

Registered number: 2686901
Registered Charity number: 1040706

HEADWAY NORFOLK & WAVENEY LIMITED

DIRECTORS' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

HEADWAY NORFOLK & WAVENEY LIMITED

COMPANY INFORMATION

TRUSTEES AND DIRECTORS

Colin Cook
Mary Page
Paul Langshaw
Jenny Manser (Chair)
Paul Marshall (Treasurer)
Katherine McGlashan
Damian Short

COMPANY NUMBER

2686901

REGISTERED CHARITY NUMBER

1040706

REGISTERED OFFICE

Headway House
Trafalgar Road East
Gorleston on Sea
Great Yarmouth
Norfolk
NR31 6NX

INDEPENDENT EXAMINER

Sexty & Co
Chartered Certified Accountants and Registered Auditors
124 Thorpe Road
Norwich
NR1 RS

HEADWAY NORFOLK & WAVENEY LIMITED

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HEADWAY NORFOLK & WAVENEY LIMITED

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2021

FINANCIAL STATEMENTS

The trustees have pleasure in submitting their report together with the financial statements of the charitable company for the year ended 31 March 2021. The financial statements have been prepared in accordance with the accounting policies set out on pages 12 to 15.

The Trustees present their report and the audited financial statements of the charity for the year ended 31 March 2021. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and 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 published on 16 July 2014 (as amended by Update Bulletin 1 published on 2 February 2016).

STRUCTURE, GOVERNANCE AND MANAGEMENT

TRUSTEES AND DIRECTORS

The directors of the charitable company are its trustees for the purposes of charity law. The trustees who have served during the year and since the year end were as follows:

Colin Cook
Mary Page
Paul Langshaw
Jenny Manser (Chair)
Paul Marshall (Treasurer)
Katherine McGlashan
Damian Short
Caroline Squance (resigned 16 March 2020)

Trustees meet regularly and are responsible for making decisions. Trustees/directors are appointed by the members in a general meeting.

Statement of trustees' responsibilities

The Trustees who are also directors of Headway Norfolk & Waveney Limited 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, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for the year. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

HEADWAY NORFOLK & WAVENEY LIMITED

REPORT OF THE TRUSTEES (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

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

CONSTITUTION AND OBJECTS

The company is a registered charity and company limited by guarantee and was set up on 12 February 1992. It is governed by a Memorandum and Articles of Association. The objects are to provide for the long-term rehabilitation and care of persons in the Norfolk & Waveney area who have acquired brain injuries.

PUBLIC BENEFIT

The Trustees are mindful of the requirements of the Charity Commission regarding the Public Benefit test and confirm that the activities of the charitable company will conform with these requirements.

REVIEW OF THE YEAR

A Wife's Story- *'When, out of the blue, my fit, active husband, collapsed with a brain aneurysm in December 2019, I was shocked, stunned and didn't know where to turn. The doctors and nurses were wonderful in their care and looked after his physical injuries repairing his brain where possible. But what of his 'self', his personality? This lovely, kind, intelligent man was confused, shocked and very disoriented.*

When he was due for release from rehabilitation, which had been very restricted due to COVID, the Clinical Commissioning Worker promised a care worker to sit with him whilst I went out to shop, attend appointments, or just to have a few hours to myself. Living as we do, rurally, the job of finding someone suitable was proving extremely difficult. Then she contacted Headway.

Not only do we get support so I can leave the house, but we feel extremely lucky to have Outreach and Occupational Therapy support with his rehabilitation. It is so essential to him to have 'targeted' activities that help with his brain function. It helps with his self esteem to know he has professional help rather than being 'babysat'. From someone who would have been reluctant to take part in group activities, he now sees the benefits, because they were explained to him with care and respect. From my perspective he is improving. He has come from sitting staring into space to actually taking part in activities. I believe the care he gets from Occupational Therapy at Headway is second to none. With their strength of knowledge and support as well as positive attitude there is hope.'

Summary of our activities in 2020/21

Throughout the pandemic thanks to our incredible staff and volunteer team and all our supporters we have supported 250 + people affected by brain injury through our range of services:

- One to one support in the community

Working for short periods of time, or longer term to help maintain independence.

- Group sessions and support at one of our three centres and virtually since the beginning of the pandemic

HEADWAY NORFOLK & WAVENEY LIMITED

REPORT OF THE TRUSTEES (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

Summary of our activities in 2020/21 (continued)

Based in King's Lynn, Norwich & Gorleston. Group sessions are focused around wellbeing, independence, reablement and rehabilitation to support individual personal aims and goals. For example, food and nutrition, art, gardening, physical activity (yoga, Boccia, seated exercise), cognitive function, mood management and brain injury specialist sessions.

- Carers programmes and support groups- virtually during the pandemic

Space for carers for social connection to support each other. Programmes additionally develop understanding of brain injury, strategies for coping and caring and to get information and advice.

- Programmes and peer support groups- virtually during the pandemic

Programmes and support groups to enable people to connect, learn practical tips and strategies, access advice and support and meet other people facing similar challenges.

Coping with Covid-19

2020/21 as for everyone has been dominated by Covid-19, and the Headway Norfolk & Waveney team and community demonstrated incredible resilience. The Board of Trustees remains exceptionally grateful to staff and volunteers who went above and beyond to ensure people were supported during such difficult times.

During the first lockdown we re-configured our services as COVID-19 to deliver a remote service in replacement of our face to face group based support. Our immediate focus in lockdown was setting up an approach to maintain wellbeing and reduce risk of crisis for clients and carers.

We quickly established a remote service delivery offer, with virtual sessions over zoom, phone mentoring, and posting out session packages to support people as best possible to still work towards their goals. Teams also supported in facilitating the provision of essentials and bridging gaps in wider support issues. In addition to our remote service, we continued to deliver outreach services one to one in the community.

"I have enjoy chatting to my mentor three times a week, as I live with my elderly parents and they have their telly loud which make it hard for me because of my hearing so I go to my bedroom a lot. I have really enjoyed receiving the work each week I spend two hour a day busy doing the work." – Headway client feedback in first lockdown

Since July 2020 in addition to remote services and outreach, we offered face to face support throughout subsequent lockdowns in our three centres, in-line with COVID-19 guidance. Teams have continually adapted service provision to best provide support in difficult circumstances, including increased days of opening in response to reducing numbers of people.

Alongside it's challenges the pandemic has presented us with opportunities for learning and development. In particular we have been surprised at the positive response to virtual service provision, and this practice will be embedded into to our service offer going forward.

"We would like to thank you and Headway for the help you have been giving our son. As you know, he has engaged in conversations and activities. This has widened his outlook in a positive way, helping the healing process and prevented him from withdrawing completely from social interactions during this time of Covid. Hopefully, you have given him more optimism for the future." – Father of client

We have been saddened to lose members of our community during this year, and it has been very challenging at times. In response to this complex year, we have however in addition to our brilliant staff, volunteers and clients also seen huge acts of generosity from supporters from 'happy post' initiatives where people crafted gifts to be sent to clients, to financial support from Trusts & Foundations and statutory support.

We would like to extend a special thank you to Norfolk County Council, Suffolk County Council, National Lottery Coronavirus Community Support Fund, The Norfolk Community Foundation, Julia and Hans Rausing Trust Charity Survival Fund and all those who donated for their crucial financial support.

HEADWAY NORFOLK & WAVENEY LIMITED

REPORT OF THE TRUSTEES (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

Looking ahead

We have been fortunate that we have managed to take the internal steps to reorganise, and also secure the funding needed to survive financially as an organisation for 2020/21. We anticipate that 2021/22 is going to be a challenging year and we will face reductions in income at the same time as increased need, and will have to navigate this with care.

Despite the challenges ahead, we remain resolute in our ambitions to meet the needs of the community in Norfolk and Waveney and aim to develop our work in the following areas:

Specialist Early support: - we need to be engaging earlier in the pathway for people with a severe ABI

- We are seeking early referral to Headway Norfolk and Waveney in the acute phase to provide emotional support to families and advice, education on brain injury and sign-posting for family and carers needing additional support.
- Post discharge link workers could be provided to support and enable access to peer support networks and self-management/community rehabilitation support e.g. Brain injury education, fatigue management and vocational rehab. *This can also be offered remotely when needed.*
- Provision of ABI information packs and support resources for self management, which could also utilize app technology. Alongside, facilitating access to an ABI ID card which operates to help people explain their own ABI and its impact when coming into contact with other agencies. This would be a local roll out of a national initiative.

Services for patients with Post Concussion difficulties

- Post-concussion reviews and management is required if a patient has not recovered within 8-10 weeks of injury. We are working with researchers to better understand potential demand but we have a good understanding from research as to what people need, and feel we could make a significant impact supporting people in this area.

CQC registered activities

- Time limited re-ablement 'enhanced' homecare support, to dovetail or enhance provision post-discharge. Providing homecare workers with specialism in cognitive and behavioural effects to help embed and maximise benefit of rehabilitation activity and strategies in the home. Mainstream homecare services often struggle to cope with these clients as they can be unpredictable and need staff trained in working with clients who have cognitive and behavioural difficulties.

Younger People 16-21

- There are limited opportunities tailored for people in this age group, to support them with on-going self management specific to brain injury and access to meet others facing similar challenges. We want to work with young people and other young people's organisations to shape support to compliment the wider community offer available to young people in Norfolk and Waveney.

MEMBERS

The charitable company has no share capital and is limited by guarantee. Each member is liable to contribute £1 to the assets of the company in the event of its winding up. At 31 March 2021 the company had 88 such members.

In the event of the charitable company being wound up with surplus funds, no member shall be entitled to participate in the distribution of this surplus. The funds remaining after settlement of all debts and liabilities will be transferred to organisations pursuing similar objectives to those of this charity.

HEADWAY NORFOLK & WAVENEY LIMITED

REPORT OF THE TRUSTEES (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

RESERVES

The Trustees have reviewed the charities reserves policy during the financial year. In doing this, they have balanced the need to keep sufficient liquid reserves with the desire to invest in developing the charities future.

The Trustees have concluded that they wish to hold approximately two months running costs in reserve at all times, which equates to around £110,000. They believe that this level of reserve provides an adequate cushion to allow the charity to function were it to hit difficult financial circumstances.

Any funds in excess of this base level will be designated to specific funds designed to strengthen the services the charity offers, and to ensure it has a strong future.

The Trustees define Free Reserves as Unrestricted Net Current Assets, which at 31 March 2021 amounted to £190,650. Thus, after allocating £110,000 as detailed above, the Trustees have designated the balance as follows:

	Brought forward £	Spent in year £	Transfers £	Total £
Building maintenance	40,000	-	-	40,000
Infrastructure improvements	20,000	-	-	20,000
Service development	20,000	-	-	20,000
	80,000	-	-	80,000

The building maintenance fund recognises the fact that the Charity owns and wants to maintain its Head Office building in Gorleston.

The infrastructure fund will be spent, in the main on improving the Charities IT provision and support systems. The Trustees expect to see reduction in Head Office support costs as a result of this investment.

The service development fund has been designated to explore creative and innovative methods of improving services for our clients.

General unrestricted funds at 31 March 2021 were £210,458 (2020 £194,845) of which £99,808 (2020 £84,134) related to tangible fixed assets.

RISK MANAGEMENT

The Trustees have, during the year, continued to review the major risks to which the Charity is exposed and to establish systems to mitigate those risks identified not already covered by the Charity's existing systems and risk management strategies and controls.

HEADWAY NORFOLK & WAVENEY LIMITED

REPORT OF THE TRUSTEES (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

RISKS AND UNCERTAINTIES

The trustees acknowledge the Charity Commissioner's requirement for them to undertake a review of the major risks to which the Charity is exposed. The Trustees continued to review the major risks to which the Charity is exposed, and to establish systems and actions to mitigate those risks identified in the risk register where not already covered by the Charity's existing systems and risk management strategies.

The principal risks and uncertainties identified by the trustees are as follows:

- Coronavirus pandemic – safety measures are in place to protect staff and others as required during the immediate crisis. The longer-term socio-economic impact of the crisis in the UK may have an impact on public funding and mitigation work is underway in terms of advanced business planning and focused resource development activity to prepare for a potentially more competitive future funding environment.
- Loss or reduction of core funding – mitigation via continued focus within the business plan and Fundraising Strategy. Resource development priority for the whole team during 2019/20.

INVESTMENT POLICY

The Trustees have considered the most appropriate policy for investing funds and concluded that holding monies in bank deposit accounts meets the requirements to generate income whilst minimising risk and maintaining liquidity. Given the nature of this investment the Trustees consider the return to be satisfactory.

ON BEHALF OF THE TRUSTEES



Jenny Manser
Director/Trustee

Date: 22.11.21

HEADWAY NORFOLK & WAVENEY LIMITED

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF HEADWAY NORFOLK & WAVENEY LIMITED

I report to the charity trustees on my examination of the accounts of the company for the year ended 31 March 2021 which are set out on pages 7 to 19.

Responsibilities and basis of report

As the charity trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 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 Association Chartered Certified Accountants, 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 [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

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.



I A Barlow FCCA
Sexty & Co
Chartered Certified Accountants and Registered Auditors
124 Thorpe Road
Norwich
NR1 1RS

Date: 22/11/2021

HEADWAY NORFOLK & WAVENEY LIMITED

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2021

	Note	Unrestricted funds	Restricted funds	2021 total	2020 total
INCOME					
Donations, grants and legacies	3	68,348	-	68,348	69,719
Income from charitable activities	4	452,652	122,373	575,025	595,436
Investment income		1,015	-	1,015	727
TOTAL INCOME		522,015	122,373	644,388	665,882
EXPENDITURE					
Costs of raising funds	5	597	-	597	6,821
Expenditure on charitable activities	6	505,805	119,750	625,555	657,924
TOTAL EXPENDITURE		506,402	119,750	626,152	664,745
NET INCOME/(EXPENDITURE) AND NET MOVEMENT FOR THE YEAR	7	15,613	2,623	18,236	1,137
Fund balances brought forward	12	274,845	-	274,845	273,708
FUND BALANCES CARRIED FORWARD	12	290,458	2,623	293,081	274,845

All amounts relate to continuing activities. All recognised gains and losses are included above.

The notes on pages 10 to 19 form part of these financial statements.

HEADWAY NORFOLK & WAVENEY LIMITED
COMPANY NUMBER 2686901

BALANCE SHEET
AS AT 31 MARCH 2021

	Note	2021	2020
		£	£
FIXED ASSETS			
Tangible assets	9	99,808	84,134
CURRENT ASSETS			
Stock		500	500
Debtors	10	21,985	45,343
Cash at bank and in hand		222,819	170,448
		245,304	216,291
CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR			
	11	(52,031)	(25,580)
NET CURRENT ASSETS		193,273	190,711
NET ASSETS		293,081	274,845
UNRESTRICTED FUNDS			
General fund	12	210,458	194,845
Designated fund	12	80,000	80,000
		290,458	274,845
RESTRICTED FUNDS			
	12	2,623	-
TOTAL FUNDS		293,081	274,845

For the year ending 31 March 2021 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

The financial statements were approved by the trustees and authorised for issue on 22/11/21 and are signed on their behalf by:



Jenny Manser
Director/Trustee



Paul Marshall
Director/Trustee

The notes on pages 10 to 19 form part of these financial statements

HEADWAY NORFOLK & WAVENEY LIMITED

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2021

	2021 £	2020 £
Net income	18,236	1,137
Adjustments:		
Depreciation	6,295	4,992
Investment income	(1,015)	(727)
(Increase)/Decrease in debtors	23,357	10,590
(Decrease)/Increase in creditors	26,452	3,964
Net cash provided by operating activities	73,325	19,956
Cash flows from investing activities:		
Interest	1,015	727
Purchase of fixed assets	(21,969)	(5,750)
Net cash provided used in investing activities	(20,954)	(5,023)
Change in cash and cash equivalents in the reporting period	52,371	14,933
Cash and cash equivalents at the beginning of the period	170,448	155,515
Cash and cash equivalents at the end of the period	222,819	170,448

The notes on pages 10 to 19 form part of these financial statements.

HEADWAY NORFOLK & WAVENEY LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

1. ACCOUNTING POLICIES

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

1.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Headway Norfolk & Waveney 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 notes. The financial statements are presented in pounds sterling and are rounded to the nearest pound.

1.2 Legal status of the Charity

Headway Norfolk & Waveney Limited is a private company limited by guarantee in England and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

1.3 Going concern

The trustees consider that there are no material uncertainties about Headway Norfolk & Waveney's ability to continue as a going concern. With regard the following year, the most significant area of uncertainty of Headway Norfolk & Waveney is the level of unrestricted income which needs to be raised each and every year and is covered in more detail in the performance and risk sections of the trustees' annual report for more information.

1.4 Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. The aim and purpose of each designated fund is set out in the notes to the financial statements. Restricted funds are funds which must be spent on particular projects being undertaken by the charity. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each material designated and restricted fund is set out in the notes to the financial statements.

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

HEADWAY NORFOLK & WAVENEY LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

1. ACCOUNTING POLICIES (continued)

1.5 Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Where income has related expenditure (as with fundraising or contract income), the income and related expenditure are reported gross in the Statement of Financial Activities.

Donations, grants and gifts are recognised when receivable. In the event that a donation is subject to fulfilling performance conditions before the charity is entitled to the funds, the income is deferred and not recognised until it is probable that those conditions will be fulfilled in the reporting period. Income from Gift Aid tax reclaims is recognised for any donations with relevant Gift Aid certificates recognised in income for the year. Any amounts of Gift Aid not received by the year end are accounted for in income and accrued income in debtors.

Income from local council contracts, government and other grants, whether 'capital' grants or 'revenue' grants, are recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken on a case by case basis as the earlier of the date on which: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and there is an expectation that a distribution will be made. If the legacy is in the form of an asset other than cash or an asset listed on a recognised stock exchange, recognition is subject to the value of the asset being able to be reliably measured and title to the asset has passed to the charity. Where legacies have been notified to the charity or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Income received in advance for a future fundraising event or for a grant received relating to the following year are deferred until the criteria for income recognition are met.

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

Sponsorship from events, fundraising and events registration fees are recognised in income when the event takes place.

Trading income is recognised on point of sale for both donated and purchased goods.

HEADWAY NORFOLK & WAVENEY LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

1. ACCOUNTING POLICIES (continued)

1.6 Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. All expenditure is accounted for on an accruals basis under the following headings:

Costs of raising funds comprises fundraising costs incurred in seeking donations, grants and legacies; costs of fundraising activities including the costs of goods sold, shop costs, commercial trading and their associated support costs. Fundraising costs do not include the costs of disseminating information in support of the charitable activities.

Expenditure on charitable activities includes the costs of advising and informing, supporting and enabling, listening, consulting and involving, training and upskilling and other activities undertaken to further the purposes of the charity and their associated support costs.

Support costs comprise those costs which are incurred directly in support of expenditure on the objects of the charity and include governance cost, finance, and office costs. Governance costs are those costs incurred in connection with the compliance with constitutional and statutory requirements of the charity. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Support costs are allocated to each of the activities based on direct costs incurred.

1.7 Volunteers

The value of the services provided by volunteers is not incorporated into these financial statements. Further details of their contribution is provided in the Trustees report.

1.8 Fixed assets

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following basis:

Freehold buildings	2% straight line
Fixtures, fittings and equipment	15% straight line
Computer equipment	33% straight line

1.9 Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due. Accrued income and tax recoverable is included at the best estimate of the amounts receivable at the balance sheet date.

1.10 Creditors

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

HEADWAY NORFOLK & WAVENEY LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

1.11 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.

1.12 Operating leases

Operating leases are recognised over the period of which the lease falls due.

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight line basis over the period of the lease.

1.13 Taxation

The company 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 company 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 EMPLOYEES

(a) Number of employees

The average number of employees calculated on a full-time equivalent basis was 26 (2020 25), all of whom were engaged in the pursuit of the charitable activities of the company.

	2021 £	2020 £
Wages and salaries	447,110	429,740
Social security costs	23,023	22,847
Pension cost	11,395	11,529
	<hr/> 481,528	<hr/> 464,116

No employee earned more than £60,000 per annum (2020 none).

In accordance with the charitable company's Memorandum of Association, the Board of Directors, who are the Charity's Trustees, receive no emoluments for their services as directors of the company.

The directors were not paid or reimbursed for expenses during the year.

The Charity considers that the key management personnel comprise the Trustees and the senior management team. The total employee benefits of the key management personnel of the Charity were £88,784 (2020 £92,720).

HEADWAY NORFOLK & WAVENEY LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

3 INCOME FROM DONATIONS, GRANTS AND LEGACIES

	Unrestricted £	Restricted £	2021 £	2020 £
Donations	33,301	-	33,301	69,719
HMRC JRS grants	35,047	-	35,047	-
	68,348	-	68,348	69,719

All of the income previous year relates to unrestricted funds.

4 INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted £	Restricted £	2021 £	2020 £
County Council payments	358,645	-	358,645	333,203
Grants received	16,940	122,373	139,313	56,739
Other client payments	71,791	-	71,791	175,135
Lunch and tuck shop income	1,274	-	1,274	22,382
Rental income	3,880	-	3,880	3,880
Fund raising	88	-	88	862
Other income	34	-	34	3,235
	452,652	122,373	575,025	595,436

All of the income previous year relates to unrestricted funds.

5 EXPENDITURE

	2021 £	2020 £
COSTS OF RAISING FUNDS		
Fund raising costs	597	6,821

All costs of raising funds in 2021 and 2020 relates to unrestricted funds.

HEADWAY NORFOLK & WAVENEY LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 March 2021

6 EXPENDITURE ON CHARITABLE ACTIVITIES

	2021 £	2020 £
Direct costs;		
Client activities	3,853	21,196
Light, heat and water	1,342	5,261
Direct salaries	378,554	377,376
Lunch costs	2,255	20,916
Depreciation – furniture and fittings	802	720
Depreciation – computer	3,072	2,177
General and cleaning	6,175	5,048
Equipment repairs and maintenance	8,730	6,005
Support costs:		
Light, heat and water	447	1,754
Property repairs	2,387	2,676
Travel expenses	2,344	11,201
Insurance	2,091	1,800
Depreciation – buildings	1,130	1,130
Depreciation – furniture and fittings	267	240
Depreciation – computer	1,024	726
Printing, stationery and advertising	11,005	7,335
Telephone and postage	9,159	9,176
General and cleaning	1,544	1,262
Indirect salaries	102,974	86,740
Equipment repairs and maintenance	2,183	1,500
Rent payable	30,202	33,179
Training and recruitment expenses	7,574	9,984
Bad debts	2,000	-
Consultancy	15,185	19,850
Professional fees	24,743	25,860
Governance costs:		
Accountancy and bookkeeping	4,513	4,812
TOTAL	625,555	657,924

All support costs have been allocated to the single activity of the charity.

Expenditure on charitable activities was £625,555 (2020 £657,924) of which £505,805 was unrestricted (2020 £614,069) and £119,750 was restricted (2020 £43,855).

HEADWAY NORFOLK & WAVENEY LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

7 NET INCOME/EXPENDITURE IS STATED AFTER CHARGING:

	2021 £	2020 £
Depreciation and loss on disposal	-	4,992
Independent examiners fee	1,580	1,494

8 TAXATION

The charity is exempt from corporation tax.

9 TANGIBLE ASSETS

	Freehold land and buildings £	Fixtures, fittings and equipment £	Computer equipment £	Total £
COST				
At 1 April 2020	102,287	68,784	70,500	241,571
Additions	6,874	-	15,095	21,969
At 31 March 2021	109,161	68,784	85,595	263,540
DEPRECIATION				
At 1 April 2020	31,649	67,715	58,073	157,437
Provided for the year	1,130	1,069	4,096	6,295
At 31 March 2021	32,779	68,784	62,169	163,732
NET BOOK VALUE				
At 31 March 2021	76,382	-	23,426	99,808
At 31 March 2020	70,638	1,069	12,427	84,134

All assets are used for charitable purposes.

HEADWAY NORFOLK & WAVENEY LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

10 DEBTORS

	2021 £	2020 £
Client income	20,525	44,060
Other debtors	1,460	1,283
	<u>21,985</u>	<u>45,343</u>

11 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021 £	2020 £
Supplier creditors	1,170	2,696
Taxation and social security	4,598	5,469
Accruals and deferred income	34,007	17,415
Other creditors	12,256	-
	<u>52,031</u>	<u>25,580</u>

12 RECONCILIATION OF MOVEMENT IN FUNDS

2021

	Opening funds £	Income £	Expenditure £	Transfers £	Closing funds £
Unrestricted					
General	194,845	522,015	(506,402)	-	210,458
Designated	80,000	-	-	-	80,000
Total unrestricted	<u>274,845</u>	<u>522,015</u>	<u>(506,402)</u>	<u>-</u>	<u>290,458</u>
Restricted funds					
Grant income	-	122,373	(119,750)	-	2,623
Total restricted	<u>-</u>	<u>122,373</u>	<u>(119,750)</u>	<u>-</u>	<u>2,623</u>
Total funds	<u>274,845</u>	<u>644,388</u>	<u>(626,152)</u>	<u>-</u>	<u>293,081</u>

HEADWAY NORFOLK & WAVENEY LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

12 RECONCILIATION OF MOVEMENT IN FUNDS (continued)

2020

	Opening funds £	Income £	Expenditure £	Transfers £	Closing funds £
Unrestricted					
General	190,512	622,027	(620,890)	3,196	194,845
Designated	80,000	-	-	-	80,000
Total unrestricted	270,512	622,027	(620,890)	3,196	274,845
Restricted funds					
Grant income	-	43,855	(43,855)	-	-
Building Fund	3,196	-	-	(3,196)	-
Total restricted	3,196	43,855	(43,855)	(3,196)	-
Total funds	273,708	665,882	(664,745)	-	274,845

Building fund - Restricted donations towards the Norwich building project.

Grant income details:

£3,000 received from The Edward Gostling Foundation, covid emergency response grant to assist with setup costs for home working and virtual support group.

£4,812 received from Norfolk Community Foundation Norfolk Winter Resilience Fund, covid emergency response grant to assist with setup of home working costs and staff costs.

£56,358 received from The National Lottery Community Fund, to ensure retention and adaptation of Neuro Occupational Therapists Services, directly impacted by COVID 19.

£35,000 received from The Julia & Hans Rausing Trust, for core costs and overheads.

Government Grants

£23,203 received from Norfolk County Council Adult Social Care Infection Control Fund to reduce the rate of COVID-19 transmission between care settings.

Total grant income received £122,373 - £2,623 of the Adult Social Care Infection Control Fund is being carried forward to be spent in the 2021/22 financial year.

HEADWAY NORFOLK & WAVENEY LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

13 ANALYSIS OF NET ASSETS BETWEEN FUNDS

Each fund is represented by the following assets and liabilities:

2021

	Unrestricted General £	Designated £	Restricted Fund £	Total £
Fixed assets	99,808	-	-	99,808
Cash and bank balances	123,256	80,000	19,563	222,819
Other current assets	69,451	-	-	69,451
Current liabilities	(98,997)	-	-	(98,997)
Closing funds	193,518	80,000	19,563	293,081

2020

	Unrestricted General £	Designated £	Restricted Fund £	Total £
Fixed assets	84,134	-	-	84,134
Cash and bank balances	90,448	80,000	-	170,448
Other current assets	45,843	-	-	45,843
Current liabilities	(25,580)	-	-	(25,580)
Closing funds	194,845	80,000	-	274,845

14 PENSION COMMITMENTS

The company operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £11,395 (2020 £11,529). Contributions totaling £NIL (2020 £NIL) were payable to the fund at the balance sheet date and are included in creditors.

15 RELATED PARTY TRANSACTIONS

There were no business relationships or related party transactions during the year.