

Charity Registration No. 702490

Company Registration No. 02443464 (England and Wales)

HEADWAY WORCESTERSHIRE
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

HEADWAY WORCESTERSHIRE

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Paul Valentine Leo Tarrant Ian Balfour	(Appointed 29 November 2021)
Acting Chairperson	Paul Valentine	
Treasurer	Paul Valentine	
Chief executive officer	Mandie Fitzgerald	
Charity number	702490	
Company number	02443464	
Principal address	Headway House The Mill Gregory's Mill Street Worcester WR3 8BA Telephone: 01905-729729 Fax: 01905-746538 Email: Enquiries@hwtl.org.uk	
Registered office	Headway House The Mill Gregory's Mill Street Worcester WR3 8BA	
Auditor	Kendall Wadley LLP Merevale House 27 Sansome Walk Worcester WR1 1NU	
Bankers	Unity Trust Bank Plc Nine Brindleyplace Birmingham B1 2HB Santander BBAM Bridle Road Bootle Merseyside L30 4GB	

HEADWAY WORCESTERSHIRE

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HEADWAY WORCESTERSHIRE

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2021



Introduction

The Board of Trustees are pleased to present their report (which also complies with the requirements of a directors' report under the Companies Act) on the affairs of the Charitable Company to the Annual General Meeting, together with a report from our Auditors, Kendall Wadley LLP, the Statement of Income and Expenditure, Balance Sheet, and Statement of Cash Flow for the twelve months' period ended 31st March 2021. The two reports form a single document and should be read as such.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's Memorandum and Articles of Association, the Companies Act 2006 and "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)".

Objectives and activities

The Trust was registered with the Charity Commission on 30th January, 1990, registration no. 702490 "to relieve persons who have suffered head injury or brain damage through illness or accident, and their families, including cohabiters and dependants of such union who are in need".

Public benefit

The charity supports clients with an acquired brain injury (ABI) to enable them to achieve independent living and integrate them back into their local community.

The Trustees confirm that they have complied with the duty in section 4 of the Charities Act 2006 to have due regard to the Charity Commission's general guidance on public benefit, "Charities and Public Benefit".

Charitable Area of Benefit

The area of benefit is not defined in the Charity Registration. However, all the Charitable Company's activities are in Worcestershire.

HEADWAY WORCESTERSHIRE

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2021

Principal Activities

Headway Worcestershire is a local and independent charity supporting adults affected by acquired brain injury across Worcestershire, affiliated to the national charity Headway UK. All our activities contribute to our central objective of supporting life after brain injury. We offer specialist support, information and services to brain injury survivors, their families and carers, as well as to professionals in the health and legal fields.

“Headway Worcestershire aims to provide specialist support to adults with acquired brain injuries and their families enabling them to achieve independent, purposeful and contented lives in the community”

Our vision is to recognise that every brain injury affects people in different ways. We recognise that each person is unique and tailor support to meet their needs and circumstances. Our aim is to help people achieve their goals and enjoy a quality of life consistent with their desires and interests. Building a community where people with a brain injury are valued, respected and able to live a fulfilling life, while campaigning for greater public awareness and a better understanding of the impact of brain injury.

Headway Worcestershire manages and runs the following range of services:

Wellbeing Centres

We have centres based in Bromsgrove, Kidderminster and Worcester. The wellbeing services offer a comfortable environment where individuals living with an ABI can meet people, make friends, learn new skills and gain confidence. The service offers a variety of activities tailored to suit individual needs and levels of recovery leading to a better quality of life. The activities are run in small, large or one to one sessions and led by trained support staff. In any one week over 107 people attend one of the three different centres taking part in 918 individual sessions throughout the year.

Outreach care and support

We provide care and support to individuals across the whole of Worcestershire, direct to each client in their own home and local communities. Our specialist trained staff provide tailored one to one person centred care and support to enable people with acquired brain injury to live happier and more independent lives.

Each community support programme is different and designed to meet the individual's particular needs. Staff support clients to work towards agreed goals and objectives in line with their aspirations and wishes whilst also meeting the needs of the funding criteria. Outreach support staff will engage clients in practical, meaningful and enjoyable activities which help them to achieve increased independence and confidence. In any one week approximately 62 visits are made to clients by the Outreach Team. This year we had 5,455 one to one visits in comparison to our usual annual of 16,120, as we delivered essential support only during the height of the pandemic.

Individuals care, support or attendance at our services are purchased by Worcestershire County Council, Public Health Funding or privately by the individuals accessing the service.

Self-help Groups

We run three Support Groups sessions which are held in Worcester, Bromsgrove and Kidderminster and are facilitated by a qualified counsellor. The groups offers counselling for individuals, their carers and families. This service is free to all those adjusting to life after a brain injury.

Counselling and Self Help Sessions

We have a trained counsellor and a self-help worker who provides one to one sessions to support individuals and families to adjust to life with a brain injury. In 2020 -2021 we provided 324 counselling sessions over the phone and 112 one to one sessions throughout the year.

HEADWAY WORCESTERSHIRE

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2021

Charity Shop

We have a charity shop based in St Swithins street which not only raises much-needed funds and awareness for the charity, but it also provides the opportunity for voluntary work for some of Headway Worcestershire's service users. Nine of our current shop volunteers have an acquired brain injury and have been supported by Headway Worcestershire at some time. This offers the opportunity for them to gain work experience, build social relationships and confidence after an acquired brain injury.

Volunteer Support

Headway Worcestershire benefits from the support of over 24 volunteers throughout our charity, they are the back bone to our charity and we couldn't operate without their invaluable support. They often work alongside our paid members of staff in our Charity Shop and Wellbeing Services. Helping to run sessional programmes such as woodwork, life skills and art.

During the year Headway Worcestershire has been raising awareness and understanding of acquired brain injury by publicising its work in local publications and social media. We endeavour to campaign and influence other professional bodies by facilitating meetings of health and social care professionals, working with service users and campaigning on issues such as wearing safety headwear in sports. We work closely with a range of public, private and voluntary organisations including Citizen Housing to ensure appropriate housing and packages of support are provided in Worcestershire. We have supported 54 individuals on this housing scheme with 936 hours of support.

Policies, Practices, and Arrangements to Further Charitable Objects

Current Policies are reviewed on a rolling programme led by the members of the management team and new policies due to changes in legislation are developed and shared.

The staff of Headway Worcestershire have secured sufficient funding from Statutory Bodies, Grant Making Trusts, fundraising and from regular donations to ensure that the organisation can carry out it's objectives effectively.



HEADWAY WORCESTERSHIRE

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2021

Chief Executive Officer Report April 2020 - March 2021

During 2019 the external environment continued to be dominated by the discussions around Brexit, concerns about the possibility of the country falling back into recession and the effect that could have on people's livelihoods.

Then in spring 2020 the news of the COVID-19 pandemic emerged and the CEO and SMT worked quickly to put together a plan to keep contact and support those living with the ongoing effects of an acquired brain injury and their family and carers. This involved a new way of working to ensure the safety of our staff, volunteers and clients.

We sourced other funding streams that had set up emergency responses building a strategy that embraced change with new operating processes and outcomes developing activities to respond to restrictions thus, enable us to continue to work in a different way to our normal practices.

In the subsequent months, the staff have risen to the many challenges brought about by the COVID-19 restrictions and our commitment to our clients continued with volition. Our Outreach Team delivered essential support and care throughout the year in the client's homes on a one to one basis, shopping, finance support, food preparation, medication prompts, GP and hospital appointments, personal care and social interaction to ensure health and welfare. We received many calls from our clients due to their mental health and low mood so we provided a great deal of emotional support and reassurance over the phone. We maintained a good stock of PPE ensuring our staff and client safety.

Our Wellbeing Centres, closed on the 20th March 2020 and reopened on 28th July 2020 with reduced capacity and strict infection control measures. We reduced staffing levels by introducing the Furlough Scheme to facilitate a reduced need, thus reducing costs. Initiated a safe working environment some clients were shielding, those that wanted home visits were supported with garden social calls, we delivered cooked meals, shopping and activity packs. Made hundreds of welfare telephone calls, Zoom chats, online activities, quizzes and tutorials, continuing to support each individual to suit their very individual need.

We gradually built up our programme of activities as restrictions eased. Our Funders were wonderful in their response to the pandemic and the impact social isolation, mental health and loneliness would have on our already disadvantaged community. New skills were learnt as we introduced Zoom calls to our programme of activities, introducing digital inclusion for all, we were lucky to receive funding for iPads and Echo Dots from; Merus Software, Bromsgrove County Council Small Grants, Big Lottery and Worcester Community Foundation.



During the initial lockdown we put together an online programme, purchased a Zoom account, iPads and initiated training to be able to use this up and coming communication tool, initiating its best use for our community. Zoom art tutorials were very popular. Cooking demonstrations were introduced and Zoomed to those that wanted to join in remotely with the sessions.

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TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2021



We were kindly donated sacks of spring bulbs, which were potted and taken to client's homes to signify the positive changes to come as they nurtured and watched their plants grow.

HEADWAY WORCESTERSHIRE

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2021

Christmas 2020



With our Wellbeing Centre open we were able to celebrate Christmas 2020 using our Life Skills Kitchen within the Workshop we had tandem lunches in two buildings over five days to ensure every client was able to enjoy a Christmas meal and receive a small gift.

Kathy and Beki came to volunteer from the Royal Porcelain Works, their help and support was so appreciated. Father Christmas even put in an appearance with presents for all.

HEADWAY WORCESTERSHIRE

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2021



Our Worcester Cathedral Christmas tree.



We were awarded a Lockdown Heroes recognition from the Wyre Forest Rotary for supporting our community keep well and feel supported.

HEADWAY WORCESTERSHIRE

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2021



We were lucky to receive food donations from Lyppard Grange Primary School in November 2020 from their Harvest Festival.



Nigel, one of our shop volunteers sorting stock once we were at last able to re-open our Headway Worcestershire charity shop.

During lockdown we were still accepting charitable shop donations, following safe practises and procedures. We were inundated with so many generous donations, as our supporters were at home using their time to have a good clear out and declutter. This was much to our advantage and we are thankful for all of the fantastic items donated.

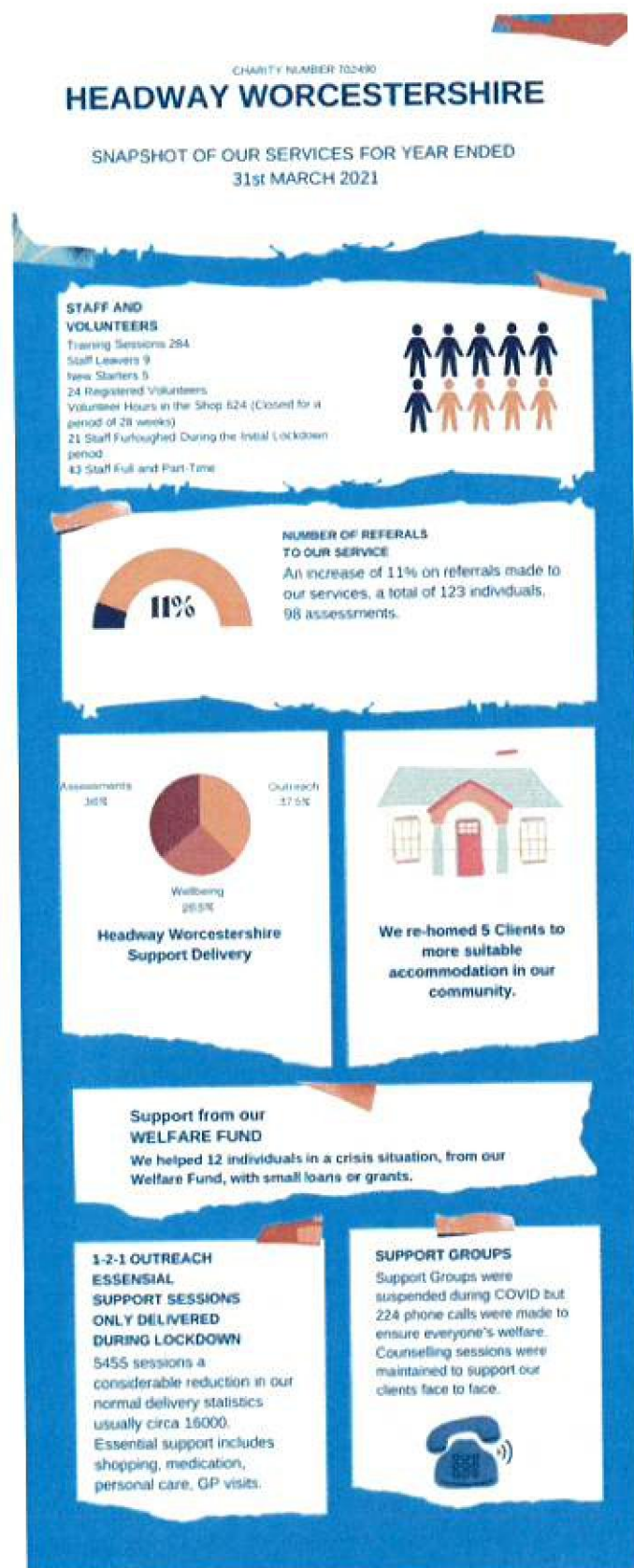
When the shop reopened we were busy, well stocked and excited to reopen after so long.

A heartfelt thank you to our wonderful volunteers whom continue to support our very special charity, donating many hours of their time. This in turn enriches our client's experiences and helps us deliver an enhanced experience and programme of activities and community visits.

Our Board of Trustees are invaluable helping to guide us forward supporting and sharing their expertise with the senior management team, ensuring the management, strategy and ethos of Headway Worcestershire is upheld. *Thank you*

HEADWAY WORCESTERSHIRE

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2021



HEADWAY WORCESTERSHIRE

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2021

Treasurers & Interim Chair Report 2020/21



Paul Valentine (Interim Chair & Treasurer)

Welcome to our Chairman (Interim) and Treasurers Report for 2020/21.

Headway Worcestershire is a registered charity, and we work for the benefit of clients with Acquired Brain Injuries (ABI) and their families throughout Worcestershire.

We exist to provide resources and facilities to meet the needs individuals within the community which have or are experiencing an ABI. The overall mission of the charity continues to promote understanding of all aspects of brain injury and provide information, support and services to survivors, their families and carers. In addition, Headway campaigns to reduce the incidence of brain injury.

Throughout the start of 2020 the COVID-19 pandemic started to have an impact on the charity as clients support arrangements changed to ensure their and our Support Workers safety. We successfully adapted our operations to focus on treating clients in their homes who would normally visit our Wellbeing Centre which meant that our Support Workers had to adopt to a new way of working whilst continuing to meet the high level of care standards expected by the CQC and Charities Commission.

The Wellbeing Services were re-instated in Worcester after a short break, with great care being taken over social distancing, support staff wearing full PPE and a strict hand hygiene for clients and staff. Staff and clients had their temperatures measured before entering the building.

The Outreach Services continued to provide essential care and support and garden visits, with no accompanied visits out for example. We were extremely lucky that this did not have too many financial repercussions, as Worcestershire County Council continued to support our Wellbeing and Outreach Services which we would have provided.

Despite these recent very challenging times I am delighted to be reviewing another very successful year and can report that compared to last year year/end March 2021 we have made a surplus of £169,200. The significant increase is mainly due to the continued grants the charity receive and some cost reduction strategies the charity has implemented over the last twelve months.

Furthermore, this surplus has been achieved considering a reduction of £36,161 in direct donations compared to the previous financial year when fundraising and charitable donations for Headway and the wider charitable sector were significantly affected due to the COVID-19 pandemic.

HEADWAY WORCESTERSHIRE

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2021

On behalf of Headway Worcestershire, we would also like to thank and promote awareness to the Big Lottery Fund for its assistance in providing support in funds of £126,742 through various initiatives which the charity has applied for.

Additionally, we would also like to thank the many valued donations received from organisations including the Eveson Charitable Trust, Worcester Community Foundation, Lasletts Charities, Co-Op Local Community Fund, ASDA and Screwfix.

In summary we raised almost £1m and we spent £800k to support the care and support of our respected clients.

We continue to have as our aim the raising of at least £100k a year to fulfil our charitable goals and strategy by meeting the needs of adults with an acquired brain injury through our close partnership with the local Worcestershire Authority. This partnership is key to our success and continues to go from strength to strength.

The following provides an overview of the charities current financial position.

Total Income

2019/2020	£848,488
2020/2021	£964,500
Increase of £116,012 (13.6%)	

Total Expenditure

2019/2020	£916,800
2020/2021	£795,300
Reduction of £121,500 (13.2%)	

Fundraising

2019/2020	£117,345 (£46,752 attributable to the Big Lottery Fund)
2020/2021	£161,174 (£126,742 attributable to the Big Lottery Fund)

Debtors

2019/2020	£79,728
2020/2021	£46,885

Creditors

2019/2020	£87,346
2020/2021	£49,235

Cash at Bank/Investments

2019/2020	£597,519
2020/2021	£788,663

The cash amounts as in previous years continue to be spread throughout several percentage earning accounts and which will continue for the foreseeable future. On-going research continues as to use of accounts which will attract a higher percentage without introducing any unnecessary risk to the charity.

Level of Reserves

Total Reserves	£1,041,759	(£872,559 in 2020)
Restricted Funding	£31,815	(£41,177 in 2020)
Designated	£131,701	(£132,760 in 2020)
Unrestricted	£878,243	(£698,622 in 2020)
Tangible Fixed Assets	£275,446	(£282,658 in 2020)

HEADWAY WORCESTERSHIRE

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) *FOR THE YEAR ENDED 31 MARCH 2021*

This is my third report as the Treasurer of Headway Worcestershire, and I would like to thank all the team including the Support Workers, shop staff, admin and management team including our valuable volunteers who fundraise and help ensure Headway Worcestershire provides the essential services to some of the most vulnerable individuals within the Worcestershire community.

As previously mentioned, there has been some significant changes within Headway Worcestershire over the last twelve months as the charity has had to adapt to a different way of working to ensure an even greater level of care, support and safeguarding is provided.

In my previous report I wrote how Mandie Fitzgerald position had recently changed from the charities Marketing and Fundraising Manager to the CEO of the charity.

As a trustee I recognise that adapting to the role during a very challenging time whilst earning the respect of your fellow colleagues within is not to be underestimated. My fellow Trustees both past and present including the recent Chair Malcolm Scott recognise that Mandie and her team have juggled quite often new responsibilities alongside current duties and have responded so positively to the many changes in working practices and expectations that have been asked of them.

On behalf of the Board, we recognise this has and will continue to be a significant undertaking and for which we want to say thank you for the support and dedication to the new role of CEO you have given during this short time.

The Trustees and management team have some exciting plans for the next few years, and I hope that like me you will be inspired by the dedication and effort applied by all involved which will make these plans a reality the result of which will continue to help current and new clients of Headway Worcestershire live fulfilling and healthy lives.

Paul Valentine (Interim Chair & Treasurer)

HEADWAY WORCESTERSHIRE

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2021

Outlook for 2020/2021

During the Coronavirus, many charities have been grappling with the loss of income, closure of face-to-face services and reduced staffing levels, whilst simultaneously working to deliver their service. Headway Worcestershire is no different, we know that this is an exceptionally difficult period for our sector yet it may also be a chance to think differently about what our charity does and how it delivers its mission.

At Headway Worcestershire, we understand that the ever-changing environment, in which social change is happening at an unprecedented pace, is causing significant concern to individuals and families affected by acquired brain injury.

The strategy at this time needs to be flexible in its approach but also resilient and steadfast in its method to ensure a successful ever evolving charity during this new and never experienced worldwide pandemic.

Continue to improve and enhance our community presence through social media, press releases, our website information, networking, building stronger relationships with local health providers, hospitals and professional bodies.

Headway Worcestershire will deliver a truly exceptional service with enhanced experiences for our service users, so that we are not only facilitating their care needs but be innovative in our approach to how we care.

Restrictions in social activities do not have to stop social experiences for Outreach and Day Service clients. Even though we can only deliver essential support in our community it does not mean that we cannot enable a safe environment at Headway Worcestershire and bring opportunities to our facilities.

We are developing plans to link up the two service arms to utilise our existing spaces to maximize the client experience and enhance their day-to-day life experiences.

Coronavirus has and will impact on Headway Worcestershire in terms of, workload, donations, income and new ways of operating. We will ensure that above anything else that are client group are cared for, supported during this time. We are also focusing on mental health and introduced counselling training throughout our teams, to manage our clients fears and anxieties which have been exasperated during this challenging times.

Level of reserves

During 2014/2015 in response to the Charity Commission's first "Statement of Recommended Practice", the Trustees decided to confirm a prudent level of reserves as being "between three months and six months" typical expenditure.

Total reserves stand at £1,041,759 (2020 - £872,559) of which £31,815 (2020 - £41,177) is restricted funding, £131,701 (2020 - £132,760) has been designated for specific use, and £878,243 (2020 - £698,622) unrestricted which after allowing for the tangible fixed assets of the organisation of £275,446 (2020 - £282,658) leaves £602,797 (2020 - £415,964) available for general use. This level of "free" reserves represents 8 months typical expenditure.

Investment powers, policies and procedures

Under the Memorandum and Articles of Association the Charitable Company has the power to invest in any way the Trustees wish. Having regard for the liquidity requirements of operating the Charitable Company and its reserves policy, the Trustees have maintained funds in interest bearing accounts.

HEADWAY WORCESTERSHIRE

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2021

Risk Management

The Trustees have considered risks and risk management throughout the year as part of the business of the full Board and sub-committee meetings. The principal area for attention remains the potential reduction in the level of external funding of the Charity services.

The Board of Trustees have identified the following key areas of risk to the charity. Actions to mitigate against these risks are also detailed:

Risk: The COVID-19 pandemic has and will impact on Headway Worcestershire in terms of, workload, donations, income and new ways of operating.

Risk: Cuts or withdrawal of local authority funding for day services for people with disabilities given that this represents a significant proportion of the charity's income.

Risk: Use of reserves to support service delivery where contracts and grants are either reduced or withdrawn.

Mitigation: The position with regards to reserves remained positive during 2020/21 and it is the Board advice not to undertake any projects involving substantial capital expenditure unless additional resources can be secured to support any proposed new project or Trustees approve capital use.

Risk: That the charity fails to meet its regulatory or contractual obligations (as set out by funding authorities and monitoring bodies including the Care Quality Commission, Worcester Council and the NHS) resulting in a loss of income and / or reputational damage.

Mitigation: The Senior Management Team are suitably qualified and experienced to ensure that services deliver to contract and meet regulatory requirements. Compliance is also monitored on a quarterly basis by Trustees through the Board

HEADWAY WORCESTERSHIRE

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2021

Structure, governance and management

Governing Documents

The objects, activities and administration of the Charitable Company are set out in the revised Memorandum and the Articles of Association of Headway Worcestershire at a special general meeting on 21st June 2019.

Registration

The Company was first registered on 16th November 1989, in a Memorandum and Articles of Association, as "a Company Limited by Guarantee and not having a Share Capital". The revised Memorandum and Articles of Association adopted at the Special General Meeting on 21st June, 2019 was registered with Companies' House subsequently.

The Trust was registered with the Charity Commission on 30th January, 1990, as a Charitable Trust.

Trustees

The Trustees, who are also the directors for the purpose of company law, and who served during the year were:

Thomas Naughton	(Resigned 23 September 2021)
Paul Valentine	
Charlotte Jinks	(Resigned 6 September 2021)
Leo Tarrant	
Sarah Hill	(Resigned 22 October 2020)
Malcolm Scott	(Resigned 23 August 2021)
Mark Green	(Appointed 30 November 2020 and resigned 27 September 2021)
Veronica Green	(Appointed 16 December 2020 and resigned 28 September 2021)
Ian Balfour	(Appointed 29 November 2021)

HEADWAY WORCESTERSHIRE

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2021

Election of the Board of Directors/Trustees

The Trustees are elected at General Meetings. One third of its membership retires each year but may be reappointed.

The President is entitled to attend the Trustees meetings but not vote.

The Management Team of Headway Worcestershire also attends meetings but may not vote.

The Board of Trustees appoints its chairman, company secretary and treasurer.

The Board approves the Annual Accounts and appoints auditors.

The Board has the power to co-opt new trustees during the year to fill vacancies.

There being no sub committees, all the business of the Charitable Company is conducted by the main trustee body.

The Directors / Trustees, in line with best practice have people who experienced a brain injury serving on the Board. One person on the Board of Directors / Trustees receives support and occupies accommodation on the same basis as any other member of that client group.

Directors/Trustees Interests

None of the Directors/Trustees have any financial interests to declare, no interests in any of Headway's contracts and have claimed no expenses or remuneration.

The liability of members is limited by guarantee of each member to contribute such amount as may be required (not exceeding £1.00) to the Charity's assets if it should be wound up while he or she is a member or within one year after he or she ceases to be a member, for payment of the Charity's debts and liabilities contracted before he or she ceases to be a member, and of the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributories among themselves.

Publicity

The Directors / Trustees issue newsletters and secure the publication of feature articles in the local press, generally promoting our work, campaigning on safety issues and seeking donations and volunteers to help with the activities of the Charitable Company.

Meeting Need

The Charitable Company receives referrals from family members of those with ABI, individuals, health professionals and Worcestershire County Council of people in need of day opportunities, support, rehabilitation, outreach support etc.

Contribution of Volunteers

The Charitable Company has always been fortunate to attract volunteer staff to help with its activities, and three members of staff have shared responsibility for the recruitment, training and support of volunteers. About 20 - 30 volunteers are active at any one time.

General Meetings

The Directors / Trustees may call a general meeting of the Members at any time and such a meeting shall be held in accordance with the Act.

HEADWAY WORCESTERSHIRE

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2021

Membership

Any person who is willing to act as Director / Trustee, and who is permitted by law to do so, may be appointed to be a Director / Trustee in accordance with the rules made under Article 14. No person shall be admitted as a member of the Charity unless their application for membership is approved by the Trustees.

Meetings of the Management Committee

The Board meets monthly. The Trustees receive and consider reports from the Chairman, Treasurer, and paid managers including the Chief Executive to whom the Trustees delegate the day to day management of the charity.

Considerable attention is paid to the way individual service users are developing and moving forward. The Committee is also responsible for approving the remuneration structure of the staff having due regard to external factors in setting rates of pay. Minutes are taken and circulated.

Policies

The Directors/Trustees have adopted an Equal Opportunities Policy, a Health and Safety Policy, a Complaints Procedure, a Quality Assurance Statement, a Grievance Procedure and Disciplinary Procedures and Rules for staff and volunteers, to operate in relation to the Charitable Company's activities. A number of other policies and procedures have been adopted as part of good practice and compliance with the council contracts, headway national standards, CQC registration and good employment practice.

Trustee induction and training

New Trustees are given a copy of the Constitution, last year's Annual Trustees' Report and Audited Accounts. New Trustees are also given an individual session by the Chairman and Company Secretary and are also given a copy of the Charity Commission's publication CC3 "Responsibilities of Charity Trustees."

Employee involvement

Applications for employment by disabled persons are always fully considered, bearing in mind the aptitudes of the applicant concerned. In the event of members of staff becoming disabled, every effort is made to ensure that their employment within the charity continues and that the appropriate training is arranged. It is the policy of the charity that the training, career development and promotion of disabled persons should, as far as possible, be identical to that of other employees.

Disabled persons

The charity's policy is to consult and discuss with employees, through unions, staff councils and at meetings, matters likely to affect employees' interests.

Information of matters of concern to employees is given through information bulletins and reports which seek to achieve a common awareness on the part of all employees of the financial and economic factors affecting the charity's performance.

HEADWAY WORCESTERSHIRE

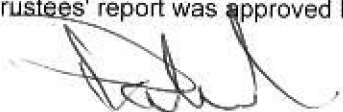
TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2021

Disclosure of information to auditor

Each of the Trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor are aware of such information.

This report has been prepared taking advantage of the small companies exemption in the Companies Act 2006.

The Trustees' report was approved by the Board of Trustees.



Paul Valentine

Trustee

Dated: 20 December 2021

HEADWAY WORCESTERSHIRE

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2021

The Trustees, who are also the directors of Headway Worcestershire for the purpose 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 which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the Trustees are required to:

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

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity 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.

HEADWAY WORCESTERSHIRE

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF HEADWAY WORCESTERSHIRE

Opinion

We have audited the financial statements of Headway Worcestershire (the 'charity') for the year ended 31 March 2021 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

HEADWAY WORCESTERSHIRE

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF HEADWAY WORCESTERSHIRE

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the Trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the statement of Trustees' responsibilities, the Trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the Trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Extent to which the audit was considered capable of detecting irregularities including fraud

We gained an understanding of the legal and regulatory framework applicable to the charitable company and the charity sector in which it operates, and considered the risk of acts by the charitable company that were contrary to applicable laws and regulations, including fraud. We designed audit procedures to respond to the risk, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

We focused on laws and regulations which could give rise to a material misstatement in the financial statements, including, but not limited to, the Charities Act 2011 and Companies Act 2006.

HEADWAY WORCESTERSHIRE

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF HEADWAY WORCESTERSHIRE

Audit response to risks identified

Our tests included agreeing the financial statement disclosures to underlying supporting documentation, analytical review, the relevance and accuracy of accounting estimates, enquiries with management and reviewing meeting minutes of those charged with governance. There are inherent limitations in the audit procedures described above and, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. We did not identify any key audit matters relating to irregularities, including fraud. As in all our audits, we also addressed the risk of management override of internal controls, including testing journals and evaluating whether there was evidence of bias by the trustees that represent a risk of material misstatements due to fraud.

It should be noted that Auditing standards limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Timothy Calder FCA (Senior Statutory Auditor)
for and on behalf of Kendall Wadley LLP

20 December 2021

Chartered Accountants
Statutory Auditor

Merevale House
27 Sansome Walk
Worcester
WR1 1NU

Kendall Wadley LLP is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under of section 1212 of the Companies Act 2006.

HEADWAY WORCESTERSHIRE

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2021

Current financial year

		Unrestricted funds general 2021 £	Unrestricted funds designated 2021 £	Restricted funds 2021 £	Total 2021 £	Total 2020 £
	Notes					
<u>Income and endowments from:</u>						
Voluntary income	3	31,690	390	30,352	62,432	70,593
Income for support of people with brain injury	4	681,010	-	178,902	859,912	724,394
Charity and book shop income	5	17,660	-	-	17,660	31,627
Investments	6	20,083	-	-	20,083	1,910
Other income	7	4,386	27	-	4,413	19,964
Total income		754,829	417	209,254	964,500	848,488
<u>Expenditure on:</u>						
Charity and book shop expenditure	8	30,783	-	-	30,783	38,407
Support for people with brain injury and other costs.	9	542,360	1,476	220,681	764,517	878,393
Total resources expended		573,143	1,476	220,681	795,300	916,800
Net gains/(losses) on investments	14	-	-	-	-	16,330
Net incoming/(outgoing) resources before transfers		181,686	(1,059)	(11,427)	169,200	(51,982)
Gross transfers between funds	16	(2,065)	-	2,065	-	-
Net income/(expenditure) for the year/ Net movement in funds		179,621	(1,059)	(9,362)	169,200	(51,982)
Fund balances at 1 April 2020		698,622	132,760	41,177	872,559	924,541
Fund balances at 31 March 2021		878,243	131,701	31,815	1,041,759	872,559

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

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

HEADWAY WORCESTERSHIRE

STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED) INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2021

Prior financial year

		Unrestricted funds general 2020 £	Unrestricted funds designated 2020 £	Restricted funds 2020 £	Total 2020 £
	Notes				
<u>Income and endowments from:</u>					
Voluntary income	3	30,050	5,921	34,622	70,593
Income for support of people with brain injury	4	677,642	-	46,752	724,394
Charity and book shop income	5	31,627	-	-	31,627
Investments	6	1,910	-	-	1,910
Other income	7	11,733	8,231	-	19,964
Total income		752,962	14,152	81,374	848,488
<u>Expenditure on:</u>					
Charity and book shop expenditure	8	38,407	-	-	38,407
Support for people with brain injury and other costs.	9	781,198	9,084	88,111	878,393
Total resources expended		819,605	9,084	88,111	916,800
Net gains/(losses) on investments	14	16,330	-	-	16,330
Net incoming/(outgoing) resources before transfers		(50,313)	5,068	(6,737)	(51,982)
Gross transfers between funds	16	4,140	(4,140)	-	-
Net income/(expenditure) for the year/ Net movement in funds		(46,173)	928	(6,737)	(51,982)
Fund balances at 1 April 2019		744,795	131,832	47,914	924,541
Fund balances at 31 March 2020		698,622	132,760	41,177	872,559

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

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

HEADWAY WORCESTERSHIRE

BALANCE SHEET

AS AT 31 MARCH 2021

	Notes	2021 £	£	2020 £	£
Fixed assets					
Tangible assets	17		275,446		282,658
Current assets					
Debtors	18	46,885		79,728	
Investments	19	83,793		83,740	
Cash at bank and in hand		704,870		513,779	
		<u>835,548</u>		<u>677,247</u>	
Creditors: amounts falling due within one year	20	<u>(49,235)</u>		<u>(87,346)</u>	
Net current assets			786,313		589,901
Total assets less current liabilities			1,061,759		872,559
Creditors: amounts falling due after more than one year	21		(20,000)		-
Net assets			<u>1,041,759</u>		<u>872,559</u>
Income funds					
Restricted funds	23		31,815		41,177
Unrestricted funds - designated	24		131,701		132,760
Unrestricted funds - general			878,243		698,622
			<u>1,041,759</u>		<u>872,559</u>

HEADWAY WORCESTERSHIRE

BALANCE SHEET (CONTINUED)

AS AT 31 MARCH 2021

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2021, although an audit has been carried out under section 144 of the Charities Act 2011.

The director acknowledges his responsibilities for ensuring that the charity keeps accounting records which comply with section 386 of the Act and for preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its incoming resources and application of resources, including its income and expenditure, for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

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

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

The financial statements were approved by the Trustees on 20 December 2021



Paul Valentine

Trustee

Company Registration No. 02443464

HEADWAY WORCESTERSHIRE

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2021

	Notes	2021 £	£	2020 £	£
Cash flows from operating activities					
Cash generated from/(absorbed by) operations	29		173,921		(62,252)
Investing activities					
Purchase of tangible fixed assets		(2,860)		(5,670)	
Proceeds on disposal of investment property		-		266,330	
Rental income		750		703	
Interest received		19,333		1,207	
Net cash generated from investing activities			17,223		262,570
Net cash used in financing activities			-		-
Net increase in cash and cash equivalents			191,144		200,318
Cash and cash equivalents at beginning of year			597,519		397,201
Cash and cash equivalents at end of year			788,663		597,519

HEADWAY WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

Charity information

Headway Worcestershire is a private company limited by guarantee incorporated in England and Wales. The registered office is Headway House, The Mill, Gregory's Mill Street, Worcester, WR3 8BA.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's Memorandum and Articles of Association, the Companies Act 2006 and "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 charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, modified to include investment properties and certain financial instruments at fair value. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives.

Designated funds comprise funds which have been set aside at the discretion of the Trustees for specific purposes. The purposes and uses of the designated funds are set out in the notes to the financial statements.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Incoming resources

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

Goods donated for resale are low-value in nature and recognised as income to the charity upon sale.

Government grants in connection with Covid-19 support are taken to the Statement of Financial Activities when receivable. For funds received under the Job Retention Scheme and Rates Relief, the income is allocated to the respective activity areas in direct proportion to the staff cost to which the claim relates.

HEADWAY WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

(Continued)

Turnover is measured at the fair value of the consideration received or receivable and represents amounts receivable for goods and services provided in the normal course of business.

1.5 Resources expended

All expenses are prepared on an accruals basis and liabilities are recognised in the period to which they relate. All direct costs associated with the homes and activities run by the charity are shown as direct charitable activities. Costs of generating funds consist of those costs incurred in attracting funding for the charity. Salaries and other office running costs are apportioned between charitable activity support costs and governance costs based on an estimate of staff time attributable to each.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Freehold land and buildings	straight line over 50 years
Fixtures, fittings & equipment	straight line over 3 or 5 years

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

1.7 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less.

Cash deposits with a term of between three months and one year are shown as current asset investments.

1.9 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

HEADWAY WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

(Continued)

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.10 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.11 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

HEADWAY WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

3 Voluntary income

	Unrestricted funds general £	Unrestricted funds designated £	Restricted funds £	Total 2021 £	Total 2020 £
Donations and gifts	28,690	390	5,352	34,432	70,593
Grants received	3,000	-	25,000	28,000	-
	<u>31,690</u>	<u>390</u>	<u>30,352</u>	<u>62,432</u>	<u>70,593</u>
For the year ended 31 March 2020	<u>30,050</u>	<u>5,921</u>	<u>34,622</u>		<u>70,593</u>
Donations and gifts					
Donations	26,193	390	5,352	31,935	60,407
Fundraising donations	2,497	-	-	2,497	10,186
	<u>28,690</u>	<u>390</u>	<u>5,352</u>	<u>34,432</u>	<u>70,593</u>
Grants receivable for core activities					
Laslett's Trustees Grants (Emergency Funding)	3,000	-	-	3,000	-
Eveson Charitable Trust (Occupational Therapist)	-	-	20,000	20,000	-
Worcester Community Foundation Covid 19	-	-	5,000	5,000	-
	<u>3,000</u>	<u>-</u>	<u>25,000</u>	<u>28,000</u>	<u>-</u>

HEADWAY WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

4 Income for support of people with brain injury

	2021 £	2020 £
Income from supporting people with brain injury	762,631	724,394
Worcester county council business rate relief	39,500	-
Coronavirus job retention scheme	57,781	-
	<u>859,912</u>	<u>724,394</u>
Analysis by fund		
Unrestricted funds - general	681,010	
Restricted funds	178,902	
	<u>859,912</u>	
For the year ended 31 March 2020		
Unrestricted funds - general		677,642
Restricted funds		46,752
		<u>724,394</u>
Included within income from supporting people with brain injury are the following:		
NHS grant income	69,349	68,392
Local Authority day facility centre income	79,926	112,535
Individual day facility centre income	38,598	73,645
Worcester County Council - Infection Control funding	52,160	-
Local Authority support of individuals funding	270,735	339,993
Individual outreach support	109,891	83,077
Big Lottery funding	46,752	46,752
Big Lottery resilience funding	69,990	-
Big Lottery counselling, assistance and guidance funding	10,000	-
Housing Management Services	15,230	-
	<u>762,631</u>	<u>724,394</u>

HEADWAY WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

5 Charity and book shop income

	Unrestricted funds general 2021 £	Unrestricted funds general 2020 £
Charity and book shop sales	17,660	31,627

6 Investments

	Unrestricted funds general 2021 £	Unrestricted funds general 2020 £
Rental income	750	703
Interest receivable	19,333	1,207
	20,083	1,910

7 Other income

	Unrestricted funds general 2021 £	Unrestricted funds designated 2021 £	Total 2021 £	Unrestricted funds general 2020 £	Unrestricted funds designated 2020 £	Total 2020 £
Other income	4,386	27	4,413	11,733	472	12,205
Blackpool trip	-	-	-	-	7,759	7,759
	4,386	27	4,413	11,733	8,231	19,964

8 Charity and book shop expenditure

	2021 £	2020 £
<u>Trading costs</u>		
Other trading activities	38	2,227
Staff costs	19,284	22,283
Support costs (See note 10)	11,461	13,897
Trading costs	30,783	38,407

HEADWAY WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

8 Charity and book shop expenditure

(Continued)

Included in support costs is property costs of £10,257 (2020 - £11,642) office costs of £36 (2020 - £71), sundry expenses of £662 (2020 - £1,770) and bank charges of £506 (2020 - £414).

9 Support for people with brain injury and other costs.

	2021 £	2020 £
Staff costs	455,672	504,712
Depreciation and impairment	10,072	10,073
Day facility centre food and welfare costs	22,984	11,539
Travel expenses	7,096	16,332
Staff training costs	8,630	4,181
Blackpool trip	-	8,469
	<u>504,454</u>	<u>555,306</u>
Share of support costs (see note 10)	247,811	311,865
Share of governance costs (see note 10)	12,252	11,222
	<u>764,517</u>	<u>878,393</u>
Analysis by fund		
Unrestricted funds - general	542,360	781,198
Unrestricted funds - designated	1,476	9,084
Restricted funds	220,681	88,111
	<u>764,517</u>	<u>878,393</u>

HEADWAY WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

10 Support costs

	Support costs £	Governance costs £	2021 £	2020 £	Basis of allocation
Staff costs	135,493	-	135,493	158,204	By activity
Postage, stationery and sundry office costs	17,636	-	17,636	20,617	" "
Advertising and publications	1,709	-	1,709	5,528	" "
Rent and rates	20,837	-	20,837	25,278	" "
Telephone	4,928	-	4,928	5,297	" "
Bank charges/loan interest	1,539	-	1,539	2,533	" "
Repairs and renewals	14,372	-	14,372	40,736	" "
CM 2000	46,877	-	46,877	45,482	" "
Insurance	7,156	-	7,156	13,375	" "
Heat and light	8,725	-	8,725	8,712	" "
Audit fees	-	6,288	6,288	5,990	Governance
Legal and professional	-	5,964	5,964	4,434	Governance
Management committee expenses	-	-	-	798	Governance
	<u>259,272</u>	<u>12,252</u>	<u>271,524</u>	<u>336,984</u>	
Analysed between					
Trading	11,461	-	11,461	13,897	
Charitable activities	<u>247,811</u>	<u>12,252</u>	<u>260,063</u>	<u>323,087</u>	
	<u>259,272</u>	<u>12,252</u>	<u>271,524</u>	<u>336,984</u>	

11 Auditor's remuneration

Fees payable to the auditors:	2021 £	2020 £
Audit of the annual accounts	<u>6,288</u>	<u>5,990</u>

12 Trustees

None of the Trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

Client group representatives on the board of Trustees may be receiving support and occupying accommodation where the charity has a management agreement with a housing association. Where this is the case it is on the same basis as any other member of that client group.

HEADWAY WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

13 Employees

Number of employees

The average monthly number of employees during the year was:

	2021 Number	2020 Number
Outreach staff	26	26
Day facility staff	10	9
Head office staff	7	10
Charity and book shop staff	2	2
	<u>45</u>	<u>47</u>

Employment costs

	2021 £	2020 £
Wages and salaries	568,423	632,245
Social security costs	27,805	37,039
Other pension costs	14,221	15,915
	<u>610,449</u>	<u>685,199</u>

No account is taken in the Charitable Company's expenditure of any amount which would recognise the extensive services provided free of charge. The Board therefore wishes to express its gratitude for both the time and energy of its volunteer members during the year.

The full time equivalents for Outreach staff are 19 (2020 - 20), Day facility staff are 4 (2020 - 5), Head office staff are 5 (2020 - 9), and Charity and book shop are 1 (2020 - 1).

During the year redundancy payments of £12,421 (2020 - £nil) were made.

There were no employees whose annual remuneration was £60,000 or more.

HEADWAY WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

14 Net gains/(losses) on investments

	2021	2020
	£	£
Gain/(loss) on sale of investment properties	-	16,330

15 Taxation

There is no corporation taxation arising on the activities of the year as a result of the Charitable Company being a registered charity.

16 Transfers

A transfer of £2,065 has been made from unrestricted funds to restricted funds to cover the deficits arising on the various funds as detailed in Note 23.

In the prior year a transfer of £4,140 has been made from designated fund to unrestricted funds to cover the deficits arising on the Blackpool Trip and Capital expenditure that has been spent during the year.

17 Tangible fixed assets

	Freehold land and buildings	Fixtures, fittings & equipment	Total
	£	£	£
Cost			
At 1 April 2020	363,352	56,739	420,091
Additions	-	2,860	2,860
Disposals	-	(18,342)	(18,342)
At 31 March 2021	363,352	41,257	404,609
Depreciation and impairment			
At 1 April 2020	88,053	49,380	137,433
Depreciation charged in the year	7,267	2,805	10,072
Eliminated in respect of disposals	-	(18,342)	(18,342)
At 31 March 2021	95,320	33,843	129,163
Carrying amount			
At 31 March 2021	268,032	7,414	275,446
At 31 March 2020	275,299	7,359	282,658

In the opinion of the Trustees, there is no significant difference between the market value and the carrying amount of the freehold property held.

HEADWAY WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

18 Debtors

	2021 £	2020 £
Amounts falling due within one year:		
Trade debtors	32,692	66,037
Prepayments and accrued income	14,193	13,691
	<u>46,885</u>	<u>79,728</u>

19 Current asset investments

	2021 £	2020 £
Cash equivalents on deposit	<u>83,793</u>	<u>83,740</u>

20 Creditors: amounts falling due within one year

	2021 £	2020 £
Loans and overdrafts	10,000	48,820
Other taxation and social security	1,140	7,750
Deferred income	11,443	9,283
Trade creditors	8,435	6,170
Other creditors	6,699	6,575
Accruals	11,518	8,748
	<u>49,235</u>	<u>87,346</u>

21 Creditors: amounts falling due after more than one year

	2021 £	2020 £
Other loans	<u>20,000</u>	<u>-</u>

HEADWAY WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

22 Loans and overdrafts

	2021 £	2020 £
Other loans	30,000	48,820
	<u> </u>	<u> </u>
Payable within one year	10,000	48,820
Payable after one year	20,000	-
	<u> </u>	<u> </u>

Other loans consists of an interest-free loan from Worcestershire County Council and is repayable over the next 3 years.

HEADWAY WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

23 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in funds			Movement in funds			Movement in funds			
	Balance at 1 April 2019 £	Incoming resources £	Resources expended £	Balance at 1 April 2020 £	Incoming resources £	Resources expended £	Incoming resources £	Resources expended £	Transfers £	Balance at 31 March 2021 £
Eveson Charitable Trust - Fund 1	-	16,472	(11,966)	4,506	-	(4,506)	-	-	-	-
Eveson Charitable Trust - Fund 2	25,000	-	(9,437)	15,563	-	(15,827)	-	264	-	-
Brosmgrove Council Support Fund	-	989	(989)	-	-	-	-	-	-	-
Tesco Bags of Help Fund	-	1,000	(20)	980	-	(980)	-	-	-	-
HSBC Improvements (Worcester Day)	962	-	(560)	402	-	(402)	-	-	-	-
HSBC Improvements (North Worcester Day)	717	-	-	717	-	(720)	-	3	-	-
Kidderminster Bridge Club	94	-	(94)	-	-	-	-	-	-	-
Lunch Fund	-	1,111	-	1,111	-	-	-	-	-	1,111
Michael Auty	200	-	-	200	-	-	-	-	-	200
Roger Douglas Turner Fund	-	3,000	(3,000)	-	-	-	-	-	-	-
Bromsgrove and Redditch District Council	214	-	(214)	-	-	-	-	-	-	-
Worcester Round Table	941	-	(941)	-	-	-	-	-	-	-
Lasletts Home Welfare Grant Fund	-	2,250	(100)	2,150	-	(244)	-	-	-	1,906
Cadbury's Fund	-	1,000	(1,000)	-	-	-	-	-	-	-
Big Lottery Fund	17,651	46,752	(56,396)	8,007	46,752	(44,746)	46,752	(44,746)	-	10,013
Well Being Service Fund	1,457	8,800	(2,716)	7,541	2,382	(5,597)	2,382	(5,597)	-	4,326
Day Centre Fund	678	-	(678)	-	-	-	-	-	-	-
Worcester Community Foundation COVID 19 Support Fund	-	-	-	-	5,000	(6,590)	5,000	(6,590)	1,590	-
Eveson Charitable Trust Occupational Therapist Fund	-	-	-	-	20,000	(5,741)	20,000	(5,741)	-	14,259
Screwfix Repairs Donation	-	-	-	-	2,500	(2,500)	2,500	(2,500)	-	-
Balance carried forward	47,914	81,374	(88,111)	41,177	76,634	(87,853)	76,634	(87,853)	1,857	31,815

HEADWAY WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

23 Restricted funds	Balance at 1 April 2019 £	Movement in funds		Balance at 1 April 2020 £	Movement in funds		Transfers £	Balance at 31 March 2021 £
		Incoming resources £	Resources expended £		Incoming resources £	Resources expended £		
Balance brought forward	47,914	81,374	(88,111)	41,177	76,634	(87,853)	1,857	31,815
Big Lottery Resilience Funding	-	-	-	-	69,990	(69,990)	-	-
Big Lottery Counselling, Assistance and Guidance Function Funding	-	-	-	-	10,000	(10,208)	208	-
Bromsgrove District Council Grant	-	-	-	-	470	(470)	-	-
Worcester County Council (W.C.C.) Infection Control Grant	-	-	-	-	52,160	(52,160)	-	-
	47,914	81,374	(88,111)	41,177	209,254	(220,681)	2,065	31,815

Eveson Charitable Trust Fund 1 - represents funding for a full time wellbeing support worker.

Eveson Charitable Trust Fund 2 - represents funding for necessary restructuring employment costs.

Bromsgrove Council Support Fund - represents funding for the Bromsgrove support group.

Tesco Bags of Help Fund - represents funding for the garden projects.

HSBC Improvements - represents monies received for improvements to the Day Centres.

Kidderminster Bridge Club - represents monies received to purchase equipment to provide exercise opportunities for the Kidderminster and Bromsgrove Day Centres.

HEADWAY WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

23 Restricted funds (Continued)

- Lunch Fund - represents monies received for outreach clients lunches.
- Michael Auty - represents monies received towards outings for the Worcester Day Services.
- Roger Douglas Turner Fund - represents monies received for repairs to the workshop.
- Bromsgrove and Redditch District Council - represents monies received towards support groups in Bromsgrove
- Worcester Round Table - represents monies received towards revamping the garden at the Worcester Day Service premises.
- Lasletts Home Welfare Grant Fund - represents monies received towards Worcestershire clients moving house or essential items for their homes.
- Cadbury's Fund - represents monies received towards support for the robbery costs incurred in 2019.
- Big Lottery Fund - the lottery funding will be used to widen the understanding of Headway Worcestershire Services, reach more survivors and families through their journey's. The development of the link service will ensure information, support, advice and signposting is available throughout the recovery of their ABI.
- Well Being Service Fund - represents monies received towards the Well Being Service.
- Day Centre Fund - represents monies received towards the Day Centre.
- Worcester Community Foundation COVID 19 Support Fund - represents monies received towards remote support for clients through technology.
- Eveson Charitable Trust - Occupational Therapist Fund - represents monies received towards occupational therapist.
- Screwfix Repairs Donation - represents monies received towards improvements to the building facilities.
- Big Lottery Resilience Funding - represents monies received towards supporting the charity through the pandemic.

HEADWAY WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

23 Restricted funds

(Continued)

Big Lottery Counselling, Assistance and Guidance Function funding - represents monies received towards supporting the mental health of the clients during the pandemic.

Bromsgrove District Council Grant - represents monies received towards communication with the clients.

Worcester County Council (W.C.C) Infection Control Grant - represents monies received towards providing a safe and protective environment for the clients and staff members.

HEADWAY WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

24 Unrestricted funds - designated

These are unrestricted funds which are material to the charity's activities made up as follows:

	Balance at 1 April 2019 £	Movement in funds			Transfers £	Balance at 1 April 2020 £	Movement in funds			Balance at 31 March 2021 £
		Incoming resources £	Resources expended £				Incoming resources £	Resources expended £		
Chalet	50,000	-	-	-	-	50,000	-	-	-	50,000
Legacy	75,000	-	-	-	-	75,000	-	-	-	75,000
Worcester Day operations and fundraising	1,784	1,259	(78)	-	-	2,965	180	(1,384)	-	1,761
North Worcester Day operations and fundraising	5,048	284	(537)	-	-	4,795	237	(92)	-	4,940
Blackpool Trip	-	7,759	(8,469)	710	-	-	-	-	-	-
Capital Expenditure	-	4,850	-	(4,850)	-	-	-	-	-	-
	131,832	14,152	(9,084)	(4,140)		132,760	417	(1,476)		131,701

Chalet - funds set aside from the disposal of a chalet used to provide a "holiday" facility for sufferers of ABI to provide a replacement asset.

Legacy - funds received from a generous legacy set aside to assist in the acquisition of the replacement "holiday" facility.

Day operations fundraising fund - represents monies set aside for specific activities, materials and equipment related to the service users.

Blackpool Trip - funds received and set aside for the service users Blackpool trip.

Capital Expenditure - funds received and set aside from the Tracey Harmon Spanish walk for capital expenditure.

HEADWAY WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) **FOR THE YEAR ENDED 31 MARCH 2021**

25 Analysis of net assets between funds	Unrestricted funds		Designated funds		Restricted funds		Total		Unrestricted funds		Designated funds		Restricted funds		Total	
	2021	£	2021	£	2021	£	2021	£	2020	£	2020	£	2020	£	2020	£
Fund balances at 31 March 2021 are represented by:																
Tangible assets	275,446		-		-		275,446		282,658		-		-		282,658	
Current assets/(liabilities)	622,797		131,701		31,815		786,313		415,964		132,760		41,177		589,901	
Long term liabilities	(20,000)		-		-		(20,000)		-		-		-		-	
	878,243		131,701		31,815		1,041,759		698,622		132,760		41,177		872,559	

HEADWAY WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

26 Retirement benefit schemes

Defined contribution schemes

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The charge to the statement of financial activities in respect of defined contribution schemes was £14,221 (2020 - £15,915).

27 Operating lease commitments

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2021 £	2020 £
Within one year	16,960	20,626
Between two and five years	26,827	43,787
	<u>43,787</u>	<u>64,413</u>

The operating leases represent leases for property rental. The leases are negotiated over terms of 1 to 6 years and rentals are fixed for 1 to 6 years. There are no options in place for either party to extend the lease terms. The amounts charged to the Statement of Financial Activities during the year in respect of these leases was £16,963 (2020 - £20,960).

28 Related party transactions

There were no disclosable related party transactions during the year (2020 - none).

Remuneration of key management personnel

The remuneration of key management personnel is as follows.

	2021 £	2020 £
Aggregate compensation	<u>128,718</u>	<u>118,149</u>

HEADWAY WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

29	Cash generated from operations	2021 £	2020 £
	Surplus/(deficit) for the year	169,200	(51,982)
	Adjustments for:		
	Investment income recognised in profit or loss	(20,083)	(1,910)
	Gain on disposal of investment property	-	(16,330)
	Depreciation and impairment of tangible fixed assets	10,072	10,073
	Movements in working capital:		
	Decrease in debtors	32,843	701
	(Decrease) in creditors	(20,271)	(4,598)
	Increase in deferred income	2,160	1,794
	Cash generated from/(absorbed by) operations	173,921	(62,252)

30	Analysis of changes in net funds	At 1 April 2020 £	Cash flows £	At 31 March 2021 £
	Cash at bank and in hand	513,779	191,091	704,870
	Loans falling due within one year	(48,820)	38,820	(10,000)
	Loans falling due after more than one year	-	(20,000)	(20,000)
		464,959	209,911	674,870