

Charity Registration No. 702490

Company Registration No. 02443464 (England and Wales)

HEADWAY WORCESTERSHIRE
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

HEADWAY WORCESTERSHIRE

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Paul Valentine Leo Tarrant Helen Moore Allison Hollis Nick French	(Appointed 13 May 2024)
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 2025*

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 Flows for the year ended 31st March 2025. 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 2025

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, Stourport 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.

At our centres we use activities that you enjoy, enabling you to learn new skills and re-learn old ones that may have been lost. We focus on people doing things for themselves and so becoming more independent. By working together, we aim to improve your health and wellbeing.

The activities are run in small, large or one to one session and led by trained support staff. In any one week over 73 clients attend one of the three different centres taking part in 2,865 activity 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. This year we had 14,992 one to one visits in comparison to last year of 16,218.

Our Outreach Support Team are experienced in support and care and work closely with healthcare professionals, social services, housing services and other organisations to ensure each client receives a joined up cohesive support, or care program.

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 Group sessions which are held in Worcester, Bromsgrove and Stourport and are facilitated by a qualified counsellor. The groups offer counselling for individuals, their carers, and families. This service is free to all those adjusting to life after a brain injury.

Understanding their condition and symptoms, not just from a clinical perspective from a consultant or doctor explaining it in medical terms. Honest down to earth explanations are shared and openly talked about, within the group. Everyone is encouraged to reach their own goals, working towards accepting their new condition, recovery, and social inclusion.

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TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2025

We have a monthly Young Persons Group for young adults aged 18-35 years of age, accessing this sector have proved a challenge and a service we have worked hard at achieving. The group meet once a month and varies in numbers but already patterns of behaviours have been identified and worked on by the session lead.

The group has acknowledged the importance and need for peer support and a safe environment to discuss their specific issues. Coping mechanisms and one-to-one support has proved valuable, often leading to bigger issues being identified and supported by our extended services, such as financial applications.

Counselling and Self Help Sessions

We have a trained counsellor and a self-help worker who provide one to one sessions to support individuals and families to adjust to life with a brain injury. Understanding their condition and symptoms, not just from a clinical perspective from a consultant or doctor explaining it in medical terms. Honest down to earth explanations are shared and openly talked about within the group. Everyone is encouraged to reach their own goals, working towards accepting their new condition, recovery, and social inclusion. The group is run at a gentle caring pace with breaks to reduce fatigue.

Counselling can provide valuable and confidential support. Counselling provides a space where you can talk to someone about your concerns and emotional difficulties, someone trained and skilled in listening and helping you clarify your thoughts and feelings, which you may not be able to discuss with anyone else.

During 2024/2025 we provided 29 counselling sessions over the phone and 226 one-to-one sessions throughout the year.

Mindfulness

We have fortnightly Mindfulness group session for our clients as well as one-to-one session for individuals who may need some personal techniques and coping strategies. The group has grown in numbers to up to 24 attendees.

For many brain injury survivors, mindfulness is an essential practice that helps to regulate their mental health, mood changes, and memory.

Self-isolation, like that imposed during the coronavirus pandemic, is something quite familiar to many brain injury survivors who have adapted coping mechanisms to manage their wellbeing.

Mindfulness isn't a cure, but it can help strengthen the mind and focus attention on the present moment.

Charity Shop (Now closed 09/24 and operations under review)

We had a charity shop based in St Swithin's Street which not only raised much-needed funds and awareness for the charity, but it also provided the opportunity for voluntary work for some of Headway Worcestershire's service users, 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 18 volunteers throughout our services, they are the backbone 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. They help to run sessional programmes such as upcycling, life skills, social interaction, games, physical activities, gardening, quizzes 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, hosting a multi-agency ABI monthly meeting to discuss new and existing clients. We work with individuals and campaigns on issues such as wearing safety headwear in sports, concussion, the implications of an ABI and numbers of those persons affected nationally.

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 over 70 individuals in this housing scheme with 2,051 hours of support.

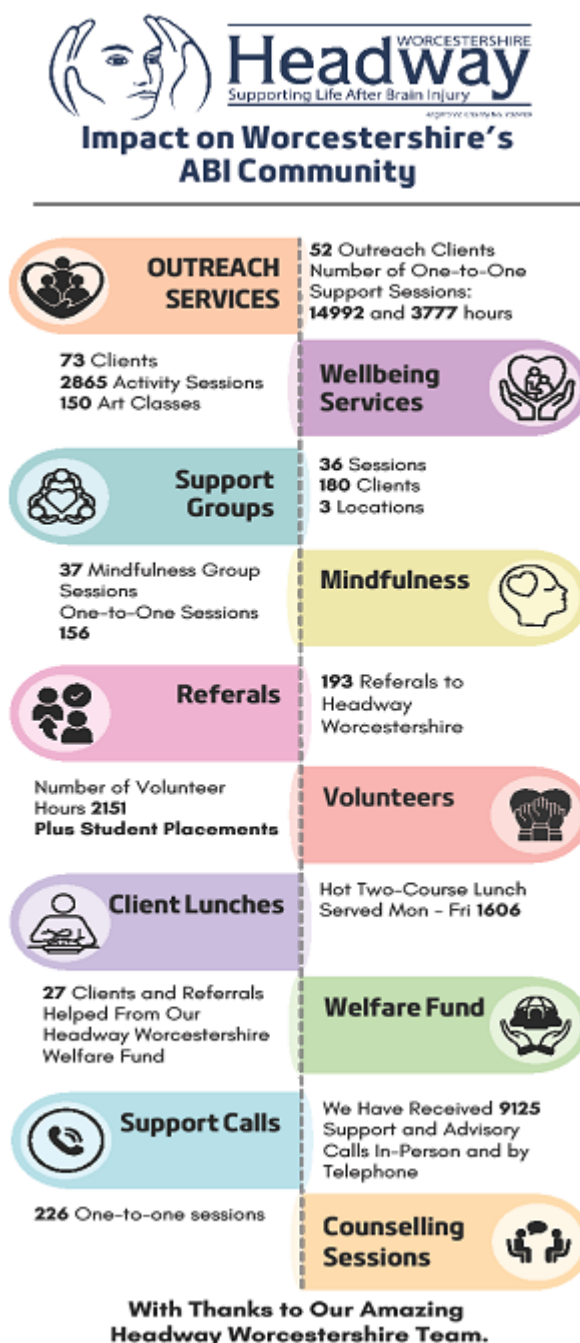
HEADWAY WORCESTERSHIRE

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2025

Chief Executive Officer Report April 2024 - March 2025

As CEO of Headway Worcestershire, I am constantly inspired by the generosity and compassion of our community. Through your continued support of our programmes and initiatives, we are creating a significant and lasting impact-helping to understand and assist adults living with acquired brain injuries (ABI) across Worcestershire.

Our dedicated team within Outreach and Wellbeing services consistently goes above and beyond, delivering exceptional care that empowers individuals to lead independent, fulfilling, and meaningful lives. We are immensely proud of our Headway Worcestershire team-without their commitment, we could not deliver the vital support and care that our ABI community relies on. Our impact at a glance:



HEADWAY WORCESTERSHIRE

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2025

I am profoundly grateful to our partners, supporters, stakeholders, volunteers, trustees, and our incredible team for their unwavering commitment to Headway Worcestershire's mission.

As we look ahead, I invite you to join us on this journey of transformation, awareness, and advocacy for this often-overlooked silent disability. Whether through volunteering, collaborating, providing corporate support, fundraising, donating, or simply sharing our message on social media-**every contribution matters**.

Thank you for your continued support and belief in our cause. Together, we can create a brighter future for everyone affected by acquired brain injury.

Highlights of 2024–2025

Community Engagement

Our activities run weekly across our Wellbeing Centres in Worcester, Stourport, Bromsgrove, and Evesham, as well as through organised trips to places of interest in and around our local community.

In February, we were honoured to welcome **The High Sheriff of Worcestershire, Charles Moyle JP**, and **The Mayor of Worcester, Councillor Mel Alcott**, who joined our clients and team for a memorable day. Highlights included:



Joining in our **Mindfulness Session**: Stress-relieving techniques for all attendees.

A performance **by Worcester Male Voice Choir**: A wonderful selection of songs, including *Take Me Home*, *Country Roads*.

Official Opening of The Blind Craftsman Workshop:

Our woodworker Mark Hulme, **The Blind Craftsman**, has taken over our underutilised Workshop at Headway Worcestershire. This symbiotic relationship means we work collaboratively together. Mark continues to work on his bespoke creations and passes on his knowledge and skills to our clients who are interested in woodworking. Mark's story is one of resilience and adaptation. Despite losing his sight from an ABI in 2022, his love for crafting with wood only grew stronger and using touch and intuition, he crafts beautiful, personalised pieces. What started as a hobby has now become a new career path. Bespoke wooden gifts take skill, patience, and a lot of care. Every piece is made with love, and using traditional tools, Mark carefully handcrafts each piece, making sure it's just right. Whether it's a personalised keepsake or a unique wooden gift, every item is made with dedication and attention to detail, creating something truly special.

HEADWAY WORCESTERSHIRE

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2025

Every Day at Headway Worcestershire

Every day is filled with meaningful activities and support for our ABI community. Whether in our Wellbeing Centres or out and about with our Outreach Team, we create opportunities for **connection, learning, and independence**.

Highlights include:

- **Community Trips:** Barry Island, Black Country Museum, safari park, theatre and cinema visits, bowling, the countryside, specialist centres, places of interest to ensure our clients experience enriching outings.
- A visit by **Vamos Theatre Group** to present an interactive play.
- **Inclusive Sports:**
 - Walking tennis (supported by Neil Bates & LTA).
 - Walking rugby & football (facilitated by Worcester Warriors Foundation at Droitwich RFC).
 - Disability cricket (supported by Worcestershire Cricket Foundation).

Why Exercise Matters After ABI

- **Physical:** Improves strength, balance, and mobility; prevents complications like blood clots and stiffness.
- **Cognitive:** Boosts brain recovery through neuroplasticity; enhances memory and attention.
- **Emotional:** Reduces depression and anxiety; improves sleep and energy.
- **Social:** Encourages independence and social interaction.

Cognitive Activities at Headway Worcestershire

We know recovery after an ABI is not just physical-it's cognitive too. That's why we offer a wide range of activities designed to **stimulate the mind, build confidence, and encourage social interaction**, including:

- **Games:** Scrabble, Dominoes, Memory Game, Uno, Sjoelbak.
- **Quizzes & Discussion Sessions:** For memory, reasoning, and communication skills and feedback on our services.
- **Life Skills:** Travel training, cooking, and practical everyday tasks.

These activities help improve **problem-solving, attention, and independence**, while creating a supportive environment for learning and connection.

Creative Expression

At Headway Worcestershire, creativity plays a vital role in recovery and wellbeing. We host **craft groups and specialist-led art sessions**, bringing imagination and self-expression to life. These activities help build confidence, improve fine motor skills, and provide a sense of achievement.

HEADWAY WORCESTERSHIRE

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2025

Community Support

Meanwhile, our **Outreach Team** works tirelessly in the community, supporting individuals with:

- **Daily living tasks**
- **Attending scheduled appointments and social care assessments**
- **Reducing isolation and ensuring no one feels alone**

Together, these efforts create a holistic approach-combining **physical, cognitive, and emotional support**-to help our ABI community thrive and enable them to live independently.



HEADWAY WORCESTERSHIRE

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2025

Fundraising Success – The 90 Challenge

The **Headway Worcestershire 90 Challenge 2024**, was launched to raise awareness and funds, inspired by the fact that every 90 seconds someone in the UK is admitted to hospital with a brain injury. Participants completed creative challenges involving the number 90, including:

- Running **90 km in under 24 hours**
- Completing **90 crosswords**
- Making and selling **90 jars of jam**
- Playing pool for **90 minutes non-stop**
- Walking **90 miles in 9 days**

This initiative raised **£10,500** and significantly boosted our visibility through social media campaigns and community engagement. It was a resounding success-raising funds, awareness, and fostering a sense of unity.

EVERY 90 SECONDS SOMEONE IN THE UK IS ADMITTED TO HOSPITAL WITH A BRAIN INJURY. THAT IS 350,000 PER YEAR.

90 games of Scrabble

Attend 90 gym sessions

Visit 90 cities on my Peleton

ARE YOU UP FOR A 90 CHALLENGE TO RAISE ESSENTIAL FUNDS FOR HEADWAY WORCESTERSHIRE?

Meditate everyday for 90 minutes

Run 90 miles over a month

Read everyday for 90 days

START 1ST JAN 24 - END 31ST DEC 24

HEADWAY WORCESTERSHIRE

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2025

ABI Games™ 2025

On **20 August 2025**, we will be proudly hosting the third **ABI Games™** at the University of Worcester Sports Arena. This fully inclusive event celebrates ability over disability, with categories in:

- Physical Activities
- Creative Expression
- Cognitive Skills
- Life Skills

We introduced **category sponsorships** this year, enabling businesses to support the event while gaining visibility. Our main sponsor, **Higgs LLP**, shared:

"We are thrilled to support Headway Worcestershire and sponsor the fantastic ABI Games 2025. The primary driver for us as a firm is people—we are in awe of Headway's amazing hard work in supporting those affected by brain injury and seeing how much fun, happiness, and laughter the games bring to everyone involved."
— Andy Shaw, Partner, Higgs LLP





Do you enjoy sports? Love baking? Is art more your forte? Or perhaps you're drawn to strategy games?

Become a Sponsor for the ABI Games™ 2025 and fuel your passion!









Choose from 24 categories; Physical Games, Life Skills, Creative Expression, or Cognitive Skills

Contact us today to find out more:
Email us abigames@hwtl.org.uk,
Call us: 01905 729729
Visit our website: <https://abigames.org>

HEADWAY WORCESTERSHIRE

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2025

Charity of the Year Partnerships and corporate support

We are incredibly grateful to the businesses that have chosen Headway Worcestershire as their **Charity of the Year**. Their support is making a real difference-raising vital funds, increasing awareness, and helping us provide essential rehabilitation, support, and advocacy across Worcestershire.

This recognition reflects our commitment to supporting adults with acquired brain injuries through **rehabilitation, wellbeing activities, outreach support, and community engagement**.

This support strengthens our mission to:

- **Raise awareness** of ABI and its hidden challenges.
- **Expand partnerships** with local businesses and organisations.
- **Increase fundraising opportunities** to sustain and grow our services.
- Engage employees in **rewarding volunteer experiences**.
- Enhance your brand reputation through **positive social impact**.

Nutrition & Wellbeing

A healthy, balanced diet is essential for recovery and overall wellbeing. At Headway Worcestershire, we provide a **hot two-course lunch prepared by Chef Paul**, ensuring our clients enjoy nutritious meals every day.

Our kitchen maintains a **5-star hygiene rating**, reflecting our commitment to safety, quality, and care. These meals not only support physical health but also create opportunities for **social interaction and community connection** during shared dining experiences.



HEADWAY WORCESTERSHIRE

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2025

The Power of our Volunteers

Volunteers remain the backbone of our organisation and are a crucial part of the smooth running of Headway Worcestershire. They support our staff during activity sessions and client breaks, working **one-to-one with clients who need extra support** or assisting with **small groups**.

Each week, volunteers help deliver a variety of activities, including:

- Woodwork
- Art
- Mindfulness
- Games and social sessions
- Days in our community
- Supporting mealtimes
- Supporting clients with their communication skills, sometimes just simply sitting and listening and giving them time.

Our trustees are volunteers who generously give their time, expertise, and guidance to ensure strong governance and strategic direction for Headway Worcestershire. Their commitment helps us maintain high standards, safeguard our mission, and deliver the best possible support for people living with acquired brain injury.

We deeply appreciate their dedication and the vital role they play in shaping our future.

We welcome new ideas and skills-volunteering with us means making a real impact.

"As we reflect on the year from April 2024 to March 2025, I am immensely proud of what Headway Worcestershire has achieved. Every day, our team, volunteers, and supporters work tirelessly to create opportunities for connection, learning, and independence for those living with acquired brain injury.

From wellbeing activities and inclusive sports to creative sessions and outreach support, we continue to demonstrate that recovery is about more than rehabilitation-it's about rebuilding lives and restoring confidence.

Our recognition as **Charity of the Year**, the unwavering support from corporate partners, and the dedication of our volunteers have been instrumental in making this possible.

We remain committed to **expanding our services, strengthening partnerships, and ensuring that no one faces ABI alone**. This is no easy task in today's economic climate, but we strive to continue to grow and adapt to meet the needs of our community.

Thank you to everyone who has walked this journey with us-you are the reason we can make a difference.

HEADWAY WORCESTERSHIRE

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2025



Courtesy of Miles Pilling - 90 headshots for Headway Worcestershire 90 Challenge  headshots4headway

“90 faces connected to Headway Worcestershire.

**Among them are individuals living
with a hidden disability.”**

Acquired brain injury isn't always visible,
however, the need for support always is.

Powerful statistic: Every 90 seconds, someone in the UK
is admitted to hospital with a brain injury,
changing life in an instant.

This equates to 919 hospital admissions per day.

www.headwayworcestershire.org.uk / 01905 729729 / enquiries@hwtl.org.uk



Mandie Fitzgerald
Chief Executive Officer
19 January 2026

HEADWAY WORCESTERSHIRE

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2025

Treasurers & Interim Chair Report 2024/25



Paul Valentine (Interim Chair & Treasurer)

Welcome to our Chairman (Interim) and Treasurers Report for the Year ending March 2025

Headway Worcestershire is a registered charity that works for the benefit of clients with Acquired Brain Injury (ABI) and their families throughout Worcestershire. We exist to provide resources and facilities to meet the needs of individuals within the community who have or are experiencing an ABI.

The charity's overall mission continues to be to promote understanding of all aspects of brain injury and to provide information, support, and services to survivors, their families, and carers. In addition, Headway campaigns to reduce the incidence of brain injury.

Overview

Whilst income received has increased slightly to £997,100 compared to last year (2023/2024 – £983,623), the charity's operating expenses have increased due to ongoing cost pressures. Whereas previously in 2023/24 the total expenditure was £1,012,231, during the 2024/25 accounting period, expenditure increased by £57,781, totalling £1,070,012.

The Board and Senior Management Team continue to review expenditure and how additional revenue can be generated and where costs can be reduced to offset any future increases, such as increases to the National Living Wage.

Additionally, whilst donations have significantly reduced in this financial year compared to the last period, we would also like to thank the many varied valued donations received from organisations and individuals, including the following:

**Coulthurst
Bransford Trust
Turner Trust
Bromsgrove and Redditch Medical Services
Simon Nicholls**

Whilst writing, we are very grateful for legacies and grants, and especially would like to thank the following:

**The Estate of Margaret De Payen Smith
Eveson Charitable Trust**

Last year, due to an almost 100% rent increase, we took the difficult decision to close the charity shop on St Swithin's Street, although we have continued to offer a facility for community items to be sold during scheduled open days and online activities. This service will generate additional revenue without the high property rental costs and with significantly lower staffing costs.

HEADWAY WORCESTERSHIRE

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2025

Local Awareness

The charity continues to work alongside independent organisations such as The Blind Craftsman, which operates at the Mill and provides high-quality wooden gifts, many of which are made from storm-fallen wood. These items are sold throughout the county, for which the charity receives a percentage of sales, in addition to rental income from the property. It is these new initiatives that will ensure that the available space on the charity's property is fully utilised and generates income. Additionally, following the success of the initial ABI Games, the Board has been especially impressed by the organisation of the follow-up ABI Games event held in August 2025 and wishes to thank the Senior Leadership Team and everyone within Headway for their conscientious efforts in making the event such a success, the positive results of which will be reflected in the 2025/26 accounts. It is new initiatives such as the above which will help ensure the charity continues to operate, whilst promoting the Headway name, the combined results of which will enable the charity to provide a high level of support to its clients.

The board wishes to thank those responsible for hosting these events throughout the year, many of which are out of hours and managed on a voluntary basis.

Cost Saving

The Board, together with the Senior Leadership Team, will continue to focus on ways in which to reduce current expenditure without affecting the level of service to its clients. Some recent projects have included implementing a modern software-based client support platform, which, whilst operating at a lower monthly cost, is expected to increase efficiency by providing operational teams across the charity with better, more intuitive information. Additionally, the successful implementation of a modern accounting platform over the last twelve months has helped the finance team administer and report on activities more effectively than previously. The results from the enhanced reports are helping the Senior Leadership Team and the Board make better-informed decisions as information and trends are more accessible.

Summary of Recommendations/Plans for the Future

Increase Fundraising Efforts: For example, following the success of the 2025 ABI Games and alignment with the local business community, new and increased corporate sponsorship opportunities are now available.

Expense and Overhead Monitoring: In line with the enhanced financial software system deployed, we will continue to closely monitor and control operational expenses and overheads, including labour costs.

Current Location: The charity and its Leadership Teams recognise the ongoing increase in costs relative to the revenue from local authorities, including donations and legacies. Therefore, due to additional expected operational costs, for example, increases in the Living National Wage, the charity continues to consider the suitability of the current location. The Senior Management Team and Board recognise the associated costs of re-purposing/relocating and will therefore focus on ensuring its core services continue to operate efficiently at the current locations, for at least the next twelve months, before embarking on any new major projects.

Closing Remarks

As I present my seventh Treasurer's Report for Headway Worcestershire, I want to express my gratitude to everyone contributing to this charity, whether in full-time, part-time, or voluntary capacities. Despite ongoing reductions in local authority funding, the organisation maintains a stable financial position with no immediate cause for concern, as in previous years. The Board and Senior Management Team remain committed to reviewing and implementing cost-saving measures whilst fulfilling all our obligations.

Looking ahead, the charity will pursue innovative approaches to revenue generation, and we anticipate another successful year, further enhancing our public profile with ongoing activities such as the ABI Games. I appreciate everyone's efforts to ensure prudent financial management and to identify opportunities for expenditure reduction. During this period of elevated costs, the exceptional dedication of management, support workers, and volunteers has enabled us to maintain the high standard of care expected by our clients, their families, and the Charities Commission.

It has been a privilege to assist this charity and be a witness to its progress throughout the year. On behalf of the Board, we remain committed to supporting these initiatives and bringing them to fruition.

Paul Valentine (Interim Chair & Treasurer) 19 January 2026

HEADWAY WORCESTERSHIRE

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2025

Outlook Report for 2025/2026

Headway Worcestershire Goals for 2025/2026

Expand Services & Outreach

- Increase capacity for community-based Outreach support and Wellbeing activities.
- Strengthen partnerships with GP practices, hospitals, and rehabilitation centres to improve referral pathways.

Enhance Training & Workforce Development

- Deliver advanced role-specific training, including management development and HR compliance.
- Extend volunteer training programs to ensure confidence and quality in client support.

Secure Financial Sustainability

- Drive fundraising initiatives and corporate partnerships.
- Apply for additional grants to cover rising operational costs and enable service growth.

Improve Facilities

- Begin refurbishment planning for Gregory's Mill Street site and Wellbeing Centre to create safe, modern spaces for clients.

Promote Awareness & Inclusion

- Host ABI Games 2026 Roadshows and collaborative events to raise awareness of acquired brain injury.
- Increase community engagement through networking and media campaigns.

Maintain Quality Standards

- Retain our **Outstanding CQC rating** and prepare for upcoming assessments.
- Continue to embed best practices in governance and client care.

Fundraising Strategies for 2025/2026

To ensure financial sustainability and enable service growth, Headway Worcestershire will implement a multi-faceted fundraising approach:

Corporate Partnerships & CSR

- Develop Charity of the Year partnerships with local and national businesses.
- Offer tailored CSR packages, including sponsorship opportunities for events like the ABI Games™, volunteering days, and awareness campaigns.
- Introduce employee engagement programs such as payroll giving and matched funding.

Community Fundraising

- Organise signature events (e.g. Paddle & Hike Challenge, ABI Games Roadshows) to attract participants and sponsors.
- Launch local challenges and themed campaigns to engage individuals and community groups.
- Strengthen relationships with Worcestershire networking groups to increase visibility and support.

HEADWAY WORCESTERSHIRE

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2025

Digital & Social Media Campaigns

- Use storytelling and impact-driven content to encourage online donations.
- Implement seasonal giving campaigns (e.g. Christmas appeals, Giving Tuesday).
- Explore crowdfunding platforms for specific projects like building refurbishment.

Grants & Trusts

- Continue applying to grant-giving bodies for core costs and project funding.
- Target multi-year grants to secure long-term financial stability.
- Build relationships with charitable trusts for ongoing support.

Legacy & Major Gifts

- Promote legacy giving through wills and estate planning.
- Develop a major donor program with recognition opportunities for significant contributions.

Events & Sponsorship

- Expand ABI Games sponsorship packages for corporate partners.
- Introduce tiered sponsorship options for events, wellbeing programs, and creative sessions.

“Together, we can ensure no one faces acquired brain injury alone, within our ABI community.”

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.

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. Our new Staff Handbook will be developed, and other HR initiatives reviewed.

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 its objectives and mission effectively.

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 £802,008 (2024 - £874,920) of which £3,961 (2024 - £10,799) is restricted funding, £275,000 (2024 - £276,791) has been designated for specific use, and £523,047 (2024 - £587,330) unrestricted which after allowing for the tangible fixed assets of the organisation of £239,536 (2024 - £247,375) leaves £283,511 (2024 - £339,955) available for general use. This level of "free" reserves represents 3-4 months typical expenditure.

HEADWAY WORCESTERSHIRE

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2025

Risk Management

The Trustees have considered risks and risk management throughout the year as part of the business of the full Board and bimonthly meetings.

The principal area for attention remains the potential reduction in the level of external funding for the Headway Worcestershire's services.

The Board of Trustees has identified the following key areas of risk to the charity, along with actions to mitigate these risks:

Risk 1: Cuts or withdrawal of local authority funding for Wellbeing and Outreach Services for people with acquired brain injury, given that this represents a considerable proportion of the charity's income.

Mitigation:

- Maintain strong relationships with commissioning bodies and demonstrate service impact.
- Diversify income streams through corporate partnerships, community fundraising, grants, and legacy giving.
- Monitor funding trends and adjust budgets accordingly.

Risk 2: Use of reserves to support service delivery where contracts and grants are either reduced or withdrawn.

Mitigation:

- Maintain reserves in line with the charity's Reserves Policy (minimum of 3 months' operating costs).
- Avoid substantial capital expenditure unless additional resources are secured or Trustees approve capital use.
- Implement cost-control measures and prioritise essential services if funding shortfalls occur.

Risk 3: Failure to meet regulatory or contractual obligations (as set out by funding authorities and monitoring bodies including the Care Quality Commission, Worcestershire Council, and the NHS), resulting in a loss of income and/or reputational damage.

Mitigation:

- Ensure the Senior Management Team remains suitably qualified and experienced to deliver services to contract and meet regulatory requirements.
- Compliance is monitored quarterly by Trustees through the Board, supported by internal audits and mandatory staff training.
- Policies and procedures are reviewed annually to ensure alignment with current standards.

Emerging Risks for 2026:

- Operational cost increases due to inflation and energy prices.
- Recruitment and retention challenges in the care sector.
- Cybersecurity and data protection risks under UK GDPR.

HEADWAY WORCESTERSHIRE

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2025

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:

Paul Valentine

Leo Tarrant

Helen Moore

Allison Hollis

M Torrent

(Appointed 13 May 2024 and resigned 1 April 2025)

Nick French

(Appointed 13 May 2024)

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 Financial Statements 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) 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.

HEADWAY WORCESTERSHIRE

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2025

Publicity

The Directors / Trustees issue newsletters and secures 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.

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.

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".

HEADWAY WORCESTERSHIRE

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT) *FOR THE YEAR ENDED 31 MARCH 2025*

Employee involvement

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.

Disabled persons

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.

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: 19 January 2026

HEADWAY WORCESTERSHIRE

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2025

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 2025 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and 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 Financial Reporting Standard 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 2025 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.

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 requires 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.

HEADWAY WORCESTERSHIRE

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF HEADWAY WORCESTERSHIRE

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.

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.

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.

HEADWAY WORCESTERSHIRE

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF HEADWAY WORCESTERSHIRE

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 auditor's 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.

David Farebrother BSc(Hons) BFP ACA (Senior Statutory Auditor)

For and on behalf of Kendall Wadley LLP, Statutory Auditor

Chartered Accountants

Merevale House

27 Sansome Walk

Worcester

WR1 1NU

19 January 2026

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 section 1212 of the Companies Act 2006.

HEADWAY WORCESTERSHIRE

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2025

Current financial year		Unrestricted funds 2025 £	Designated funds 2025 £	Restricted funds 2025 £	Total 2025 £	Total 2024 £
	Notes					
Income and endowments from:						
Donations and legacies	3	113,365	-	-	113,365	58,724
Charitable activities	4	762,001	-	85,253	847,254	831,320
Other trading activities	5	21,754	-	-	21,754	51,368
Investments	6	6,739	-	-	6,739	5,142
Other income	7	7,988	-	-	7,988	37,069
Total income		911,847	-	85,253	997,100	983,623
Expenditure on:						
Raising funds	8	31,583	-	-	31,583	46,920
Charitable activities	9	945,512	826	92,091	1,038,429	965,311
Total expenditure		977,095	826	92,091	1,070,012	1,012,231
Net income/(expenditure)		(65,248)	(826)	(6,838)	(72,912)	(28,608)
Transfers between funds	15	965	(965)	-	-	-
Net movement in funds		(64,283)	(1,791)	(6,838)	(72,912)	(28,608)
Reconciliation of funds:						
Fund balances at 1 April 2024		587,330	276,791	10,799	874,920	903,528
Fund balances at 31 March 2025		523,047	275,000	3,961	802,008	874,920

HEADWAY WORCESTERSHIRE

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

FOR THE YEAR ENDED 31 MARCH 2025

Prior financial year		Unrestricted funds 2024 £	Designated funds 2024 £	Restricted funds 2024 £	Total 2024 £
Income and endowments from:					
Donations and legacies	3	45,502	-	13,222	58,724
Charitable activities	4	740,587	-	90,733	831,320
Other trading activities	5	51,368	-	-	51,368
Investments	6	5,142	-	-	5,142
Other income	7	36,717	352	-	37,069
Total income		879,316	352	103,955	983,623
Expenditure on:					
Raising funds	8	46,920	-	-	46,920
Charitable activities	9	857,529	1,842	105,940	965,311
Total expenditure		904,449	1,842	105,940	1,012,231
Net income/(expenditure)		(25,133)	(1,490)	(1,985)	(28,608)
Transfers between funds	15	(5,290)	-	5,290	-
Net movement in funds		(30,423)	(1,490)	3,305	(28,608)
Reconciliation of funds:					
Fund balances at 1 April 2023		617,753	278,281	7,494	903,528
Fund balances at 31 March 2024		587,330	276,791	10,799	874,920

HEADWAY WORCESTERSHIRE

BALANCE SHEET

AS AT 31 MARCH 2025

	Notes	2025 £	£	2024 £	£
Fixed assets					
Tangible assets	16		239,536		247,375
Current assets					
Debtors	17	92,732		55,299	
Investments	18	87,790		85,939	
Cash at bank and in hand		495,111		575,125	
		<u>675,633</u>		<u>716,363</u>	
Creditors: amounts falling due within one year	19	(113,161)		(88,818)	
Net current assets			562,472		627,545
Total net assets			<u>802,008</u>		<u>874,920</u>
Income funds					
Restricted funds	21		3,961		10,799
Unrestricted funds - designated	22	275,000		276,791	
Unrestricted funds - general		<u>523,047</u>		<u>587,330</u>	
Total unrestricted funds			798,047		864,121
			<u>802,008</u>		<u>874,920</u>

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 2025, although an audit has been carried out under section 144 of the Charities Act 2011.

The directors acknowledge their 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 19 January 2026

Paul Valentine

Trustee

Company Registration No. 02443464

HEADWAY WORCESTERSHIRE

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2025

	Notes	2025 £	£	2024 £	£
Cash flows from operating activities					
Cash absorbed by operations	27		(84,902)		(32,335)
Investing activities					
Interest received		6,739		5,142	
Net cash generated from investing activities			6,739		5,142
Net decrease in cash and cash equivalents			(78,163)		(27,193)
Cash and cash equivalents at beginning of year			661,064		688,257
Cash and cash equivalents at end of year			582,901		661,064
Components of cash and cash equivalents					
Cash at bank and in hand			495,111		575,125
Current asset investments			87,790		85,939
			582,901		661,064

HEADWAY WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

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 (Company number 02443464) and a Charity registered in England and Wales (Charity number: 702490).

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 £.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

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 and that there are no material uncertainties about its ability to continue. 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 or grantors 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 Income

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.

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 charitable activities and the operation of charity shops.

HEADWAY WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

(Continued)

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

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 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

Assets costing £1000 or more are capitalised.

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 the statement of financial activities.

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 Debtors

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

1.9 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.

1.10 Liabilities

Liabilities are recognised when there is no obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for good and services it must provide.

HEADWAY WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

(Continued)

1.11 Financial instruments

The charity only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

1.12 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.

1.13 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.

3 Income from donations and legacies

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Donations and gifts	64,645	-	64,645	20,502	13,222	33,724
Legacies	23,720	-	23,720	-	-	-
Grants	25,000	-	25,000	25,000	-	25,000
	<u>113,365</u>	<u>-</u>	<u>113,365</u>	<u>45,502</u>	<u>13,222</u>	<u>58,724</u>

HEADWAY WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

3 Income from donations and legacies

(Continued)

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Donations and gifts						
Donations - General	40,438	-	40,438	20,502	13,222	33,724
Coulthurst Donation	5,000	-	5,000	-	-	-
Coulthurst Discharge/Recovery Process Donation	2,316	-	2,316	-	-	-
Bransford Trust Donation	2,469	-	2,469	-	-	-
Turner Trust	5,000	-	5,000	-	-	-
Bromsgrove and Redditch Medical Services	1,500	-	1,500	-	-	-
In Memory of Simon Nicholls Donation	5,000	-	5,000	-	-	-
Gift Aid	2,922	-	2,922	-	-	-
	<u>64,645</u>	<u>-</u>	<u>64,645</u>	<u>20,502</u>	<u>13,222</u>	<u>33,724</u>
Legacies						
Estate of Margaret De Payen Smith	23,720	-	23,720	-	-	-
	<u>23,720</u>	<u>-</u>	<u>23,720</u>	<u>-</u>	<u>-</u>	<u>-</u>
Grants						
Eveson Charitable Trust	25,000	-	25,000	25,000	-	25,000
	<u>25,000</u>	<u>-</u>	<u>25,000</u>	<u>25,000</u>	<u>-</u>	<u>25,000</u>

The legacy from the estate of Margaret De Payen Smith is an estimate of the amount expected to be received.

HEADWAY WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

4 Income for support of people with brain injury

	2025 £	2024 £
Income from supporting people with brain injury	847,254	831,320
Analysis by fund		
Unrestricted funds - general	762,001	740,587
Restricted funds	85,253	90,733
	847,254	831,320

Included within income from supporting people with brain injury are the following:

NHS grant income	72,437	72,437
Local Authority day facility centre income	111,319	91,929
Individual day facility centre income	81,216	72,761
Local Authority support of individuals funding	356,913	365,036
Individual outreach support	114,714	114,117
Big Lottery funding	80,332	90,733
Other funding supporting day facility centre	7,349	6,673
Strengthening Worcestershire funding	4,921	-
Housing Management Services	18,053	17,634
	847,254	831,320

5 Income from other trading activities

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Shop income	21,754	51,368

6 Income from investments

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Interest receivable	6,739	5,142

HEADWAY WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

7 Other income

	Unrestricted funds general 2025 £	Unrestricted funds general 2024 £	Unrestricted funds designated 2024 £	Total 2024 £
Mileage contributions	3,468	6,376	-	6,376
WCC loan waiver	-	30,000	-	30,000
Other income	4,520	341	352	693
	<u>7,988</u>	<u>36,717</u>	<u>352</u>	<u>37,069</u>

8 Charity and book shop expenditure

	2025 £	2024 £
<u>Trading costs</u>		
Staff costs	23,786	32,134
Support costs (See note 10)	<u>7,797</u>	<u>14,786</u>
Trading costs	<u>31,583</u>	<u>46,920</u>

Included in support costs are property costs of £7,084 (2024: £13,680), office costs of £190 (2024: £41), and bank charges of £523 (2024: £1,065).

HEADWAY WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

9 Support for people with brain injury and other costs.

	2025 £	2024 £
Staff costs	612,851	624,391
Depreciation	7,839	8,973
Day facility centre food and welfare costs	30,541	45,487
Travel expenses	16,842	15,224
Staff training costs	2,442	1,881
Blackpool trip	-	1,648
	<hr/> 670,515	<hr/> 697,604
Share of support costs (see note 10)	343,889	251,245
Share of governance costs (see note 10)	24,025	16,462
	<hr/> 1,038,429	<hr/> 965,311
Analysis by fund		
Unrestricted funds - general	945,512	857,529
Unrestricted funds - designated	826	1,842
Restricted funds	92,091	105,940
	<hr/> 1,038,429	<hr/> 965,311

HEADWAY WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

10 Support costs

	Support costs £	Governance costs £	2025 £	2024 £	Basis of allocation
Staff costs	188,941	-	188,941	136,084	By activity
Postage, stationery and sundry office costs	15,075	-	15,075	12,831	" "
Advertising and publications	3,115	-	3,115	1,016	" "
Rent and rates	25,942	-	25,942	25,545	" "
Telephone	3,890	-	3,890	3,824	" "
Bank charges/loan interest	2,272	-	2,272	2,691	" "
Repairs and renewals	28,295	-	28,295	14,914	" "
CM 2000	54,934	-	54,934	47,538	" "
Insurance	13,586	-	13,586	11,112	" "
Heat and light	15,636	-	15,636	10,476	" "
Audit fees	-	7,400	7,400	7,369	Governance
Legal and professional	-	16,625	16,625	9,093	Governance
	<u>351,686</u>	<u>24,025</u>	<u>375,711</u>	<u>282,493</u>	
Analysed between					
Trading	7,797	-	7,797	14,786	
Charitable activities	343,889	24,025	367,914	267,707	
	<u>351,686</u>	<u>24,025</u>	<u>375,711</u>	<u>282,493</u>	

11 Auditor's remuneration

Fees payable to the auditors:	2025 £	2024 £
Audit of the annual accounts	<u>7,400</u>	<u>7,369</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 2025

13 Employees

The average monthly number of employees during the year was:

	2025 Number	2024 Number
Outreach staff	23	25
Day facility staff	9	12
Head office staff	10	7
Charity and book shop staff	2	2
	<hr/>	<hr/>
Total	44	46
	<hr/>	<hr/>

Employment costs	2025 £	2024 £
Wages and salaries	791,352	726,375
Social security costs	47,274	48,796
Other pension costs	18,494	17,438
	<hr/>	<hr/>
	857,120	792,609
	<hr/>	<hr/>

Redundancy and termination payments totalling £8,213 were made in the reporting period.

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 (2024: 20), Day facility staff are 5 (2024: 6), Head office staff are 7 (2024: 6), and Charity and book shop staff are 1 (2024: 1).

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

Remuneration of key management personnel

Key management personnel are defined as the CEO and the Deputy Director. The remuneration of key management personnel was as follows:

	2025 £	2024 £
Aggregate compensation	113,720	110,626
	<hr/>	<hr/>

14 Taxation

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

HEADWAY WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

15 Transfers

A transfer of £965 has been made from designated funds to unrestricted funds for the the Blackpool trip as detailed in note 22. In the prior year £5,290 has been made from unrestricted funds to restricted funds to cover the deficits arising on the various funds as detailed in Note 21.

16 Tangible fixed assets

	Freehold land and buildings	Fixtures, fittings & equipment	Total
	£	£	£
Cost			
At 1 April 2024	363,352	41,257	404,609
At 31 March 2025	363,352	41,257	404,609
Depreciation			
At 1 April 2024	117,121	40,113	157,234
Depreciation charged in the year	7,267	572	7,839
At 31 March 2025	124,388	40,685	165,073
Carrying amount			
At 31 March 2025	238,964	572	239,536
At 31 March 2024	246,231	1,144	247,375

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

17 Debtors

	2025 £	2024 £
Amounts falling due within one year:		
Trade debtors	57,408	37,926
Prepayments and accrued income	35,324	17,373
	92,732	55,299

18 Current asset investments

	2025 £	2024 £
Cash equivalents on deposit	87,790	85,939

HEADWAY WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

19 Creditors: amounts falling due within one year

	2025 £	2024 £
Other taxation and social security	11,371	11,940
Deferred income	58,238	40,166
Trade creditors	24,472	13,927
Other creditors	9,264	7,889
Accruals	9,816	14,896
	<u>113,161</u>	<u>88,818</u>

20 Deferred income

	2025 £	2024 £
Other deferred income	<u>58,238</u>	<u>40,166</u>

Deferred income is included in the financial statements as follows:

	2025 £	2024 £
Deferred income is included within:		
Current liabilities	<u>58,238</u>	<u>40,166</u>
Movements in the year:		
Deferred income at 1 April 2024	40,166	32,010
Released from previous periods	(40,166)	(32,010)
Resources deferred in the year	<u>58,238</u>	<u>40,166</u>
Deferred income at 31 March 2025	<u>58,238</u>	<u>40,166</u>

Deferred income relates to grants received from the Lottery for use against routine expenditure and also income in relation to sponsorship of the ABI games.

HEADWAY WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

21 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

	At 1 April 2024	Income	Expenditure	Transfers	At 31 March 2025
	£	£	£	£	£
Lottery Fund	-	80,332	(80,332)	-	-
HCR Medical Accident Group	2,000	-	(2,000)	-	-
Jubilee Big Lottery - ABI Games	853	-	(853)	-	-
Waitrose	205	-	(205)	-	-
NFU	3,222	-	(3,222)	-	-
National Grid	4,519	-	(4,519)	-	-
Strengthening Worcestershire Fund	-	4,921	(960)	-	3,961
	<u>10,799</u>	<u>85,253</u>	<u>(92,091)</u>	<u>-</u>	<u>3,961</u>
Previous year:	At 1 April 2023	Income	Expenditure	Transfers	At 31 March 2024
	£	£	£	£	£
Lottery Fund	-	70,733	(76,023)	5,290	-
HCR Medical Accident Group	2,000	-	-	-	2,000
Jubilee Big Lottery - ABI Games	4,994	20,000	(24,141)	-	853
Waitrose	500	-	(295)	-	205
NFU	-	3,222	-	-	3,222
National Grid	-	10,000	(5,481)	-	4,519
	<u>7,494</u>	<u>103,955</u>	<u>(105,940)</u>	<u>5,290</u>	<u>10,799</u>

Lottery Fund - the lottery funding will be used to widen the understanding of Headway Worcestershire Services, reach more survivors and families through their journeys. The development of the link service will ensure information, support, advice and signposting is available throughout the recovery of their ABI.

HCR - Medical Accident Group Lease for Vehicle - represents monies received to support the leasing of a transport vehicle for the Wellbeing and Outreach Services.

Jubilee Big Lottery - ABI games - represents monies received for funding the ABI games.

Waitrose Donations for Trips - represents monies received for taking the clients on trips.

NFU Vehicle Lease - represents monies received for vehicle leasing.

National Grid - represents monies received for energy expenditure.

Strengthening Worcestershire Fund - represents monies received for enabling the ABI community to be part of the Worcestershire community.

HEADWAY WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

22 Unrestricted Funds - Designated

These are unrestricted funds which are material to the charity's activities.

	At 1 April 2024 £	Incoming resources £	Resources expended £	Transfers £	At 31 March 2025 £
North Worcester Day operations and fundraising	826	-	(826)	-	-
Blackpool Trip	965	-	-	(965)	-
Property redevelopment	275,000	-	-	-	275,000
	<u>276,791</u>	<u>-</u>	<u>(826)</u>	<u>(965)</u>	<u>275,000</u>

Previous year:	At 1 April 2023 £	Incoming resources £	Resources expended £	Transfers £	At 31 March 2024 £
North Worcester Day operations and fundraising	668	352	(194)	-	826
Blackpool Trip	2,613	-	(1,648)	-	965
Property redevelopment	275,000	-	-	-	275,000
	<u>278,281</u>	<u>352</u>	<u>(1,842)</u>	<u>-</u>	<u>276,791</u>

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

Blackpool Trip fund - represents monies set aside for the service users to go on a trip to Blackpool.

Property redevelopment - funds have been transferred from the Chalet and Legacy funds along with a transfer from unrestricted funds to be set aside for the redevelopment of the Headway House at The Mill, Gregory Mill Street.

23 Analysis of net assets between funds

	Unrestricted funds 2025 £	Designated funds 2025 £	Restricted funds 2025 £	Total 2025 £
At 31 March 2025:				
Tangible assets	239,536	-	-	239,536
Current assets	283,511	275,000	3,961	562,472
	<u>523,047</u>	<u>275,000</u>	<u>3,961</u>	<u>802,008</u>

HEADWAY WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

23 Analysis of net assets between funds

(Continued)

	Unrestricted funds 2024 £	Designated funds 2024 £	Restricted funds 2024 £	Total 2024 £
At 31 March 2024:				
Tangible assets	247,375	-	-	247,375
Current assets	339,955	276,791	10,799	627,545
	<u>587,330</u>	<u>276,791</u>	<u>10,799</u>	<u>874,920</u>

24 Retirement benefit schemes

	2025 £	2024 £
Defined contribution schemes		
Charge to profit or loss in respect of defined contribution schemes	18,494	17,438
	<u>18,494</u>	<u>17,438</u>

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.

25 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:

	2025 £	2024 £
Within one year	-	8,700
	<u>-</u>	<u>8,700</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 £22,804 (2024: £22,263).

26 Related party transactions

There were no disclosable related party transactions during this or the prior year.

HEADWAY WORCESTERSHIRE

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

27	Cash generated from operations	2025 £	2024 £
	Deficit for the year	(72,912)	(28,608)
	Adjustments for:		
	Investment income recognised in profit or loss	(6,739)	(5,142)
	Loan write off	-	(30,000)
	Depreciation and impairment of tangible fixed assets	7,839	8,973
	Movements in working capital:		
	(Increase)/decrease in debtors	(37,433)	6,157
	Increase in creditors	6,271	8,129
	Increase in deferred income	18,072	8,156
		<hr/>	<hr/>
	Cash absorbed by operations	(84,902)	(32,335)
		<hr/>	<hr/>
28	Analysis of changes in net funds		

The charity had no material debt during the year.