



# Strategic Planning 2025/6 – 2027/8



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## Executive Summary









In April 2025, Headway North Staffordshire (HNS) was faced with the resignation of the Chief Officer following a period of upheaval. Trustees took the opportunity to take advice and fully review the charity's finances, strategic direction and priorities prior to recruiting. This document is the product of that process, which has included extensive consultation with all staff, including those with experience of working at the 'sharp end' with people affected by brain injury. We have also taken care to ensure that service users and their families' views are reflected in our plans, with two dedicated sessions directly impacting the definition of our vision, the adoption of our values, the creation of the Ideas Club, and a commitment to ongoing consultation.

Trustees are balancing pragmatism about the difficult economic environment in which we and other charities are working, with ambition for the organisation, our services, and our executive team. The comprehensive SWOT analysis on pages 15 and 16 is particularly relevant here.

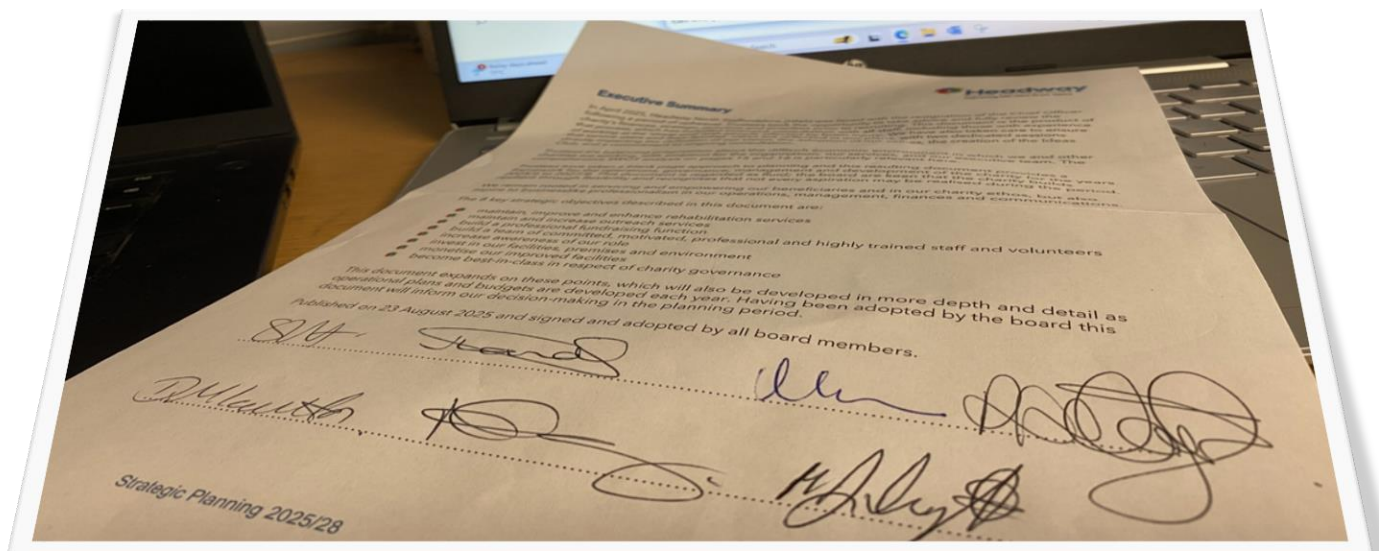
Trustees have taken a blank page approach to planning and this resulting document provides a framework for the operations, governance, management and development of the charity for the years 2025/6 to 2027/8. This document is regarded as fluid; the board are keen that the charity builds resilience through flexibility and recognises that not all aspirations may be realised during the period.

We remain rooted in servicing and empowering our beneficiaries and in our charity ethos, but also aspire to businesslike professionalism in our operations, management, finances and communications.

The 8 key strategic objectives described in this document are:

-  maintain, improve and enhance rehabilitation services
-  maintain and increase outreach services
-  build a professional fundraising function
-  build a team of committed, motivated, professional and highly trained staff and volunteers
-  increase awareness of our role
-  invest in our facilities, premises and environment
-  monetise our improved facilities
-  become best-in-class in respect of charity governance

This document expands on these points, which will also be developed in more depth and detail as operational plans and budgets are developed each year. Having been adopted by the board this document will inform our decision-making in the planning period. This document is published on 23 August 2025 and signed and adopted by all board members.



## Introduction, Purpose and Values

### Background





Headway North Staffordshire is long established. It was founded in the mid-1980s and converted to a charitable Company Limited by Guarantee (CLG) in 1999. It exists as a very well-respected patient support organisation working with people affected by brain injury as a result of trauma or stroke.

The trustees take pride in the history of the charity and commit to maintaining its strong ethos of service user leadership. Service users and/or their family members have always been included on the board and this will not change.

The charity's Chief Officer left the organisation in April 2025 after a difficult period. The trustees have taken this opportunity to take advice, consult staff, engage with users, and review the charity's strategy and finances before recruiting a permanent replacement.

The operational focus in the first half of 2025 has been on maintaining services and a degree of 'firefighting' which has dragged trustees into handling operational matters. Discussions with those that commission our services have been protracted, and tensions arose as we increased prices to maintain the viability of our key services. However, we are confident that those difficulties are now behind us.

Our key operations are:

-  The provision of rehabilitation services at Headway House
-  Outreach to people affected by acquired brain injury (ABI) across North Staffordshire
-  Provision of therapies, including speech and language, physio, counselling, and occupational
-  Other related projects as funding has allowed

### Our Constitutional Charitable Objects

As part of this strategic review, trustees have considered the existing constitution and in particular the stated Charitable Objects which are:

***To provide services and facilities calculated to rehabilitate and relieve from their disabilities persons who have suffered head-injury and to provide services and facilities calculated in cases of need to assist the families of such persons principally in respect of such persons as reside in North Staffordshire***

We have determined that this objective remains valid for the planning period 2025-2028. In particular consideration has been given to our geographic boundaries, which will remain unchanged. However we note the use of the word "principally" in line four above which gives some flexibility if required.

Headway North Staffordshire remains affiliated with Headway UK and our work will always remain aligned with that of the national charity.






## Our vision and mission

**Our vision** is of a future in which people affected by acquired brain injury receive all the care and support they need and can regain their quality of life.

**Our mission** is to do what we can to achieve this, working with those affected, their families, healthcare professionals and statutory providers, in our geographical area (North Staffordshire).

## Guiding Principles

These key principles will underpin strategic and operational thinking and planning at the charity:

-  We will not grow for growth's sake, but only for the benefit of our service users
-  We will always be at least part led by people affected by ABI or their families
-  We will collaborate and signpost; we will not duplicate good work done elsewhere
-  We will operate best business and employer practices, whilst retaining third sector ethos
-  We will not do for someone what we can empower them to do for themselves

## Our values

Our stated values underpin the way we work to deliver our objective. We will:

<p>Have <b>TRUST</b></p> <p>in our cause, our community, our principles, and our people</p> 	<p>Deliver <b>EQUITY</b></p> <p>and inclusivity for everyone involved, and in every respect</p> 	<p>Have <b>AMBITION</b></p> <p>to give people affected by ABI the best quality of life we can</p> 	<p>Be <b>FRIENDLY</b></p> <p>and collaborative with everyone we work with</p> 
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**Our vision is of a future in which people affected by acquired brain injury receive all the care and support they need and can regain their quality of life.**

## Strategic Goals

The following eight top level objectives have been identified for the period 2025-2028 (3.5 years). These are elaborated upon and quantified in the rest of this document:

- 🌈 We will **maintain, improve and enhance rehabilitation services** delivered at Headway House for people affected by ABI across North Staffordshire. This remains the core of our activity and will be strengthened continually throughout the planning period
- 🌈 We will **maintain and increase outreach services** delivered by the outreach team to people affected by ABI across North Staffordshire. This remains a key tool for achieving our mission. We will deliver the service to an increased number of service users and in the latter part of the period we will consider extending the service beyond our current border, within the constraints of our constitution, funding, and avoiding clashes with other Headway branches.
- 🌈 We will **build a professional fundraising function** in order to increase and diversify our income streams and improve our organisational resilience
- 🌈 We will invest to **build a team of committed, motivated, professional and highly trained staff and volunteers** by creating and resourcing meaningful volunteering and career pathways and becoming a respected employer of choice in Stoke-on-Trent
- 🌈 We will work to **increase awareness of our role** with all stakeholders and potential stakeholders as the go-to expert organisation caring for people affected by ABI
- 🌈 We will **invest in our facilities, IT, premises and environment** to provide the best working space for our people and rehabilitation space for those living with ABI
- 🌈 We will **monetise our improved facilities** to generate income to support the charity's work
- 🌈 We will **become best-in-class in respect of charity governance** by building on the recent appointment of new trustees and the creation of senior management roles

The goals have been identified as a result of:

- 🌈 A review of the charity's strengths, weaknesses, opportunities and threats by the board in conjunction with an external independent charity consultant
- 🌈 An assessment of the staff structure and in particular the management team following the departure of the Chief Officer in April 2025
- 🌈 A consultation with key staff in 1-1 meetings
- 🌈 A consultation with staff, trustees, and volunteers over a day outside of working hours
- 🌈 Two sessions of dialogue with service users and service user families to sense-check our thinking, identify areas of concern, and seek additional ideas

The goals are explored in more detail over the rest of this document.

## Strategic Goal 1 – Rehabilitation Services

We will **maintain, improve and enhance rehabilitation services** delivered at Headway House for people affected by ABI across North Staffordshire. This remains the core of our activity and will be strengthened continually throughout the planning period.

Rationale	The rehabilitation function is the core purpose of the charity and drives everything else. However, we have identified that some activities are perceived as in need of refresh or old fashioned. In addition the variety of activities is limited. The provision of therapies on the ground floor and in particular in the gym are recognised as being crucial too.
Resources	Existing centre staff Existing gym staff Existing and improved facilities, including for the gym Volunteers and pro-bono support from professionals Paid-for activities and gym sessions Additional resources for the creation and delivery of activities Support from our own reserves for the continuation of speech and language therapies beyond the current grant funding from The National Lottery Project grant funding Self-sustaining activities (e.g. the woodworking workshop)
Timescales	<p>2025</p> <ul style="list-style-type: none"> <li>- revitalisation of existing activities programme</li> <li>- creation and integration of service users’ Ideas Club</li> <li>- trialling and adoption of new activities</li> <li>- embedding of speech and language therapy into core activity</li> <li>- grant application programme</li> <li>- stability of staffing and staffing structure</li> </ul> <p>2026</p> <ul style="list-style-type: none"> <li>- investment in improving Headway House environment</li> <li>- review of gym facilities and equipment</li> <li>- further expansion of activities</li> </ul> <p>2027</p> <ul style="list-style-type: none"> <li>- development of external / excursion activities programme</li> </ul>
Measures of success	Staff feedback User feedback Activity calendars User numbers Income generation

## Strategic Goal 2 – Outreach Services

We will **maintain and increase outreach services** delivered by the outreach team to people affected by ABI across North Staffordshire. This remains a key tool for achieving our mission. We will deliver the service to an increased number of service users and in the latter part of the period we will consider extending the service beyond our current border, within the constraints of our constitution, funding, and avoiding clashes with other Headway branches.

Rationale	Underscoring the importance of reaching people who cannot or do not wish to attend Headway House. Outreach is recognised by everyone involved at Headway North Staffordshire as a crucial element of our service to people affected by ABI. Outreach can likely be self-funding and is scalable in this regard. There is evidence of unmet need within our geographic area and also that there are people outside our area not being serviced at all by similar charities or institutions. Outreach can guide users into our rehabilitation and therapeutic services at Headway House.
Resources	Self-funding Existing outreach staff Potential to expand the team if user funding makes this viable Grant funding bids Volunteers and pro-bono support from professionals
Timescales	<p>2025</p> <ul style="list-style-type: none"> <li>- stabilisation of service under guidance of newly appointed manager and newly positioned team leader / deputy</li> <li>- assessment of the finances around outreach to clarify viability of expansion</li> <li>- evidence gathering to support proposals for growing the team</li> </ul> <p>2026</p> <ul style="list-style-type: none"> <li>- grow number of service users</li> <li>- reassess team numbers and structure</li> </ul> <p>2027</p> <ul style="list-style-type: none"> <li>- carefully managed growth of numbers, ensuring financial viability</li> </ul>
Measures of success	Staff feedback User/funder feedback User numbers Financials

## Strategic Goal 3 – Fundraising

We will **build a professional fundraising function** in order to increase and diversify our income streams and improve our organisational resilience.

Rationale	<p>As for all charities, the funding environment is tougher than ever and we need to diversify our income streams, which builds resilience.</p> <p>We need additional funding to allow us to invest in this strategic plan.</p> <p>We have not exploited or have under-exploited grant funding and community fundraising opportunities in recent years.</p> <p>Though we hold respectable reserves, and are prepared to invest some of them, we cannot do so indefinitely.</p> <p>Investing in people is important to us, but statutory funding for rehabilitation and care does not allow for this.</p>
Resources	<p>Investment in fundraising team</p> <p>Community Fundraising Manager</p> <p>Grant Fundraiser</p> <p>Further investment if these prove viable and there is a case for growth</p> <p>Budget for materials and events</p> <p>Budget for staff time in associated social media and other promotional activity</p>
Timescales	<p>2025</p> <ul style="list-style-type: none"> <li>- Appointment of Community Fundraising Manager, induction, development of resources and objective</li> <li>- Build up pipeline of grant funding applications / bids</li> <li>- Refresh of social media and other online presences</li> <li>- Review of tools in place to manage donations, donors, fundraisers, communications and gift aid</li> <li>- Achieve initial conservative budgets</li> </ul> <p>2026</p> <ul style="list-style-type: none"> <li>- Review and agree increased fundraising targets and expenditure budgets</li> </ul> <p>2027</p> <ul style="list-style-type: none"> <li>- Growth of fundraising team in accordance with performance / potential</li> </ul>
Measures of success	<p>Financials (income, pipeline, RoI)</p> <p>Community networks and engagement</p> <p>Development of social media channels, numbers and content</p> <p>Staff feedback</p>

## Strategic Goal 4 – Human Resources

We will invest to **build a team of committed, motivated, professional and highly trained staff and volunteers** by creating and resourcing meaningful volunteering and career pathways and becoming a respected employer of choice in Stoke-On-Trent.

Rationale	<p>To continue and to develop our services needs good quality resources - in particular our people. Our people are passionate and proud of being with HNS but point out a lack of career pathways, poor communication and other areas of concern that should be relatively simple to address. Aspiring to be an “employer of choice” provides the incentive to improve the working environment in order to retain and attract the right people to work for us.</p> <p>The care industry is underfunded and notoriously underpaid, but attracts very committed people. If we can enhance our overall offering as an employer we will recruit the best of those people to the huge ultimate benefit of our service users.</p>
Resources	<p>Funding needed if we are to revise paycales upward  CEO to build new structure with clear management, reporting and career lines  Investment in quick fixes, training, and the physical work environment  Volunteers - with appropriate pathways</p>
Timescales	<p>2025</p> <ul style="list-style-type: none"> <li>- creation of new organisational structure</li> <li>- review of existing team and positions within that structure</li> <li>- development of new pay scales / pay points</li> <li>- quick fixes to physical environment</li> <li>- review benefits (holidays, pension contributions, sickness policy, perks) and make recommendations for 26/27</li> </ul> <p>2026</p> <ul style="list-style-type: none"> <li>- Design and implement volunteer pathways and policies</li> <li>- Continue transition to new structure</li> <li>- Overhaul of employment related policies and procedures / handbook</li> </ul> <p>2027</p> <ul style="list-style-type: none"> <li>- Consider employer accreditations</li> </ul>
Measures of success	<p>Staff feedback  Impact on user experience  Financials  Retention / Recruitment  Accreditations and awards</p>

## Strategic Goal 5 - Awareness

We will work to **increase awareness of our role** with all stakeholders and potential stakeholders as the go-to expert organisation for people affected by ABI

Rationale	Increased awareness of the charity, its resources for people affected by ABI, and its role will help us to reach more user (rehabilitation at the centre and outreach), secure more referrals (social services, NHS and other sources), boost donations and community fundraising, enhance our credibility with grant funders, and much more
Resources	Resource dedicated to social media activity Website Printed materials e-Comms Grant funded opportunities to enhance comms tools Volunteers
Timescales	<p>2025</p> <ul style="list-style-type: none"> <li>- Development of communications strategy</li> <li>- Development of communications programme for 2026 onwards</li> <li>- Quick fixes to existing website</li> <li>- Overhaul and fresh investment in time to utilise social media</li> </ul> <p>2026</p> <ul style="list-style-type: none"> <li>- Further implementations</li> </ul> <p>2027</p> <ul style="list-style-type: none"> <li>- Consider development of separate Communications team</li> </ul>
Measures of success	Social media numbers Website statistics Staff feedback Partner feedback User numbers Community fundraising success

## Strategic Goal 6 – Infrastructure

We will **invest in our facilities, IT, premises and environment** to provide the best working space for our people and rehabilitation space for those living with ABI.

Rationale	<p>Headway House is a great facility but needs a little TLC in a few respects. Although we own the building and there are no rent or loan costs associated with it, it is the kind of building that needs ongoing maintenance.</p> <p>If we are to meet objectives around staffing, activities, user numbers and monetisation of the building we must be prepared to invest in some modernisation and/or adaptations to ensure it remains fit for purpose, secure, and future proofed.</p> <p>Our IT systems are in need of overhaul and are increasingly ‘mission critical’</p> <p>The reserves held by the charity will allow for some such improvements and investment.</p>
Resources	<p>Reserves can be made available</p> <p>Grant funding bids</p> <p>Community fundraising objectives</p> <p>Fundraising team</p> <p>Facilities manager</p> <p>Pro-bono tradespeople’ support</p>
Timescales	<p>2025</p> <ul style="list-style-type: none"> <li>- Review of asset register</li> <li>- Review of allocation of reserves, and reserves policy</li> <li>- Creation of premises/facilities/IT snagging list</li> <li>- Creation of premises/facilities/IT wish-list</li> <li>- Implement quick fixes</li> <li>- Address known security, IT, heating, cooling and office space issues</li> <li>- Identify capital expenditure suitable for grant funding bids</li> </ul> <p>2026</p> <ul style="list-style-type: none"> <li>- Further implementations</li> </ul> <p>2027</p> <ul style="list-style-type: none"> <li>- Ongoing allocations of budgets maintenance</li> </ul>
Measures of success	<p>Progress with snagging and wish lists</p> <p>Staff feedback</p> <p>User feedback</p> <p>Financials</p>

## Strategic Goal 7 – Monetisation of Facilities

We will **monetise our improved facilities** to generate income to support the charity’s work

Rationale	Headway House is wholly owned and there is no restriction (within reason) on the charity monetising this space provided that in doing so we do not adversely impact on service users. This will serve to increase and diversify income, improve physical security, enhance our networks, grow awareness, and help other charities and community groups.
Resources	Headway House. Internal facilities. Gym.
Timescales	<p>2025</p> <ul style="list-style-type: none"> <li>- Full costed proposal for ways of generating revenue from the building from executive team</li> <li>- Soft launch of (for example) meeting space or room lettings</li> <li>- Consider how gym can be used to generate additional income</li> <li>- Pilot promotional work local businesses, charities and community groups</li> </ul> <p>2026</p> <ul style="list-style-type: none"> <li>- Fuller implementations</li> </ul> <p>2027</p> <ul style="list-style-type: none"> <li>-</li> </ul>
Measures of success	Occupancy rates Financials Relationships with other organisations

## Strategic Goal 8 – Governance

We will **become best-in-class in respect of charity governance** by building on the recent appointment of new trustees and the creation of senior management roles

<p>Rationale</p>	<p>There have been several changes at board level in recent months. Discussions have been held around financial management, recent firefighting at an operational level by trustees, the lack until now of a strategic plan, the appointment of a new Chief Executive Officer, and a lack of clarity over some roles. A full, formal, governance review would be wise once the new board and CEO are in place and inducted.</p> <p>Good governance is critical and will enhance all aspects of the charity's work, and contribute to the achievement of the other seven strategic goals</p>
<p>Resources</p>	<p>The Charity Commission The Charity Governance Code Budget for trustee training and development Resources to strengthen finance function Budget for formal external governance review</p>
<p>Timescales</p>	<p>2025</p> <ul style="list-style-type: none"> <li>- 'Forming' of board as a new team with new strategic clarity</li> <li>- Skills matrix analysis</li> <li>- Trustee induction training</li> <li>- Overhaul of Organisational Risk Register</li> <li>- Develop and implement policy around sub-committees</li> <li>- Formalise responsibilities for Chair, VC, Treasurer and Secretary</li> <li>- Succession planning</li> </ul> <p>2026</p> <ul style="list-style-type: none"> <li>- Early 2026 - full formal governance review</li> <li>- Identify actions resulting and implement</li> <li>- Continued / further trustee training</li> </ul> <p>2027</p> <ul style="list-style-type: none"> <li>-</li> </ul>
<p>Measures of success</p>	<p>Governance review Progress against governance review action plan Trustee retention Staff feedback Board self-analysis Risk register</p>

## Implementation and Risk Management

### Scope

It is important to note that this document has been developed at a time where there is a huge amount that needs to be done by the charity. The intention is to provide focus and clarity over what our priorities are, but we recognise that there may be other opportunities to consider from time to time, or other ongoing work that will continue unless a decision is explicitly made to cease.

### Implementation

This document will be shared with all staff and any volunteer or service user that wishes to see it. It will be placed on the charity's website and highlighted to potential funders. By sharing our strategy with others, we will be viewed as transparent, honest and collaborative.

Delivery of the strategic goals at an operational level is delegated to the Chief Executive Officer (CEO) and the executive team. The board retains legal responsibility for the strategic direction and financial management of the charity. The board will have oversight and will expect good quality reports against the objectives outlined (along with financial reports). The CEO is empowered to make operational decisions whilst remaining within the scope of this document and of budgets agreed each year.

The CEO will be line managed by and is accountable directly to the Chair of Trustees and this document forms the basis of the CEO's objectives.

### Not to be filed

This strategic plan is to be treated as a live, working document. The trustees have signed the document on page 1 to demonstrate their collective commitment to and adoption of the priorities outlined. A copy of this document will be included as a matter of course in papers made available at each trustee meeting at which significant decisions are required. If changes are required and agreed, they can be implemented as appropriate. The strategic plan is not "set in stone" because such an approach can be detrimental as things change around us.

### Risk Management

Early in the period the board will overhaul and review the Organisational Risk Register. Risks are likely to be around finance and fundraising, human resources, infrastructure failings, governance failings, reputational damage, safeguarding, and Health & Safety, though this is by no means an exhaustive list. Once overhauled, the risk register will become a standing agenda item for all trustees' meetings.

In presenting this strategic plan, trustees accept the level of risk inherent in it. These risks are primarily around finance and around changes to the executive team structure. Trustees are comfortable with the risk inherent in this plan because adequate reserves are in place. In simple terms, where investment is proposed trustees believe the donors behind the money we hold will approve, expecting to see it being used to further the charity's work with and for people affected by ABI and their families.

## Appendix 1 – SWOT analysis (August 2025)

Strengths, weaknesses, opportunities and threats considered by the board in making these plans.

### Strengths

- Fantastic fully owned building and facilities
- Passionate dedicated people
- Plenty of pride in what we deliver
- Significant reserves cushion
- Self-awareness and acknowledgment of need for change
- Well established provider to NHS and LA
- Significant numbers of users on the books
- Robust income source in service user fees
- Credibility with users and families
- Creative dynamic atmosphere
- Appropriate software in place (Office 365, Bright HR, Charity Log)
- Fully fitted rehabilitation gym
- Not-for-profit - resources and donations go direct to service delivery

### Weaknesses

- No strategic plan until now
- No Chief Executive in post
- No finance function per se
- No fundraising operation to speak of
- Poorly or non-defined roles and career paths for many staff
- Inconsistencies across job titles, roles, salaries, and contracts
- Poor internal communications
- Poor website and external communications / awareness
- Some staff stressed and perceive workload issues
- No risk register
- Trustees are working at operational level
- Staff are 'firefighting'
- Poor utilisation of Office 365, limited exploitation of Bright HR
- No integration between systems
- Limited standardisation of processes - e.g. employee induction
- Limited documentation of standard processes
- No service user care agreements, regular reviews or case reviews
- Limited, and unstructured, use of volunteers
- Overhaul of risk register may identify other weaknesses

## Appendix 1 (cont) – SWOT analysis (August 2025)

Strengths, weaknesses, opportunities and threats considered by the board in making these plans.

### **Opportunities**

- CEO recruitment allows reset and repositioning of leadership role
- Largely untapped community fundraising pool
- Largely unexploited grant fundraising pool
- Relatively untapped corporate fundraising pool
- Development of patrons
- Largely untapped pool of volunteers
- Price increases possible whilst retaining competitive advantage
- Exploitation of owned facility
- Recruit and retain quality staff through change programme
- Reassess how each member of staff can best contribute to our overhauled objectives

### **Threats**

- Private service providers win NHS/LA contracts and tenders
- Cultural change could fail
- Valued staff may leave
- Scepticism about change sticking
- Overhaul of risk register may identify other problems
- Staff may not react well to imposition of change
- Further reductions in statutory funding for care
- The impact of planned rises in National Minimum Wage
- Impact of government policy and budgets on social care provision

## Appendix 2 - Financial projections

High level aspirations / projections for 2025 to 2028, all £'000

Note that projecting budgets more than a few months ahead is notoriously difficult as there are so many variables. The principle of running a balanced *operational* budget and allowing investment from reserves is however a sound one.

	<b>* 2025/26</b>	<b>2026/27</b>	<b>2027/28</b>
<b>Subscriber income</b>	<b>588</b>	<b>617</b>	<b>648</b>
<b>ICB income</b>	<b>82</b>	<b>84</b>	<b>87</b>
<b>Grant funding</b>	<b>50</b>	<b>75</b>	<b>100</b>
<b>Donated income and gift aid</b>	<b>97</b>	<b>107</b>	<b>118</b>
<b>Other income</b>	<b>37</b>	<b>45</b>	<b>45</b>
<b>Total income</b>	<b>854</b>	<b>928</b>	<b>998</b>
<b>Rehabilitation and therapies</b>	<b>352</b>	<b>373</b>	<b>400</b>
<b>Outreach</b>	<b>264</b>	<b>280</b>	<b>300</b>
<b>Facilities and infrastructure</b>	<b>37</b>	<b>39</b>	<b>42</b>
<b>Core costs for reallocation</b>	<b>148</b>	<b>157</b>	<b>167</b>
<b>Fundraising</b>	<b>58</b>	<b>62</b>	<b>70</b>
<b>Governance</b>	<b>15</b>	<b>17</b>	<b>19</b>
<b>Total costs</b>	<b>874</b>	<b>928</b>	<b>998</b>
<b>Surplus / deficit</b>	<b>20</b>	<b>0</b>	<b>0</b>

\* 2025/26 projections are as budgeted already in detail, but rounded here for convenience.

Donated income is projected to increase by 10% pa.

Member income is projected to increase by 5% pa.

ICB income is incremented at 3% pa.

Other income is projected as flat but incremented 2025/26 to 2026/27 to include facilities monetisation.

Charitable expenditure is expected to increase 6% year on year based on anticipated increased in NMW which forms the bulk of our costs. Fundraising costs are accelerated slightly beyond this as the charity is growing that function.

A small deficit is expected this year. In the latter two years it is likely that the charity will run a balanced operational budget, or thereabouts. However, beyond this some investment in people and infrastructure will be necessary and this will impact on reserves held. This will be a result of managed investment of previously accumulated funds and is not a threat to the charity's sustainability.

All projected figures are rounded.

