HEADWAY ESSEX

Providing brain injury care and support

Annual Report and Financial Statements
For The Year Ended 31 March 2026

The Headway Centre
Woodland Walk
Colchester
Essex
CO4 6DH

01206 845 945

www.headwayessex.org.uk
Patron: David Tennant

Registered Charity No. 1008807
Company Limited by Guarantee 2674755

HEADWAY ESSEX
(A company limited by guarantee)

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HEADWAY ESSEX
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REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2026

The Trustees (who are also the Directors of the Company for the purposes of company law) are pleased to present their annual report together with the independently examined financial statements of the charity for the year ending 31 March 2026 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and the Charities Statement of Recommended Practice ("Charities SORP") (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland; FRS 102) issued in October 2019.

Objectives and activities

The Charity is established for the benefit of the public and its objectives are the rehabilitation and care of persons, principally in Essex and the surrounding areas, who have suffered acquired brain injuries or other neurological conditions, and the support of such persons' carers, relatives, friends and those professional persons involved in their treatment.

The charity aims to:

- To provide support, information and advice to people with traumatic and acquired brain injury.
- To provide respite for carers.
- To improve the health and well-being of people with acquired brain injury.
- To increase self-awareness and understanding of brain injury and its effects.
- To increase independence.
- To reduce social isolation.
- To identify and meet the unmet need of brain injury survivors.

The Vision of the charity is of a future where people affected by acquired brain injury across Essex shape the support they receive, having the confidence, voice, and opportunities they need to reach their full potential.

The charity provides support in the community and specialist day opportunities and rehabilitation activities for people living with acquired brain injury (ABI) and their families and carers in Essex.

The two hubs, in Colchester and Benfleet, offer a specialist person centred approach to rehabilitate, educate, inform and support each client with their own personal recovery journey through the achievement of realistic, achievable and measurable goals. The centres also provide social opportunities and a variety of activities to maintain health and wellbeing.

The support in the Community is through local Brain Injury Caseworkers in all areas of Essex. The service provides telephone support, coping strategies, crisis support, home visits, hospital visits and help with benefits advice. We also run educational groups, monthly support groups and separate carers support groups in several locations across Essex.

In shaping our objectives, the trustees have referred to the Charity Commission's general guidance on public benefit and regularly reviews its aims, objectives and activities and the benefits they have brought to the people the charity aims to help.

In all aspects of our work volunteers play a vital role. The board is grateful to everyone who has volunteered their time in furthering the work of Headway Essex and it is recognised that the donation of time is every bit as important as money or gifts.

Achievements and performance

During the year, the senior leadership and wider staff teams continued to develop the 1Team approach. This brings colleagues together around a co-designed vision, mission, values and short-, medium- and long-term strategic goals informed by the voices of people who use the charity's services. It also supports each team member to understand their individual and collective responsibilities in delivering these priorities.

Every team member had the opportunity to attend an away day to help shape the charity's direction in the short and medium term. Workshops held during the away days supported the review and relaunch of the charity's vision, mission and values:

Vision
A future where people affected by acquired brain injury across Essex shape the support they receive, having the confidence, voice, and opportunities they need to reach their full potential.

Mission (S.E.E)
To Support, Enable and Educate people with an acquired brain injury, support network and wider community.

Our Values
Compassion: We listen deeply and act with empathy, dignity and kindness, recognising each person's unique journey after brain injury.
Empowerment: We build confidence and independence, encouraging people to share their views, recognise their strengths and shape their own future.
Community: We work collaboratively creating an inclusive, supportive and connected Essex where lived experience guides what we do together.

Feedback from the away days also helped inform and shape the 2025/26 Business Plan. The process also strengthened the wider team's sense of ownership of, and commitment to, the delivery of the Business Plan.

In direct response to the challenging economic and financial environment, the charity made the prudent decision during the year to close its dedicated office in Colchester and relocate the central support team to the Headway Centre. This has significantly reduced rental and associated costs. It has also brought the central support team closer to the Day Centre team and the people who use our services, creating more opportunities for colleagues to work together and remain connected to day-to-day service delivery.

The charity made significant progress on its planned Wellbeing Hub during the year. Planning permission was granted in December 2025, and the final funding required for the project was confirmed in February. Construction is scheduled to begin in June 2026, with completion planned for October 2026.

By developing a purpose-built Wellbeing Hub and unlocking the full potential of the charity's existing buildings, facilities and grounds, Headway Essex will create a client-led, co-designed environment that empowers people affected by acquired brain injury to maximise their independence, wellbeing and quality of life, whilst enabling the charity to deliver its vision and mission for generations to come.

Headway Essex's Day Centres in Benfleet and Colchester continued to support people to work towards their individual goals during 2025/26.

At the Benfleet Hub, placements decreased from 53 in April 2025 to 51 in March 2026. Changes in service users' health and delays in securing local authority funding contributed to this movement. It also reflects the progress of some people who joined when the Hub opened in 2022 and who no longer need the level of support provided by a day centre. Moving on from the service is a positive outcome for those individuals. At the same time, this pattern of progression was not fully anticipated when the service opened and has affected placement numbers and associated income.

At the Colchester Hub, placements increased from 62 in April 2025 to 64 in March 2026. Maintaining placements, with modest growth, was a positive result in the context of the challenges affecting the service. In its community services, Headway Essex secured grant funding to establish a Southend Support Group. The group launched in May 2025 with eight attendees and now attracts an average of 12 to 15 people each month. The funding also supported the continuation of the Hospital Link role at Southend Hospital and the delivery of pop-up sessions across South Essex. These sessions raised awareness of Acquired Brain Injury and the support available through Headway Essex.

Headway Essex delivered three five-week Cook Together programmes. In a safe, supported setting, participants prepared meals and explored cooking on a budget, food hygiene and healthy living following Acquired Brain Injury. The programmes offered opportunities to develop practical skills, build confidence and independence, and connect with others.

The Brain Injury and Me and Don't Forget About Me programmes continued across Essex. Between April 2025 and March 2026, Headway Essex delivered five in-person programmes and one virtual programme, giving people affected by Acquired Brain Injury and their families opportunities to learn, share experiences and develop their understanding of Acquired Brain Injury.

The Hospital Link service continued to make regular visits to hospitals in Southend, Basildon, Broomfield, Colchester and Harwich. Headway Essex also introduced volunteers with lived experience at two of these hospitals. By sharing their experiences of Acquired Brain Injury, these volunteers offered reassurance, encouragement and understanding to individuals and families adjusting to its effects.

Grant income of over £488,000 was achieved. The charity is grateful to the organisations who contributed to this total.

SEE Health Inequalities Fund	Charles S French Charitable Trust
SEE Health Inequalities Fund	ECF - Funding the Unfunded
FSJ Charities	Bruce Wake Trust
NEE Wellbeing Alliance	Sir Jules Thorn
LHC Community Benefit Fund	SAVS - Health Inequalities
ECC - Carers	Billericay Round Table
Screw Fix	Matchroom
Colchester Catalyst - Respite	Fowler Smith Jones
ECC PHAB	Sport England
Provide Community	Catalyst - Capital
Diane Tinson	Glossop Pryor Trust

The charity's flagship annual event, the Essex Classic Vehicle Show at Castle Park in Colchester, was again a great success.

Financial Review
The Statement of Financial Activities on page 15 shows the results for the year and the financial position is shown in the Balance Sheet on page 16.

The net income for the year amounted to £ 326,413.

The trustees are satisfied with this result as there are sufficient reserves to sustain the charity.

Funding has been recognised in the accounts that relates to service running costs in future years totalling £414,380. Details can be found in note 19.

Future plans
Headway Essex's vision, mission and values provide the foundation for the charity's long-term planning. The vision describes the future it seeks to help create for people affected by acquired brain injury across Essex; the mission sets out how it works towards that future through support, enablement and education; and the values guide how it works with people and communities. Together, they provide a clear basis for decisions about services, resources and future development.

Building on this foundation, Headway Essex is developing a long-term strategy to guide the charity through a changing operating environment. Informed by the experiences of people who use its services and the knowledge of staff, volunteers, partners and supporters, the strategy will help the charity respond to changing needs, identify opportunities for development and focus its resources where they can have the greatest impact.

The planned Wellbeing Hub is a significant example of how Headway Essex intends to put this approach into practice. Designed with input from people affected by acquired brain injury, it will make fuller use of the charity's existing buildings, facilities and grounds. The Hub will bring therapy, clinical support, education, wellbeing activities, social participation and therapeutic outdoor spaces together in one accessible setting. Its spaces will serve specific purposes while remaining adaptable to changing individual and community needs.

The strategy will also address risks associated with funding, service demand and major projects. By reviewing these risks alongside opportunities for development, Headway Essex aims to maintain financial resilience, protect the quality and continuity of its services, and deliver its vision and mission over the long term.

Investment policy

The charity's liquid funds are invested in short term deposits in order to maximise the investment income while retaining cash for working capital requirements. Amounts are held in deposit accounts.

It is the charity's policy to acquire only fixed assets which will produce income for the charity in the future such as medical equipment, leasehold trading premises and vehicles for use in the trading activities.

Reserves and going concern

At 31 March 2026 the unrestricted free reserves, after the deduction of fixed assets from the total reserves were £363,400. This represents the equivalent of 4.6 months expenditure compared to a minimum policy requirement of three months.

The Trustees feel it is appropriate to provide for short-term commitments, ongoing programmes and risks to future funding and feels that a minimum level of unrestricted general reserves to be held is an amount equal to at least three months' average unrestricted expenditure. However, the three-month policy represents the minimum and the aim is to keep reserves at a level to cover at least six months expenditure. This will ensure that we have sufficient funds to cover any late arrivals of funding from statutory bodies and cover the fluctuations in fundraising income through the year. The Trustees recognise that certain aspects of the Charity's finances offer increased risk and the Board will designate specific amounts from free reserves to help mitigate these risks. Furthermore the Trustees may designate funds from reserves to assist in future development plans. This policy is reviewed annually and the current reserves position is detailed on page 28.

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

Reference and administrative details

Trustees	Alan Bacon, Chair (retired 15 October 2026) Anthony Emms, Vice Chair Neil Parrett (resigned 25 June 2026) Simon Shaw (resigned 16 October 2025) Caroline Kempster (appointed 29 May 2025) Sue Merrell (appointed 7 August 2025, retired 15 October 2026) Tomas Corbyn (appointed 7 August 2025) Cristina Corillini (appointed 7 August 2025) Glen Hickman (appointed 12 March 2026) Tara McIntyre (appointed 12 March 2026) Chris Sirman (appointed 25 June 2026, resigned 21 September 2026) Johanne Turner (appointed 25 June 2026)	
Company number	2674755	
Charity number	1008807	
Registered office	The Headway Centre Woodland Walk Colchester CO4 6DH	
Senior Management Team	Chief Executive Officer Head of Clinical Services and Innovation Head of Brain Injury Services HR Manager Fundraising Manager Company secretary and Finance Manager	Thomas Harrison Emma McCullagh Jennie Morrell (joined 1 January 2026) Nicki Bryant (left 19 June 2026) Sarah Wilson (left 11 April 2025) Kelly Le Friant (joined 22 April 2025) Sue Hayden Sargeant
Independent auditors	Denmark Forrester Chartered Accountants Office 12, The Bentalls Centre Colchester Road Heybridge CM9 4GD	
Bankers	CAF Bank Ltd 25 Kings Hill Avenue Kings Hill West Milling Kent ME19 4JQ	Lloyds Bank PLC 27 High Street Colchester CO1 1DU

Structure, governance and management

Governing document

The organisation is a charitable company limited by guarantee, incorporated 31 December 1991 and registered as a charity 26 February 1992. The company was established under a Memorandum of Association which established the objects and powers of the company and is governed under its Articles of Association.

The liability of the Members in the event of Headway Essex being wound up is limited to a sum not exceeding £1.

Appointment of trustees

The directors of the company (the charity) are also charity trustees for the purposes of charity law and under the company's Memorandum and Articles are known as Trustees.

Under the provisions of the Articles:

(i) The number of trustees shall not be less than three but (unless otherwise determined by ordinary resolution) shall be subject to a maximum of twelve trustees who are appointed in accordance with Article 44.

(ii) Every annual general meeting one-third of the trustees who are subject to retirement by rotation or, if their number is not three or a multiple of three, the number nearest to one third shall retire from office; but, if there is only one trustee who is subject to retirement by rotation, he or she shall retire.

Trustee induction and training

Each new Trustee is given a personalised induction programme and receives copies of the Company documents, details of policies and procedures, job description and code of conduct. Trustees are encouraged to attend the Headway Centre and appropriate external training events where these facilitate the undertaking of their role.

The trustees are responsible for the maintenance and integrity of the charity and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Organisation

The Charity is overseen Board of Trustees.

They have been a number of changes to the board members over the past year. The trustees thank the retiring directors for the contributions they made during their time with the charity.

The trustees welcome the new members to the board.

The Chief Executive Officer has overall responsibility for all aspects of service delivery and development.

The Chief Executive Officer oversees a team of senior managers who are responsible for the day-to-day operations of the charity. The managers have delegated authority for their areas of operation.

The Board of Trustees meet with the Chief Executive Officer and Finance Manager on a quarterly basis to monitor the running and performance of the charity.

For the purposes of the Companies Act 2006 the Members of the Board are placed in the same position as a Board of Directors.

The Executive Committee, which comprises the Chair, Vice Chair, Chief Executive Officer and Finance Manager meet on a monthly basis covering general work, service delivery and development, funding and personnel.

Related parties and co-operation with other organisations

Headway Essex works in partnership with many organisations. We are a condition specific organisation who signpost to avoid duplication of services and who share resources and expertise to provide a seamless service for our clients.

Headway Essex is please to have worked with the following organisations during the year:

University of Essex
East Suffolk and North Essex NHS Foundation Trust
Mid and South Essex NHS Foundation Trust
Peabody Trust
Essex City Council
East of England probation service
Find Your Active – Essex
Flexfit CIC

Pay policy for senior staff

The board trustees, and the senior management team comprise the key management personnel of the charity. All trustees give of their time freely and did not receive remuneration in the year. Details of trustees' expenses and related party transactions are disclosed in notes to the accounts.

The pay of the senior staff is reviewed annually and benchmarked against other organisations of similar size and nature.

Risk management

The trustees have a risk management strategy which comprises:

- An annual review of the principal risks and uncertainties that the charity faces.
- A Risk Register is maintained that identifies potential risks and impact of those risks to each part of the Charity.
- The Register details the controls in place to mitigate each risk, together with the associated monitoring processes. The risks, control and monitoring procedures are reviewed and reassessed regularly.
- Areas of potential improvement are identified and timetables for action implemented.
- The Risk Register may be added to at any time.

Trustees' responsibilities in relation to the financial statements

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

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

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

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's transactions and 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 Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Statement as to disclosure of information to Independent examiners

So far as the trustees are aware at the time of approving our trustees' annual report:

- there is no relevant information, being information needed by the independent examiner in connection with preparing their report, of which the charity's independent examiner is unaware, and
- the trustees, having made enquiries of fellow directors and the charity's independent examiner that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director in order to make themselves aware of any relevant independent examination information and to establish that the independent examiner is aware of that information.

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

The trustees declare that they have approved the trustees' report (including directors' report} above.

Approved by the Trustee Board on and signed on its behalf

Tony Emms
Trustee

Date: 15 October 2026

HEADWAY ESSEX
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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2026

Opinion

We have audited the financial statements of Headway Essex ('the charitable company') for the year ended 31 March 2026 which comprise the statement of financial activities, balance sheet, cash flow statement and notes to the financial statements, including a summary of 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 2026 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 and the Charities Act 2011.

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 charitable company 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

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 charitable company'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 trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, 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 consistent with the financial statements or our knowledge obtained in 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.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion based on the work undertaken in the course of our audit:

- the information provided in the trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial statements are prepared is consistent with the financial statements; and
- the strategic report and directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Act 2011 requires us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosure of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes 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 charitable company'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

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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below:

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.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;

- we identified the laws and regulations applicable to the charitable company through discussions with trustees and other management, and from our commercial knowledge and experience of the charity sector;

- we focussed on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the Charity, including the Companies Act 2006, taxation legislation and data protection, employment, environmental and health and safety legislation;

- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and

- Identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and

- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions; and
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with relevant regulators and the company's legal advisors.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non- compliance with law and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Other matters

The corresponding figures for the year ended 31 March 2025 have not been audited. Our opinion is not modified in respect of this matter.

Use Of Our Report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters that 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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Robert Easby
Chartered Accountant
Denmark Forrester

Date: 15 October 2026

Office 12, The Bentalls Centre
Colchester Road
Heybridge
CM9 4GD

HEADWAY ESSEX
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STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2026

	Note	Unrestricted funds 2026 £	Restricted funds 2026 £	Total funds 2026 £	Total funds 2025 £
Income from					
Donations and legacies	3	157,477	478,521	635,998	213,267
Charitable activities	4	579,001	-	579,001	477,505
Other trading activities	5	48,870	-	48,870	69,842
Investments	6	4,836	-	4,836	7,849
Other income	7	9,456	-	9,456	7,085
Total income		799,640	478,521	1,278,161	775,548
Expenditure on					
Raising funds	8	164,860	-	164,860	161,498
Charitable activities	9	671,786	115,102	786,888	740,414
Total expenditure		836,646	115,102	951,748	901,912
Net (expenditure)/income		(37,006)	363,419	326,413	(126,364)
Transfer between funds	19	19,334	(19,334)	-	-
Net movement in funds		(17,672)	344,085	326,413	(126,364)
Reconciliation of funds					
Total funds brought forward		773,672	70,295	843,967	970,331
Net movement in funds		(17,672)	344,085	326,413	(126,364)
Total funds carried forward		756,000	414,380	1,170,380	843,967

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

The notes on pages 18 - 34 form part of these accounts.

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BALANCE SHEET
AS AT 31 MARCH 2026

	Note		2026 £		2025 £
Fixed assets					
Tangible assets	13		392,600		407,674
Current assets					
Stocks	14	453		159	
Debtors	15	477,299		78,183	
Cash at bank and in hand		338,339		403,905	
		816,091		482,247	
Creditors: amounts falling due within one year	16	37,206		44,106	
Net current assets			778,885		438,141
Total assets less current liabilities			1,171,485		845,815
Creditors: amounts falling due after more than one year	17		1,105		1,848
			1,170,380		843,967
Charity funds					
Restricted funds	19		414,380		70,295
Unrestricted funds:					
Designated funds	19	-		-	
General funds	19	756,000		773,672	
Total unrestricted funds			756,000		773,672
Total funds			1,170,380		843,967

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

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

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

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

Approved and authorised for issue by the Trustees and signed on their behalf by:

Tony Emms
Trustee

Date: 15 October 2026

HEADWAY ESSEX
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STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2026

	2026 £	2025 £
Cash flows from operating activities		
Net cash used in operating activities	(64,668)	(95,116)
Cash flows from investing activities		
Dividends, interests and rents from investments	4,836	7,849
Proceeds from the sale of tangible fixed assets	1,218	-
Purchase of fixed assets	(6,952)	(10,401)
Net cash used in investing activities	(898)	(2,552)
Change in cash and cash equivalents in the year	(65,566)	(97,668)
Cash and cash equivalents at the beginning of the year	403,905	501,573
Cash and cash equivalents at the end of the year	338,339	403,905
Reconciliation of net movement in funds to net cash		
Net income/(expenditure) for the year	326,413	(126,364)
Depreciation charge	21,695	22,029
Loss/(profit) on the sale of fixed assets	(887)	-
Interest received	(4,836)	(7,849)
Decrease in debtors	(399,116)	13,635
Decrease in stock	(294)	227
Increase/(decrease) in creditors	(7,643)	3,206
Net cash provided by/(used in) operating activities	(64,668)	(95,116)

The notes on pages 18 - 34 form part of these accounts.

1 General information

The charity is a company limited by guarantee and has no share capital, and is registered with the Charity Commission. The charity provides services and support across Essex to persons with acquired brain injury.

The number of members at the end of the year was 70 (2025: 70).

The liability of each member or persons ceasing to be members within one year of the company's winding up, towards payment of the company debts and liabilities, contracted before cessation of membership, and winding up expenses is limited to £1.

2 Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102 - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

Headway Essex meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Going concern

The financial statements have been prepared on a going concern basis as the trustees believe no material uncertainties exist. The trustees have considered the level of funds held and the level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient level of reserves for the charity to be able to continue to be able to continue as a going concern.

2.3 Income

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

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable. Evidence of entitlement to a legacy exists when the Charity has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy must be recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the Charity, can be reliably measured.

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of the income received for specific purposes but not expended during the period shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Other income is recognised in the period which it is receivable and to the extent the goods have been provided or on completion of the service.

2.4 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 benefit 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 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 that 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 allocated on the portion of the asset's use.

Expenditure on raising funds includes all expenditure incurred by the Charity to raise funds for its charitable purposes and includes costs of all fundraising activities, events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Charity's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.5 Government grants

Government grants relating to tangible fixed assets are treated as deferred income and released to the Statement of Financial Activities over the expected useful lives of the assets concerned. Other grants are credited to the Statement of Financial Activities as the related expenditure is occurred.

2.6 Interest receivable

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

2.7 Taxation

The Charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore meets the definition of a charitable company for UK corporation tax purposes.

Accordingly, the Charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

2.8 Tangible fixed assets and depreciation

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

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

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

Depreciation is provided on the following basis:

Freehold property	2% straight-line on valuation of the building
Motor vehicles	25%
Fixtures and fittings	25% and 33.3%, and over 15 years

2.9 Stocks

Stocks are valued at the lower of costs and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

2.10 Debtors

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

2.11 Cash at bank and in hand

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

2.12 Liabilities and provisions

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

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

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

2.13 Financial instruments

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

2.14 Finance leases and hire purchase

Assets obtained under hire purchase contracts and finance leases are capitalised as tangible fixed assets. Assets acquired by finance lease are depreciated over the shorter of the lease term and their useful lives. Assets acquired by hire purchase are depreciated over their useful lives. Finance leases are those where substantially all of the benefits and risks of ownership are assumed by the Charity. Obligations under such agreements are included in creditors, net of the finance charge allocated to futures periods. The finance element of the rental payment is charged to the Statement of Financial Activities so as to produce a constant periodic rate of charge on the net obligation outstanding in each period.

2.14 Operating leases

Rentals paid under operating leases are charges to the Statement of Financial Activities on a straight-line basis over the lease term.

2.16 Pensions

The Charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Charity to the fund in respect of the year.

2.17 Fund accounting

General funds are unrestricted funds which are available for the use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes of the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

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

3 Income from donations and legacies

		Unrestricted funds 2026	Restricted funds 2026	Total funds 2026	Total funds 2025
		£	£	£	£
Donations		55,277	92,000	147,277	66,230
Grants		102,200	386,521	488,721	147,037
		157,477	478,521	635,998	213,267
Total	2025	103,923	109,344	213,267	

4 Income from charitable activities

	Unrestricted funds 2026	Restricted funds 2026	Total funds 2026	Total funds 2025
	£	£	£	£
Attendance - Day Care	576,914	-	576,914	474,762
Minibus income - Day Care	513	-	513	923
Attendance - CSS	1,574	-	1,574	1,820
	579,001	-	579,001	477,505

5 Income from other trading activities	Unrestricted funds 2026	Restricted funds 2026	Total funds 2026	Total funds 2025
Income from fundraising events	**£**	**£**	**£**	£
Fundraising events	48,539	-	48,539	69,435
Trading	331	-	331	407
	48,870	-	48,870	69,842

6 Investment income	Unrestricted funds 2026	Restricted funds 2026	Total funds 2026	Total funds 2025
	£	£	£	£
Bank deposit account interest	4,836	-	4,836	7,849

7 Other incoming resources	Unrestricted funds 2026	Restricted funds 2026	Total funds 2026	Total funds 2025
	£	£	£	£
Other income	9,456	-	9,456	7,085

8 Expenditure on raising funds	Unrestricted funds 2026	Restricted funds 2026	Total funds 2026	Total funds 2025
Costs of raising voluntary income	**£**	**£**	**£**	£
Premises expenses	16,978	-	16,978	25,891
Other overheads	530	-	530	7,430
Office expenses	14,356	-	14,356	11,249
Service expenses	944	-	944	1,368
Fundraising promotion costs	2,691	-	2,691	2,966
Fundraising events	8,215	-	8,215	8,919
Other expenses	536	-	536	282
Other personnel costs	497	-	497	851
Staff costs	117,294	-	117,294	99,660
Depreciation	2,635	-	2,635	2,506
	164,676	-	164,676	161,122

8 Expenditure on raising funds Continued	Unrestricted funds 2026	Restricted funds 2026	Total funds 2026	Total funds 2025
Fundraising trading expenses	**£**	**£**	**£**	£
Cost of goods sold	184	-	184	376

9 Analysis of expenditure by activities	Unrestricted funds 2026	Restricted funds 2026	Total funds 2026	Total funds 2025
	£	**£**	**£**	£
Day care services	427,422	81,004	508,426	503,314
Community support services	238,467	34,098	272,565	231,321
Minibus	5,897	-	5,897	5,779
	671,786	115,102	786,888	740,414
Total 2025	590,298	150,116	740,414	

	Total funds 2026	Total funds 2025
	£	£
Day care services	470,342	467,529
Community support services	256,243	215,984
Minibus	5,897	5,779
Support costs	54,406	51,122
	786,888	740,414

Analysis of direct costs	Total funds 2026 £	Total funds 2025 £
Staff costs	568,757	525,365
Depreciation	18,502	19,332
Other personnel expenses	4,106	5,826
Premises expenses	51,003	47,835
Other overheads	2,115	2,762
Service expenses	52,704	55,001
Office expenses	26,313	25,529
Other expenses	1,515	121
Sundry fixed assets	2,457	1,742
Transport expenses	5,897	5,779
Gain on disposal of fixed asset	(887)	-
	732,482	689,292

Analysis of support costs	Total funds 2026 £	Total funds 2025 £
Staff costs	16,177	14,848
Depreciation	558	190
Other personnel expenses	1,966	504
Premises expenses	11,911	17,938
Other overheads	9,767	8,405
Service expenses	5,869	1,483
Office expenses	1,742	3,280
Other expenses	310	1,328
Sundry fixed assets	106	146
Auditors remuneration	6,000	-
Independent examination	-	3,000
	54,406	51,122

10 Auditors remuneration / Independent examination	2026 £	2025 £
Independent examination fees	-	3,000
Audit fees	6,000	-
Other services	-	-
	6,000	3,000

11 Staff costs

	2026	2025
	£	£
Wages and salaries	624,364	580,594
Social security costs	66,348	47,632
Defined contribution pension scheme contributions	11,359	11,647
	702,071	639,873

The average number of persons employed during the year was:	2026	2025
Day care	11	11
Community support services	5	4
Fundraising, publicity and finance	8	8
Governance of the charity	1	1
No.	25	24

One employee received remuneration between £70,000 and £79,999 in the year. In the preceding year no employees remuneration exceeded £60,000.

12 Trustees' remuneration and expenses and cost of key management personnel

The trustees received no remuneration during both the current and preceding year.
During the year one Trustee received travel expenses of £35 (2025 £Nil).

Total employee benefits of the key management personnel of the charity were £259,713 (2025 £209,732).

13 Tangible fixed assets

	Freehold property	Motor vehicles	Fixtures and fittings	Total
	£	£	£	£
Cost or valuation				
At 1 April 2025	350,000	52,908	206,313	609,221
Additions	-	-	6,952	6,952
Disposals	-	-	(93,687)	(93,687)
At 31 March 2026	350,000	52,908	119,578	522,486
Depreciation				
At 1 April 2025	15,000	16,837	169,710	201,547
Charge for the year	3,000	6,732	11,963	21,695
Eliminated on disposal	-	-	(93,356)	(93,356)
At 31 March 2026	18,000	23,569	88,317	129,886
Net book value				
At 31 March 2026	332,000	29,339	31,261	392,600
At 31 March 2025	335,000	36,071	36,603	407,674

13 Tangible fixed assets Continued

The historical cost was, and the net book value on this basis, of the Freehold Property is £321,538.

Included within the carrying amount of fixutes and fittings is an amount of £ 331 (2025: £11,359) relating to assets held under hire purchase agreements classified as finance leases.

The depreciation charge on these assets was £795 (2025: £795).

14 Stocks

	2026	2025
	£	£
Finished goods for resale	453	159

15 Debtors

	2026	2025
	£	£
Due within in year		
Other debtors	69,376	33,697
Prepayments and accrued income	407,923	44,486
	477,299	78,183

16 Creditors: Amounts falling due within one year

	2026	2025
	£	£
Trade creditors	3,779	2,129
Other taxation and social security	-	10,022
Obligations under finance lease and hire purchase contracts	340	1,478
Other creditors	5,405	5,428
Accruals and deferred income	27,682	25,049
	37,206	44,106

17 Creditors: Amounts falling due after more than one year

	2026	2025
	£	£
Obligations under finance lease and hire purchase contracts	1,105	1,848

18 Financial instruments

	2026	2025
	£	£
Financial assets		
Financial assets measured at fair value through income and expenditure	338,339	403,905

Financial assets measured at fair value through income and expenditure comprise bank balances.

19 Statement of funds

Current year	At 1 April 2025 £	Income £	Costs £	Transfers £	At 31 March 2026 £
General funds					
General funds	365,998	799,640	821,572	19,334	363,400
General funds re fixed assets	407,674	-	15,074	-	392,600
	773,672	799,640	836,646	19,334	756,000
Total unrestricted funds	773,672	799,640	836,646	19,334	756,000
Restricted funds					
SEE Health Inequalities Fund	5,139	8,550	13,689	-	-
FSJ Charities	1,237	-	1,237	-	-
NEE Wellbeing Alliance	27,573	-	15,607	-	11,966
LHC Community Benefit Fund	3,750	-	3,750	-	-
ECC - Carers	1,595	19,139	17,254	-	3,480
Screw Fix	447	-	447	-	-
Colchester Catalyst - Respite	-	15,760	8,760	-	7,000
ECC PHAB	24,491	-	24,491	-	-
Provide Community	375	-	80	-	295
Charles S French Charitable Trust	2,727	4,785	2,727	-	4,785
ECF - Funding the Unfunded	-	9,923	1,687	-	8,236
Bruce Wake Trust	-	3,000	3,000	-	-
Sir Jules Thorn	-	2,500	2,500	-	-
SAVS - Health Inequalities	-	21,339	9,867	-	11,472
Billericay Round Table	-	9,196	9,196	-	-
Matchroom	-	5,382	810	-	4,572
Fowler Smith Jones	-	2,000	-	-	2,000
Sport England	-	14,947	-	-	14,947
Harebell - Capital	-	220,000	-	-	220,000
Catalyst - Capital	-	50,000	-	-	50,000
G Harris	107	-	-	-	107
Essex Freemasons	1,954	90,000	-	(18,334)	73,620
Black Boy pub	800	-	-	-	800
A Demain	100	-	-	-	100
Mayflower Rotary	-	1,000	-	-	1,000
D Hewer	-	1,000	-	(1,000)	-
	70,295	478,521	115,102	(19,334)	414,380
Total funds	**843,967**	**1,278,161**	**951,748**	**-**	**1,170,380**

19 Statement of funds Continued

Restricted Funds

SEE Health Inequalities Fund
This grant is for a Southend hospital link worker and a support group in the area.

FSJ Charities
The amount provides support for the running of the Mid Essex Support Group.

NEE Wellbeing Alliance
This represents amounts received to fund support worker costs to provide a first line support service in North East Essex.

LHC Community Benefit Fund
This funds the Brain Injury and Me courses running from March to May 2025.

ECC - Carers
This supports the carers training work shops run by both the North and South hubs.

Screw Fix
An amount was donated to purchase a shed in the grounds of Headway House. The shed has been purchased and erected.

Colchester Catalyst - Respite
To fund day centre placements so the attendee's carer can participate in support activities.

ECC PHAB
This funds a hospital link worker role and to deliver general health checks, for the early indication and prevention of potential serious health conditions.

Provide Community
Provided for the purchase of sensory therapy equipment and activities.

Charles S French Charitable Trust
An amount was received in the prior year to fund the Young Circle Group. A further mount was received in the year to towards Brain Injury and Me Sessions.

ECF - Funding the Unfunded
This is to fund day centre placements for clients who are unable to secure funding through other sources.

Bruce Wake Trust
This amount is to cover the cost of seated exercise activities.

Sir Jules Thorn
The grant was provided to contribute to the costs of the community support services.

SAVS - Health Inequalities

The amount provided was towards reaching underserved communities, and funding for a hospital link worker, cooking courses and a support group in the Southend area.

Billericay Round Table

The amount supported Community Supported Services in the South and West areas.

Matchroom
This grant is supporting exercise sessions held at the Headway Centre Colchester.

Fowler Smith Jones

This grant is to purchase gym equipment for the new well being hub.

Sport England

Supports sport and exercise activities in the Colchester and Benfleet centres.

Harebell - Capital

The £220,000 is towards the funding of the Well Being Hub build.

Catalyst - Capital
£50,000 has been provided towards the funding of the Well Being Hub build.

Essex Freemasons

Further amounts have been provided towards the new Well Being Hub. Amounts have been used to cover the costs of surveys, legal and architect costs.

Mayflower Rotary

The amount was provided to support costs of the Headway Centre in Benfleet.

Other

G Harris, the Black Boy pub and A Demain donated for items or activities at the North Hub.

19 **Statement of funds** Continued

Prior year	1 April 2024 £	Income £	Costs £	Transfers £	31 March 2025 £
Unrestricted funds					
Designated funds					
Property fund	100,000	-	-	(100,000)	-
South Essex Day Centre	25,000	-	-	(25,000)	-
	125,000	-	-	(125,000)	-
General funds					
General funds	611,823	666,204	1,046,700	9,671	240,998
General funds re fixed assets	112,770	-	(294,904)	-	407,674
	724,593	666,204	751,796	9,671	648,672
Total unrestricted funds	849,593	666,204	751,796	9,671	773,672
Restricted funds					
Colchester Catalyst-Uni Project	-	9,149	9,149	-	-
SEE Health Inequalities Fund	-	7,199	2,060	-	5,139
Dage Precision Industries - Norsde	-	2,000	2,000	-	-
FSJ Charities		2,268	1,031	-	1,237
Lottery - South Essex Hub	23,687	15,738	39,425	-	-
NEE Wellbeing Alliance	29,255	15,954	17,636	-	27,573
LHC Community Benefit Fund	-	5,000	1,250	-	3,750
ECC - Carers	-	19,139	17,544	-	1,595
Screw Fix	488	-	41	-	447
Colchester Catalyst - Respite	-	13,670	13,670	-	-
Colchester CC - Fitness Trainer	-	2,720	2,720	-	-
ECC PHAB	65,308	-	40,817	-	24,491
Provide Community	2,000	-	-	(1,625)	375
Charles S French Charitable Trust	-	3,000	273	-	2,727
G Harris	-	107	-	-	107
Essex Freemasons	-	10,000	-	(8,046)	1,954
Black Boy pub	-	800	-	-	800
A Demain	-	100	-	-	100
Black Water Law	-	2,500	2,500	-	-
	120,738	109,344	150,116	(9,671)	70,295
Total funds	**970,331**	**775,548**	**901,912**	**-**	**843,967**

20 Summary of funds

Current year	At 1 April 2025 £	Income £	Costs £	Transfers in/(out) £	At 31 March 2026 £
Designated funds	-	-	-	-	-
General funds	773,672	799,640	(836,646)	19,334	756,000
Restricted funds	70,295	478,521	(115,102)	(19,334)	414,380
	843,967	1,278,161	(951,748)	-	1,170,380

Prior year	- £	Income £	Costs £	Transfers £	At 31 £
Designated funds	125,000	-	-	(125,000)	-
General funds	724,593	666,204	751,796	134,671	773,672
Restricted funds	120,738	109,344	150,116	(9,671)	70,295
	970,331	775,548	901,912	-	843,967

21 Analysis of net assets between funds

Current year	Unrestricted £	Restricted £	Total £
Tangible fixed assets	392,600	-	392,600
Current assets	401,711	414,380	816,091
Creditors due within one year	(37,206)	-	(37,206)
Creditors due in more than one year	(1,105)	-	(1,105)
	756,000	414,380	1,170,380

Prior year	Unrestricted £	Restricted £	Total £
Tangible fixed assets	407,674	-	407,674
Current assets	411,952	70,295	482,247
Creditors due within one year	(44,106)	-	(44,106)
Creditors due in more than one year	(1,848)	-	(1,848)
	773,672	70,295	843,967

22 Analysis of changes in net debt

	At 1 April 2025	Cash flows	At 31 March 2026
	£	£	£
Cash at bank and in hand	403,905	(65,566)	338,339
Finance leases	(3,326)	1,881	(1,445)
	400,579	(63,685)	336,894

23 Capital commitments

There were no capital commitments at the current and prior year ends

24 Pension commitments

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable by the charity to the fund amounts to £ 11,359 (2025 - £ 11,647).

25 Operating lease commitments

At 31 March 2026 the charity had commitments to make future minimum lease payments under non-cancellable operating lease as follows:

	2026	2025
	£	£
No later than one year	26,758	49,700
Later than one year and not later than five years	73,006	10,833
	99,764	60,533

26 Finance lease commitments

Net obligations repayable	2026	2025
	£	£
Within one year	340	1,478
Between two and five years	1,105	1,848
	1,445	3,326

27 Members' liability

Each member of the charitable company undertakes to contribute to the assets of the company in the event of it being wound up while they are a member, or within one year after they ceases to be a member, such amounts as may be required, not exceeding £1 for the debts and liabilities contracted before they ceases to be a member.

28 Related party transactions

There were no related party transactions in the current nor previous period.

HEADWAY ESSEX
(A company limited by guarantee)

INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2026

	2026 £	2026 £	2025 £	2025 £
Voluntary Income				
Donations	139,464		61,485	
Gift Aid	7,813		4,745	
Grants	488,721		147,037	
		635,998		213,267
Activities for generating funds				
Fundraising events	48,539		69,435	
Trading	331		407	
		48,870		69,842
Investment income				
Bank interest	4,836		7,849	
		4,836		7,849
Incoming resources from charitable activities				
Attendance	578,488		476,582	
Minibus income	513		923	
		579,001		477,505
Other incoming resources				
Other income	9,456		7,085	
		9,456		7,085
Total income		1,278,161		775,548

HEADWAY ESSEX
(A company limited by guarantee)

INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2026

	2026 £	2026 £	2025 £	2025 £
Cost of generating voluntary income				
Wages	104,090		90,136	
Social security	11,466		7,461	
Pension	1,738		2,063	
Other personnel expenses	497		851	
Premises and insurance expenses	16,978		25,891	
Other overheads	530		7,430	
Sundry fixed assets	414		117	
Service expenses	944		1,368	
Office expenses	14,356		11,249	
Fundraising promotion costs	2,691		2,966	
Fundraising events	8,215		8,919	
Other expenses	122		165	
Depreciation	2,635		2,506	
Cost of goods sold	184		376	
		164,860		161,498
Charitable activities				
Wages	505,401		476,828	
Social security	53,975		39,268	
Pension	9,381		9,269	
Other personnel expenses	4,106		5,826	
Premises and insurance	51,003		47,835	
Other overheads	2,115		2,762	
Sundry fixed assets	2,457		1,742	
Service expenses	52,704		55,001	
Transport expenses	5,897		5,779	
Office expenses	26,313		25,529	
Other expenses	1,515		121	
Depreciation	18,502		19,332	
Loss/(gain) on disposal	(887)		-	
	732,482	732,482		689,292

HEADWAY ESSEX
(A company limited by guarantee)

INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2026

	2026 £	2026 £	2025 £	2025 £
Governance costs				
Wages	14,873		13,630	
Social security	907		903	
Pension	240		315	
Auditors remuneration	6,000		-	
Independent examination	-		3,000	
Other personnel costs	1,966		504	
Premises and insurance	11,911		17,938	
Other overheads	9,767		8,405	
Sundry fixed assets	106		146	
Service expenses	5,869		1,483	
Transport expenses	157		-	
Office expenses	1,742		3,280	
Other expenses	310		1,328	
Depreciation	558		190	
		54,406		51,122
Total expenses		951,748		901,912
Surplus/(deficit)	**£**	**326,413**	**£**	**(126,364)**
		-		

The notes on pages 18 - 34 form part of these accounts.