



**Headway  
Essex**

# **HEADWAY ESSEX**

**Providing brain injury care and support**

**Annual Report and Financial Statements  
for the year ending 31st March 2022**

**The Headway Centre  
Woodland Walk  
Colchester  
Essex CO4 6DH**

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

**Patron: David Tennant**

**Registered Charity No. 1008807  
Company Limited by Guarantee 2674755**

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS  
FOR THE YEAR ENDED 31 MARCH 2022**

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<b>Trustees</b>	Alan Bacon, Chair Chris White-Thomson David Parkins, Treasurer Bob Juniper Anthony Emms Diana Collins Rob Warren
<b>Company registered number</b>	2674755
<b>Charity registered number</b>	1008807
<b>Registered office</b>	The Headway Centre Woodland Walk Colchester CO4 6DH
<b>Finance Manager &amp; Company Secretary</b>	Gemma Perkins
<b>Chief Executive Officer</b>	Joanna Wright
<b>Head of Services</b>	Stella Kerins - Head of Brain Injury Services
<b>Independent auditors</b>	Griffin Chapman Chartered Accountants 4&5 The Cedars Apex 12 Old Ipswich Road Colchester Essex CO7 7QR
<b>Bankers</b>	CAF Bank Ltd 25 Kings Hill Avenue Kings Hill West Malling Kent ME19 4JQ  Lloyds Bank PLC 27 High Street Colchester CO1 1DU

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**THE WORK OF HEADWAY ESSEX**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**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

**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

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**THE WORK OF HEADWAY ESSEX (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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- 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.
- 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.

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**THE WORK OF HEADWAY ESSEX (CONTINUED)**  
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## **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'.

### **THE SCALE OF THE PROBLEM IN THE COMMUNITY**

A report by the Centre for Mental Health (July 2016) states that "around 1.3 million people in the UK are living with head injury-related disabilities. Traumatic brain injury also has a marked impact on the economy, at a cost of £15 billion a year. This figure comprises of lost work contributions, premature death and health and social care costs. This £15 billion does not, however, include the human costs of head injury on people's wellbeing and quality of life, which is clearly the biggest cost."

Research on hospital admission data has shown clearly that the problem is a large and growing one. ABI admissions in the UK have increased by 10% since 2005-6

There were 348,453 UK admissions to hospital with acquired brain injury in 2016-17. That is 531 admissions per 100,000 of the population. (NHS Health and Social Care Information Centre & Headway - the brain injury association, 2018).

There were 9029 admissions in that same period for the county of Essex. A large proportion of these people and their families will require help and support for at least several months after injury and many will require long-term support. Headway Essex has a vital role to play in helping these people.

Impairments may range from subtle to severe, although the consequences may all be serious. Some people may be physically disabled, but the large majority have 'hidden' disabilities which are less easy to observe and misinterpreted, which can lead to loss of employment, relationship breakdown and social isolation. A head injury can also double a person's risk of later mental health problems, even if the person had no prior history of mental ill-health. The person with the injury may also lack insight and awareness of their own problems failing to get

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**THE WORK OF HEADWAY ESSEX (CONTINUED)**  
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help, which makes their situation worse.

In addition, evidence links TBI with an earlier onset of offending, repeat offending and high rates of violent offending. Relative to the general population, there is a high prevalence of brain injury amongst individuals in custody. Despite this evidence, brain injury is rarely considered within any part of the criminal justice system. (All-Party Parliamentary Group on Acquired Brain Injury Report 2018 (APPG on ABI), (Centre for Mental Health REPORT Traumatic brain injury and offending).

It has become apparent that COVID 19 has been robustly associated with an increased risk of neurological disorders for example Stroke, intracranial haemorrhage and encephalopathy. In time these patients will all need support within the community.

#### **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 savings to the NHS of between £0.7 million and £1.6 million per patient over their lifetime (Hawe et al, 2013). Headway Groups and Branch services can make a significant contribution to these savings.



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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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The Trustees present their annual report together with the audited financial statements of the Charity for the year 1 April 2021 to 31 March 2022. 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: Gemma Perkins, 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 31st March 2022 there were 84 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 7. For the purposes of the Companies Act 2006 the Members of the Board are placed in the same position as a Board of Directors.

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.

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**TRUSTEES' REPORT (CONTINUED)**  
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**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.

**SERVICE MANAGERS**

The Headway Centre Manager is responsible for the delivery of the day care service. The key tasks are:

- Management of the specialist day service at The Headway Centre in Colchester;
- To provide leadership and support for the care staff;
- Ensuring relevant legislative requirements are met.

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 centered 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

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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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 39.

#### **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 to 31st March 2022 volunteers donated their time in the following areas:

North Essex	2,454 hours
South Essex	616 hours
Fundraising	614 hours
Total	3,684 hours

Full time equivalent number of staff	2
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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## **CHARITABLE ACTIVITIES**

### **Headway Essex Services**

Headway Essex operate services across the whole of the County to ensure that everyone living with the effects of an injured brain has the opportunity to lead a fulfilling life. This means the families and those closest to the person with the brain injury as well as the person with the injured brain.

Our services continue to be provided in two Hubs, one covering North and Mid-Essex and one covering South and West Essex. Both Hubs operate three different services:

- Community Support
- Day Opportunities
- Carers Support

These services sit alongside a pan Essex Helpline, all of which provide vital support to those affected by the myriad of symptoms and problems that an injured brain can cause.

However, when we reopened face-to face services in April 2021 learning from the pandemic showed that there was a need to offer a wider range of services to meet the needs of those who for whatever reason find it difficult to attend in person. Through consultation with service-users, we have introduced a number of virtual groups alongside our traditional services.

2021 was both a difficult and exciting year for Headway Essex:

*Difficult* – it proved much harder to re-open service than to close them, there was a myriad of risk assessments and the need for staff training and consultation around them to ensure that we were doing everything possible to keep all of our service users, staff and volunteers safe.

The wearing of masks, which is still mandatory in Day Care settings, added an additional dimension to communication as many of service user have communication problems and found the masks a real barrier to this.

Additional cleaning schedules and the related costs all had a strain on both the team and our finances.

*Exciting:* We successfully ran our eight-week brain injury programme across the county on a number of occasions helping both the person with the injured brain and their families to understand how their brain injury may be affecting them in different aspects of their lives.

We launched an additional support group in the Tendring area of Essex bring the total number of support groups to six across the county, this is in addition to the carers groups and social groups that we run.

Successfully launched our virtual groups.

In conjunction with one of our service-users we established the Young Circle across the county to support younger people with an injured brain.

After many months of searching for suitable premises to open a day centre in South Essex the perfect premises became available on our doorstep at the South Methodist Church in Benfleet where our community team were already located. The team worked tirelessly to get the service ready and in January 2022 we realised our long held ambition to provide a day centre in South and West Essex Hub. The service opened on 11th January initially just one day a week but it is growing fast to meet the needs of people living in South and West Essex.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**ACHIEVEMENTS DURING 2021/2022**

- Successfully reopened all face-to-face services and groups, our teams worked extremely hard to ensure the safety of all those entering our buildings.
- We have had no COVID transmission within the service provision.
- Launched our specialist day opportunities in the South Essex Hub
- Successfully introduced a Virtual Hub, for ease of access and those who may be socially isolated countywide.
- Introduced an additional support group meeting
- Started the Young Circle
- Re-established our service user and carer forums
- Helped individuals gain benefits, assisted during PIP assessments and when required appeals and supported a number of people with HMRC issues
- Successfully ran our Brain Injury education programme
- Presented at a national virtual 3 day conference
- Re-established face-to-face meetings with Hospitals across Essex including stroke and cardiac wards and provided link workers to promote earlier support for people with brain injury and their carers.

**FUTURE PLANS**

- Develop a new coaching model for brain injury rehabilitation
- Develop psychological services to meet the needs of our service-users
- Explore the need for a brain injury counselling service
- Undertake more collaborative work with health colleagues to improve the outcomes for those with a brain injury
- Review our current service provision in collaboration with our Service Users and Carers Forums.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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## **FUNDING AND PROMOTIONAL ACTIVITIES**

The fundraising and marketing team cover a wide range of fundraising activities, including individual giving, community events, campaigns, donor management, grant applications and grant monitoring. In addition, the team drive the organisation's marketing and PR activities maintaining the charity's profile through the website, talks, presentations, social media and press.

With less money available from the statutory sector, it is essential we maintain a broad range of income generation activities to enable Headway Essex to continue supporting survivors of brain injury. Promotional activities are critical to ensure people who need help, know how to access our service. It is equally important that medical professionals, social workers and other related professionals are aware of our services and how to access them. This ensures every individual gets timely, appropriate support.

### **OBJECTIVES**

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

### **ACHIEVEMENTS DURING 2021/22**

#### **Grants and Trusts**

- Overall achieved a very challenging grants budget for the year to help address the general fundraising shortfall due to the continued impact of the pandemic on fundraising events and sponsored events.
- Secured a grant of £244,528 over 3 years from the Lottery Community Fund for our Community Support Service (South & West Essex).
- Secured two large grants of £50,000 each from Essex County Council to help our respective North/Mid Essex and South/West Essex services recover from the impact of the COVID-19 pandemic and re-open in a safe and more resilient way.
- Received a core funding grant of £25,000 from the Garfield Weston Foundation.
- Secured £52,909 in addition to our organisational grant budget, for the purchase a new minibus for the Headway Centre

#### **Public Fundraising**

- Relaunched the Essex Classic Vehicle Show, our first major Headway Essex event since the start of the lockdowns in March 2020. The event attracted over 3000 visitors and raised over £10,500.
- Re-Introduced the sale of Headway Essex branded Christmas Cards and facility to purchase on-line from our website.
- Organised and delivered our annual fundraising ball in very uncertain times exceeding the projected income target by over £5,000, with an income of £21,527: net income of £10,960 which are both improvements on 2020's event.
- Appointed a New Fundraising Manager

#### **Marketing**

Social Media platform following March 2021-April 2022

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**TRUSTEES' REPORT (CONTINUED)**  
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- Facebook followers grew from 1,977 to 2365
- Twitter followers fairly static 3,392 to 3375
- Instagram followers grew from 623 to 731
- LinkedIn followers grew from 139 to 163

**FUTURE PLANS**

With a new Fundraising Manager joined March 2022 we can see 2022-23 as a transition year as we work on our new fundraising strategy for 2023-2026. For the year to come the charity's flagship events will be developed, and built on. We are anticipating a successful Essex Classic Vehicle Show, and Spring Ball. Again, Grant income will be vital.

The key shift for 2022-23 onward is a focus on our individual giving programme. There will be an emphasis on bringing in new supporters with easy to take products to build supporters on our donorbase. Increasing the volume of donors by increasing the appeal, and entry points for support will in time limit risk by spreading income over a more diverse portfolio, with greater long term sustainability.

We'll review who within our contact programme we can build support from, and use a variety of standard tactics to solicit longer term giving from these people. Our communication vehicles like the Newsletter, and Christmas Appeal will have a reframing to create a greater number of donations from.

Coming in to 2023 we plan a new regular giving campaign, and also a legacy campaign across Essex. Legacies is one such under developed area, and we'll focus on gaining people interested, and ultimately acting to include us in their will.

**2022-23 in summary**

- build our individual giving product range and dial up the degree that newsletters function as appeals
- maximising our cash appeal prior at Christmas
- a new year regular giving campaign, offering direct debit giving
- a new Essex wide gifts in will campaign
- grow the social media following, to widen our quality reach, and engagement
- review the volunteering resource, seeking to add to our committed base to facilitate new work
- Pilot one new event, the Longest Day walk at both centres to shift us in to being a country wide charity in a fundraising context
- Initiate project for updated brand guidelines and new brand look
- Ensure digital interactions are as optimal as possible, in the context of a marketing and a fundraising strategy outputs
- Ensure full value is drawn from our CRM system, to build a conventional direct marketing programme

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**TRUSTEES' REPORT (CONTINUED)**  
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**GOVERNANCE**

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

**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 2021/22**

- Ongoing review of policies and procedures undertaken in line with the renewal programme
- Awarded outstanding accreditation for the ISO9001 Quality Standard. Certification re-issued
- Covid-19 risk assessments under constant review and implemented safe working practices to ensure all workers and service users could resume face to face day services and support groups in a safe environment
- Competency framework introduced, to standardise the high level of training provided, assessing care staff in all aspects of their role, to retain a knowledgeable staff team and succession planning.
- Trained product champions to ensure all staff receive a consistent high level of training across the organisation.

**FUTURE PLANS**

- Ensure organisation is sustainable into the future
- Auditing of ISO 9001 standard
- Consolidate staffing resources to operate from The Headway Centre
- Maximising the use of the Headway Centre, to provide additional income
- To be recognised as a Trauma Informed Practice service provider

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**TRUSTEES' REPORT (CONTINUED)**  
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- Review recruitment and benefits
- Update the survey and monitoring process, to ensure we continue to meet the needs of our service users and stakeholders

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**FINANCIAL REVIEW**

The results for the year are shown in the Statement of Financial Activities on page 23 and the financial position is shown in the Balance Sheet on page 24.

The year under review produced an increase in total reserves of £239,943, of which £287,602 relates to funding relating to projects which will take place over the next 2-3 years. Although total reserves at 31st March 2022 are £1,184,833 a high proportion of this amount is restricted, designated or held in tangible assets, leaving only £417,849 in Unrestricted non-designated reserves, as detailed below:

	£
Restricted Fixed Asset reserve	318,382
Restricted grants - future projects	287,602
Designated reserves	125,000
Other restricted reserves	36,000
Unrestricted reserves	417,849
<b>Total Reserves</b>	<b>1,184,833</b>

**FUNDING SOURCES**

The total incoming resources during the year were £923,671 (2021: £605,206). As noted above £287,602 of the income recognised relates to funding for future projects. See notes 3,4, and 5 for details.

<u>Income:</u>	<u>2022</u>		<u>2021</u>	
Attendance, training and transport	243,610	26.4%	207,769	34.3%
Fundraising income:				
Trust and council grants	592,343		250,454	
Company and personal donations	30,271		71,750	
Gift Aid reclaimed	5,490		5,587	
Legacy Income	-		40,000	
Events	50,949		29,145	
Trading	381		10	
	679,434	73.6%	396,946	65.6%
Investments/Other income	627	0.0%	581	0.1%
	<b>923,671</b>	<b>100.0%</b>	<b>605,206</b>	<b>100.0%</b>

**FUTURE PLANS**

Headway Essex continues to achieve good funding for its operations and its strategy remains to diversify and develop its funding base to improve sustainability notwithstanding the challenges faced by the charity sector.

In September 2021, we were successful in receiving a generous grant from the Lottery Reaching Communities Fund of £244,528 over 3 years. This ensures we can avoid cuts to services and will allow us to develop plans for a more sustainable service, through the opening and growth of a new day service in South Essex.

It remains the intention of the Trustees to continue to expand the range and geographic coverage of services available. However, the Trustees will continue to take a prudent approach whilst guiding the charity through its future plans outlined above.

**RESERVES**

As at 31st March 2022, the Unrestricted Free Reserves, after deduction of Designated Funds and fixed assets from the total reserves, were £326,158. This represents the equivalent of five and a half months of expenditure compared to a minimum policy requirement of three months. The Trustees consider the additional reserves appropriate as the three-month policy represents a bare minimum only. Reserves are expected to keep to at

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

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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least six months during the year.

In accordance with the Reserves policy detailed on page 9, 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 designated funds to support the introduction of specialist Day Care services in South Essex.

£100,000 Property – The Trustees have designated funds to refurbish the Day Centre and provide property sustainability strategy.

Restricted Reserves were £641,984. This includes £318,382 in relation to funds for the purchase of the Day Centre, and £323,602 of 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 Auditors**

So far as the trustees are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the charitable company's auditors are unaware, and each trustee has taken all steps that he ought to have taken as a trustee in order to make himself aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information.

**Auditors**

The auditors, Griffin Chapman, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Approved by order of the members of the board of Trustees on 7 July 2022 and signed on their behalf by:

  
**Alan Bacon**  
(Chair of Trustees)

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

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**STATEMENT OF TRUSTEES' RESPONSIBILITIES**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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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 company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the 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 on 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.

Approved by order of the members of the board of Trustees on 7 July 2022 and signed on its behalf by:

  
**Alan Bacon**  
(Chair of Trustees)

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

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF HEADWAY ESSEX**

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**Opinion**

We have audited the financial statements of HEADWAY ESSEX (the 'charitable company') for the year ended 31 March 2022 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

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

**Conclusions relating to going concern**

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

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

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

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

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF HEADWAY ESSEX (CONTINUED)**

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**Other information**

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Trustees' report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

**Responsibilities of trustees**

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

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

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

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF HEADWAY ESSEX (CONTINUED)**

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**Auditors' responsibilities for the audit of the financial statements**

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

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

We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, UK financial reporting standards as issued by the Financial Reporting Council, and UK taxation legislation.

We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.

We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.

We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.

Based on this understanding, We designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. this included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. the risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.

Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.

·Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company.

Evaluate the overall presentation, structure and content of the financial statements, including the disclosures,

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

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF HEADWAY ESSEX (CONTINUED)**

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and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditors' report.

**Use of our report**

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



**Daniel Aldworth (Senior Statutory Auditor)**

For and on behalf of Griffin Chapman Chartered Accountants  
Registered Auditor

4&5 The Cedars

Apex 12

Old Ipswich Road

Colchester

Essex

CO7 7QR

22 August 2022

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

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 MARCH 2022**

	Note	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
<b>Income from:</b>					
Donations and legacies	3	79,638	548,466	628,104	365,291
Charitable activities	4	243,610	-	243,610	210,179
Other trading activities	5	51,330	-	51,330	29,155
Investments	6	132	-	132	356
Other income	7	495	-	495	225
<b>Total income</b>		<b>375,205</b>	<b>548,466</b>	<b>923,671</b>	<b>605,206</b>
<b>Expenditure on:</b>					
Raising funds	8	163,560	-	163,560	151,434
Charitable activities	9	260,922	259,246	520,168	488,030
<b>Total expenditure</b>		<b>424,482</b>	<b>259,246</b>	<b>683,728</b>	<b>639,464</b>
<b>Net movement in funds</b>		<b>(49,277)</b>	<b>289,220</b>	<b>239,943</b>	<b>(34,258)</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		592,126	352,764	944,890	979,148
Net movement in funds		(49,277)	289,220	239,943	(34,258)
<b>Total funds carried forward</b>		<b>542,849</b>	<b>641,984</b>	<b>1,184,833</b>	<b>944,890</b>

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

The notes on pages 27 to 45 form part of these financial statements.

**HEADWAY ESSEX**  
**(A company limited by guarantee)**  
**REGISTERED NUMBER: 2674755**

**BALANCE SHEET**  
**AS AT 31 MARCH 2022**

	Note	2022 £	2021 £
<b>Fixed assets</b>			
Tangible assets	14	410,073	390,243
		<u>410,073</u>	<u>390,243</u>
<b>Current assets</b>			
Stocks	15	631	1,172
Debtors	16	327,260	70,461
Cash at bank and in hand		514,649	529,774
		<u>842,540</u>	<u>601,407</u>
Creditors: amounts falling due within one year	17	(67,780)	(45,410)
<b>Net current assets</b>		<u>774,760</u>	<u>555,997</u>
<b>Total assets less current liabilities</b>		<u>1,184,833</u>	<u>946,240</u>
Creditors: amounts falling due after more than one year	18	-	(1,350)
<b>Net assets excluding pension asset</b>		<u>1,184,833</u>	<u>944,890</u>
<b>Total net assets</b>		<u><u>1,184,833</u></u>	<u><u>944,890</u></u>
<b>Charity funds</b>			
Restricted funds	20	641,984	352,764
Unrestricted funds			
Designated funds	20	125,000	200,000
General funds	20	417,849	392,126
Total unrestricted funds	20	<u>542,849</u>	<u>592,126</u>
<b>Total funds</b>		<u><u>1,184,833</u></u>	<u><u>944,890</u></u>

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.

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**HEADWAY ESSEX**  
**(A company limited by guarantee)**  
**REGISTERED NUMBER: 2674755**

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**BALANCE SHEET (CONTINUED)**  
**AS AT 31 MARCH 2022**

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The financial statements were approved and authorised for issue by the Trustees on 07 July 2022 and signed on their behalf by:

  
**Alan Bacon**  
(Chair of Trustees)

The notes on pages 27 to 45 form part of these financial statements.

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

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**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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	2022 £	2021 £
<b>Cash flows from operating activities</b>		
Net cash used in operating activities	<b>26,387</b>	<b>324,416</b>
	<hr/>	<hr/>
<b>Cash flows from investing activities</b>		
Dividends, interests and rents from investments	<b>132</b>	<b>356</b>
Purchase of tangible fixed assets	<b>(41,644)</b>	<b>(306,621)</b>
	<hr/>	<hr/>
<b>Net cash used in investing activities</b>	<b>(41,512)</b>	<b>(306,265)</b>
	<hr/>	<hr/>
<b>Cash flows from financing activities</b>		
	<hr/>	<hr/>
<b>Net cash provided by financing activities</b>	<b>-</b>	<b>-</b>
	<hr/>	<hr/>
<b>Change in cash and cash equivalents in the year</b>	<b>(15,125)</b>	<b>18,151</b>
Cash and cash equivalents at the beginning of the year	<b>529,774</b>	<b>511,623</b>
	<hr/>	<hr/>
<b>Cash and cash equivalents at the end of the year</b>	<b>514,649</b>	<b>529,774</b>
	<hr/> <hr/>	<hr/> <hr/>

The notes on pages 27 to 45 form part of these financial statements

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

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**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. The principal office is The Headway Centre, Woodland Walk, Colchester, Essex CO6 4DH.

**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 (FRS 102) and the Companies Act 2006.

Headway Essex meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

**2.2 Going concern**

The financial statements 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 with the level of reserves for the charity to be able to continue as a going concern.

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

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**2. Accounting policies (continued)**

**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 income receivable can be measured 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.

Grants are included in the Statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is 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 investment income is recognised at the time the investment income is receivable.

Other income is recognised in the period in 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 benefits 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 of 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 incurred.

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

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**2. Accounting policies (continued)**

**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.

**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 it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

**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 cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost 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 of 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 building
Motor vehicles	-	25% and 33.3%
Fixtures and fittings	-	25% and 33.3%, and over 15 years

**2.9 Stocks**

Stocks are valued at the lower of cost 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.

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

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**2. Accounting policies (continued)**

**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 discount 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 future 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.

**2.15 Operating leases**

Rentals paid under operating leases are charged 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 2022**

**2. Accounting policies (continued)**

**2.17 Fund accounting**

General funds are unrestricted funds which are available for 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 to 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>Unrestricted funds 2022 £</b>	<b>Restricted funds 2022 £</b>	<b>Total funds 2022 £</b>	<i>Total funds 2021 £</i>
Donations	35,761	-	<b>35,761</b>	77,337
Legacies	-	-	-	40,000
Grants	43,877	548,466	<b>592,343</b>	247,954
	<u>79,638</u>	<u>548,466</u>	<u><b>628,104</b></u>	<u>365,291</u>
<i>Total 2021</i>	<u>163,868</u>	<u>201,423</u>	<u>365,291</u>	

Unrestricted Grants 2022 includes a grant of £25,000 from the Garfield Weston Foundation.

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

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**4. Income from charitable activities**

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Grants and other service contract income - Day Care	-	-	-	2,500
Attendance - Day Care	235,535	-	<b>235,535</b>	207,257
Minibus income - Day Care	1,159	-	<b>1,159</b>	188
Training - CSS	122	-	<b>122</b>	-
Attendance - South Hub	6,794	-	<b>6,794</b>	234
	<u>243,610</u>	<u>-</u>	<u><b>243,610</b></u>	<u>210,179</u>
<i>Total 2021</i>	<u>207,679</u>	<u>2,500</u>	<u>210,179</u>	

**5. Income from other trading activities**

**Income from fundraising events**

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Fundraising events	50,949	<b>50,949</b>	29,145
Trading	381	<b>381</b>	10
	<u>51,330</u>	<u><b>51,330</b></u>	<u>29,155</u>

**6. Investment income**

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Bank deposit interest	132	<b>132</b>	356

**HEADWAY ESSEX**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**7. Other incoming resources**

	<b>Unrestricted funds 2022 £</b>	<b>Total funds 2022 £</b>	<i>Total funds 2021 £</i>
Other income	495	<b>495</b>	225

**8. Expenditure on raising funds**

**Costs of raising voluntary income**

	<b>Unrestricted funds 2022 £</b>	<b>Total funds 2022 £</b>	<i>Total funds 2021 £</i>
Premises expenses	26,542	<b>26,542</b>	23,575
Other overheads	738	<b>738</b>	1,466
Office expenses	7,458	<b>7,458</b>	5,111
Service expenses	1,000	<b>1,000</b>	201
Fundraising promotion costs	1,435	<b>1,435</b>	1,785
Fundraising events	12,897	<b>12,897</b>	278
Other expenses	103	<b>103</b>	4
Other personnel costs	1,204	<b>1,204</b>	1,056
Staff costs	106,859	<b>106,859</b>	112,662
Depreciation	3,051	<b>3,051</b>	5,091
	<u>161,287</u>	<u><b>161,287</b></u>	<u>151,229</u>

**Fundraising trading expenses**

	<b>Unrestricted funds 2022 £</b>	<b>Total funds 2022 £</b>	<i>Total funds 2021 £</i>
Cost of goods sold	2,273	<b>2,273</b>	205

**HEADWAY ESSEX**  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**9. Analysis of expenditure on charitable activities**

**Summary by fund type**

	<b>Unrestricted funds 2022 £</b>	<b>Restricted funds 2022 £</b>	<b>Total funds 2022 £</b>	<i>Total funds 2021 £</i>
Attendance - Day Care	67,599	156,922	<b>224,521</b>	147,401
Community Support	147,132	21,586	<b>168,718</b>	160,192
Big Lottery Fund - South Essex Hub	-	80,738	<b>80,738</b>	139,222
Support costs	46,191	-	<b>46,191</b>	41,215
	<u>260,922</u>	<u>259,246</u>	<u><b>520,168</b></u>	<u>488,030</u>
<i>Total 2021</i>	<u>138,624</u>	<u>349,406</u>	<u>488,030</u>	

**10. Analysis of expenditure by activities**

	<b>Activities undertaken directly 2022 £</b>	<b>Support costs 2022 £</b>	<b>Total funds 2022 £</b>	<i>Total funds 2021 £</i>
Attendance - Day Care	224,521	-	<b>224,521</b>	147,401
Community Support	168,718	-	<b>168,718</b>	160,192
Big Lottery Fund - South Essex Hub	80,738	-	<b>80,738</b>	139,222
Support costs	-	46,191	<b>46,191</b>	41,215
	<u>473,977</u>	<u>46,191</u>	<u><b>520,168</b></u>	<u>488,030</u>
<i>Total 2021</i>	<u>446,814</u>	<u>41,216</u>	<u>488,030</u>	

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**10. Analysis of expenditure by activities (continued)**

**Analysis of direct costs**

	<b>Total funds 2022 £</b>	<i>Total funds 2021 £</i>
Staff costs	330,633	349,406
Depreciation	17,063	21,060
Other personnel expenses	6,926	10,405
Premises expenses	41,771	7,505
Other overheads	1,993	2,710
Service expenses	43,329	30,520
Office expenses	17,207	16,383
Other expenses	149	434
Sundry fixed assets	4,410	6,770
Transport expenses	10,496	1,621
	<u>473,977</u>	<u>446,814</u>

**Analysis of support costs**

	<b>Total funds 2022 £</b>	<i>Total funds 2021 £</i>
Staff costs	28,591	28,156
Depreciation	1,700	1,851
Other personnel expenses	879	1,010
Premises expenses	1,008	419
Other overheads	6,875	4,256
Service expenses	77	37
Office expenses	1,450	1,632
Sundry fixed assets	451	140
Auditors remuneration	5,160	3,715
	<u>46,191</u>	<u>41,216</u>

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**11. Auditors' remuneration**

The auditors' remuneration amounts to an auditor fee of £4,080 (2021 - £4,080), and accountancy services of £1,200 (2021 - £Nil).

**12. Staff costs**

	2022	2021
	£	£
Wages and salaries	423,807	447,081
Social security costs	33,007	33,839
Contribution to defined contribution pension schemes	9,269	9,304
	<u>466,083</u>	<u>490,224</u>

The average number of persons employed by the Charity during the year was as follows:

	2022	2021
	No.	No.
Day Care	7	7
Community Support Service	7	7
Fundraising, Publicity and Finance	4	4
Governance of the Charity	1	1
	<u>19</u>	<u>19</u>

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

**13. Trustees' remuneration and expenses**

During the year, no Trustees received any remuneration or other benefits (2021 - £NIL).

During the year ended 31 March 2022, no Trustee expenses have been incurred (2021 - £NIL).

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**14. Tangible fixed assets**

	Freehold property £	Motor vehicles £	Fixtures and fittings £	Total £
<b>Cost or valuation</b>				
At 1 April 2021	350,000	37,310	157,218	544,528
Additions	-	23,350	18,294	41,644
Disposals	-	(37,310)	-	(37,310)
At 31 March 2022	<u>350,000</u>	<u>23,350</u>	<u>175,512</u>	<u>548,862</u>
<b>Depreciation</b>				
At 1 April 2021	3,000	37,310	113,975	154,285
Charge for the year	3,000	-	18,814	21,814
On disposals	-	(37,310)	-	(37,310)
At 31 March 2022	<u>6,000</u>	<u>-</u>	<u>132,789</u>	<u>138,789</u>
<b>Net book value</b>				
At 31 March 2022	<u>344,000</u>	<u>23,350</u>	<u>42,723</u>	<u>410,073</u>
At 31 March 2021	<u>347,000</u>	<u>-</u>	<u>43,243</u>	<u>390,243</u>

**15. Stocks**

	2022 £	2021 £
Finished goods and goods for resale	<u>631</u>	<u>1,172</u>

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**NOTES TO THE FINANCIAL STATEMENTS  
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**16. Debtors**

	2022 £	2021 £
<b>Due within one year</b>		
Other debtors	286,295	40,533
Prepayments and accrued income	40,965	29,928
	327,260	70,461

**17. Creditors: Amounts falling due within one year**

	2022 £	2021 £
Other taxation and social security	9,567	9,033
Obligations under finance lease and hire purchase contracts	1,350	2,700
Other creditors	29,350	9,422
Accruals and deferred income	27,513	24,255
	67,780	45,410

**18. Creditors: Amounts falling due after more than one year**

	2022 £	2021 £
Net obligations under finance lease and hire purchase contracts	-	1,350
	-	1,350

**19. Financial instruments**

	2022 £	2021 £
<b>Financial assets</b>		
Financial assets measured at fair value through income and expenditure	514,649	529,774
	514,649	529,774

Financial assets measured at fair value through income and expenditure comprise bank balances.

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**20. Statement of funds**

**Statement of funds - current year**

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2022 £
<b>Unrestricted funds</b>					
<b>Designated funds</b>					
South Essex Day Care	25,000	-	-	-	25,000
Property fund	175,000	-	-	(75,000)	100,000
	<u>200,000</u>	<u>-</u>	<u>-</u>	<u>(75,000)</u>	<u>125,000</u>
<b>General funds</b>					
General Funds	321,455	375,205	(403,858)	33,356	326,158
General Funds re fixed assets	70,671	-	(20,624)	41,644	91,691
	<u>392,126</u>	<u>375,205</u>	<u>(424,482)</u>	<u>75,000</u>	<u>417,849</u>
<b>Total Unrestricted funds</b>	<u>592,126</u>	<u>375,205</u>	<u>(424,482)</u>	<u>-</u>	<u>542,849</u>
<b>Restricted funds</b>					
Specific grants and donations	1,191	156,840	(158,031)	-	-
Day Centre Purchase	318,382	-	-	-	318,382
Big Lottery Fund - South Essex Hub	33,191	-	(33,191)	-	-
Community Fund - South Essex Hub	-	234,582	(45,524)	-	189,058
Improving Lives Fund	-	108,606	(22,500)	-	86,106
Minibus purchase	-	36,000	-	-	36,000
CBC Realising ambitions	-	12,438	-	-	12,438
	<u>352,764</u>	<u>548,466</u>	<u>(259,246)</u>	<u>-</u>	<u>641,984</u>
<b>Total of funds</b>	<u>944,890</u>	<u>923,671</u>	<u>(683,728)</u>	<u>-</u>	<u>1,184,833</u>

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**20. Statement of funds (continued)**

**Restricted Funds**

**Day Centre Purchase – Headway Centre**

This represents funds raised to finance the proposed purchase of the Headway Centre.

**Community Rehabilitation Hub for Adults with Acquired Brain injury (South Essex Hub)**

This is a project funded by the Big Lottery Fund for a new Community Rehabilitation Hub which will provide Community Support Service and a flexible Rehabilitation Service for those people with an ABI (acquired brain injury) in South Essex. The Charity was awarded a grant of £340,457 by Big Lottery Fund for a Community Hub for Adults with ABI. The project commenced on 1 April 2019, and completed on 30 September 2021.

**Community Rehabilitation Hub for Adults with Acquired Brain injury (South Essex Hub)**

This is a project funded by the Community Fund for continued funding for the Community Rehabilitation Hub. The Charity was awarded a grant of £244,528 by Community Fund for a Community Hub for Adults with ABI. The project commenced on 1 October 2021, and will be for 3 years.

**Improving Lives Fund**

This is a project funded by The Henry Smith Charity and is continuation funding for the project running costs to provide support to adults with acquired brain injury, and their families and carers in Essex. The Charity was awarded a grant of £112,500. The project commenced in April 2021 and is for 3 years.

**Minibus Purchase**

This represents donations received for the purchase of a minibus which has been ordered and is shown as a capital commitment.

**CBC Realising Ambitions**

This is funding received in advance for the 2022/23 programme.

**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 designated funds to support the introduction of Day Care services in South Essex.

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

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**20. Statement of funds (continued)**

**Statement of funds - prior year**

	<i>Balance at 1 April 2020 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Balance at 31 March 2021 £</i>
<b>Unrestricted funds</b>				
<b>Designated funds</b>				
South Essex Day Care	25,000	-	-	25,000
Property fund	175,000	-	-	175,000
	<u>200,000</u>	<u>-</u>	<u>-</u>	<u>200,000</u>
<b>General funds</b>				
General Funds	313,192	401,283	(322,349)	392,126
	<u>513,192</u>	<u>401,283</u>	<u>(322,349)</u>	<u>592,126</u>
<b>Restricted funds</b>				
Specific grants and donations	2,777	135,541	(137,127)	1,191
Day Centre Purchase	250,000	68,382	-	318,382
Big Lottery Fund - South Essex Hub	168,358	-	(135,167)	33,191
Extension - various	11,023	-	(11,023)	-
Extension - Big Lottery Fund	33,798	-	(33,798)	-
	<u>465,956</u>	<u>203,923</u>	<u>(317,115)</u>	<u>352,764</u>
<b>Total of funds</b>	<u><u>979,148</u></u>	<u><u>605,206</u></u>	<u><u>(639,464)</u></u>	<u><u>944,890</u></u>

**HEADWAY ESSEX**  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**21. Summary of funds**

**Summary of funds - current year**

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2022 £
Designated funds	200,000	-	-	(75,000)	125,000
General funds	392,126	375,205	(424,482)	75,000	417,849
Restricted funds	352,764	548,466	(259,246)	-	641,984
	<u>944,890</u>	<u>923,671</u>	<u>(683,728)</u>	<u>-</u>	<u>1,184,833</u>

**Summary of funds - prior year**

	<i>Balance at 1 April 2020 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Balance at 31 March 2021 £</i>
Designated funds	200,000	-	-	200,000
General funds	313,192	401,283	(322,349)	392,126
Restricted funds	465,956	203,923	(317,115)	352,764
	<u>979,148</u>	<u>605,206</u>	<u>(639,464)</u>	<u>944,890</u>

**22. Analysis of net assets between funds**

**Analysis of net assets between funds - current year**

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
Tangible fixed assets	91,691	318,382	410,073
Current assets	465,000	377,540	842,540
Creditors due within one year	(13,842)	(53,938)	(67,780)
<b>Total</b>	<u>542,849</u>	<u>641,984</u>	<u>1,184,833</u>

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**22. Analysis of net assets between funds (continued)**

**Analysis of net assets between funds - prior year**

	<i>Unrestricted funds 2021 £</i>	<i>Restricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Tangible fixed assets	70,671	319,572	390,243
Current assets	560,762	40,645	601,407
Creditors due within one year	(37,957)	(7,453)	(45,410)
Creditors due in more than one year	(1,350)	-	(1,350)
<b>Total</b>	<u>592,126</u>	<u>352,764</u>	<u>944,890</u>

**23. Reconciliation of net movement in funds to net cash flow from operating activities**

	<b>2022 £</b>	<b>2021 £</b>
Net income/expenditure for the year (as per Statement of Financial Activities)	<b>239,943</b>	<b>(34,258)</b>
<b>Adjustments for:</b>		
Depreciation charges	<b>21,814</b>	28,002
Dividends, interests and rents from investments	<b>(132)</b>	(356)
Decrease in stocks	<b>541</b>	205
Decrease/(increase) in debtors	<b>(256,799)</b>	412,725
Increase/(decrease) in creditors	<b>21,020</b>	(53,440)
Revaluation of freehold property	-	(28,462)
<b>Net cash provided by operating activities</b>	<u><b>26,387</b></u>	<u><b>324,416</b></u>

**24. Analysis of cash and cash equivalents**

	<b>2022 £</b>	<b>2021 £</b>
Cash in hand	<b>514,649</b>	529,774
<b>Total cash and cash equivalents</b>	<u><b>514,649</b></u>	<u><b>529,774</b></u>

**HEADWAY ESSEX**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**25. Analysis of changes in net debt**

	At 1 April 2021	Cash flows	At 31 March 2022
	£	£	£
Cash at bank and in hand	529,774	(15,125)	514,649
Finance leases	(4,050)	2,700	(1,350)
	<u>525,724</u>	<u>(12,425)</u>	<u>513,299</u>

**26. Capital commitments**

	2022	2021
	£	£
<b>Contracted for but not provided in these financial statements</b>		
Acquisition of tangible fixed assets	<u>39,641</u>	<u>14,170</u>

**27. 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 and amounted to £9,269 (2021 - £9,304).

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

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**28. Operating lease commitments**

At 31 March 2022 the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2022 £	2021 £
Not later than 1 year	53,913	30,319
Later than 1 year and not later than 5 years	77,838	2,678
	<u>131,751</u>	<u>32,997</u>

**29. Finance lease commitments**

<b>Net obligations repayable:</b>	2022 £	2021 £
Within one year	1,350	2,700
Between one and five years	-	1,350
Total	<u>1,350</u>	<u>4,050</u>

**30. 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 he/she is a member, or within one year after he/she ceases to be a member, such amount as may be required, not exceeding £1 for the debts and liabilities contracted before he/she ceases to be a member.

**31. Related party transactions**

During the year the Charity received a donation of £10,000 without conditions from a Trustee.

Alan Bacon, a Trustee is a director of BTMK Solicitors, who provided legal services to the charity of £nil (2021: £600).

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**INCOME AND EXPENDITURE ACCOUNT  
FOR THE YEAR ENDED 31 MARCH 2022**

	2022 £	2022 £	2021 £	2021 £
<b>Income</b>				
<b>Voluntary Income</b>				
Donations	(30,271)		(71,750)	
Gift Aid	(5,490)		(5,587)	
Legacies	-		(40,000)	
Grants	(592,343)		(247,954)	
	<u>                    </u>	(628,104)	<u>                    </u>	(365,291)
<b>Activities for generating funds</b>				
Fundraising events	(50,949)		(29,145)	
Trading	(381)		(10)	
	<u>                    </u>	(51,330)	<u>                    </u>	(29,155)
<b>Investment income</b>				
Bank interest	(132)		(356)	
	<u>                    </u>	(132)	<u>                    </u>	(356)
<b>Incoming resources from charitable activities</b>				
Grants and other service contract income	-		(2,500)	
Attendance	(242,329)		(207,491)	
Minibus income	(1,159)		(188)	
Training	(122)		-	
	<u>                    </u>	(243,610)	<u>                    </u>	(210,179)
<b>Other incoming resources</b>				
Other income	(495)		(225)	
	<u>                    </u>	(495)	<u>                    </u>	(225)
<b>Total income</b>		<u>                    </u>		<u>                    </u>
<b>Gains on investments</b>		-		-
	<u>                    </u>	-	<u>                    </u>	-
		-		-
		-		-

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**INCOME AND EXPENDITURE ACCOUNT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

	2022 £	2022 £	2021 £	2021 £
<b>Gross income in the reporting period</b>		<b>923,671</b>		<b>605,206</b>
<b>Less:</b>				
<b>Cost of generating voluntary income</b>				
Wages	97,503		102,642	
Social security	7,226		7,758	
Pension	2,130		2,262	
Other personnel expenses	1,204		1,056	
Premises and insurance expenses	26,542		23,575	
Other overheads	738		1,466	
Service expenses	1,000		201	
Office expenses	7,458		5,111	
Fundraising promotion costs	1,435		1,785	
Fundraising events	12,897		278	
Other expenses	103		4	
Depreciation of tangible assets	3,051		5,091	
Cost of goods sold	2,273		205	
		<b>163,560</b>		<b>151,434</b>
<b>Charitable Activities</b>				
Wages	300,789		319,224	
Social security	23,330		23,693	
Pension	6,514		6,489	
Other personnel expenses	6,926		10,405	
Premises and insurance expenses	41,771		7,505	
Other overheads	1,993		2,710	
Sundry fixed assets	4,410		6,770	
Service expenses	43,329		30,520	
Transport expenses	10,496		1,621	
Office expenses	17,207		16,383	
Other expenses	150		434	
Depreciation of tangible fixed assets	17,063		21,060	
		<b>473,978</b>		<b>446,814</b>
<b>Governance costs</b>				
Wages	25,514		25,215	
Social security	2,451		2,388	
Pension	625		553	

**HEADWAY ESSEX**  
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**INCOME AND EXPENDITURE ACCOUNT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

	2022	2022	2021	2021
	£	£	£	£
Auditors remuneration	5,160		3,715	
Other personnel expenses	879		1,010	
Premises and insurance expenses	1,008		419	
Other overheads	6,875		4,256	
Sundry fixed assets	451		140	
Service expenses	77		38	
Office expenses	1,450		1,631	
Depreciation of tangible fixed assets	1,700		1,851	
		<u>46,190</u>		<u>41,216</u>
<b>Total expenditure</b>		<u>683,728</u>		<u>639,464</u>
<b>Net income/(expenditure) before taxation for the reporting period</b>		<u>239,943</u>		<u>(34,258)</u>
<b>Tax payable</b>		<u>-</u>		<u>-</u>
<b>Net income/(expenditure) for the reporting period</b>		<u>239,943</u>		<u>(34,258)</u>
<b>Surplus/(Deficit) for the reporting period</b>		<u>239,943</u>		<u>(34,258)</u>
<b>Surplus brought forward at 1 April 2021</b>		<u>944,890</u>		<u>979,148</u>
<b>Surplus carried forward at 31 March 2022</b>		<u>1,184,833</u>		<u>944,890</u>

The notes on pages 27 to 45 form part of these financial statements.