



# HEADWAY ESSEX

Providing brain injury care and support

Annual Report and Financial Statements  
For The Year Ended 31 March 2024

The Headway Centre  
Woodland Walk  
Colchester  
Essex  
CO4 6DH

01206 845 945

[www.headwayessex.org.uk](http://www.headwayessex.org.uk)

Patron: David Tennant

Registered Charity No. 1008807  
Company Limited by Guarantee 2674755

**HEADWAY ESSEX**  
**(A company limited by guarantee)**

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**HEADWAY ESSEX**  
**(A company limited by guarantee)**  
**REFERENCE AND ADMINISTRATIVE DETAILS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

<b>Trustees</b>	Alan Bacon, Chair Chris White-Thomson David Parkins, Treasurer Bob Juniper (resigned 5 October 2023) Anthony Emms Diana Collins (deceased 25 September 2023) Rob Warren Jason Cater (resigned 5 October 2023) Neil Parrett Simon Shaw (appointed 5 October 2023)	
<b>Company number</b>	2674755	
<b>Charity number</b>	1008807	
<b>Registered office</b>	The Headway Centre Woodland Walk Colchester CO4 6DH	
<b>Company secretary &amp; Finance Manager</b>	Gemma Perkins (resigned 23 February 2024) Sue Hayden Sargeant (appointed 23 February 2024)	
<b>Chief Executive Officer</b>	Joanna Wright	
<b>Head of Brain Injury Services</b>	Emma McCullagh	
<b>Independent examiners</b>	Griffin Chapman Chartered Accountants 4 & 5 The Cedars Apex 12 Old Ipswich Road CO7 7QR	
<b>Bankers</b>	CAF Bank Ltd 25 Kings Hill Avenue Kings Hill West Milling Kent ME19 4JQ	Lloyds Bank PLC 27 High Street Colchester CO1 1DU

**HEADWAY ESSEX**  
**(A company limited by guarantee)**  
**THE WORK OF THE CHARITY**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**Mission Statement**

Everyone living with the effects of acquired brain injury has the opportunity to lead a fulfilling life.

**Our Vision**

Through the work of Headway Essex: people with acquired brain injury will fulfil their potential families and carers will be better able to cope with their caring role the wider community will understand the causes and effects of acquired brain injury

**What we do**

Headway Essex is an independent charity, which provides support in the community and specialist day opportunities and rehabilitation activities to people living with acquired brain injury (ABI) and their families and carers in Essex.

Our two day centres in Colchester & Benfleet, offer a specialist person centred approach to rehabilitate, educate, inform and support each client with their own personal recovery journey through the achievement of realistic, achievable and measurable goals. The centres also provide social opportunities and a variety of activities to maintain health and wellbeing.

Headway Essex provides support in the Community through local Brain Injury Caseworkers in all areas of Essex. The service provides telephone support, coping strategies, crisis support, home visits, hospital visits and help with benefits advice. We also run educational groups, monthly support groups and separate carers support groups in several locations across Essex.

**How we support our services users**

**Supporting the survivors of brain injury**

- Information and education covering a wide range of topics relating to brain injury and its effects
- Information and practical/benefits advice
- Neuro Gym
- Communication group and speech and language
- Adult education —relearning lost skills and learning new ones
- IT training
- Life skills
- Communication and social interaction
- Health and self-care advice and support
- Social and sporting activities in the community
- Artistic activities for self-expression
- Behaviour management
- Support group meetings
- Support with educational, vocational and volunteering opportunities
- Signposting and referrals to other agencies and voluntary organisations

**HEADWAY ESSEX**  
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**THE WORK OF THE CHARITY**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**Supporting the Carers**

- Access to a specialised support and advice helpline
- Information and advice covering a wide range of topics
- Information and training on all aspects of brain injury and the caring role
- One to one with a Brain Injury Case Worker
- Condition specific support group meetings
- Respite from the cared-for person attending Headway's specialist facilities
- Support available at any stage —from hospital to many years later
- Signposting and referrals to other agencies and voluntary organisations as required

**Our core values**

Headway Essex believes in:

**Working together**

Headway Essex works in partnership with many organisations. We are a condition specific organisation who signpost to avoid duplication of services and who share resources and expertise to provide a seamless service for our clients.

**Consultation**

Headway Essex is an organisation who consults with its service users/stakeholders to meet their changing needs, in order to ensure the best possible outcomes for its service users.

**Valuing the individual**

Headway Essex wants the best possible outcome for its services users and will listen to and respect their personal views on how they would like to be supported. All staff, volunteers and service users are respected and encouraged to reach their full potential.

**Maximising opportunities**

Headway Essex strives to keep informed of opportunities through networking, and consultation with its stakeholders and the wider public. As an organisation led by an experienced board of trustees and management team, Headway is able to change, evolve and adapt and remains flexible to meet the needs of its service users.

**Model of Care**

Our model of care follows these guiding principles:

- Services will provide informed choice, quality outcomes and a high quality experience for our clients.
- Clients (including carers) are at the centre of services, which are designed to meet their needs.
- Services will meet or exceed Headway Centre standards as defined by Headway UK.

**HEADWAY ESSEX**  
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**THE WORK OF THE CHARITY**  
**FOR THE YEAR ENDED 31 MARCH 2024**

- Services are appropriate to the needs of an adult with acquired brain injury and their carer(s).
- Rehabilitation will be provided within a community setting.
- Services will provide value for money and are enhanced by volunteer support and fundraising.
- We will work closely, with external organisations to provide a cohesive and seamless service for our clients.
- Services will deliver appropriate person centred rehabilitation outcomes to increase clients' independence, health and wellbeing.
- Services will meet the needs of our client group and be innovative and continually evolving.
- Services will promote brain injury awareness and prevention.

## **ACQUIRED BRAIN INJURY**

### **OVERVIEW OF ACQUIRED BRAIN INJURY**

An Acquired Brain Injury (ABI) is any injury to the brain which has occurred following birth. It includes Traumatic Brain Injuries (TBIs), such as those caused by trauma e.g. from a road traffic accident, fall or assault, and non TBIs related to other medical conditions, e.g. encephalitis, meningitis, stroke, substance abuse, brain tumour and oxygen deprivation resulting from a cardiac arrest or other causes. (Definition from UK Acquired Brain Injury Forum (UKABIF)).

ABI is a leading cause of death and disability in the United Kingdom (UK). It is a chronic condition with 'hidden' disabilities and life-long consequences.

It is a positive message that advances in emergency and acute medicine mean that many more people now survive with an ABI. However, many of these individuals will require early and continued access to specialist rehabilitation to optimise their recovery and maximise their long-term potential.

The effects of a brain injury are wide ranging, vary in severity and can be temporary or long term. They broadly fit into three categories;

- Physical effects such as fatigue, impaired mobility, weakness/paralysis and speech problems;
- Cognitive effects such as memory problems, impaired reasoning and reducing problem solving ability;
- and Emotional and behavioural effects such as personality changes, depression, anxiety and anger.

The long-term disabilities may not correspond to the physical severity of the original injury, and can become apparent some time, even years, after the cause. A person can appear to make a good recovery but may be difficult to live with and become unemployable if they do not get the right support in the early stages. The personality changes can be the most difficult for close family to accept and this causes many families or relationships to break up; 'she is not the person I fell in love with and married', 'he's the third child I never wanted'.

**HEADWAY ESSEX**  
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**CHAIRMAN'S STATEMENT**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**FACILITIES FOR REHABILITATION**

Statutory provision for rehabilitation is very limited and tends to only be offered to those who are severely affected. There are a number of causes of ABIs and as a result, there is no one single treatment pathway. There are large variations in the provision and access to neuro-rehabilitation services across the Country and what is available, is usually situated within regional, rather than local, hospitals. There is also a patchy understanding of the role of neuro-rehabilitation at national and local level, which leads to a reluctance to fund services. When rehabilitation is not provided a lack of motivation and continuous inactivity at home can place an impossible strain on families and limit the chances of recovery.

Evidence suggests that early, co-ordinated and intense rehabilitation can generate great savings to the NHS. Headway Groups and Branch services can make a significant contribution to these savings.

**CHAIRMAN & CHIEF EXECUTIVE'S REPORT**

During the past year, there have been many notable achievements. These are driven by one overarching theme; to continuously review and improve the services we offer adults with acquired brain injury and their families.

The new South Essex day service established in 2022 has gone from strength to strength. It is hard to believe that from a one day a week pilot, launched in January 2022; it now operates 4 days a week. We are currently providing 43 placements over the four days and have capacity to accommodate up to 60 placements.

We have been pledged a grant of £100k towards an extension at the Headway Centre. Our aim is to provide more therapeutic and rehabilitation activities on site. The project will develop over the next two years and we look forward to updating you on progress in the next report.

With funding from the Essex Public Health Accelerator Bids (PHAB) Grants Programme, we have launched a new hospital link-worker role. This new role will help to prevent people with brain injury 'slip through the net'. It will ensure people get the support and information they need in the weeks and months following discharge. The grant also provided funding for health checks to raise awareness of the importance of self-care and to reduce the risk factors associated with poor health.

Last year we told you about the 'Making Headway' play and we were proud to present the work at the World Brain Injury Conference, alongside the University of Essex. Since then we have had a further three performances at universities.

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**CHAIRMAN'S STATEMENT**  
**FOR THE YEAR ENDED 31 MARCH 2024**

Collaboration with the University of Essex continues and we are hoping to be in a position to operate a brain injury hub from their new Health and Wellbeing centre. This will provide an extra facility for adults with ABI whilst supporting health students with training, though assisting in the hub.

Our Service Delivery Team goes from strength to strength with many new recruitments, including our new Head of Brain Injury Services and specialist occupational therapist, Emma McCullagh, who will be driving forward service development, alongside managing the smooth operation of the service.

We cannot provide our services and develop new services without the efforts of our fundraising team. They have continued to work hard and provide income through events, challenges and grant applications in a challenging and competitive environment.

As we start the new financial year, we say goodbye to two of our Trustees, Bob Juniper and Jason Cater. We thank them both for all the time and support they have given to Headway Essex.

The trustees would like to pay tribute to our long term supporter and trustee of five years, Diana Collins, who sadly passed away in last year.

We also welcome Dr Simon Shaw to the board of trustees. Simon is specialist consultant in rehabilitation medicine; his clinical interest areas include neuro-rehabilitation, neuro-disability and physical medicine.

Thank you to all the Grant Funders, Trustees, Staff, Volunteers and Supporters of Headway Essex, for your support during this year. We are optimistic and confident for the future, knowing our strength lies in our management team, board of trustees, staff and volunteers. All united by one goal; to do everything they can to help improve the lives of adults with acquired brain injury and their families.



Alan Bacon  
Chair



Joanna Wright  
Chief Executive Officer



**HEADWAY ESSEX**  
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**TRUSTEE'S REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2024**

The Trustees present their annual report together with the independently examined financial statements of the Charity for the year 1 April 2023 to 31 March 2024.

The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the Charity qualifies as small under section 382 of the Companies Act 2006, the Strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

## **STRUCTURE, GOVERNANCE AND MANAGEMENT**

### **LEGAL STATUS**

Headway Essex is a Company Limited by Guarantee (Company No. 2674755) and a Registered Charity (Charity No. 1008807).

Copies of the Memorandum and Articles of Association can be obtained by writing to: Company Secretary, Headway Town Office, 6th Floor Annex, Wellington House, Butt Road, Colchester CO3 3DA.

The liability of the Members in the event of Headway Essex being wound up is limited to a sum not exceeding £1.

At 31 March 2024 there were 70 company members.

### **BOARD OF TRUSTEES**

Members of the Board of Trustees are elected from the membership of the Company and are subject to re-election following a term of office not exceeding three years.

The Company is managed and controlled by a Board of Trustees whose names are given on page 1. For the purposes of the Companies Act 2006 the Members of the Board are placed in the same position as a Board of Directors.

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**TRUSTEE'S REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2024**

The Board have delegated certain responsibilities to the Executive Committee, which comprises:

Treasurer  
Chairman  
Chief Executive Officer  
Finance Manager/Company Secretary

It meets bi-weekly and covers all the general work of the organisation including service delivery and development, funding and fundraising, personnel and premises. It reports directly to the Board of Trustees.

Each new Trustee is given a personalised induction programme and receives copies of the Company documents, details of policies and procedures, job description and code of conduct. Trustees are encouraged to attend the Headway Centre and appropriate external training events where these facilitate the undertaking of their role.

#### **SENIOR MANAGEMENT**

The Chief Executive Officer has overall responsibility for all aspects of service delivery and development. The key tasks are:

- To undertake overall responsibility for, and to manage, all existing service provision and future development of services;
- To be responsible for the organisation's financial health and ensure expenditure is controlled in line with budget as approved by the board of trustees;
- To negotiate funding, service level agreements and contracts with statutory bodies. To maximise other income generation, enabling fulfilment of the aims and objectives of the organisation
- To be responsible for all aspects of human resource management;
- To be aware of legislative requirements and good practice, and ensure all relevant policies and procedures are in place;
- To promote the organisation and increase awareness of the effects of brain injury.

The Finance Manager and Company Secretary is responsible for all aspects of finance and accounting. The key tasks are:

- To maintain appropriate and accurate financial records;
- To produce monthly management reports and annual financial statements;
- To ensure the organisation meets all relevant company legislation.

The Centre Managers are responsible for the delivery of the day care service. The key tasks are:

- Management of the specialist day service at respective centres;
- To provide leadership and support for the care staff;
- Ensuring relevant legislative requirements are met.

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**TRUSTEE'S REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2024**

The Head of Brain Injury Services is responsible for Headway Essex service delivery. The key tasks are:

- Be responsible for the leadership and management development of the service delivery team.
- Play a lead role in the strategic development and operational delivery of person centred care
- Have overall responsibility for the safeguarding of adults in the organisations care.

### **RISK AND INTERNAL CONTROL**

The Trustees have overall responsibility for ensuring that the Charity has an appropriate system of controls, financial and otherwise. They are also responsible for safeguarding the assets of the Charity and for taking reasonable steps for the prevention and detection of fraud and other irregularities. The Trustees acknowledge their responsibility for the Charity's system of internal control and for reviewing its effectiveness. The Trustees recognise that such a system is designed to manage (but not eliminate) risk of failure to achieve the Charity's objectives, and can only provide reasonable (not absolute) reassurance against material misstatement or loss. The Board of Trustees delegates powers to the Executive Committee, as detailed above. Systems of control designed to mitigate risk include a three year strategic plan, an annual budget, regular consideration by the Trustees of actual results compared to budget, forecasts and monitoring of reserve levels.

A Risk Register is maintained that identifies potential risks and impact of those risks to each part of the Charity. The Register details the controls in place to mitigate each risk, together with the associated monitoring processes. The risks, control and monitoring procedures are reviewed and reassessed regularly. Areas of potential improvement are identified and timetables for action implemented. The Risk Register may be added to at any time and will be reviewed by the Board of Trustees annually.

Risks involving the Charity's client group are dealt with within the control procedures of each department.

### **RESERVES**

The Trustees feel it is appropriate to provide for short-term commitments, ongoing programmes and risks to future funding and feels that a minimum level of unrestricted general reserves to be held is an amount equal to at least three months' average unrestricted expenditure. However, the three-month policy represents the minimum and the aim is to keep reserves at a level to cover at least six months expenditure. This will ensure that we have sufficient funds to cover any late arrivals of funding from statutory bodies and cover the fluctuations in fundraising income through the year. The Trustees recognise that certain aspects of the Charity's finances offer increased risk and the Board will designate specific amounts from free reserves to help mitigate these risks. Furthermore the Trustees may designate funds from reserves to assist in future development plans. This policy is reviewed annually and the current reserves position is detailed on page 30.

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**TRUSTEE'S REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**VOLUNTEERS**

In all aspects of our work volunteers play a vital role. The board is grateful to everyone who has volunteered their time in furthering the work of Headway Essex and it is recognised that the donation of time is every bit as important as money or gifts. We estimate that during the year volunteers donated their time in the following areas:

North Essex	4,189	hours
South Essex	407	hours
Fundraising	621	hours
Total	5,217	hours

Full time equivalent number of staff                      2.68

**CHARITABLE ACTIVITIES**

**Headway Essex Services**

Headway Essex continues to operate services across the whole of the County to ensure that adults living with the effects of an injured brain has the opportunity to lead a fulfilling life.

Our work is grounded in a holistic client centred approach. We offer services in the community either one-to-one or groups and in our day centres. We also operate a Helpline for people to call or email for support.

Our service users may have physical, cognitive, communication, social, emotional or vocational needs as a consequence of their brain injury. Those close to them may also need support, signposting and a listening ear to enable them to look after the person who experienced the brain injury.

This was another year of growth for our services, our brain injury education programme ran several times, helping people to understand why their injury impacted them in different ways and teaching them strategies to overcome some of the problems they face.

The numbers of people accessing our Colchester centre has increased to pre-pandemic numbers. Our Centre in Benfleet grew from opening one day per week to three days per week. This has given us the problem of recruiting high quality staff at a time when all areas of health and social care are struggling with recruitment.

**HEADWAY ESSEX**  
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**TRUSTEE'S REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**OBJECTIVES**

- To provide support, information and advice to people with traumatic and acquired brain injury.
- To provide respite for carers.
- To improve the health and well-being of people with acquired brain injury.
- To increase self-awareness and understanding of brain injury and its effects.
- To increase independence.
- To reduce social isolation.
- To identify the unmet need of brain injury survivors.

**ACHIEVEMENTS**

- Set up a service user forum to gain feedback on what people want from our services and if we are meeting that need.
- Helped individuals gain benefits, assisted during PIP assessments and when required, appeals.
- Successfully ran our Brain Injury Education Programme .
- Supported a family to stay together through working with Social Services, Health colleagues and a local school.
- Young Circle training day for brain injury survivors.
- Taking the Headway play on tour to 3 additional Universities.
- Established a hospital link worker across Essex.

**FUTURE PLANS**

- Work with colleagues in Health and Social care to recognise and reduce gaps in care for people with brain injury.
- Introduce support groups in additional localities to make it easier for people to access support.
- Extend the day centre services at the South Essex Hub to 4 days per week.
- Recruit high quality volunteers to both Hubs.
- Promote our services further in order to reach more people.
- Establish plans for a neuro therapy suite.
- To start a carers training programme.
- Establish a hub at Essex University to provide services for people with ABI out of hospital.

**FUNDING AND PROMOTIONAL ACTIVITIES**

The fundraising and marketing key objectives are to promote and raise the profile of the charity and to generate income. This is to ensure people are aware of our services, know how to access them if they need our help and how to support us.

There are a range of fundraising activities which include grant applications, individual, corporate and community giving, events and challenges.

**OBJECTIVES**

- To increase awareness of the organisation to a wider community.
- To secure funding to sustain and develop the services of Headway Essex.

**HEADWAY ESSEX**  
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**TRUSTEE'S REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**ACHIEVEMENTS DURING THE YEAR**

**Grants and trusts**

Grant income of over £194,000 was received in the year. This includes £65,000 from Essex County Council Public Health Accelerator Bids (PHAB) to fund activities including a hospital link worker and promote healthy living for people with ABI over the two future years.

We were also grateful to receive a £25,000 grant from the Garfield Weston Foundation, in addition to continued support from the Lottery Reaching Communities Fund and the Henry Smith Charity.

**Fundraising**

The charity's flagship annual event, the Essex Classic Vehicle Show at Castle Park in Colchester, was again a great success.

The charity's first Fire Walk was held in Benfleet. This was a triumph with 17 participants raising £5,000.

**Marketing**

The marketing function has been under review during the year to establish the best approach to achieve the optimal outcome. The goal is to ensure the role drives growth and enhances awareness.

In the interim the social media function was outsourced resulting in a professional, consistent look and brand. This has achieved an increased level of engagement and introduced regular activity on the LinkedIn platform. All other marketing functions were spread across the Fundraising Team.

**FUTURE PLANS**

The aim is to continue to increase the charity's income and profile in both the Colchester, and Benfleet, as well as the wider county. The focus is to develop the community and corporate supporter base, with low risk, low cost activities to maximise the return on investment.

Alternative ways are being sought to engage and educate the public about Brain Injury, its prevention and wellbeing. An example of this is school visits to promote the wearing of bicycle helmets, and health checks to be offered.

More fundraising choices and options are to be offered with a increased range of open challenges.

To roll out new plans for the marketing function.

**GOVERNANCE**

Headway Essex requires a strong governance infrastructure to ensure that the charity is run appropriately, legally and has policies, monitoring systems and information technology in place to ensure best practice.

**HEADWAY ESSEX**  
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**TRUSTEE'S REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**OBJECTIVES**

- To provide direction and strategy.
- To ensure business continuity.
- To ensure that appropriate policies and procedures are in place, reviewed and adhered to.
- To maintain quality standards within the organisation.
- To ensure services are monitored and evidenced to demonstrate Headway is achieving its aims and required outcomes.
- To meet Headway's contractual obligations.  
To monitor the IT infrastructure.  
To provide an HR function.

**ACHIEVEMENTS DURING THE YEAR**

- The continued review of policies and procedures.
- Secured a new supplier for HR and H&S legal support and advice.
- Maintained IT systems with software renewals and a server replacement.
- Successful recruitment across the organisation.
- Completion of trauma informed training.
- Achieved a clear audit of the ISO9001 Quality Standard.

**FUTURE PLANS**

- Review of the Health and safety policies and compliance with them
- Phone and IT system migrated to the cloud to make the charity fully mobile.

**FINANCIAL REVIEW**

The Statement of Financial Activities on page 17 shows the results for the year and the financial position is shown in the Balance Sheet on page 18.

The net expenditure for the year amounted to £ 101,568.

Despite a deficit for the year, the trustees are satisfied with this result as there are sufficient reserves to sustain the charity.

Funding has been recognised in the accounts that relates to service running costs in future years totalling £118,250. Details can be found in note 19.

**FUNDING SOURCES**

The main source of income for the year was the charitable attendance income. This was supplemented by fundraising income, mainly in the form of grant income.

As has occurred in previous years, amounts have been received and recognised to support the costs of the charity in future year. Detail of these amounts are shown as restricted funds carried forward in the Statement of funds note number 19 on page 30.

**FUTURE PLANS**

The charity aims to expand its income base from fundraising with the team focusing on the most cost effective methods to increase the return on investment.

The charity aims to continue to expand its services, particularly in South Essex, with an additional day at the centre.

**HEADWAY ESSEX**  
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**TRUSTEE'S REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**RESERVES**

At 31 March 2024 the unrestricted free reserves, after the deduction of designated funds and fixed assets from the total reserves were £305,291. This represents the equivalent of 4.5 months expenditure compared to a minimum policy requirement of 3 months. The trustees consider the additional reserves appropriate as the 3 month policy represents a bare minimum only. Reserves are expected to keep to at least 6 months during the year.

General reserves have increased by £ 257,957 during the year. This is due mainly to the £ 318,382 transfer from restricted reserves representing the purchase of the Headway Centre in 2021.

In accordance with the reserves policy on page 9, the Trustees have identified areas of highlighted risk or future development and have designated funds from reserves as follows:

South Essex Day Centre £25,000 - The Trustees have designated funds to furthering of Day Care Services in South Essex.

Property fund £100,000 - The Trustees have designated funds to furthering of Day Care Services in South Essex.

Restricted funds were £120,738 This represents funding recognised in relation to future projects.

**Going Concern**

After making appropriate enquiries, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

**Statement as to disclosure of information to Independent examiners**

So far as the trustees are aware at the time of approving our trustees' annual report:

- So far as the trustees are aware at the time of approving our trustees' annual report: there is no relevant information, being information needed by the independent examiner in connection with preparing their report, of which the charity's independent examiner is unaware, and
- the trustees, having made enquiries of fellow directors and the charity's independent examiner that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director in order to make themselves aware of any relevant independent examination information and to establish that the independent examiner is aware of that information.

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

The trustees declare that they have approved the trustees' report (including directors' report} above.

**Approved by the Trustee Board on and signed on its behalf**



Alan Bacon  
Chair of Trustees

Date: 5 September 2024



**HEADWAY ESSEX**  
**(A company limited by guarantee)**  
**TRUSTEE'S RESPONSIBILITIES STATEMENT**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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

Company law requires the Trustees to prepare financial statements for each financial year. Under common law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of its incoming resources and application of resources, including its income and expenditure, 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 of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements of the going concern basis unless it is inappropriate to presume that the Charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity 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 Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the charity 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 order of the board of Trustees and signed on its behalf.



**Alan Bacon**

Chair of Trustees

Date: 5 September 2024

**HEADWAY ESSEX**  
**(A company limited by guarantee)**  
**INDEPENDENT EXAMINER'S REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2024**

I report to the charity trustees on my examination of the accounts of the above charity for the year ended 31 March 2024 which are set out on pages 17 to 35.

**Responsibilities and basis of report**

As the charity's trustees, you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ("the Act").

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

**Independent examiner's statement**

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

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

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



Daniel Aldworth  
**Independent Examiner**  
For and on behalf of Griffin Chapman

Date: 12/9/24 -

4 & 5 The Cedars  
Apex 12  
Old Ipswich Road  
CO7 7QR

**HEADWAY ESSEX**  
**(A company limited by guarantee)**  
**STATEMENT OF FINANCIAL ACTIVITIES**  
**(INCORPORATING INCOME AND EXPENDITURE ACCOUNT)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

	Note	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
<b>Income from</b>					
Donations and legacies	<b>3</b>	82,304	150,536	232,840	219,619
Charitable activities	<b>4</b>	434,733	-	434,733	350,326
Other trading activities	<b>5</b>	42,306	-	42,306	76,186
Investments	<b>6</b>	7,244	-	7,244	2,244
Other income	<b>7</b>	1,361	-	1,361	235
<b>Total income</b>		<b>567,948</b>	<b>150,536</b>	<b>718,484</b>	<b>648,610</b>
<b>Expenditure on</b>					
Raising funds	<b>8</b>	196,573	-	196,573	184,283
Charitable activities	<b>9</b>	432,874	190,605	623,479	577,261
<b>Total expenditure</b>		<b>629,447</b>	<b>190,605</b>	<b>820,052</b>	<b>761,544</b>
<b>Net (expenditure)/income</b>		<b>(61,499)</b>	<b>(40,069)</b>	<b>(101,568)</b>	<b>(112,934)</b>
Transfer between funds	<b>19</b>	319,456	(319,456)	-	-
<b>Net movement in funds</b>		<b>257,957</b>	<b>(359,525)</b>	<b>(101,568)</b>	<b>(112,934)</b>
<b>Reconciliation of funds</b>					
Total funds brought forward		591,636	480,263	1,071,899	1,184,833
Net movement in funds		257,957	(359,525)	(101,568)	(112,934)
<b>Total funds carried forward</b>		<b>849,593</b>	<b>120,738</b>	<b>970,331</b>	<b>1,071,899</b>

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

The notes on pages 20 - 35 form part of these accounts.

**HEADWAY ESSEX**  
**(A company limited by guarantee)**

**BALANCE SHEET**  
**AS AT 31 MARCH 2024**

	Note		2024 £	2023 £
<b>Fixed assets</b>				
Tangible assets	13		419,302	431,151
<b>Current assets</b>				
Stocks	14	386	512	
Debtors	15	91,818	211,818	
Cash at bank and in hand		501,573	473,738	
		593,777	686,068	
Creditors: amounts falling due within one year	16	39,422	40,516	
<b>Net current assets</b>			554,355	645,552
<b>Total assets less current liabilities</b>			973,657	1,076,703
Creditors: amounts falling due after more than one year	17		3,326	4,804
			970,331	1,071,899
<b>Charity funds</b>				
Restricted funds	19		120,738	480,263
Unrestricted funds:				
Designated funds	19	125,000	125,000	
General funds	19	724,593	466,636	
<b>Total unrestricted funds</b>			849,593	591,636
<b>Total funds</b>			970,331	1,071,899

The Company was entitled to exemption from audit under section 477 of the Companies Act 2006.

The Members have not required the company to obtain an audit for the year in question in accordance with section 476 of Companies Act 2006.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

Approved and authorised for issue by the Trustees and signed on their behalf by:

  
**Alan Bacon**

Chair of Trustees

Date: 5 September 2024

The notes on pages 20 - 35 form part of these accounts.

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**HEADWAY ESSEX**  
**(A company limited by guarantee)**  
**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
<b>Cash flows from operating activities</b>		
Net cash used in operating activities	30,362	(4,118)
<b>Cash flows from investing activities</b>		
Dividends, interests and rents from investments	7,244	2,244
Proceeds from the sale of tangible fixed assets	-	24,500
Purchase of fixed assets	(9,771)	(63,537)
<b>Net cash used in investing activities</b>	<b>(2,527)</b>	<b>(36,793)</b>
<b>Change in cash and cash equivalents in the year</b>	<b>27,835</b>	<b>(40,911)</b>
Cash and cash equivalents at the beginning of the year	473,738	514,649
<b>Cash and cash equivalents at the end of the year</b>	<b>501,573</b>	<b>473,738</b>
 <b>Reconciliation of net movement in funds to net cash</b>		
Net income/(expenditure) for the year	(101,568)	(112,934)
Depreciation charge	21,620	22,514
Loss/(profit) on the sale of fixed assets	-	(4,555)
Interest received	(7,244)	(2,244)
Decrease/(increase) in debtors	120,000	115,442
(Decrease)/increase in stock	126	119
Decrease in creditors	(2,572)	(22,460)
<b>Net cash provided by/(used in) operating activities</b>	<b>30,362</b>	<b>(4,118)</b>

The notes on pages 20 - 35 form part of these accounts.

**HEADWAY ESSEX**  
**(A company limited by guarantee)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**1 General information**

The charity is a company limited by guarantee and has no share capital, and is registered with the Charity Commission. The charity provides services and support across Essex to persons with acquired brain injury.

**2 Accounting policies**

**2.1 Basis of preparation of financial statements**

The financial statements have been prepared in accordance with the Charities SORP (FRS 102 - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

Headway Essex meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

**2.2 Going concern**

The financial statement have been prepared on a going concern basis as the trustees believe no material uncertainties exist. The trustees have considered the level of funds held and the level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient level of reserves for the charity to be able to continue to be able to continue as a going concern.

**2.3 Income**

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

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable. Evidence of entitlement to a legacy exists when the Charity has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy must be recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the Charity, can be reliably measured.

**HEADWAY ESSEX**  
**(A company limited by guarantee)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of the income received for specific purposes but not expended during the period shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Other income is recognised in the period which it is receivable and to the extent the goods have been provided or on completion of the service.

#### **2.4 Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefit will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on raising funds includes all expenditure incurred by the Charity to raise funds for its charitable purposes and includes costs of all fundraising activities, events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Charity's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

#### **2.5 Government grants**

Government grants relating to tangible fixed assets are treated as deferred income and released to the Statement of Financial Activities over the expected useful lives of the assets concerned. Other grants are credited to the Statement of Financial Activities as the related expenditure is occurred.

#### **2.6 Interest receivable**

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 the interest paid or payable by the institution with whom the funds are deposited.

**HEADWAY ESSEX**  
**(A company limited by guarantee)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

## **2.7 Taxation**

The Charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore meets the definition of a charitable company for UK corporation tax purposes.

Accordingly, the Charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

## **2.8 Tangible fixed assets and depreciation**

Tangible fixed assets costing £nil or more are capitalised and recognised when future economic benefits are probable and the costs or value of the asset can be measure reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at costs less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight line method.

Depreciation is provided on the following basis:

Freehold property	2% straight-line on valuation of the building
Motor vehicles	25%
Fixtures and fittings	25% and 33.3%, and over 15 years

## **2.9 Stocks**

Stocks are valued at the lower of costs and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

## **2.10 Debtors**

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

## **2.11 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.



**HEADWAY ESSEX**  
**(A company limited by guarantee)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**2.12 Liabilities and provisions**

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of Financial Activities as a finance cost.

**2.13 Financial instruments**

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

**2.14 Finance leases and hire purchase**

Assets obtained under hire purchase contracts and finance leases are capitalised as tangible fixed assets. Assets acquired by finance lease are depreciated over the shorter of the lease term and their useful lives. Assets acquired by hire purchase are depreciated over their useful lives. Finance leases are those where substantially all of the benefits and risks of ownership are assumed by the Charity. Obligations under such agreements are included in creditors, net of the finance charge allocated to futures periods. The finance element of the rental payment is charged to the Statement of Financial Activities so as to produce a constant periodic rate of charge on the net obligation outstanding in each period.

**2.14 Operating leases**

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

**2.16 Pensions**

The Charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Charity to the fund in respect of the year.

**HEADWAY ESSEX**  
**(A company limited by guarantee)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**2.17 Fund accounting**

General funds are unrestricted funds which are available for the use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes of the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

**3 Income from donations and legacies**

		<b>Unrestrict- ed funds 2024 £</b>	<b>Restricted funds 2024 £</b>	<b>Total funds 2024 £</b>	<b>Total funds 2023 £</b>
Donations		38,104	620	38,724	52,280
Grants		44,200	149,916	194,116	167,339
		<u>82,304</u>	<u>150,536</u>	<u>232,840</u>	<u>219,619</u>
Total	2023	<u>70,480</u>	<u>149,139</u>	<u>219,619</u>	

**4 Income from charitable activities**

		<b>Unrestrict- ed funds 2024 £</b>	<b>Restricted funds 2024 £</b>	<b>Total funds 2024 £</b>	<b>Total funds 2023 £</b>
Attendance - Day Care		431,702	-	431,702	347,862
Minibus income - Day Care		1,280	-	1,280	1,513
Attendance - CSS		1,751	-	1,751	951
		<u>434,733</u>	<u>-</u>	<u>434,733</u>	<u>350,326</u>

**HEADWAY ESSEX**  
**(A company limited by guarantee)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

<b>5 Income from other trading activities</b>	<b>Unrestrict- ed funds</b>	<b>Restricted funds</b>	<b>Total funds</b>	<b>Total funds</b>
	<b>2024</b>	<b>2024</b>	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Income from fundraising events				
Fundraising events	42,162	-	42,162	75,899
Trading	144	-	144	287
	<b>42,306</b>	<b>-</b>	<b>42,306</b>	<b>76,186</b>
<b>6 Investment income</b>	<b>Unrestrict- ed funds</b>	<b>Restricted funds</b>	<b>Total funds</b>	<b>Total funds</b>
	<b>2024</b>	<b>2024</b>	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Bank deposit account interest	7,244	-	7,244	2,244
<b>7 Other incoming resources</b>	<b>Unrestrict- ed funds</b>	<b>Restricted funds</b>	<b>Total funds</b>	<b>Total funds</b>
	<b>2024</b>	<b>2024</b>	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Other income	1,361	-	1,361	235
<b>8 Expenditure on raising funds</b>	<b>Unrestrict- ed funds</b>	<b>Restricted funds</b>	<b>Total funds</b>	<b>Total funds</b>
	<b>2024</b>	<b>2024</b>	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Costs of raising voluntary income</b>				
Premises expenses	30,825	-	30,825	28,863
Other overheads	7,867	-	7,867	903
Office expenses	8,961	-	8,961	8,219
Service expenses	2,078	-	2,078	1,859
Fundraising promotion costs	3,055	-	3,055	1,775
Fundraising events	6,518	-	6,518	15,951
Other expenses	66	-	66	412
Other personnel costs	1,769	-	1,769	1,728
Staff costs	133,283	-	133,283	122,900
Depreciation	2,151	-	2,151	1,554
	<b>196,573</b>	<b>-</b>	<b>196,573</b>	<b>184,164</b>

**HEADWAY ESSEX**  
**(A company limited by guarantee)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

<b>8 Expenditure on raising funds</b>	<b>Continued</b>	<b>Unrestrict- ed funds 2024 £</b>	<b>Restricted funds 2024 £</b>	<b>Total funds 2024 £</b>	<b>Total funds 2023 £</b>
		-	-	-	119

<b>9 Analysis of expenditure by activities</b>		<b>Unrestrict- ed funds 2024 £</b>	<b>Restricted funds 2024 £</b>	<b>Total funds 2024 £</b>	<b>Total funds 2023 £</b>
Day care services		193,563	160,889	354,452	309,609
Community support services		233,364	29,716	263,080	261,907
Minibus		5,947	-	5,947	5,745
		<u>432,874</u>	<u>190,605</u>	<u>623,479</u>	<u>577,261</u>
<b>Total</b>	<b>2023</b>	<u>315,943</u>	<u>261,318</u>	<u>577,261</u>	

	<b>Total funds 2024 £</b>	<b>Total funds 2023 £</b>
Day care services	318,706	276,985
Community support services	247,760	247,925
Minibus	5,947	5,745
Support costs	51,066	46,606
	<u>623,479</u>	<u>577,261</u>

**HEADWAY ESSEX**  
**(A company limited by guarantee)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

<b>Analysis of direct costs</b>	<b>Total funds 2024 £</b>	<b>Total funds 2023 £</b>
Staff costs	400,193	387,745
Depreciation	18,082	19,981
Other personnel expenses	10,668	5,929
Premises expenses	52,128	40,027
Other overheads	2,730	2,763
Service expenses	57,255	51,165
Office expenses	23,900	17,838
Other expenses	333	277
Sundry fixed assets	1,171	3,741
Transport expenses	5,947	5,745
Gain on disposal of fixed asset	-	(4,555)
	<hr/> 572,407	<hr/> 530,656

<b>Analysis of support costs</b>	<b>Total funds 2024 £</b>	<b>Total funds 2023 £</b>
Staff costs	30,305	31,598
Depreciation	1,387	980
Other personnel expenses	533	360
Premises expenses	1,222	2,285
Other overheads	8,623	5,814
Service expenses	788	288
Office expenses	2,684	-
Other expenses	1,122	-
Sundry fixed assets	156	-
Auditors remuneration	420	5,280
Independent examination	3,840	-
	<hr/> 51,080	<hr/> 46,605

<b>10 Auditors remuneration / Independent examination</b>	<b>2024 £</b>	<b>2023 £</b>
Independent examination fees	3,840	-
Audit fees	420	4,080
Other services	14	1,200
	<hr/> 4,274	<hr/> 5,280

**HEADWAY ESSEX**  
**(A company limited by guarantee)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

<b>11 Staff costs</b>	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Wages and salaries	512,784	490,055
Social security costs	40,061	41,502
Defined contribution pension scheme contributions	10,936	10,686
	563,781	542,243
The average number of persons employed during the year was:	<b>2024</b>	<b>2023</b>
	<b>No.</b>	<b>No.</b>
Day care	7	7
Community support services	8	7
Fundraising, publicity and finance	6	4
Governance of the charity	1	1
	22	19

No employees received remuneration amounting to more than £60,000 in either year.

**12 Trustees' remuneration and expenses and cost of key management personnel**

The trustees received no remuneration nor expenses during both the current and preceding year.

Total employee benefits of the key management personnel of the charity were £199,285 (2023 £208,245).

<b>13 Tangible fixed assets</b>	<b>Freehold property</b>	<b>Motor vehicles</b>	<b>Fixtures and fittings</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Cost or valuation</b>				
At 1 April 2023	350,000	52,908	186,141	589,049
Additions	-	-	9,771	9,771
Disposals	-	-	-	-
	350,000	52,908	195,912	598,820
<b>Depreciation</b>				
At 1 April 2023	9,000	3,367	145,531	157,898
Charge for the year	3,000	6,735	11,885	21,620
Eliminated on disposal	-	-	-	-
	12,000	10,102	157,416	179,518
<b>Net book value</b>				
At 31 March 2024	338,000	42,806	38,496	419,302
At 31 March 2023	341,000	49,541	40,610	431,151

**HEADWAY ESSEX**  
**(A company limited by guarantee)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

<b>14 Stocks</b>	<b>2024</b>	<b>2023</b>
	£	£
Finished goods for resale	386	512
	<hr/>	<hr/>
<b>15 Debtors</b>	<b>2024</b>	<b>2023</b>
	£	£
<b>Due within in year</b>		
Other debtors	54,948	181,274
Prepayments and accrued income	36,870	30,544
	<hr/>	<hr/>
	91,818	211,818
	<hr/>	<hr/>
<b>16 Creditors: Amounts falling due within one year</b>	<b>2024</b>	<b>2023</b>
	£	£
Trade creditors	9,308	4,215
Other taxation and social security	6,233	10,673
Obligations under finance lease and hire purchase contracts	1,478	1,479
Other creditors	2,158	2,790
Accruals and deferred income	20,245	21,359
	<hr/>	<hr/>
	39,422	40,516
	<hr/>	<hr/>
<b>17 Creditors: Amounts falling due after more than one year</b>	<b>2024</b>	<b>2023</b>
	£	£
Obligations under finance lease and hire purchase contracts	3,326	4,804
	<hr/>	<hr/>
<b>18 Financial instruments</b>	<b>2024</b>	<b>2023</b>
	£	£
<b>Financial assets</b>		
Financial assets measured at fair value through income and expenditure	501,573	473,738
	<hr/>	<hr/>
Financial assets measured at fair value through income and expenditure comprise bank balances.		

**HEADWAY ESSEX**  
**(A company limited by guarantee)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**19 Statement of funds**

Current year	At 1 April 2023	Income	Costs	Transfers	At 31 March 2024
	£	£	£	£	£
<b>Unrestricted funds</b>					
<b>Designated funds</b>					
South Essex Day Centre	25,000	-	-	-	25,000
Property fund	100,000	-	-	-	100,000
	125,000	-	-	-	125,000
<b>General funds</b>					
General funds	353,866	567,948	(617,597)	1,074	305,291
General funds re fixed assets	112,770	-	(11,850)	318,382	419,302
	466,636	567,948	629,447	319,456	724,593
<b>Total unrestricted funds</b>	<b>591,636</b>	<b>567,948</b>	<b>629,447</b>	<b>319,456</b>	<b>2,108,487</b>
<b>Restricted funds</b>					
Specific grants and donations	2,627	-	-	(2,627)	-
Day centre purchase	318,382	-	-	(318,382)	-
Tendering CVS	15,843	-	(15,843)	-	-
Lottery Reaching Communities Fund -					
South Essex Hub	102,305	16,828	(97,973)	2,527	23,687
Stay Well		36,954	(7,699)	-	29,255
Improving Lives	41,106	2,583	(45,000)	1,311	-
Carers work shops		1,681	(1,681)	-	-
Screwfix - shed		4,097	(1,324)	(2,285)	488
Colchester Catalyst Respite		12,480	(12,480)	-	-
Community 360 bursary		4,493	(4,493)	-	-
ECC Phab		65,308	-	-	65,308
Provide Community		2,000	-	-	2,000
CS French		3,492	(3,492)	-	-
Poulton		250	(250)	-	-
Benfleet Ladies Section		370	(370)	-	-
	480,263	150,536	(190,605)	(319,456)	120,738
<b>Total funds</b>	<b>1,071,899</b>	<b>718,484</b>	<b>438,842</b>	<b>-</b>	<b>2,229,225</b>



**HEADWAY ESSEX**  
**(A company limited by guarantee)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**19 Statement of funds**                      **Continued**

Restricted Funds

Day centre purchase - Headway Centre

This represents the amount that was raised for the building's purchase. As the freehold has been acquired the balance has been transferred to general funds.

Lottery Reaching Communities Fund - South Essex Hub

This project is funded by the Lottery Reaching Communities Fund for continued funding for Community Support and Support Groups in South West Essex. The charity was awarded a grant of £244,528. The project commenced on 1 October 2021 and will be for 3 years.

Stay Well

This represents amounts received to fund support worker costs to provide a first line support service in North East Essex.

Screwfix - shed

An amount was donated to purchase a shed in the grounds of Headway House. The shed has been purchased and erected. The balance represents the remaining amount to buy shelving and paint for the building.

ECC PHAB (Public Health Accelerator Bid)

£65,308 was received to fund a hospital link worker role and to deliver general health checks, for the early indication and prevention of potential serious health conditions. Funding is for 2 years from April 2024.

Provide Community

£2,000 was donated for the purchase of sensory therapy equipment. This was acquired after the year end date.

Designated Funds

The Trustees have identified areas of highlighted risk or future development and have designated funds from reserves as follows:

£25,000 South Essex Day Care - The Trustees have designed funds to support the furthering of Day Care services in South Essex.

£100,000 Property - The Trustees have designated funds to refurbish the Headway Centre and provide property sustainability.

**HEADWAY ESSEX**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

<b>19 Statement of funds</b>	<b>Continued</b>				
<b>Prior year</b>	<b>1 April</b>	<b>Income</b>	<b>Costs</b>	<b>Transfers</b>	<b>31 March</b>
	<b>2022</b>				<b>2023</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Unrestricted funds</b>					
<b>Designated funds</b>					
South Essex Day Centre	25,000	-	-	-	25,000
Property fund	100,000	-	-	-	100,000
	<u>125,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>125,000</u>
<b>General funds</b>					
General funds	326,158	499,471	(471,763)	-	353,866
General funds re fixed assets	91,691	-	(28,463)	49,542	112,770
	<u>417,849</u>	<u>499,471</u>	<u>(500,226)</u>	<u>49,542</u>	<u>466,636</u>
<b>Total unrestricted funds</b>	<u>542,849</u>	<u>499,471</u>	<u>(500,226)</u>	<u>49,542</u>	<u>591,636</u>
<b>Restricted funds</b>					
Specific grants and donations	-	116,387	(113,760)	-	2,627
Day centre purchase	318,382	-	-	-	318,382
Tendering CVS	-	15,843	-	-	15,843
Lottery Reaching Communities Fund -					
South Essex Hub	189,058	-	(86,753)	-	102,305
Improving Lives	86,106	-	(45,000)	-	41,106
Minibus	36,000	16,909	(3,367)	(49,542)	-
CBC Realising ambitions	12,438	-	(12,438)	-	-
	<u>641,984</u>	<u>149,139</u>	<u>(261,318)</u>	<u>(49,542)</u>	<u>480,263</u>
<b>Total funds</b>	<u><b>1,184,833</b></u>	<u><b>648,610</b></u>	<u><b>(761,544)</b></u>	<u><b>-</b></u>	<u><b>1,071,899</b></u>

**HEADWAY ESSEX**  
**(A company limited by guarantee)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**20 Summary of funds**

<b>Current year</b>	<b>At 1 April 2023</b>	<b>Income</b>	<b>Costs</b>	<b>Transfers in/(out)</b>	<b>At 31 March 2024</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Designated funds	125,000	-	-	-	125,000
General funds	466,636	567,948	(629,447)	319,456	724,593
Restricted funds	480,263	150,536	(190,605)	(319,456)	120,738
	1,071,899	718,484	(820,052)	-	970,331
<b>Prior year</b>	<b>At 1 April 2022</b>	<b>Income</b>	<b>Costs</b>	<b>Transfers in/(out)</b>	<b>At 31 March 2023</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Designated funds	125,000	-	-		125,000
General funds	417,849	499,471	(500,226)	49,542	466,636
Restricted funds	641,984	149,139	(261,318)	(49,542)	480,263
	1,184,833	648,610	761,544	-	1,071,899

**21 Analysis of net assets between funds**

<b>Current year</b>	<b>Unrestricted</b>	<b>Restricted</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Tangible fixed assets	419,302	-	419,302
Current assets	473,039	120,738	593,777
Creditors due within one year	(39,422)	-	(39,422)
Creditors due in more than one year	(3,326)	-	(3,326)
	849,593	120,738	970,331
<b>Prior year</b>	<b>Unrestricted</b>	<b>Restricted</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Tangible fixed assets	112,769	318,382	431,151
Current assets	524,187	161,881	686,068
Creditors due within one year	(40,516)	-	(40,516)
Creditors due in more than one year	(4,804)	-	(4,804)
	591,636	480,263	1,071,899

**HEADWAY ESSEX**  
**(A company limited by guarantee)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

<b>22 Analysis of changes in net debt</b>	<b>At 1 April</b>	<b>Cash flows</b>	<b>At 31</b>
	<b>2023</b>		<b>March 2024</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Cash at bank and in hand	473,738	27,835	501,573
Finance leases	(6,283)	1,479	(4,804)
	467,455	29,314	496,769

**23 Capital commitments**

There were no capital commitments at the current and prior year ends

**24 Pension commitments**

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable by the charity to the fund amounts to £ 10,936 (2023 - £ 10,686).

**25 Operating lease commitments**

At 31 March 2024 the charity had commitments to make future minimum lease payments under non-cancellable operating lease as follows:

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
No later than one year	54,003	41,869
Later than one year and not later than five years	32,234	35,969
	86,237	77,838

**26 Finance lease commitments**

<b>Net obligations repayable</b>	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Within one year	1,478	1,479
Between two and five years	3,326	4,804
	4,804	6,283

**HEADWAY ESSEX**  
**(A company limited by guarantee)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**27 Members' liability**

Each member of the charitable company undertakes to contribute to the assets of the company in the event of it being wound up while they are a member, or within one year after they ceases to be a member, such amounts as may be required, not exceeding £1 for the debts and liabilities contracted before they ceases to be a member.

**28 Related party transactions**

There were no related party transactions in the current nor previous period.

**HEADWAY ESSEX**  
**(A company limited by guarantee)**  
**INCOME AND EXPENDITURE ACCOUNT**  
**FOR THE YEAR ENDED 31 MARCH 2024**

	2024	2024	2023	2023
	£	£	£	£
<b>Voluntary Income</b>				
Donations	31,475		48,832	
Gift Aid	7,249		3,448	
Grants	194,116		167,339	
	<hr/>	232,840	<hr/>	219,619
<b>Activities for generating funds</b>				
Fundraising events	42,162		75,899	
Trading	144		287	
	<hr/>	42,306	<hr/>	76,186
<b>Investment income</b>				
Bank interest	7,244		2,244	
	<hr/>	7,244	<hr/>	2,244
<b>Incoming resources from charitable activities</b>				
Attendance	433,687		348,813	
Minibus income	1,280		1,513	
Training	<hr/>	434,967	<hr/>	350,326
<b>Other incoming resources</b>				
Other income	1,127		235	
	<hr/>	1,127	<hr/>	235
<b>Total income</b>		<hr/> <b>718,484</b> <hr/>		<hr/> <b>648,610</b> <hr/>

**HEADWAY ESSEX**  
**(A company limited by guarantee)**  
**INCOME AND EXPENDITURE ACCOUNT**  
**FOR THE YEAR ENDED 31 MARCH 2024**

	2024	2024	2023	2023
	£	£	£	£
<b>Cost of generating voluntary income</b>				
Wages	121,483		111,775	
Social security	9,071		8,681	
Pension	2,729		2,445	
Other personnel expenses	1,769		1,728	
Premises and insurance expenses	30,825		28,863	
Other overheads	7,867		903	
Sundry fixed assets	-		366	
Service expenses	2,078		1,859	
Office expenses	8,961		8,219	
Fundraising promotion costs	3,055		1,775	
Fundraising events	6,518		15,951	
Other expenses	66		46	
Depreciation	2,151		1,554	
Cost of goods sold	-		119	
	<hr/>	196,573	<hr/>	184,284
<b>Charitable activities</b>				
Wages	364,528		350,162	
Social security	28,157		30,004	
Pension	7,508		7,578	
Other personnel expenses	10,668		5,929	
Premises and insurance	52,128		40,027	
Other overheads	2,730		2,763	
Sundry fixed assets	1,171		3,740	
Service expenses	57,255		51,165	
Transport expenses	5,947		5,745	
Office expenses	23,906		17,838	
Other expenses	333		278	
Depreciation	18,082		19,980	
Gain on disposal	-		(4,555)	
	<hr/>	572,413	<hr/>	530,654

**HEADWAY ESSEX**  
**(A company limited by guarantee)**  
**INCOME AND EXPENDITURE ACCOUNT**  
**FOR THE YEAR ENDED 31 MARCH 2024**

	2024	2024	2023	2023
	£	£	£	£
<b>Governance costs</b>				
Wages	26,773		28,118	
Social security	2,833		2,817	
Pension	699		663	
Auditors remuneration	420		5,280	
Independent examination	3,840		-	
Other personnel costs	533		360	
Premises and insurance	1,222		857	
Other overheads	8,623		5,814	
Sundry fixed assets	156		-	
Service expenses	788		288	
Transport expenses	-		-	
Office expenses	2,684		1,428	
Other expenses	1,108		-	
Depreciation	1,387		980	
		51,066		46,605
<b>Total expenses</b>		820,052		761,543
<b>Surplus/(deficit)</b>	£	<b>(101,568)</b>	£	<b>(112,933)</b>

The notes on pages 20 - 35 form part of these accounts.