

**Heel and Toe Ltd**  
**Financial Statements**  
**For the Year Ending**  
**31 December 2023**

**JANE ASCROFT ACCOUNTANCY LIMITED**

Chartered Accountants  
Enterprise House  
Harmire Enterprise Park  
Barnard Castle  
County Durham  
DL12 8XP

**Heel and Toe Ltd**  
**Financial Statements**  
**Year Ended 31 December 2023**

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# Heel and Toe Ltd

## Trustees' Annual Report (Incorporating the Director's Report)

Year Ended 31 December 2023

The trustees, who are also the directors for the purposes of company law, present their report and the unaudited financial statements of the charity for the year ended 31 December 2023.

### **Chair's report**

Welcome to the Heel & Toe Children's Charity Annual Report 2023.

It has been a busy year for Heel & Toe with the completion of our Hydrotherapy centre wraparound extension late in 2022, meaning we now have additional space to help more children across the North East region.

The additional space houses a brand-new therapy suite and will see the introduction of Rebound Therapy and Sensory Integration Therapy in 2024 subject to funding.

It was also an exciting year for Heel & Toe as we secured enough funding to introduce a new service known as Hippotherapy. Hippotherapy is the use of horse riding as a therapeutic or rehabilitative treatment. We are proud to be able to deliver such an innovative new service, that has found incredible results from the blocks delivered in 2023. We look forward to offering this service to more families in 2024.

My fellow Trustees and I are proud to serve the children and young people of the North East and hope you will stay with us on our journey to support every young person to reach their potential, regardless of their disability.

Thank you for your continued support.

Paul Gilsenan  
Chair

### **Small steps lead to great things**

Our journey since opening in 2008, with four children in a port-a-cabin annex at the rear of the Meadows School in Spennymoor, has been exciting, sometimes exasperating, but always rewarding.

In 2023 we saw the introduction of a new service known as hippotherapy, we are extremely grateful to the many funders who believe and share our vision to continue helping disabled children across the North East region. The new services we aim to deliver in 2024 will be exciting and innovative for the families we help at Heel & Toe.

I would like to extend my thanks to our many supporters who generously continue to fund our work and the hundreds of people who help, volunteer, fundraise, sponsor, and donate to Heel & Toe.

Lastly, I would like to thank all the children, parents, and carers whose care, dedication and input has been vital to the development of Heel & Toe Children's Charity.

Doug Long  
Chief Executive

# Heel and Toe Ltd

## Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year Ended 31 December 2023

### **Objectives and Activities**

#### **Our Mission**

Heel & Toe supports children and young people with profound physical and neurological disabilities from the North East region to live active, fulfilling, independent lives by the provision of free and subsidised therapy.

#### **Achieving our Mission**

We offer a range of services, led by highly qualified therapists, to children and young people of all ages from 3 months to 19 years (in line with current NHS Children and Young Adult Services criterion). Therapy sessions can be one-to-one or group, depending on the child's needs, and are available from 9.30am to 6.00pm, Monday to Friday. We liaise with all external organisations concerned with a child's care to aid and assist the NHS, Social Services and the LEA wherever possible and to develop and enhance our service.

#### **Our Vision**

Our vision is to support children with disabilities to live full, productive lives where possibilities and opportunities are not constrained by their disabilities. We focus on supporting achievement and building on a child's success. We aim to improve children and young people's quality of life, and that of their families, by supporting them to make real improvements to their physical and emotional health. This in turn improves their level of confidence and self-esteem, motivation and fun. We want children, young people and their families to have the chance to look forward to a more independent and fulfilling future.

**Value Statement:** we believe that no child or young person should be denied Conductive Education due to a lack of money.

# Heel and Toe Ltd

## Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year Ended 31 December 2023

### **Our Achievements 2008-2023**

**2008** Heel & Toe was established in June 2008, and was granted charity status on 4 September 2008. The first Centre opened on 4 October 2008. Operating from a portable cabin, we offered FREE Conductive Education Therapy for any child with Cerebral Palsy from the North East.

**2011** Demand for Heel & Toe's services were high and in 2011 the Charity relocated to larger rented premises in a more central location.

**2012** The Charity launched additional therapies, including: physiotherapy, occupational therapy and speech and language therapy.

**2013 & 2014** As part of its three-year plan, in August 2013 the Charity purchased its first building. After a period of fundraising the building was refurbished. This represented a saving of £40,000 in rent each year and allowed the Charity to recruit additional clinical staff. The Centre comprises of four therapy rooms and a sensory room.

**2015** Heel & Toe launched intensive weekly block physiotherapy programmes.

**2018** In 2018, after a 2-year fundraising campaign, Heel & Toe opened a state-of-the-art Hydrotherapy Pool. It is the only pool in the region providing goal-focused, monitored hydrotherapy led by fully qualified paediatric therapists, for children and young people.

At 30 square metres it is one of the largest Hydrotherapy pools in the region. It has an automatic track hoist system to lift children safely and quickly and the changing rooms are fully adapted with the most up-to-date changing beds and specialist showers. The pool area is equipped with sensory lighting and music, both above and below the water, which can be changed to suit mood and therapy objectives. There is a projector system to radiate shapes, patterns and colours over the pool's surface.

**2020** When the COVID-19 pandemic began our teams quickly adapted to new ways of working. Our fundraising team worked from home, and our clinical team created a new online therapy service delivering therapy to children in their own homes. We worked hard to make our centre 'COVID-secure' for the gradual return of children from the Autumn with staff wearing full PPE and carrying out enhanced hygiene cleaning between each session.

**2022 & 2023** After a period of fundraising the wraparound extension was nearing completion by the end of 2022 and due to open early 2023. The new therapy suite allows more land-based therapy. In 2022 Heel & Toe piloted a new project - hippotherapy, with the aim of having the project fully funded to offer to families for free. In 2023 we secured enough funding to offer hippotherapy as a free service.

# Heel and Toe Ltd

## Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year Ended 31 December 2023

### Current Services

We currently support over 220 children and young people, and their families, with a variety of therapies. We focus on supporting achievement and building on individual success.

We provide:

- Conductive Education
- Hydrotherapy
- Physiotherapy
- Speech and Language therapy
- Occupational Therapy
- Hippotherapy
- Massage Therapy
- Weekly and intensive block sessions
- Remote video assessments and therapy sessions

Families can expect:

- Full professional assessments for children
- Individual learning and therapy plans with clear goals for each child
- Regular review and monitoring of achievements with progression reports
- Home tasks for parents/carers to consolidate children's learning

Additional services include:

- Outreach service at home or school
- Parent support groups and forums
- Parent information, advice and guidance service including leaflets and parent information packs
- A 'signposting' service to guide children, young people, parents/carers to other supporting agencies
- Advocacy service - supporting parents with all aspects of legal and/or welfare benefits issues
- Proactive information service to local schools, GP surgeries, local hospitals and social services within the region

### Conductive Education

Conductive Education is a form of special education and habilitation/rehabilitation for children and adults with motor disorders. It is appropriate for conditions where disease or damage to the central nervous system affects a person's ability to control movement. Conductive Education is an educational approach.

The aim is so that children can learn to overcome problems of movement as a way of enabling them to live more active, independent and fulfilling lives. Goals are regularly reviewed. Children are treated in groups where possible, creating an environment where cooperation, peer encouragement, social interaction and healthy competition is encouraged.

# Heel and Toe Ltd

## Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year Ended 31 December 2023

### Hydrotherapy

During Hydrotherapy sessions, children complete a series of exercises led by a qualified clinician, including gentle stretching of arms and legs, floating and relaxation exercises, strengthening exercises using the water's natural resistance and movement exercises to mimic walking or running etc.

Hydrotherapy has many physical and emotional benefits for children and young people with disabilities:

- 90% of the child's bodyweight is supported encouraging movement
- Water provides resistance to help strengthen and improve muscle tone
- Increases circulation, heart function and breathing control
- Reduces muscle spasms, joint stress, and pain
- Improves physical function - movement, coordination, and posture
- Improves flexibility, balance, and endurance
- Improves self-confidence and self-esteem - the child is 'free' to move independently and experience success
- Encourages relaxation and fun!

### Physiotherapy

Our Physiotherapists are highly qualified in treating children and have done a great deal of specialist post graduate training. The treatments we can offer are:

- Education on posture
- Postural management
- Specialist seating advice
- Orthotic advice
- Gait analysis
- Advice and education to school staff (we are happy to liaise with support and teaching staff on matters such as Moving and Handling of the child, Postural advice, exercise etc.)
- Advice on home exercise
- Letter and report writing for other staff
- Land based exercise prescription
- Bobath
- Hydrotherapy
- Advice on swimming
- Constraint Induced Movement Therapy
- Treadmill training
- Gym based programmes
- Rebound Therapy
- Advice on Riding Therapy

Our staff deliver a client centered approach where we ensure that the treatment programmes we devise are integrated into the child's daily routine and your family life. We can visit home, education settings or offer appointments at the centre at your convenience. We are happy to advise and teach family members how to best deliver therapy and ensure that this can be fun through play and social interaction in order to maximise the potential for the child.

Our therapists are all highly qualified with many years' experiences working with children. We have Bobath trained therapists and strive to continually update our professional knowledge to provide the most comprehensive assessment and treatments for your child.

### Speech and Language Therapy

Our experienced Speech and Language therapist works with children of all abilities to develop their speech, language, and communication skills to the best of their ability. Our therapist provides a flexible approach to assessment by using a mix of formal (standardised and norm-referenced) and informal assessments to gain an accurate picture of a child's needs. This information is then used to plan effective, accessible and fun therapy for a child.

# Heel and Toe Ltd

## Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

### Year Ended 31 December 2023

Some children may need support to develop the building blocks necessary for language development, such as attention, listening, interaction and play skills. Others may be ready to develop their receptive and expressive language skills. Many children struggle to develop clear speech and so are likely to benefit from therapy to learn about sounds in words and how to use these sounds for talking. Some children require additional or alternative means to support their communication, such as signing or a symbol-based system. Play and games are often used in therapy sessions to ensure the treatment sessions are fun and engaging for each child.

#### **Occupational Therapy**

Occupational Therapy (OT) helps children with different needs develop skills to perform the purposeful activities that make up everyday life. It is useful for a wide range of conditions and problems and aims to help children be as independent as possible. Our Occupational Therapist is trained to assess the component areas involved in the performance of daily activities, which are sensory, motor, cognitive and psychosocial.

OT is helpful for children who are experiencing any difficulty in performing the daily activities expected of them, including self-care, movement and coordination, sensory processing, and modulation, play skills, attention and emotional regulation, handwriting and planning and organising skills at home or at school.

#### **Hippotherapy**

Heel and Toe are extremely proud to offer hippotherapy as part of our therapy offer. This unique therapy utilises the movement of a horse to stimulate and challenge the riders balance, tone, muscles, sensory and vestibular systems to promote motor learning. We offer hippotherapy in partnership with Washington Riding Centre.

In 2022 we conducted a pilot study, where 18 children received hippotherapy, and their outcomes were recorded in a variety of ways. We found that hippotherapy overwhelmingly promoted motor learning in all the children who took part, irrespective of how much their condition affected them. Results were particularly positive in younger children with complex disabilities, as well as those working on balance with emerging walking skills.

Currently hippotherapy is being offered to children who already access another service within Heel and Toe. Children with a wide range of challenges and diagnoses can benefit from hippotherapy, including Cerebral Palsy, development delay, genetic conditions, downs syndrome, coordination disorders, neuromuscular conditions amongst others.

Hippotherapy has been shown to have benefits across a range of areas including head control, postural control, normalizing tone, strength, balance, coordination, endurance, control, symmetry, communication, and participation.

We are delighted that this therapy is fully subsidised.

#### **Massage Therapy**

Therapeutic massage is the manipulation of soft body tissue, tendons, muscles, ligaments, skin, joints and connective tissues. The particular method used is a combination of 'pure massage' during which connective tissues and muscles are massaged, 'Swedish Massage' which concentrates on circular pressure/kneading/tapping to increase oxygen levels and improve circulation, 'Yoga' with soft movements to strengthen and improve muscle tone, and 'Chinese Reflexology' concentrating on reflex points on soles/tops/sides of feet, hands and face.

#### **Massage Therapy:**

- Stimulates digestion and elimination of waste thus helping with colic or constipation. It may also help premature babies absorb food and gain weight more easily
- Stimulates the flow of lymph and elimination of toxins. This will aid the immune system and help



# Heel and Toe Ltd

## Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year Ended 31 December 2023

resistance to infections

- Encourages muscle co-ordination
- Stimulates the central nervous system. This is important for both neurological and motor development
- Improves skin tone
- Aids recovery from childhood ailments such as asthma, catarrh, sleep problems, teething and earache
- Stimulates release of endorphins (happy hormones) that induce feelings of well-being
- Stimulates awareness
- Promotes trust between parent and child and can help children feel more secure
- Reduces anxiety, is calming and relaxing
- Improves bonding and attachment for parents and child through skin-to-skin contact, increased eye contact and gives parents confidence in caring for their child.

### **Intensive Block Therapy**

Children typically have between one to four hours of different therapies each week. While regular therapy over a sustained timeframe is very beneficial, progress can be slower than desired. In recent years there has been much research to show that intensive, intermittent blocks of daily therapy, followed by a rest period, are highly effective in producing long-term gains more quickly, particularly in children with the most severe impairment.

During an Intensive Block children would have two hours of therapy every day for one or two weeks, followed by a rest period. Children can then return to ordinary weekly therapy, or have another block treatment, or a combination of these. We continue to see excellent results using this method of therapy. We are also able to combine disciplines to 'co-treat', whereby two or more specialist therapists will work together with children towards similar goals.

### **Remote Video Assessments and Therapy Sessions**

During the pandemic we delivered therapy and carried out new child assessments using video call technology. Most children are planning to return to face-to-face therapy as soon as possible, but we understand that some children and families may feel more comfortable continuing to shield from unnecessary travel and interactions.

Therefore, we are pleased to be able to continue offering video therapy to children and young people, whether they have already attended Heel & Toe or if they are new to the charity, for as long as it is needed.

If you are interested in any of our services, please contact us on 0191 386 8606 or [info@heelandtoe.org.uk](mailto:info@heelandtoe.org.uk)

# Heel and Toe Ltd

## Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year Ended 31 December 2023

### **New Services - Rebound Therapy and Sensory Integration Therapy**

In 2024 we hope to offer two new services, subject to funding.

#### **Rebound Therapy**

Rebound therapy increases physical health, motivation and confidence and enhances movement skills by using a specialist floor-sunken trampoline. Children and young people are accompanied on the trampoline by one or two therapists, depending on needs.

- Improves movement and balance due to the 'bounce' movement and gravity
- Increases heart/breathing rate and muscle tone
- Improves postural support by strengthening the joints and muscles
- Increases spatial awareness and coordination
- Improves communication skills - the child needs to interact with therapist
- Improves concentration - bouncing encourages the child to think about remaining stable
- Can be used with children with mild to complex disabilities.

Rebound therapy also provides a 'different' therapy for children who have limited access to do anything unusual, interesting and fun, whilst still supporting goal-focused outcomes for movement. The cost of the bespoke sunken trampoline, with a floor cover and XY hoist was £37,000. Our Physiotherapists are qualified to deliver Rebound Therapy and will be aided by our therapy assistants.

#### **Sensory Integration Therapy**

Sensory Integration refers to the processing, integration, and organisation of sensory information from the body and the environment. Sensory Integration is a part of everyone's development, and it is important in all things that we do daily. For most people, the development of sensory integration occurs when we are young as part of our normal development. However, for some people the sensory input is not organised appropriately in the brain and may produce varying degrees of problems in development, information processing, and behaviour.

Sensory Integration therapy includes structured exposure to sensory input, movement therapy, balance treatments, carefully designed and customised physical activities, and accommodations. This therapy uses play activities in ways designed to change how the brain reacts to touch, sounds, sight, and movement. Research has found that children receiving Sensory Integration therapy require less assistance from their parents in self-care and social situations.

Some of the benefits include modulation of sensory systems, self-regulations, improved function at school, home and community, improved independence, maximised functional ability to perform daily activities, enhanced motor planning ability, active involvement and exploration of environments, efficient organisation of sensory information, and improved communication and cognition. By changing how sensations are processed by the brain, we can help children make better sense of the information they receive and use it to better participate in everyday tasks.

Now that we have the resources, we would love to start offering this service to help children be as independent as possible with everyday activities at home, nursery, and school.

If you think you can help with our new projects, then please contact us on 0191 386 8606 or email [info@heelandtoe.org.uk](mailto:info@heelandtoe.org.uk)

# Heel and Toe Ltd

## Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year Ended 31 December 2023

### **Financial Review**

Total income for the year was £909,818 (2022 - £864,372) and expenditure was £984,342 (2022 - £909,615). There was a deficit of £74,524 (2022 - £44,243).

At 31st December 2023 net assets were £1,619,293 (2022 - £1,693,817). We owned fixed assets and investment properties valued at £1,443,803 (2022 - £1,401,280) which are partly financed by long term loans of £320,102 (2022 - £357,293). Net current assets totalled £495,592 (2022 - £649,830). Restricted funds were £76,316 (2022 - £40,000) and general funds (reserves) were £436,233 (2022 - £620,640).

We aim to hold reserves equal to between 6 months and 12 months running costs excluding depreciation and fundraising costs which currently equates to between £435,000 and £870,000. Actual reserves at 31st December 2023 were £436,233 so are within the desired range.

### **Corporate Support**

Heel & Toe receives an overwhelming amount of corporate support from many businesses every year. No matter how big or small a company is, there are always ways to support the charity including entering a team into one of our events, sponsoring t-shirts, fundraising in your place of work, volunteering at our events or even monthly donations through pay roll giving. A big thank you to Eco Simplified for donating £200 every month to the charity, raising a total of £7,500 so far!

Many businesses adopt us as their chosen charity, and this is not only good for Heel & Toe but encourages staff to get involved in the community and can boost team spirit. We have many events that are suitable for a business to enter a team, for example Everyone Active Sunderland have entered staff into the Ghyll Scramble, Canyon Challenge and Total Warrior. Lowes Financial Management Limited have entered a team in the Hadrian's Wall Walk, Three Peaks Challenge and organised their own walk. Co-op Birtley Depot supported Heel & Toe by entering a team into the Golf Day. A special thanks to businesses for getting so involved in supporting Heel & Toe.

Not only can a business get involved with one of our events, but a business can also organise their own event with the help and support from the Fundraising Team. For many years Bradley Hall Estate Agents have organised a Festive Fundraiser to support Heel & Toe. Brick Services have also organised their own event for four years in a row and raised £100,000 for the charity. The company organises an annual ball to celebrate their relationship with construction companies, but to also raise money for Heel & Toe.

CECA organise an awards evening annually and for three years in a row have chosen to support Heel & Toe, raising £17,000 in total. We thank you for your continued support, and for the introduction to so many other businesses within the North East.

Another way for businesses to support Heel & Toe is through sponsoring our events. A big thank you goes to Irwin Mitchell for their partnership with Heel & Toe for many years. Irwin Mitchell have sponsored numerous events and produced charity material at no cost. Their commitment to the charity is appreciated wholeheartedly.

# Heel and Toe Ltd

## Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

### Year Ended 31 December 2023

In 2022 Slater & Gordon Lawyers also partnered up with Heel & Toe and since then have sponsored several of our events including the Great North Run. We are so thrilled to have their support and look forward to our relationship growing in the future.

A big thank you to HFS Group who have supported Heel & Toe for many years. In 2023 HFS Group sponsored the Mini and Junior Great North Run event, and for two years in a row has bought all the children at Heel & Toe an Easter egg and a Christmas present. Thank you so much for your kindness.

We would like to thank Stanley Travel and The Scott Family for their ongoing support of the charity every year, bringing the total raised to over £10,000.

A big thank you to Starkold for their continued support of the charity every year, bringing the total raised to £10,000.

Another huge thank you to Nissan who donate to the charity every year, and in 2023 entered a team into the skydive. They have now raised £15,000 for the charity.

Finally, a huge thank you to Integrated Care Group for their monthly support in 2023, bringing their total raised to over £13,500.

If you think your business can support Heel & Toe in any way, please contact the Fundraising Team on 0191 386 8606 or email [info@heelandtoe.org.uk](mailto:info@heelandtoe.org.uk)

We look forward to working with you.

### **Our Fundraising Events**

If you or someone you know would like to get involved with fundraising for Heel & Toe, please contact reception or speak to one of our Fundraisers on (0191) 386 8606, to find out more.

We have a huge range of opportunities available with something guaranteed to suit everyone! In 2024, events include:

- Bingo Goes Bonkers
- Northumberland Coast Challenge
- Canyon Challenge
- Superhero Walk
- Color Obstacle Rush
- All Ability Bike ride
- Annual Golf Day
- Summer Celebration and Awards
- Total Warrior
- Great North 10K
- Lakes Five Peaks
- Skydive
- Mini and Junior Great North Run
- Great North Run
- Annual Charity Ball
- Children's Christmas Party

### **Community Support**

Heel & Toe relies on support from the community to continue offering our services to so many children. We would like to thank everyone who donates weekly in supermarkets to our volunteers who tin collect and bag pack. We would also like to thank schools and groups who choose to support us through different activities. If you think your school or group can support Heel & Toe in any way, please contact the Fundraising Team on 0191 386 8606 or email [info@heelandtoe.org.uk](mailto:info@heelandtoe.org.uk)

# Heel and Toe Ltd

## Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year Ended 31 December 2023

### **With Special Thanks**

Heel & Toe would not be able to operate without the remarkable generosity of its volunteers, supporters, corporate sponsors, and donors. We are immensely grateful to the hundreds of wonderful people who challenge themselves to run, walk, swim, or jump out of planes for us each year, taking part in our annual fundraising events programme.

Grants received from charitable trusts and foundations have enabled us to develop our facilities and services to meet the needs of the amazing children we serve.

We would like to say a special thank you to the following funders.

- Be More Bailey Charitable Foundation for donating £1,000 for hydrotherapy equipment
- The DWF Foundation for donating £1,000 towards our hippotherapy project
- The Boshier-Hinton Foundation for donating £1,218 for the cost of a bubble tube in our sensory room
- Bernard Sunley Foundation for donating £10,000 for extension equipment
- The David Family Foundation for donating £1,000 towards our hippotherapy project
- The Joicey Trust for donating £3,000 towards our hippotherapy project
- Masonic Charitable Foundation for donating £60,231 towards our hippotherapy project
- The Hospital Saturday Fund for donating £7,000 towards our hippotherapy project
- The Dr. James & Dr. Bozena Bain Memorial Trust for donating £1,000 towards our massage therapy project, along with a special mention to their sister Company T B Patterson Associates

We are so grateful for their support.

Our biggest "Thank You" of course goes to the inspiring children and families whose wisdom and guidance steers everything we do.

# Heel and Toe Ltd

## Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year Ended 31 December 2023

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

The charity was incorporated as a company limited by guarantee on 27th June 2008 with company number 06632056. It was registered as a charity on 3rd September 2008 with charity number 1125695. Initially the charity operated under the name Step Forward Together - NE Limited. The name was changed to Heel and Toe Limited on 6th October 2008. The charity is governed by the Memorandum and Articles of Association dated 27th June 2008 as amended upon the change of name on 6th October 2008.

Heel and Toe Limited is governed by its trustee board, which is responsible for setting the strategic direction of the organisation and the policy of the charity. The trustees carry the ultimate responsibility for the conduct of Heel and Toe Limited and for ensuring that the charity satisfies its legal and contractual obligations. The Trustees met a total of six times in the year to discuss and consider matters relating to the Charity.

### **Public Benefit**

Our main activities and who we help are described elsewhere in this report. All our charitable activities are undertaken to further our charitable purposes for the public benefit. The Trustees have had regard to the Charity Commission's guidance on public benefit throughout the year when deciding on the activities of the charity.

### **Policies & Procedures**

We have policies in place which include:

- Child Protection Policy
- Health & Safety
- Fire & Emergency Policy
- Equal Opportunity Policy
- Environmental Policy
- Organisational file
- Staff Induction
- Enhanced DBS (previously CRB)
- Recruitment procedure

Our policies are regularly updated and periodically checked, vetted and authorised.

The major risks facing the charity have been reviewed and systems or procedures have been established to manage those risks.

The remuneration of key management personnel is agreed by the trustee board.

At Heel and Toe we will endeavour to:

- Continue to provide the best support we can for children and families
- Continue to listen and involve children and families in the development of our services
- Continue to adopt and share 'best practice'
- Continue to update our knowledge and skills to reflect in our service provision
- Continue to use our funds effectively for the benefit of the children and families who attend

# Heel and Toe Ltd

## Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year Ended 31 December 2023

### Reference and Administrative Details

<b>Registered charity name</b>	Heel and Toe Ltd
<b>Charity registration number</b>	1125695
<b>Company registration number</b>	06632056
<b>Principal office and registered office</b>	40 Front Street Pelton Chester-Le-Street County Durham DH2 1DE

### **The Trustees**

Mr P S Gilsenan  
Ms A J Kirtley  
Miss H E F Hastie  
Mr P Bartley  
Mr A M Guest  
Ms H Plunkett  
Mr M W Ward  
Mr M Clasper  
Ms J Turner

<b>Chief Executive Officer</b>	Mr D Long
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<b>Company Secretary</b>	Mr P S Gilsenan
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<b>Independent Examiner</b>	Jane Ascroft FCA MA (Cantab) Enterprise House Harmire Enterprise Park Barnard Castle County Durham DL12 8XP
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### **Small Company Provisions**

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption.

The trustees' annual report was approved on ..... and signed on behalf of the board of trustees by:

Mr P S Gilsenan  
Charity Secretary

# Heel and Toe Ltd

## Independent Examiner's Report to the Trustees of Heel and Toe Ltd

Year Ended 31 December 2023

I report to the trustees on my examination of the financial statements of Heel and Toe Ltd ('the charity') for the year ended 31 December 2023.

### Responsibilities and Basis of Report

As the trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements 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 the 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 the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales (ICAEW), 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 charity as required by section 386 of the 2006 Act; or
2. the financial statements do not accord with those records; or
3. the financial statements 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 financial statements 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.

Jane Ascroft FCA MA (Cantab)  
Independent Examiner

Enterprise House  
Harmire Enterprise Park  
Barnard Castle  
County Durham  
DL12 8XP



# Heel and Toe Ltd

## Statement of Financial Activities (including income and expenditure account)

Year Ended 31 December 2023

			2023		2022
	Note	Unrestricted funds £	Restricted funds £	Total funds £	Total funds £
<b>Income and endowments</b>					
Donations and legacies	5	144,119	121,679	<b>265,798</b>	180,321
Charitable activities	6	179,257	–	<b>179,257</b>	199,995
Other trading activities	7	406,332	–	<b>406,332</b>	420,173
Investment income	8	58,431	–	<b>58,431</b>	60,794
Other income	9	–	–	<b>–</b>	3,089
<b>Total income</b>		<u>788,139</u>	<u>121,679</u>	<u><b>909,818</b></u>	<u>864,372</u>
<b>Expenditure</b>					
Expenditure on raising funds:					
Costs of other trading activities	10	107,335	–	<b>107,335</b>	99,828
Expenditure on charitable activities	11,12	830,077	46,930	<b>877,007</b>	809,787
<b>Total expenditure</b>		<u>937,412</u>	<u>46,930</u>	<u><b>984,342</b></u>	<u>909,615</u>
Net gains on investments	13	–	–	<b>–</b>	1,000
<b>Net expenditure</b>		<u>(149,273)</u>	<u>74,749</u>	<u><b>(74,524)</b></u>	<u>(44,243)</u>
Transfers between funds		38,433	(38,433)	<b>–</b>	–
<b>Other recognised gains and losses</b>					
<b>Net movement in funds</b>		<u>(110,840)</u>	<u>36,316</u>	<u><b>(74,524)</b></u>	<u>(44,243)</u>
<b>Reconciliation of funds</b>					
Total funds brought forward		1,653,817	40,000	<b>1,693,817</b>	1,738,060
<b>Total funds carried forward</b>		<u>1,542,977</u>	<u>76,316</u>	<u><b>1,619,293</b></u>	<u>1,693,817</u>

The statement of financial activities includes all gains and losses recognised in the year.  
All income and expenditure derive from continuing activities.

The notes on pages 19 to 35 form part of these financial statements.

# Heel and Toe Ltd

## Statement of Financial Position

31 December 2023

	Note	2023 £	2022 £
<b>Fixed Assets</b>			
Tangible fixed assets	20	863,803	821,280
Investments	21	580,000	580,000
		<u>1,443,803</u>	<u>1,401,280</u>
<b>Current Assets</b>			
Stocks	22	1,400	2,000
Debtors	23	26,838	26,922
Cash at bank and in hand		528,212	690,504
		<u>556,450</u>	<u>719,426</u>
<b>Creditors: amounts falling due within one year</b>	24	<u>60,858</u>	<u>69,596</u>
<b>Net Current Assets</b>		<u>495,592</u>	<u>649,830</u>
<b>Total Assets Less Current Liabilities</b>		<u>1,939,395</u>	<u>2,051,110</u>
<b>Creditors: amounts falling due after more than one year</b>	25	<u>320,102</u>	<u>357,293</u>
<b>Net Assets</b>		<u>1,619,293</u>	<u>1,693,817</u>
<b>Funds of the Charity</b>			
Restricted funds		76,316	40,000
Unrestricted funds		1,542,977	1,653,817
<b>Total charity funds</b>	27	<u>1,619,293</u>	<u>1,693,817</u>

For the year ending 31 December 2023 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

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

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

The statement of financial position  
continues on the following page.  
**The notes on pages 19 to 35 form part of these financial statements.**

# **Heel and Toe Ltd**

## **Statement of Financial Position *(continued)***

**31 December 2023**

These financial statements were approved by the board of trustees and authorised for issue on ....., and are signed on behalf of the board by:

Mr M W Ward  
Trustee

**The notes on pages 19 to 35 form part of these financial statements.**

# Heel and Toe Ltd

## Statement of Cash Flows

Year Ended 31 December 2023

	2023 £	2022 £
<b>Cash Flows from Operating Activities</b>		
Net expenditure	(74,524)	(44,243)
<i>Adjustments for:</i>		
Depreciation of tangible fixed assets	6,469	5,438
Net gains on investments	–	(1,000)
Dividends, interest and rents from investments	(58,431)	(60,615)
Other interest receivable and similar income	–	(179)
Interest payable and similar charges	26,840	18,542
Accrued (income)/expenses	(1,000)	45,130
<i>Changes in:</i>		
Stocks	600	885
Trade and other debtors	84	13,253
Trade and other creditors	(3,804)	10,427
Cash generated from operations	(103,766)	(12,362)
Interest paid	(26,840)	(18,542)
Interest received	–	179
Net cash used in operating activities	<u>(130,606)</u>	<u>(30,725)</u>
<b>Cash Flows from Investing Activities</b>		
Dividends, interest and rents from investments	58,431	79,137
Purchase of tangible assets	(48,992)	(263,384)
Proceeds from sale of other investments	–	252,000
Net cash from investing activities	<u>9,439</u>	<u>67,753</u>
<b>Cash Flows from Financing Activities</b>		
Proceeds from borrowings	(41,125)	–
Repayments of borrowings	–	(193,579)
Net cash used in financing activities	<u>(41,125)</u>	<u>(193,579)</u>
<b>Net Decrease in Cash and Cash Equivalents</b>	<b>(162,292)</b>	<b>(156,551)</b>
<b>Cash and Cash Equivalents at Beginning of Year</b>	<b>690,504</b>	<b>848,055</b>
<b>Cash and Cash Equivalents at End of Year</b>	<b><u>528,212</u></b>	<b><u>690,504</u></b>

The notes on pages 19 to 35 form part of these financial statements.

# Heel and Toe Ltd

## Notes to the Financial Statements

Year Ended 31 December 2023

### 1. General Information

The charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is 40 Front Street, Pelton, Chester-Le-Street, County Durham, DH2 1DE.

### 2. Statement of Compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the 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) (Charities SORP (FRS 102)) and the Companies Act 2006.

### 3. Accounting Policies

#### Basis of Preparation

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial assets and liabilities and investments measured at fair value through income or expenditure.

The financial statements are prepared in sterling, which is the functional currency of the entity.

The entity is a Public Benefit Entity.

#### Going Concern

There are no material uncertainties about the charity's ability to continue.

#### Judgements and Key Sources of Estimation Uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The trustees consider that there are no significant estimates or judgements affecting these financial statements.

#### Fund Accounting

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the purposes of the charity. Unrestricted funds include a revaluation reserve representing the restatement of investment assets at market values.

Designated funds are unrestricted funds earmarked by the trustees for specific purposes.

Restricted funds are subjected to restrictions on their expenditure imposed by the donor.

# Heel and Toe Ltd

## Notes to the Financial Statements *(continued)*

Year Ended 31 December 2023

### 3. Accounting Policies *(continued)*

#### Income

All income is included in the statement of financial activities when the charity is entitled to the income, any performance related conditions attached have been met or are fully within the control of the charity, the income is considered probable and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

Donations and legacy income is received by way of donations, legacies, grants and gifts and is included in full in the Statement of Financial Activities when receivable. Where legacies have been notified to the charity but the criteria for income recognition have not been met, the legacy is treated as a contingent asset and disclosed if material. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.

Donated services and facilities are included at the value to the charity, being the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market.

Investment income is included when receivable.

Income from charitable trading activity is accounted for when earned.

Income from grants, where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance.

#### Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates:

Costs of raising funds comprise the costs associated with attracting donations, grants and legacies and the costs of trading for fundraising purposes.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated between the expenditure categories of the SOFA on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis, as set out in the notes to the accounts.

#### Tangible Assets

Tangible fixed assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. The costs of minor additions or those costing below £500 are not capitalised.

# Heel and Toe Ltd

## Notes to the Financial Statements *(continued)*

Year Ended 31 December 2023

### 3. Accounting Policies *(continued)*

#### Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Freehold Property	-	1% straight line
Fixtures, Fittings & Equipment	-	20% reducing balance
Computer Equipment	-	Over 3 years straight line
Therapy & Sensory Equipment	-	20% reducing balance

Depreciation on freehold property has not been provided for as it is considered to be immaterial.

#### Investments

Unlisted equity investments are initially recorded at cost, and subsequently measured at fair value. If fair value cannot be reliably measured, assets are measured at cost less impairment.

Listed investments are measured at fair value with changes in fair value being recognised in income or expenditure.

#### Investment Property

Investment property is measured initially at cost and subsequently at fair value at the reporting date. Depreciation is not provided.

#### Impairment of Fixed Assets

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

#### Stocks

Stocks are measured at the lower of cost and estimated selling price less costs to complete and sell. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing the stock to its present location and condition.

# Heel and Toe Ltd

## Notes to the Financial Statements *(continued)*

Year Ended 31 December 2023

### 3. Accounting Policies *(continued)*

#### Financial Instruments

A financial asset or financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Current assets and current liabilities are subsequently measured at the cash or other consideration expected to be paid or received and not discounted.

Debt instruments are subsequently measured at amortised cost.

#### Defined Contribution Plans

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

When contributions are not expected to be settled wholly within 12 months of the end of the reporting date in which the employees render the related service, the liability is measured on a discounted present value basis. The unwinding of the discount is recognised as an expense in the period in which it arises.

#### Debtors

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

Accrued income and tax recoverable is included at the best estimate of the amounts receivable at the balance sheet date.

#### Cash at Bank and in Hand

Cash at bank and cash 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.



# Heel and Toe Ltd

## Notes to the Financial Statements *(continued)*

Year Ended 31 December 2023

### 3. Accounting Policies *(continued)*

#### Creditors

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

#### Taxation

The company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

### 4. Limited by Guarantee

The company is limited by guarantee. At 31st December 2023 there were 9 members each of whom had undertaken to contribute an amount not exceeding £10 in the event of a winding up.

The company is under the control of the directors as a body and as such is not controlled by any individual.

# Heel and Toe Ltd

## Notes to the Financial Statements (continued)

Year Ended 31 December 2023

### 5. Donations and Legacies

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
<b>Donations</b>			
Donations	109,677	–	<b>109,677</b>
Gift Aid	34,442	–	<b>34,442</b>
<b>Grants</b>			
The Masonic Charitable Foundation	–	30,116	<b>30,116</b>
Baily Thomas Charitable Fund	–	4,500	<b>4,500</b>
Nationwide	–	9,000	<b>9,000</b>
Barbour Foundation	–	4,500	<b>4,500</b>
Beatrice Laing Trust	–	2,000	<b>2,000</b>
The Hospital Saturday Fund	–	7,000	<b>7,000</b>
Sir John Priestman Trust	–	5,000	<b>5,000</b>
The February Foundation	–	4,500	<b>4,500</b>
The Edward Gostling Trust	–	10,000	<b>10,000</b>
The Hedley Foundation	–	3,000	<b>3,000</b>
Hobson Charity	–	3,937	<b>3,937</b>
The Bernard Sunley Foundation	–	10,000	<b>10,000</b>
The Gyll Leng Trust	–	3,000	<b>3,000</b>
The Joicey Trust	–	3,000	<b>3,000</b>
Small grants under £3,000	–	22,126	<b>22,126</b>
	<u>144,119</u>	<u>121,679</u>	<u><b>265,798</b></u>
	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
<b>Donations</b>			
Donations	87,825	–	87,825
Gift Aid	18,778	–	18,778
<b>Grants</b>			
The William Leech Foundation	5,000	–	5,000
Sir James Knott Foundation	5,000	–	5,000
The Catherine Cookson Charitable Trust	–	5,000	5,000
James Tudor Trust	–	5,000	5,000
Beatrice Laing Trust	–	5,000	5,000
Sir John Priestman Trust	–	5,000	5,000
The Edward Gostling Trust	–	15,000	15,000
1989 Willan Charitable Trust	5,000	–	5,000
Small grants under £3,000	22,718	1,000	23,718
	<u>144,321</u>	<u>36,000</u>	<u>180,321</u>

# Heel and Toe Ltd

## Notes to the Financial Statements *(continued)*

Year Ended 31 December 2023

### 6. Charitable Activities

	Unrestricted Funds £	<b>Total Funds 2023 £</b>	Unrestricted Funds £	Total Funds 2022 £
Hydrotherapy	84,702	<b>84,702</b>	86,037	86,037
Speech & language	35,766	<b>35,766</b>	35,395	35,395
Physiotherapy	40,154	<b>40,154</b>	60,508	60,508
Occupational Therapy	14,075	<b>14,075</b>	14,146	14,146
Other services	4,560	<b>4,560</b>	3,909	3,909
	<u>179,257</u>	<u><b>179,257</b></u>	<u>199,995</u>	<u>199,995</u>

### 7. Other Trading Activities

	Unrestricted Funds £	<b>Total Funds 2023 £</b>	Unrestricted Funds £	Total Funds 2022 £
Tin collections and bag packs	12,423	<b>12,423</b>	12,739	12,739
Charity Ball	75,542	<b>75,542</b>	66,376	66,376
Other fundraising events	168,765	<b>168,765</b>	182,872	182,872
Great North Run	111,972	<b>111,972</b>	65,664	65,664
Brick Services Ball	32,130	<b>32,130</b>	50,508	50,508
Bradley Hall	5,500	<b>5,500</b>	42,014	42,014
	<u>406,332</u>	<u><b>406,332</b></u>	<u>420,173</u>	<u>420,173</u>

# Heel and Toe Ltd

## Notes to the Financial Statements (continued)

Year Ended 31 December 2023

### 8. Investment Income

	Unrestricted Funds	Total Funds 2023	Unrestricted Funds	Total Funds 2022
	£	£	£	£
Rental income	58,431	<b>58,431</b>	60,615	60,615
Bank interest receivable	—	—	179	179
	<u>58,431</u>	<u><b>58,431</b></u>	<u>60,794</u>	<u>60,794</u>

### 9. Other Income

	Unrestricted Funds	Total Funds 2023	Unrestricted Funds	Total Funds 2022
	£	£	£	£
Other income	—	—	3,089	3,089
	<u>—</u>	<u>—</u>	<u>3,089</u>	<u>3,089</u>

### 10. Costs of Other Trading Activities

	Unrestricted Funds	Total Funds 2023	Unrestricted Funds	Total Funds 2022
	£	£	£	£
Fundraising costs	107,335	<b>107,335</b>	99,828	99,828
	<u>107,335</u>	<u><b>107,335</b></u>	<u>99,828</u>	<u>99,828</u>

### 11. Expenditure on Charitable Activities by Fund Type

	Unrestricted Funds	Restricted Funds	Total Funds 2023
	£	£	£
Expenditure on charitable activities (see page 38)	828,677	46,930	<b>875,607</b>
Support costs	1,400	—	<b>1,400</b>
	<u>830,077</u>	<u>46,930</u>	<u><b>877,007</b></u>

  

	Unrestricted Funds	Restricted Funds	Total Funds 2022
	£	£	£
Expenditure on charitable activities (see page 38)	772,388	34,819	807,207
Support costs	2,580	—	2,580
	<u>774,968</u>	<u>34,819</u>	<u>809,787</u>

# Heel and Toe Ltd

## Notes to the Financial Statements (continued)

Year Ended 31 December 2023

### 12. Expenditure on Charitable Activities by Activity Type

	Activities undertaken directly	Support costs	Total funds 2023	Total fund 2022
	£	£	£	£
Expenditure on charitable activities (see page 38)	875,607	–	875,607	807,207
Governance costs	–	1,400	1,400	2,580
	<u>875,607</u>	<u>1,400</u>	<u>877,007</u>	<u>809,787</u>

### 13. Net Gains on Investments

	Unrestricted Funds	Total Funds 2023	Unrestricted Funds	Total Funds 2022
	£	£	£	£
Gains/(losses) on investment property	–	–	1,000	1,000

### 14. Net Expenditure

Net expenditure is stated after charging/(crediting):

	2023	2022
	£	£
Depreciation of tangible fixed assets	<u>6,469</u>	<u>5,438</u>

### 15. Auditors Remuneration

	2023	2022
	£	£
Fees payable for the audit of the financial statements	<u>–</u>	<u>4,200</u>

### 16. Independent Examination Fees

	2023	2022
	£	£
Fees payable to the independent examiner for:		
Independent examination of the financial statements	1,400	–
Other financial services	–	1,200
	<u>1,400</u>	<u>1,200</u>

### 17. Staff Costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2023	2022
	£	£
Wages and salaries	556,820	534,699
Social security costs	42,233	41,060
Employer contributions to pension plans	29,120	27,873
	<u>628,173</u>	<u>603,632</u>

# Heel and Toe Ltd

## Notes to the Financial Statements (continued)

Year Ended 31 December 2023

### 17. Staff Costs (continued)

The average head count of employees during the year was 24 (2022: 25). The average number of full-time equivalent employees during the year is analysed as follows:

	2023 No.	2022 No.
Number of fundraising staff	2	2
Number of administration staff	2	2
Number of management staff	1	1
Number of clinical staff	19	20
	<u>24</u>	<u>25</u>

No employee received employee benefits of more than £60,000 during the year (2022: Nil).

### Key Management Personnel

Key management personnel include all persons that have authority and responsibility for planning, directing and controlling the activities of the charity. The total compensation paid to key management personnel for services provided to the charity was £41,954 (2022:£61,266).

### 18. Trustee Remuneration and Expenses

Trustees received no remuneration or expenses during the current or previous year.

### 19. Transfers Between Funds

During the year £38,433 was transferred from restricted to unrestricted funds. This represented restricted grants spent on capital items including the new building and equipment.

### 20. Tangible Fixed Assets

	Freehold property £	Fixtures, Fittings & Equipment £	Computer Equipment £	Therapy & Sensory Equipment £	Total £
<b>Cost</b>					
At 1 January 2023	1,050,996	40,519	48,161	42,817	<b>1,182,493</b>
Additions	37,215	—	8,417	3,360	<b>48,992</b>
<b>At 31 December 2023</b>	<u>1,088,211</u>	<u>40,519</u>	<u>56,578</u>	<u>46,177</u>	<u><b>1,231,485</b></u>
<b>Depreciation</b>					
At 1 January 2023	242,612	32,941	47,646	38,014	<b>361,213</b>
Charge for the year	—	1,516	3,320	1,633	<b>6,469</b>
<b>At 31 December 2023</b>	<u>242,612</u>	<u>34,457</u>	<u>50,966</u>	<u>39,647</u>	<u><b>367,682</b></u>
<b>Carrying amount</b>					
<b>At 31 December 2023</b>	<u>845,599</u>	<u>6,062</u>	<u>5,612</u>	<u>6,530</u>	<u><b>863,803</b></u>
At 31 December 2022	<u>808,384</u>	<u>7,578</u>	<u>515</u>	<u>4,803</u>	<u>821,280</u>

# Heel and Toe Ltd

## Notes to the Financial Statements *(continued)*

Year Ended 31 December 2023

### 21. Investments

	Investment properties £
<b>Cost or valuation</b>	
At 1 January 2023 and 31 December 2023	<b><u>580,000</u></b>
<b>Impairment</b>	
At 1 January 2023 and 31 December 2023	
<b>Carrying amount</b>	
At 31 December 2023	<b><u>580,000</u></b>
At 31 December 2022	<b><u>580,000</u></b>

All investments shown above are held at valuation.

#### Investment properties

The investment properties are valued annually by Peter Bartley, Trustee who is the Group Director of Bradley Hall, Chartered Surveyors and Estate Agents. Peter Bradley is a Chartered Surveyor (MRICS).

Investments comprise investment properties in Sherburn, Gateshead, Wallsend and Alnwick.

### 22. Stocks

	2023 £	2022 £
Merchandise stock	<b><u>1,400</u></b>	<b><u>2,000</u></b>

### 23. Debtors

	2023 £	2022 £
Trade debtors	<b>7,252</b>	14,719
Prepayments and accrued income	<b>11,381</b>	8,144
Gift Aid debtor	<b>7,305</b>	4,059
Other debtors	<b>900</b>	—
	<b><u>26,838</u></b>	<b><u>26,922</u></b>

### 24. Creditors: amounts falling due within one year

	2023 £	2022 £
Bank loans and overdrafts	<b>41,123</b>	45,057
Accruals and deferred income	<b>1,400</b>	2,400
Social security and other taxes	<b>15,835</b>	19,639
Other creditors	<b>2,500</b>	2,500
	<b><u>60,858</u></b>	<b><u>69,596</u></b>

The bank loans are secured by legal charges over 40 Front Street Pelton, 80-84 Park Road Wallsend and the hydrotherapy centre.

# Heel and Toe Ltd

## Notes to the Financial Statements (continued)

Year Ended 31 December 2023

### 25. Creditors: amounts falling due after more than one year

	2023 £	2022 £
Bank loans and overdrafts	<u>320,102</u>	<u>357,293</u>

The bank loans are secured by legal charges over 40 Front Street Pelton, 80-84 Park Road Wallsend and the hydrotherapy centre.

Included within creditors: amounts falling due after more than one year is an amount of £181,441 (2022: £192,896) in respect of liabilities payable or repayable by instalments which fall due for payment after more than five years from the reporting date.

The two mortgages are repayable in instalments over 5 and 15 years at varying interest rates of 2.54% and 3.56% above Bank Base Rate.

### 26. Pensions and Other Post Retirement Benefits

#### Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £29,120 (2022: £27,873).

### 27. Analysis of Charitable Funds

#### Unrestricted funds

	At 1 Jan 2023 £	Income £	Expenditure £	Transfers £	Gains and losses £	At 31 Dec 2023 £
General Funds	620,640	788,139	(930,943)	(41,603)	–	<b>436,233</b>
Capital Fund	1,033,177	–	(6,469)	80,036	–	<b>1,106,744</b>
Long term liabilities	–	–	–	–	–	–
	<u>1,653,817</u>	<u>788,139</u>	<u>(937,412)</u>	<u>38,433</u>	<u>–</u>	<u><b>1,542,977</b></u>

  

	At 1 Jan 2022 £	Income £	Expenditure £	Transfers £	Gains and losses £	At 31 Dec 2022 £
General Funds	580,904	828,372	(869,358)	80,722	–	620,640
Capital Fund	1,393,334	–	(5,438)	(355,719)	1,000	1,033,177
Long term liabilities	(532,738)	–	–	532,738	–	–
	<u>1,441,500</u>	<u>828,372</u>	<u>(874,796)</u>	<u>257,741</u>	<u>1,000</u>	<u>1,653,817</u>

The capital fund is the value of assets held offset by loans held with security against those assets.



# Heel and Toe Ltd

## Notes to the Financial Statements *(continued)*

Year Ended 31 December 2023

### 27. Analysis of Charitable Funds *(continued)*

#### Restricted funds

	At 1 Jan 2023 £	Income £	Expenditure £	Transfers £	Gains and losses £	At 31 Dec 2023 £
Clothworkers' Foundation	40,000	–	(2,785)	(37,215)	–	–
The Bernard Sunley Foundation	–	10,000	(10,000)	–	–	–
The February Foundation	–	4,500	(4,500)	–	–	–
Hobson Charity Barbour Foundation	–	3,937	(3,937)	–	–	–
Sir John Priestman Charity Trust	–	4,500	–	–	–	4,500
Baily Thomas Charitable Fund	–	5,000	(5,000)	–	–	–
Beatrice Laing Trust	–	4,500	(4,500)	–	–	–
The Edward Gostling Foundation	–	2,000	(2,000)	–	–	–
The Masonic Charitable Foundation	–	10,000	–	–	–	10,000
Smaller grants for video therapy	–	30,116	–	–	–	30,116
Nationwide	–	–	–	–	–	–
The Hospital Saturday Fund	–	9,000	–	–	–	9,000
The Gyll Leng Trust	–	7,000	–	–	–	7,000
The Joicey Trust	–	3,000	–	–	–	3,000
The Hedley Foundation	–	3,000	–	–	–	3,000
Other funds	–	3,000	–	–	–	3,000
	<u>40,000</u>	<u>121,679</u>	<u>(14,208)</u>	<u>(1,218)</u>	<u>–</u>	<u>76,316</u>

# Heel and Toe Ltd

## Notes to the Financial Statements (continued)

Year Ended 31 December 2023

### 27. Analysis of Charitable Funds (continued)

	At 1 Jan 2022 £	Income £	Expenditure £	Transfers £	Gains and losses £	At 31 Dec 2022 £
National Lottery Community Fund						
- Awards For All	9,179	—	—	(9,179)	—	—
Smaller building grants	3,000	—	—	(3,000)	—	—
St James' Place	150,000	—	—	(150,000)	—	—
Equipment grants	1,908	—	—	(1,908)	—	—
Clothworkers' Foundation	40,000	—	—	—	—	40,000
National Lottery Community Fund	15,447	—	(15,447)	—	—	—
Garfield Weston	30,000	—	—	(30,000)	—	—
The Bernard Sunley Foundation	10,000	—	—	(10,000)	—	—
Morrisons Foundation	3,936	—	—	(3,936)	—	—
The February Foundation	4,941	—	—	(4,941)	—	—
Sir James Knott Foundation	5,000	—	—	(5,000)	—	—
Screwfix Foundation	5,000	—	—	(5,000)	—	—
County Durham Community Foundation	4,836	—	—	(4,836)	—	—
Baily Thomas Charitable Fund	4,941	—	—	(4,941)	—	—
Beatrice Laing Trust	—	5,000	—	(5,000)	—	—
James Tudor Trust	—	5,000	(5,000)	—	—	—
The Catherine Cookson Charitable Trust	—	5,000	—	(5,000)	—	—
John Priestman Trust	—	5,000	(5,000)	—	—	—
Grace Trust	—	1,000	(1,000)	—	—	—
The Edward Gostling Foundation	—	15,000	—	(15,000)	—	—
Smaller grants for video therapy	8,372	—	(8,372)	—	—	—
	<u>296,560</u>	<u>36,000</u>	<u>(34,819)</u>	<u>(257,741)</u>	<u>—</u>	<u>40,000</u>

# Heel and Toe Ltd

## Notes to the Financial Statements (continued)

Year Ended 31 December 2023

### 27. Analysis of Charitable Funds (continued)

The grant from the Clothworkers' Foundation is towards the new building.

Grants from the Bernard Sunley Foundation, the Sir John Priestman Charity Trust, the Hobson Charity and the Beatrice Laing Trust are towards equipment.

The grant from the Edward Gostling Foundation is towards sensory integration therapy.

The grants from the Masonic Charitable Foundation, Nationwide, the Hospital Saturday Fund, St James Place Charitable Foundation, the Barbour Foundation, the February Foundation, The Baily Thomas Charitable Fund, the Gyll Leng Trust, the Joicey Trust, the Hedley Foundation and Little Lives UK are all towards hippotherapy.

### 28. Analysis of Net Assets Between Funds

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Tangible fixed assets	863,803	—	863,803
Investments	580,000	—	580,000
Current assets	480,134	76,316	556,450
Creditors less than 1 year	(60,858)	—	(60,858)
Creditors greater than 1 year	(320,102)	—	(320,102)
<b>Net assets</b>	<b>1,542,977</b>	<b>76,316</b>	<b>1,619,293</b>

  

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Tangible fixed assets	821,280	—	821,280
Investments	580,000	—	580,000
Current assets	679,426	40,000	719,426
Creditors less than 1 year	(69,596)	—	(69,596)
Creditors greater than 1 year	(357,293)	—	(357,293)
<b>Net assets</b>	<b>1,653,817</b>	<b>40,000</b>	<b>1,693,817</b>

### 29. Analysis of Changes in Net Debt

	At 1 Jan 2023 £	Cash flows £	At 31 Dec 2023 £
Cash at bank and in hand	690,504	(162,292)	528,212
Debt due within one year	(45,057)	3,934	(41,123)
Debt due after one year	(357,293)	37,191	(320,102)
	<b>288,154</b>	<b>(121,167)</b>	<b>166,987</b>

# Heel and Toe Ltd

## Notes to the Financial Statements *(continued)*

Year Ended 31 December 2023

### 30. Related Parties

Fees of £18,464 (2022 - £13,416) were paid to Bradley Hall, Chartered Surveyors and Estate Agents for management of the investment properties. Mr P Bartley is a director of Bradley Hall and a trustee of Heel & Toe.

The charity's pension scheme is managed by St James' Place Wealth Management. Mr P Gilsenan is the principal of Paul Gilsenan Wealth Management, a partner practice of St James' Place Wealth Management and he is also a trustee of the charity. No fees were paid by the charity to St James' Place Wealth Management during the year.

**Heel and Toe Ltd**  
**Management Information**  
**Year Ended 31 December 2023**

**The Following Pages Do Not Form Part of the Financial Statements.**

# Heel and Toe Ltd

## Detailed Statement of Financial Activities

Year Ended 31 December 2023

	2023 £	2022 £
<b>Income and endowments</b>		
<b>Donations and legacies</b>		
Donations	109,677	87,825
Gift Aid	34,442	18,778
The Masonic Charitable Foundation	30,116	—
The William Leech Foundation	—	5,000
Sir James Knott Foundation	—	5,000
Baily Thomas Charitable Fund	4,500	—
Nationwide	9,000	—
The Catherine Cookson Charitable Trust	—	5,000
James Tudor Trust	—	5,000
Barbour Foundation	4,500	—
Beatrice Laing Trust	2,000	5,000
The Hospital Saturday Fund	7,000	—
Sir John Priestman Trust	5,000	5,000
The February Foundation	4,500	—
The Edward Gostling Trust	10,000	15,000
The Hedley Foundation	3,000	—
Hobson Charity	3,937	—
The Bernard Sunley Foundation	10,000	—
The Gyll Leng Trust	3,000	—
The Joicey Trust	3,000	—
1989 Willan Charitable Trust	—	5,000
Small grants under £3,000	22,126	23,718
	<u>265,798</u>	<u>180,321</u>
<b>Charitable activities</b>		
Hydrotherapy	84,702	86,037
Speech & language	35,766	35,395
Physiotherapy	40,154	60,508
Occupational Therapy	14,075	14,146
Other services	4,560	3,909
	<u>179,257</u>	<u>199,995</u>
<b>Other trading activities</b>		
Tin collections and bag packs	12,423	12,739
	<u>(12,423)</u>	<u>(12,739)</u>

Carried forward

# Heel and Toe Ltd

## Detailed Statement of Financial Activities *(continued)*

Year Ended 31 December 2023

	2023 £	2022 £
Brought forward	(12,423)	(12,739)
Charity Ball	<b>75,542</b>	66,376
Other fundraising events	<b>168,765</b>	182,872
Great North Run	<b>111,972</b>	65,664
Brick Services Ball	<b>32,130</b>	50,508
Bradley Hall	<b>5,500</b>	42,014
	<b><u>406,332</u></b>	<u>420,173</u>
<b>Investment income</b>		
Rental income	<b>58,431</b>	60,615
Bank interest receivable	<b>—</b>	179
	<b><u>58,431</u></b>	<u>60,794</u>
<b>Other income</b>		
Other income	<b>—</b>	3,089
	<b><u>—</u></b>	<u>3,089</u>
<b>Total income</b>	<b><u><u>909,818</u></u></b>	<u><u>864,372</u></u>

# Heel and Toe Ltd

## Notes to the Detailed Statement of Financial Activities

Year Ended 31 December 2023

	2023	2022
	£	£
<b>Expenditure</b>		
<b>Costs of other trading activities</b>		
Event costs	<u>107,335</u>	<u>99,828</u>
<b>Expenditure on charitable activities</b>		
<b>Activities undertaken directly</b>		
Wages	556,820	534,699
NIC	42,233	41,060
Pension	29,120	27,873
Insurance	21,948	17,717
Other premises costs	34,808	23,416
Professional fees	24,690	29,505
Telephone	6,690	5,285
Stationery, postage and other office costs	34,474	36,398
Depreciation	6,469	5,438
Loan interest	26,840	18,542
Maintenance, consumables and miscellaneous	42,091	29,533
Marketing and printing	2,529	12,049
Expensed equipment	18,090	—
Staff expenses	28,805	25,692
	<u>875,607</u>	<u>807,207</u>
<b>Governance costs</b>		
Governance costs - accountancy fees	1,400	—
Governance costs - audit fees	—	2,580
	<u>1,400</u>	<u>2,580</u>
<b>Expenditure on charitable activities</b>	<u>877,007</u>	<u>809,787</u>
<b>Total expenditure</b>	<u>984,342</u>	<u>909,615</u>
<b>Net gains on investments</b>		
Gains/(losses) on investment property	—	1,000
<b>Net expenditure</b>	<u>(74,524)</u>	<u>(44,243)</u>