

Registered number: 04479455
Charity number: 1103215

Headway Kent
(A company limited by guarantee)

Unaudited

Trustees' report and financial statements

For the year ended 31 December 2023

Headway Kent
(A company limited by guarantee)

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Headway Kent
(A company limited by guarantee)

Reference and administrative details of the Charitable company, its Trustees and advisers
For the year ended 31 December 2023

Directors (Trustees) Caroline Flint, Chair (Solicitor)
 Alison Parker, Vice Chair (Retired Solicitor)
 Brian MacDowall, (Retired County Councillor)
 Neil Wilkins, Trustee (appointed 29 March 2023)

Company registered number 04479455

Charity registered number 1103215

Registered office Headway Kent Unit 3
 Ground Floor
 Ashford
 Kent
 TN24 8DH

Company secretary Jennifer Walsh

Chief executive officer Jennifer Walsh

Independent Examiner S M Rouse FCCA DChA
 Kreston Reeves LLP
 37 St Margaret's Street
 Canterbury
 Kent
 CT1 2TU

Bankers Barclays Bank Plc
 130 Mortimer Street
 Herne Bay
 Kent
 CT6 5EE

Solicitors Gardner Croft LLP
 2 Castle Street
 Canterbury
 Kent
 CT1 2QH

Key Management Personell Jennifer Walsh
 Hayley Cook
 Isabel Shuter

Headway Kent**(A company limited by guarantee)****Trustees' report****For the year ended 31 December 2023**

The Trustees present their annual report together with the financial statements of the Charitable company for the year 1 January 2023 to 31 December 2023. The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the Charitable company qualifies as small under section 382 of the Companies Act 2006, the Strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Objectives and activities**a. Policies and objectives**

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

The main aims and objectives of the charity are as follows:

To promote wider understanding of all aspects of head injuries and provide information, support and services to people with a brain injury, their families and carers.

We achieve this by:

- Increase awareness and understanding of head injury
- Participate in activities that will reduce the incidence of head injury
- Provide information and support for people with head injury and their relatives
- Promote and co-ordinate multi-disciplinary approaches to head injury, screening, acute care, assessment, rehabilitation and community re-entry with clear accountability
- Assist people with head injury to return to community living, encourage social outlets and productive activity.

b. Activities and Public Benefit

Our Community Hubs continue to raise the profile of acquired brain injuries and its effects by offering a unique low-cost professional service to brain injured adults and support to their families and carers. Our clients undertake a person-centred outcome focused programme of activities within the Hubs. In addition, we provide support to the family and carers of people with an acquired brain injury to readjust to life after brain injury. Our Counsellor provides specialist Brain Injury counselling to people who are living with a brain injury and the Link Worker signposts people to other specialist organisations for additional help as required. Headway Kent is committed to raising awareness of acquired brain injuries and the effects to professionals and the general public which we do in numerous ways, i.e. using local volunteers, participating in local events, using local media, working with local businesses, schools, colleges and universities. We continue to work with local health professionals to reduce the burden placed on the NHS. All these activities help to ensure that brain injured people do not face discrimination and are able to live a full life in the community living.

Headway Kent
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Trustees' report (continued)
For the year ended 31 December 2023

Objectives and activities (continued)

Achievements and performance

a. Main achievements of the Charitable company

Dear Clients, Carers, Supporters, Volunteers, and Friends of Headway Kent,

As we reflect on the past year, we find ourselves navigating unprecedented challenges that have deeply impacted Headway Kent's mission to support those affected by acquired brain injuries. The year 2023 has been marked by the convergence of economic pressures, a harsh cost of living crisis, and the suspension of vital contracts for many providers including Headway Kent by the Kent County Council (KCC). This report encapsulates the organisation's journey, achievements, and adaptations in the face of external pressures.

The cost-of-living crisis has cast a long shadow over our operations. The increased costs of rents, utilities, and everyday essentials have strained our financial resources. This inflationary environment has forced us to reevaluate and adapt our strategies to ensure the sustainability of our services.

In a regrettable turn of events, the KCC suspended the Everyday Life Activities contract in September 2023, affecting disabled services provided by all organisations in Kent. The explanation provided by KCC, citing financial constraints, has added a layer of complexity to our operations. This suspension has not only impacted our ability to deliver essential services but has also introduced a financial burden due to KCC not fulfilling the contracted payment terms. The failure of KCC to pay the correct contract value has compelled us to make difficult decisions to ensure the continuity of our services. We have had to reduce building liabilities by transitioning to community venues, cut staff hours, and unfortunately, make redundancies. These painful measures were taken to safeguard the core of our mission while responding to the fiscal challenges imposed by external factors.

Fundraising has become an even greater challenge as all charities are contending with similar economic pressures and competing for limited funds. We appreciate the understanding and continued support from our community during these trying times. Our commitment to our mission remains unwavering, and we are actively exploring innovative ways to adapt and thrive in this challenging fundraising landscape.

Amid the formidable challenges faced, it is imperative to underscore the noteworthy achievements within our organisation. We have persistently advanced and diversified our services, tailoring them to cater specifically to acquired brain injuries rather than adopting a one-size-fits-all approach common in general disability services. Our efforts have refined session structures, fostering distinct groups to amplify both social rehabilitation and cognitive brain functioning. Clear pathways have been carefully crafted to guide individuals toward personalised goals, facilitating their journey to lead fulfilling lives post-brain injury.

Additionally, it is crucial to acknowledge the substantial efforts dedicated to community services. Our community engagement initiatives, encompassing strategic marketing and media endeavours, have witnessed a notable surge. Establishing mutually beneficial partnerships has become a focal point, emphasising the strength derived from collaborative efforts within the community we are committed to serving. Notably, the infusion of enjoyable activities, such as quiz nights, has proven to be a source of fun for Headway Kent, reflecting a harmonious blend of community engagement and organisational vitality.

We extend our deepest gratitude to our dedicated volunteers who have demonstrated unwavering commitment and resilience. We also welcome the new volunteers and students who have joined us, bringing fresh perspectives and energy to our cause. To our hardworking staff, your dedication to our mission, even in the face of adversity, does not go unnoticed.

Our heartfelt thanks go out to our funders and supporters who have stood by us, recognising the importance of our work in the community. Your support is pivotal in helping us navigate these turbulent times.

Headway Kent
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Trustees' report (continued)
For the year ended 31 December 2023

Achievements and performance (continued)

As we embark on the journey into 2024, our steadfast commitment to realising our vision of offering vital support to individuals affected by acquired brain injuries remains unwavering. A thorough exploration of the financial terrain, presenting a comprehensive overview of our performance in relation to key financial constraints, reveals the necessity for the implementation of additional strategies in the coming year. This proactive approach is essential to fortify our financial sustainability amid the ongoing economic challenges we encounter.

Together, with your continued support, we aim to overcome these challenges and ensure that Headway Kent remains a beacon of hope and assistance for those in need.

Financial review

a. Going concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the Charitable company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

b. Reserves policy

We aim to hold in our contingency reserve an amount to that of three to six months running costs. The directors may change this policy depending upon the needs of the charity.

It is widely recognised that fundraising becomes more and more difficult due to the financial climate. New ideas and events prove difficult when competing with other well known charities.

c. Annual review

Income, expenditure and bank balances are constantly reviewed and the charity's progress is measured by means of a Comparison Chart which is discussed and reviewed at the quarterly Trustee's meeting.

The charity incurred a deficit during the year of £128,069, which reduces our total funds to £123,874. This deficit is an increase on the previous year's deficit of £49,869. The total funds comprise of no restricted or unrestricted general funds and designated funds of £123,874.

d. Risk management

The Management Committee meets quarterly and reviews the major risks the charitable company is exposed to. As a result of our Business Plan, our KPI's, finance meetings, and client meetings shows at a glance the progress of the charity and identifies any area of concern or risk. Internal control risks are minimised by the implementation of policies and procedures for all aspects of our charity. Health and safety compliance is exercised throughout the charity.

Headway Kent
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Trustees' report (continued)
For the year ended 31 December 2023

Structure, governance and management

a. Constitution

Headway Kent was incorporated as a company limited by guarantee on 8 July 2002 and is governed by its Memorandum and Articles of Association. The Charitable company gained charitable status on 14 April 2004 and took over the activities and assets of the unincorporated association operating as Headway East Kent (charity number 1013309) on 1 August 2004. In the event of the company being wound up members are required to contribute an amount not exceeding £10. On 22 July 2022 the Charitable company's name changed from Headway Kent Ltd to Headway Kent.

b. Methods of appointment or election of Trustees

The Directors of the Charitable company are also Charity Trustees for the purpose of charity law and under the Company's Articles are known as members of the Management Committee. The Trustees of the charity are listed on the Legal and Administrative page of these accounts. Prospective trustees are identified via a search of local organisations, contacts, supporters and beneficiaries and via local publicity. Trustees receive an induction into the charity and can access local training for Trustees if required.

c. Organisational structure

The day-to-day management of the charitable company has been delegated by the trustees to the Chief Executive Officer. The trustees also receive representation from Clients, Carers and Volunteer representatives. This ensures that services are developed in accordance with the needs of our service users. All Community Hub staff are assisted by our fantastic, dedicated volunteers.

Headway Kent
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Trustees' report (continued)
For the year ended 31 December 2023

Plans for future periods

As we reflect on the upcoming years for Headway Kent, it is imperative to acknowledge the evolving landscape and navigate our course with foresight and adaptability. The recent events surrounding the suspension of contracts by Kent County Council (KCC) have underscored the importance of diversifying our income streams and reducing reliance on singular funding sources.

The suspension of contracts affecting 28 providers delivering disability services under the 'Everyday Life Activities' contract has not only disrupted service provision but has also highlighted a breach of trust between service providers and KCC. The unilateral decision to suspend contracts without provisions within the agreement has shaken the foundation of our partnership with KCC. Moreover, the subsequent desire to renegotiate contract terms due to financial constraints on their part has introduced further uncertainty and risk into the equation.

Moving forward, it is evident that placing undue reliance on contracts with entities that demonstrate a propensity to deviate from agreed terms poses significant risks to the sustainability of our organization. The unpredictable nature of the situation leaves Headway Kent vulnerable to potential future suspensions, terminations, or renegotiations of contracts, thus jeopardizing our ability to deliver essential services to those in need. To mitigate these risks swiftly and sustainably, Headway Kent must take proactive measures to diversify our funding streams and reduce dependence on contracts with volatile partners. This may involve expanding fundraising efforts, cultivating partnerships with other local authorities or private donors, and exploring alternative revenue-generating initiatives.

Additionally, it is imperative to engage in open dialogue with KCC and other stakeholders to address concerns, clarify expectations, and seek assurances regarding the stability and integrity of future contractual arrangements. By advocating for transparent and fair contracting practices, we can work towards establishing a more stable and mutually beneficial partnership framework that prioritises the well-being of service users and the sustainability of service providers.

In navigating the uncertain terrain ahead, Headway Kent remains committed to its mission of supporting individuals affected by brain injury and their families. By proactively addressing challenges, embracing innovation, and fostering collaborative relationships, we will continue to adapt and thrive in the face of adversity, ensuring that our services remain accessible and impactful for years to come.

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

C Flint

Caroline Flint 24 May 2024 19:24:36 BST (UTC +1)

Caroline Flint
Director (Trustee)
Date: 24 May 2024

Headway Kent

(A company limited by guarantee)

Statement of Trustees' responsibilities

For the year ended 31 December 2023

The Trustees (who are also the directors of the Charitable company for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charitable company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

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

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

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

C Flint

Caroline Flint 24 May 2024 19:24:36 BST (UTC +1)

Caroline Flint

Director (Trustee)

Date: 24 May 2024

Headway Kent
(A company limited by guarantee)

Independent examiner's report
For the year ended 31 December 2023

Independent examiner's report to the Trustees of Headway Kent ('the Charitable company')

I report to the charity Trustees on my examination of the accounts of the Charitable company for the year ended 31 December 2023.

Responsibilities and basis of report

As the Trustees of the Charitable company (and 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 Charitable 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 the Charitable company's accounts carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

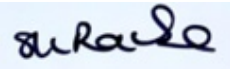
Since the Charitable company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of Association of Chartered Certified Accountants, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Charitable 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.

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. My work has been undertaken so that I might state to the Charitable company's Trustees those matters I am required to state to them in an Independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Charitable company and the Charitable company's Trustees as a body, for my work or for this report.

Signed: 
S M Rouse FCCA DChA
Kreston Reeves LLP
Canterbury

Dated: 24 May 2024

Headway Kent
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Statement of financial activities (incorporating income and expenditure account)
For the year ended 31 December 2023

	Note	Restricted funds 2023 £	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Income from:					
Donations and legacies	4	37,460	13,290	50,750	131,321
Charitable activities	5	320	205,638	205,958	249,927
Other trading activities	6	-	2,082	2,082	380
Investments	7	-	206	206	1,046
Total income		37,780	221,216	258,996	382,674
Expenditure on:					
Raising funds	8	-	25,920	25,920	5,339
Charitable activities	9	50,456	312,960	363,416	419,102
Total expenditure		50,456	338,880	389,336	424,441
Net expenditure before net gains/(losses) on investments		(12,676)	(117,664)	(130,340)	(41,767)
Net gains/(losses) on investments		-	2,271	2,271	(8,102)
Net expenditure		(12,676)	(115,393)	(128,069)	(49,869)
Transfers between funds	19	(5,843)	5,843	-	-
Net movement in funds		(18,519)	(109,550)	(128,069)	(49,869)
Reconciliation of funds:					
Total funds brought forward		18,519	233,424	251,943	301,812
Net movement in funds		(18,519)	(109,550)	(128,069)	(49,869)
Total funds carried forward		-	123,874	123,874	251,943

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

The notes on pages 11 to 26 form part of these financial statements.

Headway Kent
(A company limited by guarantee)
Registered number: 04479455

Balance sheet
As at 31 December 2023

	Note	2023 £	2022 £
Fixed assets			
Tangible assets	15	4,164	38,321
Investments	16	93,498	91,158
		97,662	129,479
Current assets			
Debtors	17	16,254	29,782
Cash at bank and in hand		30,185	132,618
		46,439	162,400
Creditors: amounts falling due within one year	18	(20,227)	(39,936)
Net current assets		26,212	122,464
Total assets less current liabilities		123,874	251,943
Total net assets		123,874	251,943
Charity funds			
Restricted funds	19	-	18,519
Unrestricted funds:			
Designated funds	19	123,874	200,000
General funds	19	-	33,424
Total funds		123,874	251,943

The Charitable company was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the company to obtain an audit for the year in question in accordance with section 476 of Companies Act 2006.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

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

C Flint

Caroline Flint 24 May 2024 19:24:36 BST (UTC +1)

Caroline Flint
 Director (Trustee)
 Date: 24 May 2024

The notes on pages 11 to 26 form part of these financial statements.

Headway Kent
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 December 2023

1. General information

Headway Kent is a charitable company limited by guarantee incorporated in England and Wales. The address of the registered office is Headway Kent, Unit 3 Ground Floor, Ashford, Kent, TN24 8DH. Details of the principal activities are included in the Trustees' report.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

The financial statements are presented in pound Sterling and rounded to the nearest pound.

2.2 Going concern

The Trustees have considered the charitable company's current level of reserves and consider that the charity has sufficient funds to enable it to continue in operation for the foreseeable future.

2.3 Income

All income is recognised once the Charitable company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

The following specific policies are adopted and applied to particular categories of income:

Client fees are accounted for on a receivable basis calculated on days attended at a relevant centre.

Voluntary income by way of grants and donations is included in the statement of financial activities when receivable. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Income from charitable trading is accounted for when earned.

2.4 Expenditure

All expenditure is accounted for on an accruals basis and includes VAT where applicable. Where such costs relate to more than one functional cost category they have been split on an estimate of time spent. Resources expended are shown as :

Charitable expenditure - comprises those costs incurred by the charity in the delivery of its activities and services for beneficiaries. It includes both those costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them, including governance costs (costs associated with meeting the constitutional and statutory requirements of the charity and includes the Independent Examiners fee).

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Notes to the financial statements
For the year ended 31 December 2023

2. Accounting policies (continued)

2.5 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charitable company; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2.6 Tangible fixed assets and depreciation

Tangible fixed assets costing £250 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, .

Depreciation is provided on the following bases:

Long-term leasehold property	- depreciated over the period of the lease
Computer & Office equipment	- 3/4 years straight line

2.7 Investments

Investments are initially recognised at cost. Subsequently investments whose value can be measured reliably are measured at fair value. Gains and losses arising from changes in the fair value of investments are included in the Statement of Financial Activities in the period in which they arise.

2.8 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.9 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2.10 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charitable company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

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Notes to the financial statements
For the year ended 31 December 2023

2. Accounting policies (continued)

2.11 Financial instruments

The Charitable company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.12 Operating leases

Rentals paid under operating leases are charged to the Statement of financial activities on a straight-line basis over the lease term.

2.13 Pensions

The charity operates a defined contribution pension scheme. Contributions payable are charged as an expenses in the statement of financial activities.

2.14 Fund accounting

Unrestricted funds are donations and other income receivable without further specified purpose and are available as general funds.

Designated funds are unrestricted funds earmarked by the Trustees for a particular purpose.

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets this criteria is charged to the fund.

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

3. Critical accounting estimates and areas of judgment

No significant judgements have had to be made by the Trustees in preparing these financial statements.

4. Income from donations and legacies

	Restricted funds 2023 £	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Donations	-	13,290	13,290	8,036
Legacies	-	-	-	75,000
Grants	37,460	-	37,460	48,285
	<u>37,460</u>	<u>13,290</u>	<u>50,750</u>	<u>131,321</u>
Total 2022	<u>47,285</u>	<u>84,036</u>	<u>131,321</u>	

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Notes to the financial statements
For the year ended 31 December 2023

5. Income from charitable activities

	Restricted funds 2023 £	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Membership fees	-	220	220	-
Client contributions	-	5,882	5,882	8,739
Client fees	320	198,336	198,656	239,813
Counselling service	-	1,200	1,200	1,375
	<u>320</u>	<u>205,638</u>	<u>205,958</u>	<u>249,927</u>
	<u><u>320</u></u>	<u><u>205,638</u></u>	<u><u>205,958</u></u>	<u><u>249,927</u></u>
Total 2022	<u>-</u>	<u>249,927</u>	<u>249,927</u>	
	<u><u>-</u></u>	<u><u>249,927</u></u>	<u><u>249,927</u></u>	

6. Income from other trading activities

Income from non charitable trading activities

	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Sale of merchandise	144	144	-
Fundraising income	1,495	1,495	356
Hall/room hire	443	443	-
Lottery	-	-	24
	<u>2,082</u>	<u>2,082</u>	<u>380</u>
	<u><u>2,082</u></u>	<u><u>2,082</u></u>	<u><u>380</u></u>
Total 2022	<u>380</u>	<u>380</u>	
	<u><u>380</u></u>	<u><u>380</u></u>	

7. Investment income

	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Interest receivable	206	206	1,046
	<u>206</u>	<u>206</u>	<u>1,046</u>
	<u><u>206</u></u>	<u><u>206</u></u>	<u><u>1,046</u></u>
Total 2022	<u>1,046</u>	<u>1,046</u>	
	<u><u>1,046</u></u>	<u><u>1,046</u></u>	

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Notes to the financial statements
For the year ended 31 December 2023

8. Expenditure on raising funds

	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Wages and salaries	24,273	24,273	4,998
Fundraising expenses	945	945	78
Lottery prizes	-	-	263
Merchandise costs	702	702	-
	<u>25,920</u>	<u>25,920</u>	<u>5,339</u>
	<u>5,339</u>	<u>5,339</u>	
Total 2022			

9. Analysis of expenditure by activities

	Direct costs 2023 £	Support costs 2023 £	Total funds 2023 £	Total funds 2022 £
Charitable activities	212,073	151,925	363,998	420,102
Profit on disposal of fixed assets	-	(582)	(582)	(1,000)
	<u>212,073</u>	<u>151,343</u>	<u>363,416</u>	<u>419,102</u>
	<u>279,660</u>	<u>139,442</u>	<u>419,102</u>	
Total 2022				

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Notes to the financial statements
For the year ended 31 December 2023

10. Analysis of direct costs

	Restricted funds 2023 £	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Wages and salaries	25,207	89,538	114,745	171,455
Contract staff	-	1,733	1,733	1,343
Activities and functions	30	1,484	1,514	1,482
Minibus expenses	-	-	-	70
Rent and service charges	7,280	45,672	52,952	68,979
Rates and utilities	-	6,908	6,908	6,240
Travel and expenses	231	5,047	5,278	6,573
Profit on disposal of Minibus	-	-	-	(1,000)
Depreciation on Leasehold improvements	-	28,943	28,943	24,518
	<u>32,748</u>	<u>179,325</u>	<u>212,073</u>	<u>279,660</u>
Total 2022	<u>34,836</u>	<u>244,824</u>	<u>279,660</u>	

A number of similar costs have been amalgamated in relation to the prior year comparatives, with the total direct costs remaining unchanged.

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Notes to the financial statements
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11. Analysis of support costs

	Restricted funds 2023 £	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Wages and salaries	4,156	77,490	81,646	88,137
Staff training and recruitment	3,735	504	4,239	1,090
Insurance	780	1,204	1,984	2,051
Printing, postage and stationery	402	1,366	1,768	1,187
Advertising, marketing and awareness	3,496	695	4,191	1,838
IT, software and subscription costs	3,150	7,461	10,611	6,667
Legal and professional fees	-	2,092	2,092	9,658
Repairs and equipment maintenance	-	3,711	3,711	15,291
Health and safety	-	1,543	1,543	893
Telephone	582	2,467	3,049	2,592
Cleaning	-	365	365	176
Bad debts	-	-	-	69
Bank charges	-	366	366	881
General and miscellaneous expenses	2	936	938	414
Depreciation	-	5,012	5,012	6,733
Independent examination fee	-	2,020	2,020	1,752
Travel and expenses	56	2,050	2,106	-
Administration costs	-	367	367	-
Consulting and supervision costs	1,350	24,080	25,430	-
Hall and venue hire	-	487	487	-
Profit on disposal of fixed assets	-	(582)	(582)	-
	17,709	133,634	151,343	139,429
Total 2022	9,340	130,102	139,442	

A number of similar costs have been amalgamated in relation to the prior year comparatives, with the total support costs remaining unchanged. Costs in relation to governance are now shown within support costs.

12. Independent examiner's remuneration

The independent examiner's remuneration amounts to an independent examiner fee of £1,500 (2022 - £1,752), and accountancy services of £450 (2022 - £120).

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Notes to the financial statements
For the year ended 31 December 2023

13. Staff costs

	2023	2022
	£	£
Wages and salaries	206,930	232,317
Social security costs	10,296	12,413
Contribution to defined contribution pension schemes	5,171	4,708
Redundancy	692	10,154
	223,089	259,592

Redundancy payments in the year amounted to £692 (2022- £10,514).

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

	2023	2022
Employees	11	13

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

The total employee benefits (including employers national insurance) of the key management personnel of the Charitable company were £106,101 (2022 - £82,645).

14. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2022 - £NIL).

During the year ended 31 December 2023, no Trustee expenses have been incurred (2022 - £NIL).

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Notes to the financial statements
For the year ended 31 December 2023

15. Tangible fixed assets

	Long-term leasehold property £	Computers & office equipment £	Total £
Cost or valuation			
At 1 January 2023	80,176	23,461	103,637
Additions	-	360	360
Disposals	(80,176)	(1,995)	(82,171)
At 31 December 2023	-	21,826	21,826
Depreciation			
At 1 January 2023	51,233	14,083	65,316
Charge for the year	28,943	5,012	33,955
On disposals	(80,176)	(1,433)	(81,609)
At 31 December 2023	-	17,662	17,662
Net book value			
At 31 December 2023	-	4,164	4,164
At 31 December 2022	28,944	9,377	38,321

16. Fixed asset investments

	Investment funds £	Deposit accounts £	Total £
Cost or valuation			
At 1 January 2023	63,409	27,749	91,158
Additions	-	69	69
Revaluations	2,271	-	2,271
At 31 December 2023	65,680	27,818	93,498
Net book value			
At 31 December 2023	65,680	27,818	93,498
At 31 December 2022	63,409	27,749	91,158

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Notes to the financial statements
For the year ended 31 December 2023

16. Fixed asset investments (continued)

Investment funds relate to amounts invested in Cofunds Limited in a multi asset fund.

Deposit accounts relate to amounts invested held in bank deposit accounts which require notice to be given before the funds can be accessed.

17. Debtors

	2023	2022
	£	£
Due within one year		
Trade debtors	14,908	22,474
Other debtors	-	2,172
Prepayments and accrued income	1,346	5,136
	16,254	29,782
	=====	=====

18. Creditors: Amounts falling due within one year

	2023	2022
	£	£
Trade creditors	10,662	13,903
Other taxation and social security	-	3,441
Other creditors	970	2,182
Accruals and deferred income	8,595	20,410
	20,227	39,936
	=====	=====

	2023	2022
	£	£
Deferred income at 1 January 2023	18,730	18,241
Resources deferred during the year	5,735	18,730
Amounts released from previous periods	(18,730)	(18,241)
	5,735	18,730
	=====	=====

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Notes to the financial statements
For the year ended 31 December 2023

19. Statement of funds

Statement of funds - current year

	Balance at 1 January 2023 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 December 2023 £
Unrestricted funds						
Designated funds						
Contingency fund	200,000	-	-	(76,126)	-	123,874
General funds						
General funds	33,424	221,216	(338,880)	81,969	2,271	-
Total Unrestricted funds	233,424	221,216	(338,880)	5,843	2,271	123,874
Restricted funds						
Link worker	13,169	37,780	(45,106)	(5,843)	-	-
CRM	5,350	-	(5,350)	-	-	-
	18,519	37,780	(50,456)	(5,843)	-	-
Total of funds	251,943	258,996	(389,336)	-	2,271	123,874

Headway Kent**(A company limited by guarantee)****Notes to the financial statements****For the year ended 31 December 2023****19. Statement of funds (continued)****Contingency fund**

We aim to hold in our contingency reserve an amount to that of three to six months running costs. The directors may change this policy depending upon the needs of the charity. During the year, an amount of £76,126 was transferred to general funds to cover the running costs of the charity.

Link worker

The Reaching Communities funding from the national Lottery has allowed us to employ a member of staff for 3 years to assist people with acquired brain injuries who wish to seek alternative support other than the traditional Day Centre that we have previously offered. As acquired brain injuries are so varied this role identifies person centred aims and ambitions of people who may wish support seeking volunteering, training or employment opportunities, support accessing community events and support to find the best local service for financial and housing issues. The role looks to reduce social isolation and loneliness and provide that essential link between a person and their social and economic needs. The transfer to general funds of £5,843 represents the agreed contribution to the charity's overheads.

CRM

Funding received in 2021 from the Fidelity Fund via Kent Community Foundation for a CRM. A CRM is a Customer Relationship Management database system. The OLM Eclipse CRM system has been developed by Headway Oxfordshire and it's currently in use by Headway Oxfordshire and Essex so we are aware that this system works and it makes sense to use a system that already has a track record within the Headway network. The system is bespoke to the unique way Headway works with individual clients following ABI's. The system allows for individuals Care Plan's (created by Social Services) and the Wellbeing Outcome Star (a social outcome measurement tool that we utilise with individuals) to track the individuals recovery journey. The system measures achievements and goals in a person centred way and allows for the creation of bespoke plans in a community setting, within counselling and within our Community Hubs. The data can then be used to assist clients with a visual representation of their journey as well as creating credible evidence to pursue further funding. The CRM system will provide clear evidence and outcomes to demonstrate just how important our work is to our existing funders and crucially when we apply for new funding streams.

Wheelchairs

The wheelchair fund relates to a donation received from Pfizer in a previous year to fund wheelchairs for the charity.

Folkestone property

Donations received in a previous year from the Freemasons and a client's parent towards the costs of fixtures and fittings at the property at Folkestone. .

Evac Chair training

A donation received from the Rotary Club in a previous year towards the training costs associated with the Evac Chair.

Ramsgate Garden

The balance of funding received in a previous year to improve the garden (hanging baskets, planters etc) and Minibus Stand at the Ramsgate property.

Headway Kent**(A company limited by guarantee)****Notes to the financial statements****For the year ended 31 December 2023****19. Statement of funds (continued)****Community Link worker**

Due to the success of our Link Worker role, we successfully applied for funding from The Philip and Connie Phillips Foundation. This funding would allow the addition of one day a week to our Community Link Worker role. This role is not statutory funded and is something that we always need to fund raise for. The role currently has been so successful that we had a waiting list of over 40 people. The Community Link Worker supports individuals at any stage of their ABI and regardless of their income levels. The role is not based on a traditional Day Centre model and instead provides 'in the home' or community person-centred problem-solving support for anyone with an ABI regardless of their issues. The range of activities includes, assisting with the KCC financial assessment, claiming benefits, sign posting and advice, obtaining a disabled badge, how to read a bus timetable and catch a bus (for memory issues), how to access community and mental health support, relearning how to read so individuals can perform the most basic of tasks such as food shopping, and reducing social isolation and loneliness. Some of these services do exist elsewhere, however, there is no other organisation that has the ability to assist people with complex ABI's that impair speech, cause memory loss or retention, issues with anger and anxiety, a diverse range of disabilities and includes some individuals who cannot speak or move.

Photography

The KCC funded Photography project aimed at increasing confidence with people with acquired brain injuries and other members of the local community following Covid. The project encouraged people to safely mix, within the Covid Safety measures, to take photos of what covid had meant to them and their community. What now looked different and what was the new normal. As well as this creative expression and confidence building it also allowed for a new skill and friendships to be acquired. The transfer to general funds is in respect of cameras and laptops which have been treated as fixed assets and are shown on the balance sheet.

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Notes to the financial statements
For the year ended 31 December 2023

19. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 January 2022 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 December 2022 £
Unrestricted funds					
Designated funds					
Contingency fund	200,000	-	-	-	200,000
General funds					
General funds	67,575	335,389	(388,367)	18,827	33,424
Total Unrestricted funds	267,575	335,389	(388,367)	18,827	233,424
Restricted funds					
Wheelchairs	260	-	-	(260)	-
Folkestone property	2,651	-	-	(2,651)	-
Evac Chair training	804	-	-	(804)	-
Ramsgate Garden	1,117	(1,117)	-	-	-
Link worker	9,058	36,482	(25,395)	(6,976)	13,169
Community Link worker	5,000	-	(5,000)	-	-
Photography	4,897	1,982	(4,856)	(2,023)	-
CRM	10,450	-	(5,100)	-	5,350
Digital Inclusion	-	9,938	(3,825)	(6,113)	-
	34,237	47,285	(44,176)	(18,827)	18,519
Total of funds	301,812	382,674	(432,543)	-	251,943

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Notes to the financial statements
For the year ended 31 December 2023

20. Summary of funds

Summary of funds - current year

	Balance at 1 January 2023 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 December 2023 £
Designated funds	200,000	-	-	(76,126)	-	123,874
General funds	33,424	221,216	(338,880)	81,969	2,271	-
Restricted funds	18,519	37,780	(50,456)	(5,843)	-	-
	<u>251,943</u>	<u>258,996</u>	<u>(389,336)</u>	<u>-</u>	<u>2,271</u>	<u>123,874</u>

Summary of funds - prior year

	Balance at 1 January 2022 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 December 2022 £
Designated funds	200,000	-	-	-	200,000
General funds	67,575	335,389	(388,367)	18,827	33,424
Restricted funds	34,237	47,285	(44,176)	(18,827)	18,519
	<u>301,812</u>	<u>382,674</u>	<u>(432,543)</u>	<u>-</u>	<u>251,943</u>

21. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2023 £	Total funds 2023 £
Tangible fixed assets	4,164	4,164
Fixed asset investments	93,498	93,498
Current assets	46,439	46,439
Creditors due within one year	(20,227)	(20,227)
Total	<u>123,874</u>	<u>123,874</u>

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Notes to the financial statements
For the year ended 31 December 2023

21. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £
Tangible fixed assets	-	38,321	38,321
Fixed asset investments	-	91,158	91,158
Current assets	18,519	143,881	162,400
Creditors due within one year	-	(39,936)	(39,936)
Total	18,519	233,424	251,943

22. Pension commitments

The Charitable company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the group in an independently administered fund. The pension cost charge represents contributions payable by the group to the fund and amounted to £5,171 (2022 - £4,708). £970 (2022- £2,182) were payable to the fund at the balance sheet date and are included in creditors.

23. Operating lease commitments

At 31 December 2023 the Charitable company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2023 £	2022 £
Not later than 1 year	-	68,702
Later than 1 year and not later than 5 years	-	37,075
	-	105,777

The Charitable company had no commitments under non-cancellable operating leases at 31 December 2023

24. Related party transactions

The Charitable company has not entered into any related party transaction during the year, nor are there any outstanding balances owing between related parties and the Charitable company at 31 December 2023.

