

REGISTERED COMPANY NUMBER: 03982496 (England and Wales)
REGISTERED CHARITY NUMBER: 1084323

REPORT OF THE TRUSTEES AND
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021
FOR
HEADWAY SOUTH EAST LONDON AND NORTH WEST
KENT LIMITED

Calcutt Matthews WBZ Ltd
Chartered Accountants and Statutory Auditors
19 North Street
Ashford
Kent
TN24 8LF

HEADWAY SOUTH EAST LONDON AND NORTH WEST
KENT LIMITED

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for the Year Ended 31 March 2021

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The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2021. The trustees have adopted the provisions of 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).

OBJECTIVES AND ACTIVITIES

BACKGROUND TO ACQUIRED BRAIN INJURY; ITS EFFECTS AND HEADWAY SELNWK

Headway SELNWK has been supporting acquired brain injury survivors for over 30 years. We have a long and proud history of nurturing peer led support within our local communities.

Headway SELNWK is the local branch of Headway UK and as such supports people affected by an acquired brain injury (BI) in the South-East London Boroughs (Bexley, Bromley, Greenwich, Lambeth, Lewisham and Southwark) and in North West Kent (Dartford and Gravesend). Following a Brain Injury, many individuals experience persistent problems and need on-going support. We offer a person-centred service that understands the complexities and problems that may arise after injury particularly with emotions, cognition, memory, communication and behaviour. Headway SELNWK supports guides and motivates both those with a BI and their family and carers on their journey towards achieving their goals, inclusion into the community and maintaining a fulfilling life. We are currently working with over 200 individuals with BI to help them achieve their best potential.

Despite its prevalence brain injury is known as the "hidden" disability; its effects can be hard for others to detect. It is difficult to represent survivors as one group, as their conditions and needs are so varied. As a result, public awareness and understanding is not what it should be. Mainstream health and social care professionals who work with or support survivors will often not know how to support effectively. Survivors are more likely to experience significant stigmatisation and social isolation.

We work closely with Headway UK and stakeholders to participate in the all-party parliamentary group (APPG) to raise awareness of this "hidden" disability.

BRAIN INJURY STATISTICS (UK)

The most recent statistics by Headway UK, the Brain Injury Association, identify that brain injury is more common than many think.

- 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.
- ABI admissions in the UK have increased by 10% since 2005-6
- There were approximately 954 ABI admissions per day to UK hospitals in 2016-17 or one every 90 seconds.
- In 2016-17, there were 155,919 admissions for head injury. That equates to 427 every day, or one every three minutes.
- Men are 1.5 times more likely than women to be admitted for head injury. However, female head injury admissions have risen 23% since 2005-6.
- In 2016-17, there were 132,199 admissions for stroke. That is an increase of 10% since 2005-6 and equates to one every four minutes.

Strategy

- Deliver services and partnership working at the acute and rehabilitation stages of recovery to develop care pathways.
- Provide quality social rehabilitation within individual and group settings.
- Provide quality one to one social rehabilitation within clients' homes and local community.
- Provide safe and supported integration back into the community through a service user led service.

CHARITY AIMS AND OBJECTIVES

To provide information, support and services for people who have suffered a brain injury, their family and carers. To promote understanding of all aspects of brain injury.

Headway SELNWK is the local branch of Headway UK and as such supports people affected by an acquired brain injury (BI) in the South-East London Boroughs (Bexley, Bromley, Greenwich, Lambeth, Lewisham and Southwark) and in North West Kent (Dartford/Gravesend and Medway). Following a BI, many individuals experience persistent problems and need on-going support. We offer a person-centered service that understands the complexities and problems that may arise after injury particularly with emotions, cognition, memory, communication and behaviour.

Charity Aims;

- To increase awareness of brain injury and its consequences
- To provide information and support for people with brain injuries, their relatives and carers and concerned professional people.
- To promote improved approaches to brain injury screening, acute care, assessment, rehabilitation and social re-integration
- To assist people with brain injuries to return to community living, including access to appropriate accommodation, social outlets, and productive activity.

Headway SELNWK supports, guides and motivates both those with a BI and their family and carer's on their journey towards achieving their goals, inclusion into the community and maintaining a fulfilling life. We are currently working with over 200 individuals with BI to help them achieve their best potential.

Public benefit

The trustees are satisfied that the charity benefits those with brain injuries in the community and to its designation.

ACHIEVEMENT AND PERFORMANCE

Charitable activities

SERVICES

- **Early Intervention** Full time Coordinator post at King's College Hospital (KCH) and local rehabilitation units is funded by Headway SELNWK. The Co-Ordinator supports the families/ carer's of patients with an acquired BI (ABI), and the individuals themselves while they are on the wards. Individuals are signposted to the referral team at Headway SELNWK to access services as appropriate. Interact with people seeking help from Headway SELNWK, identifying sources of funding and directing them to the most appropriate support, which may be one or more of the Headway SELNWK services. There are currently over 40 Members who may meet criteria for Local Authority funding to enable access to Headway SELNWK social rehabilitation and community support services or may be signposted to other agencies. Working in conjunction with Clinical staff to improve awareness and understanding of acquired brain injury and consequences. The Early Intervention Service provides information and support for people with brain injuries, their relatives and carers and concerned professional people. The Service promotes improved approaches to brain injury screening, acute care, assessment, rehabilitation, and social re-integration.
- **Social Rehabilitation Centre's** approximately 92 service users (Members) access these services weekly at Centre's in Greenwich and Deptford. We promote strategies for daily living and help people with BI to improve their cognitive and physical capabilities within a safe, semi-structured environment. The Social Rehabilitation Team assist Members to return to community living, including access to appropriate accommodation, social outlets, and productive activity.
- **Community Support** Community Key - Workers support over 30 service users (Members) at home and within their local community. This support provides a flexible range of packages based on the personal assistant model, which can provide one-to-one support. The Key-Workers assist people with brain injuries to return to community living, including access to appropriate accommodation, social outlets, and productive activity.
- **Carer's support** - In addition to the respite provided by our Social Rehabilitation Services, a Carers' support group is held monthly at the Greenwich Service. Sharing experience, challenges and knowledge is part of the ethos of the support network. Our facilitators raise awareness and consequences by provide training in Brain Injury, family Therapy and resilience strategies.

Volunteering at Headway SELNWK

Like other organisations Headway SELNWK saw a drop in the Volunteers supporting us during the pandemic, volunteers who preferred face to face volunteering and whom, for whatever reason, did not continue to volunteer remotely. The Charity continued to offer volunteer opportunities to get involved e.g. with various zoom groups, social media, newsletters and bulletins, fundraising and sunshine calls. Headway SELNWK have encouraged volunteers to create their own roles within our organisation using the same person-centred approach we use with our members. The Charity have had a small turnover of Volunteers, 2 of our Volunteers found full time jobs one of whom shared the following with us:

"I have thoroughly enjoyed every single second volunteering at Headway SELNWK! From my first day I felt fully supported by the staff and my fellow volunteers and welcomed by the members - I was thrilled to join such a lovely community. Volunteering at Headway SELNWK also helped me develop and gain more skills. I was given access to courses and training sessions, and the work I did for the organisation was work for me too - it allowed me to develop my writing and marketing abilities. I recently got a new copywriting job, and I'm sure the improvements volunteering at Headway SELNWK wrought on me were a big reason why! Volunteering at Headway SELNWK is a fantastic experience, it helps the local community, and it allows you to grow your own skills and abilities - I can't recommend it enough." – Stella

Headway SELNWK have several projects in progress that our Volunteers are involved in:

- General Communication through our previous newsletters and now monthly Bulletin
- Educational Campaign on Acquired Brain Injury

REPORT OF THE TRUSTEES
for the Year Ended 31 March 2021

- Review of Volunteer Administration, Policies & Procedures
- Increasing our presence and reach on social media
- Sunshine calls
- Fundraising
 - Come BBQ/Picnic with me
 - Christmas event

Our Volunteers are managed by our Director of Communication & Community Engagement at intervals tailored to the Volunteer role, their skills and experience and support required. Whilst some Volunteers have weekly support and supervision, others have quarterly.

Training offered is specific to the volunteering role and is a mixture of formal training with external providers e.g:

- Foundation for Social Improvement (FSI) - Fundraising Strategy,
- Metro Gad - Fundraising Course (2 day)
- Ravensbourne University - Podcast Training
- BVSC/ Datawise London - Excel Summer school
- TCS - IT training – various

Informal training and guidance is provided as part of the volunteering role. We are members of the Befriending Network and have access to a wide variety of training tools to use as and when appropriate. Over the coming months in the lead up to when face-to-face volunteering returns, we will hold regular training sessions on a variety of topics relevant to volunteers with direct access to members.

Pre pandemic we had 11 Volunteers across the 2 sites and 1 ad hoc. That dropped to 2 regular Volunteers and 1 Ad Hoc with 6 volunteers on hold during digital services. Over the past year we have recruited 10 new volunteers, of these 10, 2 never actually volunteered as they were called to work and 1 was successful in securing full time employment (see above). The Charity now has 5 active regular, 2 Ad hoc, 1 in progress and 8 on hold (Excluding Trustees)

Headway SELNWK will be contacting volunteers on hold due to digital services in the coming months as we look to return to face-to-face services, to confirm their intention to continue volunteering. Once face-to-face services are re-established, we will assess the level of volunteer roles required using the Volunteer request system introduced during the pandemic and will implement a recruitment strategy accordingly. In the meantime, we will continue offering remote opportunities to volunteer.

The Charity is most grateful to our Volunteers for all their hard work and commitment during a challenging year.

CO-PRODUCTION

As the Charity comes through the Pandemic and starts its recovery and return to normality, we are taking the opportunity to reset and review our Business Plan, model and Services. Working co-productively with Stakeholders to review and give feedback in shaping our future Services. The Charity are hopefully of greater communication with Commissioners to increase our understanding the commissioning landscape post Pandemic.

Our highlights

- Mindfulness courses
- Podcast training
- Radio Station launch March 2020
- Introduction of Drama Therapy
- Introduction of Art Therapy
- Maudsley Training

ACHIEVEMENT AND PERFORMANCE

Fundraising activities

Headway SELNWK continue to work with Stakeholders to develop a Fundraising Strategy. The Charity acknowledges the need for grants to meet the shortfall in commissioned fees. The current fee structure is not sustainable and needs consideration within the income diversification Strategy. We raise funds through:

- Applying to Trusts and foundations.
- Applying to companies for sponsorship to support activity and projects costs as well as posts.
- Local community Fundraising events.
- Providing Training sessions and Presentations.

During the Pandemic Headway SELNWK continue to pursue Grant applications to support costs during a time of lost income. The Charity has been successful in grants with both CAF and William Kendall. In March 2021, the Charity held a very successful Quiz night, with the support of Bolt, Burdon and Kemp we raised £3,900 to support the development of Art, Drama and Music therapy services.

Grants

- CAF Emergency Fund £2,000
- William Kendall £2,000
- Prevention and Early Intervention (PEI Grant)
- Bromley Health Care
- Better Care Fund

SPECIAL THANKS TO:

- Bolt Burden and Kemp
- Anthony Gold
- Waitrose (Orpington)
- Greenwich College
- Bexley Adult Education
- Sainsbury's Local (Bexleyheath)

FINANCIAL REVIEW

Financial position

The Charity overachieved its financial plan for the year. Income was up 11 % against budgeted income, with expenditure down by 8 % against budget. The planned deficit for 2020/2021 was -£3,592, and the actual achieved was +£69,415.

Investment policy and objectives

Surplus cash will be invested in low risk interest-bearing accounts.

FINANCIAL REVIEW

Reserves policy

The Trustee Policy is to maintain unrestricted reserves at current level which allows the organisation to manage effectively. We anticipate a decline in growth and possible reduction in sales as we return to "business as usual". The Charity's approach to significant reduction in income is to anticipate this as far as possible and respond by adapting services and expenditure to adapt to the new levels of income.

The Trustees have agreed to set aside £20K free reserves for pending financial disputes with two Local Authorities and £30K as a provision for the projected deficit in 2021/2022, particularly as a result of the Covid-19 Pandemic. The Board has also allocated up to £85K for refurbishment or relocation expenditure. The Charity is reviewing its Services and locations in which they are delivered. The Director of Strategy and Business Development is working in collaboration with Stakeholders in an options appraisal. The remaining reserves of £265K are left unallocated for unforeseen costs.

Going concern

The charity is a going concern.

Funds in deficit

No funds are in deficit.

FUTURE PLANS

Although our physical doors may be closed, we are committed to developing new ways to support our members, carers and families. We will continue our work in reducing isolation, risk assess, and provide medication and mood management to most at risk members of our community. The Charity has been very adaptable in providing remote services and currently provide a diverse range of groups and activities for Members, Carer's and families. The Financial strain on Local Authorities is expected to be further restrained following the Pandemic. The impact to the overall economy is likely to impact, community fundraising, Members support packages and volume of Local Authority contracts.

Headway SELWNK are working in collaboration with its stakeholders to review its re-opening strategy in 2021.

Long Term Aims

- Ensure Financial sustainability
- Development Community Hubs in each Local Authority
- Secure funding to continue Early Intervention Service
- 2024 prepare for re-tender of PEI Grant

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

Headway SELNWK is a Charity and Company Limited by Guarantee. If the Charity must be wound up the Directors of the Company (Trustees of the Charity) would have a maximum liability of £1.00.

Recruitment and appointment of new trustees

New Trustees are appointed by existing Trustees following an interview and induction process to brief them on the organisational strategy, business plan, Budget and working group structure. New Trustees are made aware of their obligations under the Trustee code of conduct. Trustees are also invited to attend the Charities four Training and Development days.

HEADWAY SOUTH EAST LONDON AND NORTH WEST
KENT LIMITED

REPORT OF THE TRUSTEES
for the Year Ended 31 March 2021

STRUCTURE, GOVERNANCE AND MANAGEMENT

Organisational structure

There are currently seven Trustees, each with different skills and interest which reflect the needs of the Charity. The Board work effectively with the Directors in managing service development and strategy. The Board met six times in 2020/2021.

The Board also operate working groups, who meet monthly to support decision making:

- Information Governance
- Human Resources
- Finance
- Service Governance
- Fundraising and social media

The day-to-day operations is the responsibility of the Directors; Finance and Operations, Strategy and Business Development, Communication and Community Engagement who with the support of the Staff and Volunteers developed our Digital Services during the most challenging of years. We continue to strength and improve our services to acquired brain injury survivors and their families.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

03982496 (England and Wales)

Registered Charity number

1084323

Registered office

Shrewsbury House Community Centre
Bushmoor Crescent
London
SE18 3EG

Trustees

Mr L Eacott
Ms J Alberry (appointed 06.10.21)
Ms J A Gillard (resigned 30.4.21)
Ms J A Hendrie
Mr J Ling
Mr D T Marshall
Ms N Smith
Dr L King (appointed 10.6.21)
Ms N A Mackenzie (appointed 10.6.21)

Company Secretary

Mr D T Marshall

Auditors

Calcutt Matthews WBZ Ltd
Chartered Accountants and Statutory Auditors
19 North Street
Ashford
Kent
TN24 8LF

HEADWAY SOUTH EAST LONDON AND NORTH WEST
KENT LIMITED

REPORT OF THE TRUSTEES
for the Year Ended 31 March 2021

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of Headway South East London And North West Kent Limited for the purposes of company law) are responsible for preparing the Report of the Trustees 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 that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

In so far as the trustees are aware:

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

AUDITORS

The auditors, Calcutt Matthews WBZ Ltd, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Approved by order of the board of trustees on 21 October 2021 and signed on its behalf by:



Mr D T Marshall - Trustee

REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF
HEADWAY SOUTH EAST LONDON AND NORTH WEST
KENT LIMITED

Opinion

We have audited the financial statements of Headway South East London And North West Kent Limited (the 'charitable company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Balance Sheet and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, 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 UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the 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.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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 Report of the Trustees is inconsistent in any material respect with the financial statements; or
- the charitable company has not kept adequate accounting records; 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.

REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF
HEADWAY SOUTH EAST LONDON AND NORTH WEST
KENT LIMITED

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, 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.

Our responsibilities for the audit of the financial statements

We have been appointed as auditors under Section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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 a Report of the Independent Auditors 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.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

Use of our report

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees 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 the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Calcutt Matthews WBZ Ltd

Calcutt Matthews WBZ Ltd
Chartered Accountants and Statutory Auditors
Eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006
19 North Street
Ashford
Kent
TN24 8LF

Date: *22 November 2021*

HEADWAY SOUTH EAST LONDON AND NORTH WEST
KENT LIMITED

STATEMENT OF FINANCIAL ACTIVITIES
for the Year Ended 31 March 2021

	Notes	Unrestricted fund £	Restricted funds £	31.3.21 Total funds £	31.3.20 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies		9,815	152,733	162,548	79,189
Charitable activities					
Charitable activities		243,661	-	243,661	364,763
Other trading activities	2	6,769	-	6,769	59,153
Investment income	3	230	-	230	497
Other income		<u>5,600</u>	<u>-</u>	<u>5,600</u>	<u>-</u>
Total		266,075	152,733	418,808	503,602
EXPENDITURE ON					
Raising funds		40,327	-	40,327	80,649
Charitable activities					
Charitable activities		145,484	150,213	295,697	306,566
Other		<u>24,993</u>	<u>-</u>	<u>24,993</u>	<u>103,926</u>
Total		210,804	150,213	361,017	491,141
NET INCOME		55,271	2,520	57,791	12,461
RECONCILIATION OF FUNDS					
Total funds brought forward		199,275	106,960	306,235	293,774
TOTAL FUNDS CARRIED FORWARD		<u>254,546</u>	<u>109,480</u>	<u>364,026</u>	<u>306,235</u>

The notes form part of these financial statements

HEADWAY SOUTH EAST LONDON AND NORTH WEST
KENT LIMITED

BALANCE SHEET
31 March 2021

	Notes	Unrestricted fund £	Restricted funds £	31.3.21 Total funds £	31.3.20 Total funds £
FIXED ASSETS					
Tangible assets	7	469	-	469	702
CURRENT ASSETS					
Debtors	8	20,341	-	20,341	56,046
Cash at bank and in hand		<u>265,760</u>	<u>109,480</u>	<u>375,240</u>	<u>283,096</u>
		286,101	109,480	395,581	339,142
CREDITORS					
Amounts falling due within one year	9	(32,024)	-	(32,024)	(33,609)
NET CURRENT ASSETS		<u>254,077</u>	<u>109,480</u>	<u>363,557</u>	<u>305,533</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>254,546</u>	<u>109,480</u>	<u>364,026</u>	<u>306,235</u>
NET ASSETS		<u>254,546</u>	<u>109,480</u>	<u>364,026</u>	<u>306,235</u>
FUNDS	10				
Unrestricted funds				254,546	199,275
Restricted funds				<u>109,480</u>	<u>106,960</u>
TOTAL FUNDS				<u>364,026</u>	<u>306,235</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2021.

The members have not deposited notice, pursuant to Section 476 of the Companies Act 2006 requiring an audit of these financial statements.

The trustees acknowledge their responsibilities for

- ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

These financial statements have been audited under the requirements of Section 145 of the Charities Act 2011.

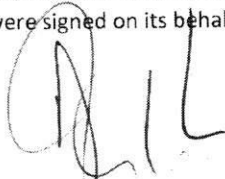
The notes form part of these financial statements

HEADWAY SOUTH EAST LONDON AND NORTH WEST
KENT LIMITED

BALANCE SHEET - continued
31 March 2021

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

The financial statements were approved by the Board of Trustees and authorised for issue on 21 October 2021 and were signed on its behalf by:



Mr D T Marshall - Trustee

The notes form part of these financial statements

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, 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 2015)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, 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 accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Fixtures and fittings - 25% on reducing balance

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits

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

HEADWAY SOUTH EAST LONDON AND NORTH WEST
KENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
for the Year Ended 31 March 2021

2. OTHER TRADING ACTIVITIES

	31.3.21	31.3.20
	£	£
Fundraising events	-	10,212
Contract Income	5,899	26,415
Sponsorships	-	22,500
Catering Income	-	26
Training and Development Income	870	-
	<u>6,769</u>	<u>59,153</u>

Contract income consists of NHS CCG Funding income.

3. INVESTMENT INCOME

	31.3.21	31.3.20
	£	£
Deposit account interest	<u>230</u>	<u>497</u>

4. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	31.3.21	31.3.20
	£	£
Depreciation - owned assets	233	14,305
Deficit on disposal of fixed assets	<u>-</u>	<u>16,494</u>

5. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2021 nor for the year ended 31 March 2020.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2021 nor for the year ended 31 March 2020.

HEADWAY SOUTH EAST LONDON AND NORTH WEST
KENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
for the Year Ended 31 March 2021

6. STAFF COSTS

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

	31.3.21	31.3.20
Staff	<u>16</u>	<u>13</u>

No employees received emoluments in excess of £60,000.

7. TANGIBLE FIXED ASSETS

	Fixtures and fittings £
COST	
At 1 April 2020 and 31 March 2021	<u>935</u>
DEPRECIATION	
At 1 April 2020	233
Charge for year	<u>233</u>
At 31 March 2021	<u>466</u>
NET BOOK VALUE	
At 31 March 2021	<u>469</u>
At 31 March 2020	<u>702</u>

8. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.21	31.3.20
	£	£
Trade debtors	17,637	51,242
Other Debtors	-	1,260
Prepayments and accrued income	<u>2,704</u>	<u>3,544</u>
	<u>20,341</u>	<u>56,046</u>

HEADWAY SOUTH EAST LONDON AND NORTH WEST
KENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
for the Year Ended 31 March 2021

9. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.21	31.3.20
	£	£
Trade creditors	2,219	11,062
Social security and other taxes	5,147	4,902
Pension	1,091	688
Other creditors	19,558	8,212
Accruals and deferred income	4,009	8,745
	<u>32,024</u>	<u>33,609</u>

10. MOVEMENT IN FUNDS

	At 1.4.20	Net movement in funds	At 31.3.21
	£	£	£
Unrestricted funds			
General fund	199,275	55,271	254,546
Restricted funds			
Bexley Partnership Grant	106,960	-	106,960
Bexley Better Care Fund	-	2,520	2,520
	<u>106,960</u>	<u>2,520</u>	<u>109,480</u>
TOTAL FUNDS	<u>306,235</u>	<u>57,791</u>	<u>364,026</u>

Net movement in funds, included in the above are as follows:

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	266,075	(210,804)	55,271
Restricted funds			
Bexley Partnership Grant	40,000	(40,000)	-
Bromley Healthcare	18,000	(18,000)	-
Bexley Better Care Fund	19,446	(16,926)	2,520
Job Retention Scheme Grant	70,787	(70,787)	-
CAF Charity Fund	2,500	(2,500)	-
William Kendall's Charity	2,000	(2,000)	-
	<u>152,733</u>	<u>(150,213)</u>	<u>2,520</u>
TOTAL FUNDS	<u>418,808</u>	<u>(361,017)</u>	<u>57,791</u>

HEADWAY SOUTH EAST LONDON AND NORTH WEST
KENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
for the Year Ended 31 March 2021

10. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.4.19 £	Net movement in funds £	At 31.3.20 £
Unrestricted funds			
General fund	186,814	12,461	199,275
Restricted funds			
Bexley Partnership Grant	106,960	-	106,960
TOTAL FUNDS	<u>293,774</u>	<u>12,461</u>	<u>306,235</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	439,962	(427,501)	12,461
Restricted funds			
Bexley Partnership Grant	42,640	(42,640)	-
Bromley Healthcare	<u>21,000</u>	<u>(21,000)</u>	-
	<u>63,640</u>	<u>(63,640)</u>	-
TOTAL FUNDS	<u>503,602</u>	<u>(491,141)</u>	<u>12,461</u>

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.4.19 £	Net movement in funds £	At 31.3.21 £
Unrestricted funds			
General fund	186,814	67,732	254,546
Restricted funds			
Bexley Partnership Grant	106,960	-	106,960
Bexley Better Care Fund	<u>-</u>	<u>2,520</u>	<u>2,520</u>
	<u>106,960</u>	<u>2,520</u>	<u>109,480</u>
TOTAL FUNDS	<u>293,774</u>	<u>70,252</u>	<u>364,026</u>

HEADWAY SOUTH EAST LONDON AND NORTH WEST
KENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
for the Year Ended 31 March 2021

10. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	706,037	(638,305)	67,732
Restricted funds			
Bexley Partnership Grant	82,640	(82,640)	-
Bromley Healthcare	39,000	(39,000)	-
Bexley Better Care Fund	19,446	(16,926)	2,520
Job Retention Scheme Grant	70,787	(70,787)	-
CAF Charity Fund	2,500	(2,500)	-
William Kendall's Charity	<u>2,000</u>	<u>(2,000)</u>	<u>-</u>
	<u>216,373</u>	<u>(213,853)</u>	<u>2,520</u>
TOTAL FUNDS	<u>922,410</u>	<u>(852,158)</u>	<u>70,252</u>

11. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 March 2021.

HEADWAY SOUTH EAST LONDON AND NORTH WEST
KENT LIMITED

DETAILED STATEMENT OF FINANCIAL ACTIVITIES
for the Year Ended 31 March 2021

	31.3.21 £	31.3.20 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Donations from individuals	9,815	15,549
Grants	<u>152,733</u>	<u>63,640</u>
	162,548	79,189
Other trading activities		
Fundraising events	-	10,212
Contract Income	5,899	26,415
Sponsorships	-	22,500
Catering Income	-	26
Training and Development Income	<u>870</u>	<u>-</u>
	6,769	59,153
Investment income		
Deposit account interest	230	497
Charitable activities		
Local Authority Placements	243,661	362,861
Other Income	<u>-</u>	<u>1,902</u>
	243,661	364,763
Other income		
Insurance Income	<u>5,600</u>	<u>-</u>
Total incoming resources	418,808	503,602
EXPENDITURE		
Other trading activities		
Purchases	5,888	17,308
Charitable activities		
Wages	264,687	245,474
Social security	18,434	15,799
Pensions	<u>4,161</u>	<u>3,820</u>
	287,282	265,093
Other		
Rent and Rates	13,089	30,890
Carried forward	13,089	30,890

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HEADWAY SOUTH EAST LONDON AND NORTH WEST
KENT LIMITED

DETAILED STATEMENT OF FINANCIAL ACTIVITIES
for the Year Ended 31 March 2021

	31.3.21 £	31.3.20 £
Other	13,089	30,890
Brought forward	5,367	5,812
Insurance	2,707	29,760
Bad Debt Write Off	3,047	2,136
Subscriptions	12	595
Bank Charges	-	250
Late Payments Fee	166	933
Client Entertaining	372	2,752
Repairs and Maintenance	-	12,531
Freehold property	233	1,182
Fixtures and fittings	-	591
Computer equipment	-	16,494
Loss on sale of tangible fixed assets	-	-
	<u>24,993</u>	<u>103,926</u>
Support costs		
Management	5,883	11,045
Telephone	4,439	6,056
Postage and stationery	560	2,883
Advertising	132	1,230
Sundries	20,996	39,480
Computer Cost	-	1,663
Travel	-	898
Social Student Costs	-	4,716
Relocation Expenses	-	-
	<u>32,010</u>	<u>67,971</u>
Finance	-	109
Equipment Maintenance	-	-
Other	2,124	2,408
Staff Training and welfare	-	-
Governance costs	3,296	2,160
Accountancy fees	5,424	32,166
Professional Fees	-	-
	<u>8,720</u>	<u>34,326</u>
Total resources expended	<u>361,017</u>	<u>491,141</u>
Net income	<u>57,791</u>	<u>12,461</u>

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