

Report of the Trustees and  
Financial Statements for the Year Ended 31 March 2022  
for  
Headway Black Country  
(A Company Limited by Guarantee)

Lewis Smith & Co.  
Chartered Certified Accountants  
The Old Doctor's House  
74 Grange Road  
Dudley  
West Midlands  
DY1 2AW

## Headway Black Country

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Headway Black Country

Reference and Administrative Details  
for the Year Ended 31 March 2022

**TRUSTEES**

Ms Claire Victoria Burnell  
Ms Susan Mary Hatton  
Ms Deborah Ann Pejica  
Ms Alison Jane Ratcliffe  
Ms Jane Camellia Sarker  
Ms Kavita Nagra

**REGISTERED OFFICE**

Headway Black Country  
Martins Hill Street  
Dudley  
West Midlands  
DY2 8RT

**REGISTERED COMPANY  
NUMBER**

04001321 (England and Wales)

**REGISTERED CHARITY NUMBER** 1089171

**INDEPENDENT EXAMINER**

Lewis Smith & Co.  
Chartered Certified Accountants  
The Old Doctor's House  
74 Grange Road  
Dudley  
West Midlands  
DY1 2AW

Headway Black Country

Report of the Trustees  
for the Year Ended 31 March 2022

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 31st March 2022.

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 2019).

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

## Headway Black Country

### Report of the Trustees for the Year Ended 31 March 2022

#### **OBJECTIVES AND ACTIVITIES**

##### **Structure, Governance and Management**

Headway Black Country was started as branch of Headway UK in 1997.

It was incorporated as a company limited by guarantee on 24th May 2000. On 1st November 2001 the company was entered on to the Central Register of Charities, number: 1089171. The company was established under a Memorandum of Association, which established the objects and powers of the company and is governed under its Articles of Association.

The company is limited by guarantee. Each member undertakes to contribute to the company as may be required, but not exceeding £5, in the event that the company is wound up.

As such, Headway Black Country has been an independent charity and company limited by guarantee since these dates, affiliated to Headway UK.

Our main address is:

Headway Black Country, Martin Hill Street, Dudley, West Midlands, DY2 8RT

Our Bank is:

Unity Trust Bank, Nine Brindleyplace, Birmingham B1 5HB

Accountant and Independent Examiner are:

Lewis Smith & Co. The Old Doctors House, 74 Grange Road, Dudley DY1 2AW

The Board of Trustees meets bi-monthly to manage the strategic direction and overall performance of the organisation. Minutes are taken at each meeting. At least three Trustees must attend in order for action or a decision to be approved.

The Chair and the Treasurer are appointed annually and one third of all remaining Trustees retire by rotation each year. A retiring Trustee is eligible for re-election. A Secretary may be appointed by The Board for such term as it shall think fit.

Trustees are recruited from all sections of the local community often through contact with support groups, professionals and sometimes advertisements. All Trustees receive an induction.

Trustees in office during 2021/22 were:

Ms Claire Burnell  
Ms Sue Hatton (Chair)  
Ms Debbie Pejica (Treasurer)  
Ms Alison Ratcliffe  
Ms Jane Sarkar  
Ms Kavita Nagra

The Chief Officer is responsible for the day-to-day running of the charity and reports to the Trustees on a regular basis. The Chief Officer, the Referral Manager, the Specialist Occupational Therapist, the Finance & Admin Manager, the Life Skills Co-ordinator and the Outreach Team Leader form the Management Team.

Frontline delivery is carried out by our staff team and our volunteers. At the end of March 2022, we employed 32 staff (2 full time, 30 part time), 2 sessional Counsellors and 3 Bank Support Workers. During the financial year 2021/22 we were supported by 10 volunteers in total.

All volunteers undergo relevant training and can access supervision. Volunteers are vital to the services we provide and we are very grateful for their contribution to our work.

## **Objectives**

Headway Black Country is a local charity set up to provide support and information for adults who have survived a brain injury and to their family and carers. We cover The Black Country areas of Dudley, Sandwell, Walsall and Wolverhampton.

Our mission is: To promote the understanding of all aspects of brain injury and provide information, support and services for people with a brain injury, their families and carers.

Our vision is that: Any person with an acquired brain injury and their family, living in the Black Country, will have access to all the resources and support they need to enable them to live an active and fulfilled life within their family and communities.

The Strategic Objectives of the Charity are to:

- Increase awareness and understanding of acquired brain injury and its consequences.
- Provide relevant and timely support services for people with acquired brain injury, their relatives and carers.
- Promote improved, co-ordinated and multi-disciplinary approaches to brain injury screening, acute care, assessment, rehabilitation and community re-integration.
- Assist people with acquired brain injury return to independent living, including access to productive activities, social outlets and appropriate accommodation.
- Participate in promotions aimed at reducing the incidence of acquired brain injury.

## **Guiding principles underpinning the delivery of our services**

Headway Black Country:

- Values the individual and believes in the equal right of all to realise their potential.
- Believes in countering the disadvantage and social exclusion experienced by people with acquired brain injury and their carers.
- Values and respects diversity of ability and disability, race, culture, gender, religion and sexual orientation.
- Believes that people with acquired brain injury, their relatives, carers and relevant professional people should work together in pursuit of shared goals.

## **OBJECTIVES AND ACTIVITIES**

### **Activities for Public Benefit**

Acquired Brain Injury refers to any form of brain injury that has occurred since birth. It includes Traumatic Brain Injury (from a severe blow or jolt to the head), Strokes (including haemorrhages caused by ruptured aneurysms), viral infections (e.g. encephalitis, meningitis), brain tumours, hypoxic/anoxic injuries, amongst other causes.

Our brain is a complex organ controlling our body and all the elements of who we are from our thoughts and memory, to our behaviour and personality. Injury to the brain, however it is caused, affects people in different ways with each person having unique physical, emotional, intellectual or behavioural problems. These problems may not always be apparent and for this reason it is often referred to as a 'hidden disability'.

These difficulties - which the person with a brain injury may not be aware of themselves - can be severely life restricting and go largely unrecognised by the public, statutory authorities and non-expert professionals.

Each year an estimated 1 million people attend hospital A&E in the UK following brain injury. Many more head injuries go unreported and are not assessed by medical professionals. It is estimated that across the UK there are 500,000 people of working age living with long-term disabilities as a result of traumatic brain injury.

Headway Black Country seeks to address the needs of its client group by:

- Ensuring accurate information is made available to brain injury survivors, their families and interested professionals. Provision takes various forms including telephone enquiries, a website, presence at events, training sessions and a comprehensive range of brain injury publications. These include those published by Headway UK and those of other specialist agencies such as the Stroke Association and British Epilepsy Association.
- Providing guidance about entitlements and practical support to access support services. Being a voice for those who find interaction with statutory and other services difficult and/or daunting.
- Access to our counselling service for those in need of emotional support.
- Presence at several hospitals serving our area to provide early support to survivors and to their families/carers
- Regular Carer Support Groups to foster mutual support, provide respite and social activities.
- Organising and running a Life Skills Service over five days per week at our Centres at Dudley and Willenhall. With the help of volunteers and paid staff, we provide person centred life skills activities in small groups for people with a brain injury. At the end of March 2022, we were providing 29 Life Skills Activity Sessions (257 individual session spaces) each week.
- Supporting a Social Support Group for clients and a Heads-Up group to offer social opportunities for survivors and families.
- Providing a Young Adults Service for brain injury survivors aged 18 to 30.
- Working in partnership with other organisations, charities and statutory bodies to raise awareness of brain injury and to support our beneficiary group more effectively.
- Campaigning on behalf of brain injury survivors and carers; representing their needs at relevant local forums such as the Black Country Neurological Alliance and, through affiliation to Headway UK and the United Kingdom Acquired Brain Injury Forum, contributing to national debates on brain injury related issues.

Headway Black Country works to the Headway UK National Quality Standards.

## **OBJECTIVES AND ACTIVITIES**

In undertaking these activities, Headway Black Country and its Trustees confirm the Charity has complied with its duty under section 17 of the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission.

### **Risk**

A Risk Register is in place and is reviewed by the Board of Trustees every six months. The major risk to which the organisation is exposed is the lack of continued funding. The Trustees are continually striving to ensure that the appropriate level of funding continues.

A majority of clients now buy our services themselves or are funded by a local authority through a direct payment or a personal budget. This means that we have a greater number of purchasers to manage and the potential risk of payment default is increased, although in practice non-payment to date has been rare. Our systems have been developed in line with these changes to ensure effective control and management but we continue to look for further improvements and efficiencies.

We are working with local authorities, Birmingham & Black Country CCG and other bodies to ensure that we continue to be funded to deliver the vital support and services we offer to people with brain injury, their families and carers. In line with our Business Plan we are actively exploring new services that will provide sustainable income sources over time.

### **Protection of vulnerable adults**

All clients attending our Life Skills Sessions are individually risk assessed as are the activities they engage in. Headway Black Country is committed to safeguarding of vulnerable adults. We have a policy and procedures for the protection of people who use our services, provide regular staff training and subscribe to the Safeguarding Adults Multi-Agency Policy and Procedures for the West Midlands.

## Headway Black Country

### Report of the Trustees for the Year Ended 31 March 2022

#### **ACHIEVEMENT AND PERFORMANCE**

##### **Achievement and Performance 2021/22**

During the year Headway Black Country has continued to achieve its objectives, providing significant benefits to the service users, their families and carers.

##### Life Skills Services

1st April 2021 - 85 clients attending at least one session each week.

31st March 2022 - 91 clients attending at least one session each week.

##### Outreach Service

The outreach service has continued to support people both on the telephone and in person, returning to home visits later on in 2021 following the pandemic.

Referrals for April 2021 - March 2022 - 297 clients, families and carers.

##### Counselling Service

During the year;

133 one to one counselling sessions provided.

##### Citizens Advice

196 appointments were carried out over the twelve-month period with a total of 92 clients.

Other key developments during the year 2021/22 have been:

Continuing to deliver our National Lottery Communities Fund project for the three years until end of March 2022 which has enabled us to:

- sustain and develop our Community Outreach capacity so that we can better serve and support people affected by brain injury in their communities, at home or while still in hospital.
- improve awareness of brain injury and the take up of support services for survivors and families particularly in minority ethnic groups.
- develop a new service to meet the needs of young adult survivors (18 to 30) of brain injury.
- develop a new Community Support Service to enable individual survivors to receive specialist support with day to day living.
- continue to support our client's with issues such as benefits, finance, housing etc.
- Developing our Accommodation Strategy to address pressure on accommodation at both Dudley and Willenhall for client services and for staff.
- Responding to the COVID 19 pandemic

#### **FINANCIAL REVIEW**

##### **Financial position**

The Charity receives income from the provision of care services. It also seeks financial support for specific activities / services from charitable trusts, local authorities and the Big Lottery. Fund raising and charitable giving by individuals, organisations and groups also make important contributions to our services and activities.

During the year to 31st March 2022 the Charity received donations, service income, local authority income, grants and interest amounting to £543,699 (2021 - £505,803) out of which £485,036 (2021 - £447,830) was spent in pursuit of the Charity's objects. At 31st March 2022 £661,822 (2021 - £603,159) was held as Restricted and Unrestricted Funds. The detailed accounts are set out on the pages 11 to 26 of these financial statements.

## **FINANCIAL REVIEW**

### **Funds policy**

Headway Black Country and its Trustees consider that the assets within the Charity should be at a level to cover the Charity's operational costs for at least six months. The reserves are needed to bridge the funding gaps between spending on the Charity's overheads and the receipt of new grants and development of new income streams.

We also recognise, through the Designated Building Fund, that in the short to medium term the charity is going to need to secure additional, suitable accommodation to facilitate service developments and respond to demand. This fund currently stands at £80,000. To reflect the need to prepare to respond to pressures on current accommodation, following the adoption of the Accommodation Strategy it has been calculated that £190,000 of free reserves can be made available to support delivery of that Strategy.

Our Investment Policy guides our approach to the application of reserves to further the work of the Charity having regard to its Business Plan and investment risks. The majority of the reserves are represented by cash at bank and the managerial staff monitor the cash levels on a daily basis and report any material fluctuations to the Trustees.

## **FUTURE PLANS**

### **Looking Ahead**

We continue to work to deliver our current Business Plan with the aim of moving away from reliance on grant subsidy to a sustainable revenue model. Indications are that despite the impact of COVID-19 revenue from sale of services is rising as we grow existing Life Skills sessions, invest in marketing and outreach activities, improve the quality and clinical basis of the service and so attract new clients.

Our Business Plan was due to be reviewed during 2020 but Trustees decided to postpone work on this pending the appointment of a new Chief Officer in late 2020 and until there was greater certainty about the longer-term implications for the charity of the COVID-19 pandemic. We have this year drawn together an interim Business Plan whilst we work to develop our longer-term strategy for the next three to five years.

We have recommenced actively working to our Accommodation Strategy to address the pressure on our accommodation to increasing client numbers and services. Plans were well advanced for an Annex building for our Martin Hill Street Centre. However, the onset of the COVID-19 pandemic had put that project on hold and it is currently being reviewed by Trustees as part of the preparation of the new Business Plan from 2022 onwards.

We continue to engage with a wide range of statutory agencies, voluntary partners and commissioning bodies in order to sustain our work and explore opportunities of meeting unmet need amongst those affected by acquired brain injury. This has become even more important as we have had to adjust our services and support to our client group through the pandemic and into a 'new normal' environment.

Trustees are dedicated to seeking other funding and income streams to give our organisation security and stability so that we can continue to provide services to people with acquired brain injury and their families and carers in the long-term. This will be at the heart of the Business Planning process during 2022.

## **STRUCTURE, GOVERNANCE AND MANAGEMENT**

### **Governing document**

The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

Approved by order of the board of trustees on ..... and signed on its behalf by:

.....

Headway Black Country

Report of the Trustees  
for the Year Ended 31 March 2022

Ms Susan Mary Hatton - Trustee

Independent Examiner's Report to the Trustees of  
Headway Black Country

**Independent examiner's report to the trustees of Headway Black Country ('the Company')**

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2022.

**Responsibilities and basis of report**

As the charity's 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 charity'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 your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of FCCA 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:

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.

Mr Andrew James Smith  
FCCA  
Lewis Smith & Co.  
Chartered Certified Accountants  
The Old Doctor's House  
74 Grange Road  
Dudley  
West Midlands  
DY1 2AW

Date: .....

# Headway Black Country

## 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	2	14,424	-	14,424	8,201
<b>Charitable activities</b>					
Grants receivable		14,108	96,004	110,112	115,515
Income received through the provision of rehabilitative services		418,391	-	418,391	380,229
Investment income		771	-	771	1,856
Other income		-	1	1	2
<b>Total</b>		<u>447,694</u>	<u>96,005</u>	<u>543,699</u>	<u>505,803</u>
<b>EXPENDITURE ON</b>					
<b>Charitable activities</b>	4				
Staff and volunteer costs		321,597	57,814	379,411	348,180
Property costs		43,230	120	43,350	31,803
Other operating costs		51,846	10,429	62,275	67,847
<b>Total</b>		<u>416,673</u>	<u>68,363</u>	<u>485,036</u>	<u>447,830</u>
<b>NET INCOME</b>		31,021	27,642	58,663	57,973
<b>RECONCILIATION OF FUNDS</b>					
Total funds brought forward		581,515	21,644	603,159	545,186
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u><u>612,536</u></u>	<u><u>49,286</u></u>	<u><u>661,822</u></u>	<u><u>603,159</u></u>

The notes form part of these financial statements

Headway Black Country

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	10	223,196	1,445	224,641	230,749
<b>CURRENT ASSETS</b>					
Debtors	11	43,194	-	43,194	25,232
Cash at bank and in hand		410,737	49,101	459,838	410,979
		<u>453,931</u>	<u>49,101</u>	<u>503,032</u>	<u>436,211</u>
<b>CREDITORS</b>					
Amounts falling due within one year	12	(23,021)	(1,260)	(24,281)	(17,686)
<b>NET CURRENT ASSETS</b>		<u>430,910</u>	<u>47,841</u>	<u>478,751</u>	<u>418,525</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		654,106	49,286	703,392	649,274
<b>CREDITORS</b>					
Amounts falling due after more than one year	13	(41,570)	-	(41,570)	(46,115)
<b>NET ASSETS</b>		<u>612,536</u>	<u>49,286</u>	<u>661,822</u>	<u>603,159</u>
<b>FUNDS</b>	16				
Unrestricted funds				612,536	581,515
Restricted funds				<u>49,286</u>	<u>21,644</u>
<b>TOTAL FUNDS</b>				<u>661,822</u>	<u>603,159</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 required the company to obtain an audit of its financial statements for the year ended 31 March 2022 in accordance with Section 476 of the Companies Act 2006.

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.

The notes form part of these financial statements

Headway Black Country

Balance Sheet - continued

31 March 2022

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 .....  
and were signed on its behalf by:

.....  
Ms Susan Mary Hatton - Trustee

Headway Black Country

Cash Flow Statement  
for the Year Ended 31 March 2022

	Notes	31.3.22 £	31.3.21 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	1	57,396	81,913
Interest paid		(1,547)	(1,809)
Net cash provided by operating activities		<u>55,849</u>	<u>80,104</u>
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets		<u>(2,716)</u>	<u>(7,276)</u>
Net cash used in investing activities		<u>(2,716)</u>	<u>(7,276)</u>
<b>Cash flows from financing activities</b>			
Loan repayments in year		<u>(4,274)</u>	<u>(3,636)</u>
Net cash used in financing activities		<u>(4,274)</u>	<u>(3,636)</u>
<b>Change in cash and cash equivalents in the reporting period</b>		<u>48,859</u>	<u>69,192</u>
<b>Cash and cash equivalents at the beginning of the reporting period</b>		<u>410,979</u>	<u>341,787</u>
<b>Cash and cash equivalents at the end of the reporting period</b>		<u><u>459,838</u></u>	<u><u>410,979</u></u>

The notes form part of these financial statements

**1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES**

	31.3.22 £	31.3.21 £
<b>Net income for the reporting period (as per the Statement of Financial Activities)</b>	58,663	57,973
<b>Adjustments for:</b>		
Depreciation charges	8,824	7,537
Interest paid	1,547	1,809
(Increase)/decrease in debtors	(17,962)	12,017
Increase in creditors	6,324	2,577
<b>Net cash provided by operations</b>	<u>57,396</u>	<u>81,913</u>

**2. ANALYSIS OF CHANGES IN NET FUNDS**

	At 1.4.21 £	Cash flow £	At 31.3.22 £
<b>Net cash</b>			
Cash at bank and in hand	410,979	48,859	459,838
	<u>410,979</u>	<u>48,859</u>	<u>459,838</u>
<b>Debt</b>			
Debts falling due within 1 year	(4,000)	(271)	(4,271)
Debts falling due after 1 year	(46,115)	4,545	(41,570)
	<u>(50,115)</u>	<u>4,274</u>	<u>(45,841)</u>
<b>Total</b>	<u>360,864</u>	<u>53,133</u>	<u>413,997</u>

## 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 2019)', 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.

The presentation currency of the financial statements is the Pound Sterling (£) and the figures are rounded to the nearest round pound.

### **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.

Voluntary income received by the way of donations and gifts to the charity is included in full in the Statement of Financial Activities when received.

Grants are credited to the Statement of Financial Activities on a receivable basis. Grants received in advance have been recognised as deferred income and are released to the Statement of Financial Activities when the related expenditure is incurred.

Income received through the provision of rehabilitative services is credited to the Statement of Financial Activities in the period to which it relates.

Investment income is included when receivable and the amount can be measured reliably by the charity.

Other charitable activity income and other income are included in the period to which they relate.

Intangible income is valued and included in income to the extent that it represents goods or services which would otherwise be purchased. Where it is not possible to value the goods or services, such as volunteer time, the accounts do not include this value.

### **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 are allocated to activities using estimates deemed appropriate by the Trustees on a basis consistent with the use of resources. Expenditure is classified under the following activity headings:

Cost of raising funds comprises investment management costs and their associated support costs.

Expenditure on charitable activities included the costs undertaken to further the purpose of the charity and their associated support costs

Support costs comprise those costs which are incurred directly in support of expenditure on the objectives of the charity and include governance costs and back office costs. Governance costs are those incurred in connection with administration of the charity and compliance with constitutional and statutory requirements.

## 1. ACCOUNTING POLICIES - continued

### Expenditure

The basis upon which support costs have been allocated are set out in note 3 of the financial statements.

### Tangible fixed assets

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

Freehold property	-	Straight line over 50 years
Computer equipment	-	25% on reducing balance

Tangible fixed assets are items of equipment, furniture etc and have a useful life in excess of one year. The charity has adopted a policy of writing off, in the year of acquisition, all fixed assets costing £350 or less.

Donated assets are valued at the time of acquisition.

### 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.

Designated funds are the unrestricted funds of the charity which the trustees have decided at their discretion to set aside for a specific purpose.

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.

### Financial instruments

Debtors and creditors with no stated interest rate receivable or payable are recorded at their transaction price. Any basic financial instruments are recognised at amortised cost using the effective interest method.

## 2. DONATIONS AND LEGACIES

	31.3.22	31.3.21
	£	£
Donations	14,424	8,201
	<u>          </u>	<u>          </u>

Notes to the Financial Statements - continued  
for the Year Ended 31 March 2022

**3. INCOME FROM CHARITABLE ACTIVITIES**

		31.3.22	31.3.21
	Activity	£	£
Grants	Grants receivable	110,112	115,515
Rehabilitative services	Income received through the provision of rehabilitative services	418,391	380,229
Investment income	Investment income	771	1,856
		<u>529,274</u>	<u>497,600</u>

Grants received, included in the above, are as follows:

	31.3.22	31.3.21
	£	£
General grants	24,053	5,400
Lottery grants	72,951	88,968
Council grants	10,000	15,584
Covid-19 grants	3,108	5,563
	<u>110,112</u>	<u>115,515</u>

**4. CHARITABLE ACTIVITIES COSTS**

	Direct Costs	Support costs (see note 5)	Totals
	£	£	£
Staff and volunteer costs	307,741	71,670	379,411
Property costs	35,839	7,511	43,350
Other operating costs	47,698	14,577	62,275
	<u>391,278</u>	<u>93,758</u>	<u>485,036</u>

**5. SUPPORT COSTS**

	Finance	Information technology	Other	Governance costs	Totals
	£	£	£	£	£
Staff and volunteer costs	-	-	71,670	-	71,670
Property costs	-	-	7,511	-	7,511
Other operating costs	876	3,025	7,562	3,114	14,577
	<u>876</u>	<u>3,025</u>	<u>86,743</u>	<u>3,114</u>	<u>93,758</u>

## 6. NET INCOME/(EXPENDITURE)

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

	31.3.22	31.3.21
	£	£
Other assurance services	3,114	3,198
Depreciation - owned assets	8,824	7,537
	<u>          </u>	<u>          </u>

## 7. 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.

## 8. STAFF COSTS

	31.3.22	31.3.21
	£	£
Wages and salaries	350,703	300,485
Social security costs	15,862	10,943
Other pension costs	7,932	22,445
	<u>          </u>	<u>          </u>
	<u>374,497</u>	<u>333,873</u>

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

	31.3.22	31.3.21
Average number of employees	32	29
	<u>          </u>	<u>          </u>

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

### Key Management Personnel

In the year, the total aggregate costs relating to key management personnel (which is considered to be the charity's Chief Officer) were £32,761. This cost includes gross salary, employers national insurance and pension contributions. The Chief Officer is not a trustee of the charity.

**9. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES**

	Unrestricted funds £	Restricted funds £	Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>			
Donations and legacies	8,201	-	8,201
<b>Charitable activities</b>			
Grants receivable	26,547	88,968	115,515
Income received through the provision of rehabilitative services	380,229	-	380,229
Investment income	1,856	-	1,856
Other income	-	2	2
<b>Total</b>	<u>416,833</u>	<u>88,970</u>	<u>505,803</u>
<b>EXPENDITURE ON</b>			
<b>Charitable activities</b>			
Staff and volunteer costs	280,024	68,156	348,180
Property costs	31,803	-	31,803
Other operating costs	52,962	14,885	67,847
<b>Total</b>	<u>364,789</u>	<u>83,041</u>	<u>447,830</u>
<b>NET INCOME</b>	52,044	5,929	57,973
<b>RECONCILIATION OF FUNDS</b>			
Total funds brought forward	529,471	15,715	545,186
<b>TOTAL FUNDS CARRIED FORWARD</b>	<u><u>581,515</u></u>	<u><u>21,644</u></u>	<u><u>603,159</u></u>

Notes to the Financial Statements - continued  
for the Year Ended 31 March 2022

**10. TANGIBLE FIXED ASSETS**

	Freehold property £	Computer equipment £	Totals £
<b>COST</b>			
At 1 April 2021	271,430	40,957	312,387
Additions	-	2,716	2,716
At 31 March 2022	271,430	43,673	315,103
<b>DEPRECIATION</b>			
At 1 April 2021	54,275	27,363	81,638
Charge for year	5,424	3,400	8,824
At 31 March 2022	59,699	30,763	90,462
<b>NET BOOK VALUE</b>			
At 31 March 2022	211,731	12,910	224,641
At 31 March 2021	217,155	13,594	230,749

**11. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	31.3.22 £	31.3.21 £
Trade debtors	35,724	17,724
Prepayments and accrued income	7,470	7,508
	43,194	25,232

**12. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	31.3.22 £	31.3.21 £
Bank loans and overdrafts (see note 14)	4,271	4,000
Trade creditors	7,385	2,892
Social security and other taxes	4,009	4,083
Pension creditor	2,315	2,008
Attachment of earnings	104	-
Accruals and deferred income	6,197	4,703
	24,281	17,686

**13. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR**

	31.3.22	31.3.21
	£	£
Bank loans (see note 14)	41,570	46,115

**14. LOANS**

An analysis of the maturity of loans is given below:

	31.3.22	31.3.21
	£	£
Amounts falling due within one year on demand:		
Bank loans	4,271	4,000
Amounts falling between one and two years:		
Bank loans - 1-2 years	4,271	4,000
Amounts falling due between two and five years:		
Bank loans - 2-5 years	12,813	12,000
Amounts falling due in more than five years:		
Repayable by instalments:		
Bank loans more 5 yr by instal	24,486	30,115

**15. SECURED DEBTS**

The following secured debts are included within creditors:

	31.3.22	31.3.21
	£	£
Bank loans	45,841	50,115

The bank loan is secured by a legal charge over the freehold land and buildings.

**16. MOVEMENT IN FUNDS**

	At 1.4.21 £	Net movement in funds £	At 31.3.22 £
<b>Unrestricted funds</b>			
General fund	391,515	31,021	422,536
Building reserve	190,000	-	190,000
	<u>581,515</u>	<u>31,021</u>	<u>612,536</u>
<b>Restricted funds</b>			
Future Builders Grant	94	(24)	70
Santander Foundation	106	(27)	79
Lottery Funding	14,945	9,266	24,211
Lottery Funding - Server	1,728	(432)	1,296
Dudley MBC Carers Grant	216	(190)	26
Eveson Trust Grant	4,555	-	4,555
Kick Start Grant	-	189	189
Access Reach Fund	-	13,860	13,860
Screwfix Foundation	-	5,000	5,000
	<u>21,644</u>	<u>27,642</u>	<u>49,286</u>
<b>TOTAL FUNDS</b>	<u><u>603,159</u></u>	<u><u>58,663</u></u>	<u><u>661,822</u></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	447,694	(416,673)	31,021
<b>Restricted funds</b>			
Future Builders Grant	-	(24)	(24)
Santander Foundation	-	(27)	(27)
Lottery Funding	72,952	(63,686)	9,266
Lottery Funding - Server	-	(432)	(432)
Dudley MBC Carers Grant	-	(190)	(190)
Kick Start Grant	2,933	(2,744)	189
Access Reach Fund	15,120	(1,260)	13,860
Screwfix Foundation	5,000	-	5,000
	<u>96,005</u>	<u>(68,363)</u>	<u>27,642</u>
<b>TOTAL FUNDS</b>	<u><u>543,699</u></u>	<u><u>(485,036)</u></u>	<u><u>58,663</u></u>

**16. MOVEMENT IN FUNDS - continued**

**Comparatives for movement in funds**

	At 1.4.20 £	Net movement in funds £	Transfers between funds £	At 31.3.21 £
<b>Unrestricted funds</b>				
General fund	449,471	52,044	(110,000)	391,515
Building reserve	80,000	-	110,000	190,000
	<u>529,471</u>	<u>52,044</u>	<u>-</u>	<u>581,515</u>
<b>Restricted funds</b>				
Future Builders Grant	126	(32)	-	94
Santander Foundation	142	(36)	-	106
Lottery Funding	8,372	6,573	-	14,945
Lottery Funding - Server	2,304	(576)	-	1,728
Dudley MBC Carers Grant	216	-	-	216
Eveson Trust Grant	4,555	-	-	4,555
	<u>15,715</u>	<u>5,929</u>	<u>-</u>	<u>21,644</u>
<b>TOTAL FUNDS</b>	<u>545,186</u>	<u>57,973</u>	<u>-</u>	<u>603,159</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	416,833	(364,789)	52,044
<b>Restricted funds</b>			
Future Builders Grant	-	(32)	(32)
Santander Foundation	-	(36)	(36)
Lottery Funding	88,970	(82,397)	6,573
Lottery Funding - Server	-	(576)	(576)
	<u>88,970</u>	<u>(83,041)</u>	<u>5,929</u>
<b>TOTAL FUNDS</b>	<u>505,803</u>	<u>(447,830)</u>	<u>57,973</u>

**16. 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 £	Transfers between funds £	At 31.3.22 £
<b>Unrestricted funds</b>				
General fund	449,471	83,065	(110,000)	422,536
Building reserve	80,000	-	110,000	190,000
	<u>529,471</u>	<u>83,065</u>	<u>-</u>	<u>612,536</u>
<b>Restricted funds</b>				
Future Builders Grant	126	(56)	-	70
Santander Foundation	142	(63)	-	79
Lottery Funding	8,372	15,839	-	24,211
Lottery Funding - Server	2,304	(1,008)	-	1,296
Dudley MBC Carers Grant	216	(190)	-	26
Eveson Trust Grant	4,555	-	-	4,555
Kick Start Grant	-	189	-	189
Access Reach Fund	-	13,860	-	13,860
Screwfix Foundation	-	5,000	-	5,000
	<u>15,715</u>	<u>33,571</u>	<u>-</u>	<u>49,286</u>
<b>TOTAL FUNDS</b>	<u>545,186</u>	<u>116,636</u>	<u>-</u>	<u>661,822</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	864,527	(781,462)	83,065
<b>Restricted funds</b>			
Future Builders Grant	-	(56)	(56)
Santander Foundation	-	(63)	(63)
Lottery Funding	161,922	(146,083)	15,839
Lottery Funding - Server	-	(1,008)	(1,008)
Dudley MBC Carers Grant	-	(190)	(190)
Kick Start Grant	2,933	(2,744)	189
Access Reach Fund	15,120	(1,260)	13,860
Screwfix Foundation	5,000	-	5,000
	<u>184,975</u>	<u>(151,404)</u>	<u>33,571</u>
<b>TOTAL FUNDS</b>	<u>1,049,502</u>	<u>(932,866)</u>	<u>116,636</u>

The purpose of the restricted funds are as follows:

**16. MOVEMENT IN FUNDS - continued**

**Future Builders Grant**

Capital grant to cover the costs of moving premises to Martin Street Hill, Dudley and refurbishment costs.

**Santander Foundation**

A grant towards the provision of IT services for clients.

**Lottery Funding**

A grant to deliver sufficient extension to the services already provided for brain injury survivors. This will include new rehabilitation sessions for survivors in Walsall, extending the sessions already provided in Dudley, a new family outreach service to help families and careers and an advice partnership with Dudley CAB. In particular, it will provide a service dedicated to supporting carers of brain injury survivors whose needs for specialist support and information often go unmet and unrecognised.

**Lottery Funding - Server**

Some of the lottery funding was used to acquire a server at a cost of £5,700. This has been treated as a fixed asset and depreciation is charged against the fund.

**Dudley MBC Carers Grant**

Grant funding to support Carer Support Groups for family members of survivors in Dudley.

**Eveson Trust**

To support development of Survivor Peer Support, Tea and chat and Carer Support Groups.

**Kick Start Grant**

Funding given to help the charity employ a Social Media Assistant for a period of six months. She was employed from December 2021 to June 2022.

**Access Reach Fund**

Provided consultancy funding to help strengthen not only the charity's application for funding for the Annex Project but also to strengthen some of our Business/Strategic Planning etc.

**Screwfix Foundation**

The screwfix grant was given to the charity for us to investigate and repair the subsidence at the front of the building and to treat the damp in the stationery cupboard. The work has been completed in this financial year.

**17. RELATED PARTY DISCLOSURES**

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

**18. ULTIMATE CONTROLLING PARTY**

The charity is under the control of the trustees.

Headway Black Country

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	14,424	8,201
<b>Charitable activities</b>		
Grants	110,112	115,515
Rehabilitative services	418,391	380,229
Investment income	771	1,856
	<hr/>	<hr/>
	529,274	497,600
<b>Other income</b>		
Other sundry income	1	2
	<hr/>	<hr/>
<b>Total incoming resources</b>	543,699	505,803
 <b>EXPENDITURE</b>		
<b>Charitable activities</b>		
Wages	284,771	243,994
Social security	12,880	8,886
Pensions	6,441	18,225
Heat, light and rates	3,590	2,821
Telephone	4,192	4,756
Printing, postage & stationery	3,031	2,934
Sundry expenses	2,516	702
Travel expenses	1,301	600
Publicity costs	730	-
Rent and insurance	17,517	16,336
Professional fees	12,313	15,692
Training and books	2,348	2,248
Repairs and renewals	6,928	2,259
Computer costs	12,284	10,658
Equipment hire	3,813	3,237
Membership fees	1,105	68
Cleaning	2,980	3,349
Bad debts	4,117	8,655
Freehold property	7,165	6,120
Mortgage and loan interest	1,256	1,469
	<hr/>	<hr/>
	391,278	353,009
<b>Support costs</b>		

Headway Black Country

Detailed Statement of Financial Activities  
for the Year Ended 31 March 2022

	31.3.22 £	31.3.21 £
<b>Support costs</b>		
<b>Finance</b>		
Bank charges	585	1,097
Mortgage and loan interest	291	340
	<hr/>	<hr/>
	876	1,437
<b>Information technology</b>		
Telephone	181	205
Computer costs	2,844	2,468
	<hr/>	<hr/>
	3,025	2,673
<b>Other</b>		
Wages	65,932	56,491
Social security	2,982	2,057
Pensions	1,491	4,220
Heat, light and rates	831	653
Rent and insurance	4,056	3,782
Telephone	790	896
Printing, postage & stationery	702	679
Sundry expenses	582	163
Training and books	544	520
Travel expenses	301	139
Publicity costs	169	-
Repairs and renewals	1,604	523
Professional fees	2,851	3,633
Membership fees	256	16
Equipment hire	883	749
Recruitment costs	420	10,800
Cleaning	690	775
Depreciation of tangible fixed assets	1,659	1,417
	<hr/>	<hr/>
	86,743	87,513
<b>Governance costs</b>		
Auditors' remuneration for non audit work	3,114	3,198
	<hr/>	<hr/>
Total resources expended	485,036	447,830
	<hr/>	<hr/>
<b>Net income</b>	<u>58,663</u>	<u>57,973</u>