2021 Total £	Unrestricted funds £	Restricted funds £	2020 Total £
Donations and legacies	4,150	-	4,150	11,064	-	11,064
Grants	81,354	49,782	131,136	62,000	-	62,000
Exceptional grants: CJRS income	94,648	-	94,648	-	-	-
	180,152	49,782	229,934	73,064	-	73,064

The charity has been eligible to claim additional funding in the year from government support schemes in response to the coronavirus outbreak. The funding is shown above under ‘grant income’.

3 Interest receivable

	Unrestricted funds £	Restricted funds £	2021 Total £	Unrestricted funds £	Restricted funds £	2020 Total £
Bank interest	-	-	-	2,032	-	2,032

4 Income from charitable activities

	Unrestricted funds £	Restricted funds £	2021 Total £	Unrestricted funds £	Restricted funds £	2020 Total £
Detoxification and residential services	1,324,636	-	1,324,636	1,860,168	-	1,860,168
Sundry income	22,369	-	22,369	5,169	-	5,169
	1,347,005	-	1,347,005	1,865,337	-	1,865,337

5 Expenditure from charitable activities

	Unrestricted £	Restricted £	2021 Total £	Unrestricted £	Restricted £	2020 Total £
Staff costs	1,484,670	41,931	1,526,601	1,463,971	-	1,463,971
Household and maintenance	146,556	-	146,556	202,324	-	202,324
Medical consumables	20,055	1,587	21,642	14,642	-	14,642
Patient and programme	8,993	-	8,993	8,629	5,000	13,629
Administration costs	14,221	230	14,451	20,406	-	20,406
Marketing costs	7,771	-	7,771	13,382	-	13,382
Legal and professional	117,192	-	117,192	105,209	-	105,209
Bad debts	(970)	-	(970)	(421)	-	(421)
Depreciation and amortisation	25,380	-	25,380	25,139	-	25,139
Finance charges	2,624	-	2,624	7,064	-	7,064
Audit fee	6,120	-	6,120	6,120	-	6,120
Accountancy	240	-	240	560	-	560
	1,832,852	43,748	1,876,600	1,867,025	5,000	1,872,025

6 Wages and salaries

	2021	2020
	£	£
Wages and salaries	1,293,623	1,228,536
Social security costs	110,283	97,638
Other pension costs	87,872	84,332
Other staff costs	34,823	53,465
	1,526,601	1,463,971

The number of employees whose annual emoluments were £60,000 or more were:

	2021	2020
	number	number
£80,000 - £89,999	1	-

Number of employees

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

	2021	2020
Doctors	1	1
Nurses	21	22
Counsellors	9	9
Support workers	4	5
Administration	12	12
Domestic and catering	8	10
	55	59

The key management personnel of the charity comprise the trustees, the Chief Executive Officer and the Senior Management Team. The total employee benefits of the key management personnel of the charity were £265,414 (2020: £204,815).

7 Trustee directors

The charity trustees were not paid and did not receive any other benefits as trustees of the charity in the year (2020: £nil). No expenses were reimbursed to trustees (2020: £Nil) during the year. No charity trustee received payment for professional or other services supplied to the charity (2020: £nil).

There were no other related party transactions in the year (2020: none).

8 Net income for the year before transfers

	2021 £	2020 £
This is stated after charging:		
Depreciation and amortisation	25,380	25,139
Gain on disposal of tangible fixed assets	-	(369,047)
Operating leases	9,189	7,949
Auditors remuneration		
Audit services	5,880	6,120
Other services: accounting	720	560

9 Tangible assets

	Freehold Property £	Fixtures, Fittings and Equipment £	Motor Vehicles £	Total £
Cost				
At 1 April 2020	2,116,865	308,514	21,978	2,447,357
Additions	42,083	11,264	-	53,347
At 31 March 2021	2,158,948	319,778	21,978	2,500,704
Depreciation				
At 1 April 2020	-	250,557	10,490	261,047
Charge for the year	-	20,984	4,396	25,380
At 31 March 2021	-	271,541	14,886	286,427
Net book value				
At 31 March 2021	2,158,948	48,237	7,092	2,214,277
At 1 April 2020	2,116,865	57,957	11,488	2,186,310

The company has created a fixed legal charge over some of the properties of Broadway Lodge Limited and such assets are included within freehold property above.

9 Tangible assets (cont'd)

Historical cost of previously revalued freehold property

Cost	£
At 1 April 2020	1,760,031
Additions	42,083
Disposals	-
At 31 March 2021	1,802,114
Depreciation	
As at 1 April 2020 at 31 March 2021	-
Net book value	
At 31 March 2021	1,802,114
At 31 March 2020	1,760,031

The freehold property was valued by professional external valuers in March 1998. The valuations were on the basis of existing or change of use excluding internal fittings, loose furnishings and loose furniture.

10 Debtors

	2021	2020
	£	£
Trade debtors	78,091	111,269
Prepayments and accrued income	71,017	79,051
	149,108	190,320

11 Creditors: amounts falling due within one year

	2021	2020
	£	£
Trade creditors	73,235	59,190
Accruals and deferred income	158,669	153,325
Other creditors	9,418	9,418
Bank loans	30,083	19,148
	271,405	241,081

12 Deferred income

	2021	2020
	£	£
Balance as at 1 April 2020	88,461	83,213
Amount released to income for charitable activities	(117,781)	(66,313)
Amount deferred in year	115,061	71,561
Balance at 31 March 2021	85,741	88,461

13 Creditors: amounts falling due in more than one year

	2021	2020
	£	£
Bank loans due < 5 years	95,691	93,736
Bank loans due > 5 years	-	9,624
	95,691	103,360
Less included in current liabilities	(30,083)	(19,148)
	65,608	84,212

Two bank loans are repayable over a 15 year term, ending in 2024 - 2025. Interest on these loans is variable at base rate + 1.75 and + 2.00%, with a minimum rate of 3.5%.

One bank loan is repayable over a 6 year term, ending 2026 - 2027. Interest on this loan is variable at base rate + 4.5%, with a minimum rate of 4.5%. Due to funds not being fully drawn the current level of the loan will be repaid before the end of the loan term.

All borrowings of £95,961 at the year end (2020: £103,360) are secured by way of fixed legal charges over some of the properties of Broadway Lodge in favour of one banking institution.

14 Statement of funds – 2021

	Opening balance £	Incoming resources £	Resources expended £	Transfers £	Closing balance £
Restricted funds					
Infection Control Grant - Tranche 1	-	15,635	(15,635)		
Infection Control Grant - Tranche 2	-	15,425	(15,425)		
Support Lateral Flow Testing	-	13,974	(7,940)	(6,034)	-
Work Capacity	-	4,748	(4,748)	-	-
Total Restricted Funds	-	49,782	(43,748)	(6,034)	-
Unrestricted funds					
General	2,421,771	1,527,157	(1,836,162)	6,034	2,118,800
Revaluation reserve	356,834	-	-	-	356,834
	2,778,605	1,576,939	(1,879,910)	-	2,475,634

Statement of funds – 2020

	Opening balance £	Incoming resources £	Resources expended £	Transfers £	Closing balance £
Restricted funds					
Dr A Sharp - bursary beds	5,000	-	(5,000)	-	-
Total Restricted Funds	5,000	-	(5,000)	-	-
Unrestricted funds					
General	1,874,288	2,309,480	(1,870,997)	109,000	2,421,771
Revaluation reserve	465,834	-	-	(109,000)	356,834
	2,345,122	2,309,480	(1,875,997)	-	2,778,605

14 Statement of funds (cont'd)

- Restricted funding received in the year to protect staff and patients against the spread of Coronavirus was fully spent in the year.
- General unrestricted funds are free reserves of the charity to be applied at the discretion of the trustees for any of the charitable purposes.
- Revaluation reserve relates to revaluation of the freehold property in March 1998 by an external valuer under the previously applied UK GAAP accounting standards.

Where transfers have been made from restricted funds, these have been made as funds have been used for the purpose intended and the remaining funds are to be used on activities to further any of the purposes of the charity.

15 Analysis of net assets between funds

	Unres-tricted funds	Res-tricted funds	2021 Total	Unres-tricted funds	Res-tricted funds	2020 Total
	£	£	£	£	£	£
Fixed assets	2,214,277	-	2,214,277	2,186,310	-	2,186,310
Current assets	598,370	-	598,370	917,588	-	917,588
Current liabilities	(271,405)	-	(271,405)	(241,081)	-	(241,081)
Creditors due after more than one year	(65,608)	-	(65,608)	(84,212)	-	(84,212)
	2,475,634	-	2,475,634	2,778,605	-	2,778,605

16 Obligations under leases

Operating leases
The total future minimum rentals payable under non-cancellable operating leases funded by unrestricted funds are as follows:

	2021	2020
Operating lease which expire:	£	£
Within one year	10,810	9,577
Within two and five years	12,828	23,744
	23,638	33,321

17 Financial instruments

Categorisation of financial instruments

	2021	2020
	£	£
Financial assets that are debt instruments measured at amortised cost	535,616	871,441
Financial liabilities measured at amortised cost	147,262	167,948

Items of income, expense, gains or losses

2021	Income	Expense	Net gains	Net losses
	£	£	£	£
Financial assets measured at amortised cost	-	-	-	-
Financial liabilities measured at amortised cost	-	3,310	-	-
	-	3,310	-	-

2020	Income	Expense	Net gains	Net losses
	£	£	£	£
Financial assets measured at amortised cost	2,032	-	-	-
Financial liabilities measured at amortised cost	-	3,972	-	-
	2,032	3,972	-	-

The total interest income for financial assets not measured at fair value through profit or loss is £nil (2020 - £nil). The total interest expense for financial liabilities not measured at fair value through profit or loss is £3,310 (2020 - £3,972).