

REGISTERED CHARITY NUMBER: 1084323

REPORT OF THE TRUSTEES AND  
FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022  
FOR  
HEADWAY SOUTH EAST LONDON AND NORTH WEST  
KENT LIMITED

Xeinadin Audit Ltd  
Becket House  
36 Old Jewry  
London  
EC2R 8DD

HEADWAY SOUTH EAST LONDON AND NORTH WEST  
KENT LIMITED

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for the Year Ended 31 March 2022

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HEADWAY SOUTH EAST LONDON AND NORTH WEST  
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REPORT OF THE TRUSTEES  
for the Year Ended 31 March 2022

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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**

### **Objectives and aims**

#### **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 believe think.

Following the publication of updated statistics in 2016/17, data for 2019/20 has now been produced:

- There was an increase of 29% in total hospital admissions for ABI in England across the century and that in 2019-20 there were 309,123 admissions for ABI in England.
- Hospital admissions for stroke in working age males increased by 18% since 2005, and that in 2019-20 there were 1,670 admissions to hospital for stroke among working age males.
- In 2019-20 there were 356,699 admissions to hospital for ABI across the UK, an increase of 12% since 2005.

#### **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 carer's. 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-centred service that understands the complexities and problems that may arise after injury particularly with emotions, cognition, memory, communication and behavior.

#### **Charity Aims;**

- To increase awareness of brain injury and its consequences

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- 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.

Headway SELNWK were successful in an application to the National Lottery Community Fund to support our Early Intervention Service for the next five years. The £125,000 Grant was awarded in December and started in January 2022 and featured in our January E-Bulletin Edition. This significant Grant will enable Headway SELNWK to continue to support to families at critical care stage. Our Early Intervention Coordinator provides the guidance and support required during uncertain times.

Headway SELNWK say a huge thanks to Hannah Bridges, Funding Manager, and the National Lottery Team for all their support with our application and on-going monitoring.

Social Rehabilitation Centre's approximately 50 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 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."*

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*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!"*

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:

- Members Board
- Increased of Art Therapy offer
- Website Development
- CRM development
- Development of E-Bulletin

#### 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 posts.
- Local community Fundraising events.
- Providing Training sessions and Presentations.

#### Grants

- Prevention and Early Intervention (PEI Grant)
- Bromley Health Care
- Better Care Fund

#### SPECIAL THANKS TO:

- The National Lottery
- Bolt Burden and Kemp
- Anthony Gold
- BVSC
- Greenwich College
- Bexley Adult Education
- Sainsbury's Local (Bexleyheath)

The Charity has invested in a new Website, launched on 5th April 2022. This new platform increases our capacity to receive donations, linked with all social media platforms, it will increase our profile, awareness and understanding of acquired brain injury, meeting the Charities objectives and increasing fundraising income.

Headway SELNWK are grateful to Anthony Gold Solicitors for their support with Website Development and maintenance funding.

#### FINANCIAL REVIEW

##### Financial position

Financial position The Charity overachieved its financial plan for the year. The Charity made effect use of the Job Retention Scheme to ensure its survival during the most challenging of times.

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for the Year Ended 31 March 2022

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**FINANCIAL REVIEW**

**Investment policy and objectives**

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

**Reserves policy**

The Trustees 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 that reserves will be required to operate the Business into 2022/2023, exploring options to reduce expenditure and diversification of Income are a priority. The Charity has 12 months operations costs in its current reserves, however, without immediate actions, this will be depleted by 2023 Year End.

**Going concern**

The charity is a going concern.

**Unspent Funds**

Due to the Pandemic Headway SELNWK have unspent funds from Better Care Fund totalling £3,898, which will be carried forward into 2022/2023. It is predicted that the overall underspend at the end of the Grant (2023) will be £946.00, due to the overspend in Training and Development costs of two Senior Key-Workers within the Kings College Hospital Carer and Family Support Training programme.

**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 SELNWK 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.



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**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 four times in 2021/2022.

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 A Gillard (resigned 30.4.21)  
Ms J A Hendrie  
Mr J Ling  
Mr D T Marshall  
Dr L King (appointed 10.6.21)  
Ms N A Mackenzie (appointed 10.6.21)  
Ms J Alberry (appointed 6.10.21)

**Company Secretary**

Mr D T Marshall

**Auditors**

Xeinadin Audit Ltd  
Becket House  
36 Old Jewry  
London  
EC2R 8DD

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for the Year Ended 31 March 2022

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**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.

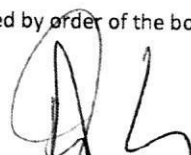
In so far as the trustees are aware:

- 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, Xeinadin Audit Ltd, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Approved by order of the board of trustees on ..... 9 December 2022 ..... 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

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**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 2022 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 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 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.

### **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.

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below:

Our objectives in performing the audit are to identify and assess the risk of material misstatement in the financial statements due to fraud or error and to obtain sufficient audit evidence to support this. We also evaluate and respond to the risk of material misstatements.

Audit procedures performed by the engagement team included:

- Gaining an understanding of the entity, its internal and external environment and the regulatory frameworks it must abide by.
- Gaining a full understanding of the control environment including systems in place to detect and prevent fraud.
- Evaluating said systems to determine whether they are operating at a satisfactory level.

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 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.

*Nicholas Hume*

Xeinadin Audit Ltd  
Eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006  
Becket House  
36 Old Jewry  
London  
EC2R 8DD

Date: .....21.12.22.....

HEADWAY SOUTH EAST LONDON AND NORTH WEST  
KENT LIMITED

STATEMENT OF FINANCIAL ACTIVITIES  
for the Year Ended 31 March 2022

	Notes	Unrestricted funds £	Restricted funds £	31.3.22 Total funds £	31.3.21 Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>					
Donations and legacies		6,276	119,023	125,299	162,548
<b>Charitable activities</b>					
Charitable activities		187,410	-	187,410	243,661
Other trading activities	2	5,777	-	5,777	6,769
Investment income	3	110	-	110	230
Other income		-	-	-	5,600
<b>Total</b>		<u>199,573</u>	<u>119,023</u>	<u>318,596</u>	<u>418,808</u>
<b>EXPENDITURE ON</b>					
Raising funds		40,528	-	40,528	40,327
<b>Charitable activities</b>					
Charitable activities		148,959	117,265	266,224	295,697
Other		<u>28,262</u>	<u>-</u>	<u>28,262</u>	<u>24,993</u>
<b>Total</b>		<u>217,749</u>	<u>117,265</u>	<u>335,014</u>	<u>361,017</u>
<b>NET INCOME/(EXPENDITURE)</b>		(18,176)	1,758	(16,418)	57,791
<b>RECONCILIATION OF FUNDS</b>					
Total funds brought forward		<u>254,546</u>	<u>109,480</u>	<u>364,026</u>	<u>306,235</u>
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u>236,370</u>	<u>111,238</u>	<u>347,608</u>	<u>364,026</u>

The notes form part of these financial statements

HEADWAY SOUTH EAST LONDON AND NORTH WEST  
KENT LIMITED

BALANCE SHEET  
31 March 2022

	Notes	Unrestricted funds £	Restricted funds £	31.3.22 Total funds £	31.3.21 Total funds £
<b>FIXED ASSETS</b>					
Tangible assets	7	235	-	235	469
<b>CURRENT ASSETS</b>					
Debtors	8	22,952	4,278	27,230	20,341
Cash at bank and in hand		<u>232,496</u>	<u>113,210</u>	<u>345,706</u>	<u>375,240</u>
		255,448	117,488	372,936	395,581
<b>CREDITORS</b>					
Amounts falling due within one year	9	(19,313)	(6,250)	(25,563)	(32,024)
<b>NET CURRENT ASSETS</b>		<u>236,135</u>	<u>111,238</u>	<u>347,373</u>	<u>363,557</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>236,370</u>	<u>111,238</u>	<u>347,608</u>	<u>364,026</u>
<b>NET ASSETS</b>		<u>236,370</u>	<u>111,238</u>	<u>347,608</u>	<u>364,026</u>
<b>FUNDS</b>	10				
Unrestricted funds				236,370	254,546
Restricted funds				<u>111,238</u>	<u>109,480</u>
<b>TOTAL FUNDS</b>				<u>347,608</u>	<u>364,026</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2022.

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

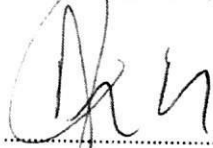
HEADWAY SOUTH EAST LONDON AND NORTH WEST  
KENT LIMITED

BALANCE SHEET - continued  
31 March 2022

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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  
9 March 2022 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 2022

**2. OTHER TRADING ACTIVITIES**

	31.3.22	31.3.21
	£	£
Self-Funded Services	5,777	5,899
Training and Development Income	-	870
	<u>5,777</u>	<u>6,769</u>

**3. INVESTMENT INCOME**

	31.3.22	31.3.21
	£	£
Deposit account interest	<u>110</u>	<u>230</u>

**4. NET INCOME/(EXPENDITURE)**

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

	31.3.22	31.3.21
	£	£
Depreciation - owned assets	<u>234</u>	<u>233</u>

**5. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the year ended 31 March 2022 nor for the year ended 31 March 2021.

**Trustees' expenses**

There were no trustees' expenses paid for the year ended 31 March 2022 nor for the year ended 31 March 2021.

**6. STAFF COSTS**

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

	31.3.22	31.3.21
Staff	<u>13</u>	<u>16</u>

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

HEADWAY SOUTH EAST LONDON AND NORTH WEST  
KENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued  
for the Year Ended 31 March 2022

7. TANGIBLE FIXED ASSETS

	Fixtures and fittings £
<b>COST</b>	
At 1 April 2021 and 31 March 2022	<u>935</u>
<b>DEPRECIATION</b>	
At 1 April 2021	466
Charge for year	<u>234</u>
At 31 March 2022	<u>700</u>
<b>NET BOOK VALUE</b>	
At 31 March 2022	<u>235</u>
At 31 March 2021	<u>469</u>

8. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.22	31.3.21
	£	£
Trade debtors	19,198	17,637
Prepayments and accrued income	<u>8,032</u>	<u>2,704</u>
	<u>27,230</u>	<u>20,341</u>

9. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.22	31.3.21
	£	£
Trade creditors	1,134	2,219
Social security and other taxes	7,425	5,147
Pension	756	1,091
Other creditors	7,609	19,558
Accruals and deferred income	<u>8,639</u>	<u>4,009</u>
	<u>25,563</u>	<u>32,024</u>

HEADWAY SOUTH EAST LONDON AND NORTH WEST  
KENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued  
for the Year Ended 31 March 2022

10. MOVEMENT IN FUNDS

	At 1.4.21 £	Net movement in funds £	At 31.3.22 £
<b>Unrestricted funds</b>			
General fund	254,546	(18,176)	236,370
<b>Restricted funds</b>			
Bexley Partnership Grant	106,960	-	106,960
Bexley Better Care Fund	2,520	(2,520)	-
Kings College Hospital	-	4,278	4,278
	<u>109,480</u>	<u>1,758</u>	<u>111,238</u>
<b>TOTAL FUNDS</b>	<u>364,026</u>	<u>(16,418)</u>	<u>347,608</u>

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

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	158,896	(177,072)	(18,176)
Community Support	<u>40,677</u>	<u>(40,677)</u>	-
	199,573	(217,749)	(18,176)
<b>Restricted funds</b>			
Bexley Partnership Grant	40,000	(40,000)	-
Bromley Healthcare	18,000	(18,000)	-
Bexley Better Care Fund	19,446	(21,966)	(2,520)
Job Retention Scheme Grant	29,049	(29,049)	-
William Kendall's Charity	2,000	(2,000)	-
National Lottery Grant	6,250	(6,250)	-
Kings College Hospital	<u>4,278</u>	-	4,278
	<u>119,023</u>	<u>(117,265)</u>	<u>1,758</u>
<b>TOTAL FUNDS</b>	<u>318,596</u>	<u>(335,014)</u>	<u>(16,418)</u>

HEADWAY SOUTH EAST LONDON AND NORTH WEST  
KENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued  
for the Year Ended 31 March 2022

10. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.4.20 £	Net movement in funds £	At 31.3.21 £
<b>Unrestricted funds</b>			
General fund	199,275	55,271	254,546
<b>Restricted funds</b>			
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>
<b>TOTAL FUNDS</b>	<u>306,235</u>	<u>57,791</u>	<u>364,026</u>

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

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	266,075	(210,804)	55,271
<b>Restricted funds</b>			
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>
<b>TOTAL FUNDS</b>	<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 2022

10. MOVEMENT IN FUNDS - continued

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

	At 1.4.20 £	Net movement in funds £	At 31.3.22 £
<b>Unrestricted funds</b>			
General fund	199,275	37,095	236,370
<b>Restricted funds</b>			
Bexley Partnership Grant	106,960	-	106,960
Kings College Hospital	-	4,278	4,278
	<u>106,960</u>	<u>4,278</u>	<u>111,238</u>
<b>TOTAL FUNDS</b>	<u>306,235</u>	<u>41,373</u>	<u>347,608</u>

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 £
<b>Unrestricted funds</b>			
General fund	424,971	(387,876)	37,095
Community Support	<u>40,677</u>	<u>(40,677)</u>	-
	465,648	(428,553)	37,095
<b>Restricted funds</b>			
Bexley Partnership Grant	80,000	(80,000)	-
Bromley Healthcare	36,000	(36,000)	-
Bexley Better Care Fund	38,892	(38,892)	-
Job Retention Scheme Grant	99,836	(99,836)	-
CAF Charity Fund	2,500	(2,500)	-
William Kendall's Charity	4,000	(4,000)	-
National Lottery Grant	6,250	(6,250)	-
Kings College Hospital	<u>4,278</u>	-	<u>4,278</u>
	<u>271,756</u>	<u>(267,478)</u>	<u>4,278</u>
<b>TOTAL FUNDS</b>	<u>737,404</u>	<u>(696,031)</u>	<u>41,373</u>

**11. RELATED PARTY DISCLOSURES**

There were no related party transactions for the year ended 31 March 2022.

HEADWAY SOUTH EAST LONDON AND NORTH WEST  
KENT LIMITED

DETAILED STATEMENT OF FINANCIAL ACTIVITIES  
for the Year Ended 31 March 2022

	31.3.22 £	31.3.21 £
<b>INCOME AND ENDOWMENTS</b>		
<b>Donations and legacies</b>		
Donations from individuals	6,276	9,815
Grants	<u>119,023</u>	<u>152,733</u>
	125,299	162,548
<b>Other trading activities</b>		
Self-Funded Services	5,777	5,899
Training and Development Income	<u>-</u>	<u>870</u>
	5,777	6,769
<b>Investment income</b>		
Deposit account interest	110	230
<b>Charitable activities</b>		
Local Authority Placements	187,410	243,661
<b>Other income</b>		
Insurance Income	<u>-</u>	<u>5,600</u>
<b>Total incoming resources</b>	318,596	418,808
<b>EXPENDITURE</b>		
<b>Other trading activities</b>		
Purchases	2,003	5,888
<b>Charitable activities</b>		
Wages	237,624	264,687
Social security	17,837	18,434
Pensions	<u>4,226</u>	<u>4,161</u>
	259,687	287,282
<b>Other</b>		
Rent and Rates	18,070	13,089
Insurance	4,833	5,367
Bad Debt Write Off	-	2,707
Subscriptions	3,484	3,047
Bank Charges	430	12
Carried forward	26,817	24,222

This page does not form part of the statutory financial statements

HEADWAY SOUTH EAST LONDON AND NORTH WEST  
KENT LIMITED

DETAILED STATEMENT OF FINANCIAL ACTIVITIES  
for the Year Ended 31 March 2022

	31.3.22 £	31.3.21 £
<b>Other</b>		
Brought forward	26,817	24,222
Late Payments Fee	4	-
Volunteer and Staff Entertainment	607	166
Repairs and Maintenance	600	372
Fixtures and fittings	<u>234</u>	<u>233</u>
	28,262	24,993
<b>Support costs</b>		
<b>Management</b>		
Telephone	5,473	5,883
Postage and stationery	3,140	4,439
Advertising	-	560
Sundries	992	132
Computer Cost	28,000	20,996
Travel	<u>314</u>	<u>-</u>
	37,919	32,010
<b>Other</b>		
Staff Training and welfare	1,856	2,124
<b>Governance costs</b>		
Accountancy fees	3,694	3,296
Professional Fees	<u>1,593</u>	<u>5,424</u>
	<u>5,287</u>	<u>8,720</u>
Total resources expended	<u>335,014</u>	<u>361,017</u>
<b>Net (expenditure)/income</b>	<u>(16,418)</u>	<u>57,791</u>