



# Headway Essex

Providing brain injury care and support

## Annual Report and Financial Statements For the year ending 31<sup>st</sup> March 2020

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Registered Charity No. 1008807  
Company Limited by Guarantee 2674755

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# The Work of Headway Essex

## Mission Statement

*Everyone living with the effects of acquired brain injury has the opportunity to lead a fulfilling life.*

## Our Vision

Through the work of Headway Essex:

- people with acquired brain injury will fulfil their potential
- families and carers will be better able to cope with their caring role
- the wider community will understand the causes and effects of acquired brain injury

## What we do

Headway Essex provides community support and specialist day opportunities to people living with acquired brain injury (ABI) and their families and carers in Essex.

- Day opportunities provide a specialist person centred approach to rehabilitate, educate, inform and support each client on their own personal recovery through the achievement of realistic, achievable and measurable goals.
- The Community Support Service provides emotional and practical support, crisis support, education and ongoing help with health and social issues faced by individuals with acquired brain injury and their families and carers.

# How we support our services users

## Supporting the Carers

- Access to a specialised support and advice helpline
- Information and advice covering a wide range of topics
- Information and training on all aspects of brain injury and the caring role
- One to one with a community support worker
- Condition Specific Support group meetings
- Respite from the cared-for person attending Headway's specialist facilities
- Support available at any stage – from hospital to many years later
- Counselling
- Signposting and referrals to other agencies and voluntary organisations as required



## Supporting the survivors of brain injury

- Information and education covering a wide range of topics relating to brain injury and its effects
- Information and advice including practical and financial aspects
- Neuro Physio
- Speech and Language Therapy
- Adult education – relearning lost skills and learning new ones
- IT training
- Life skills
- Communication and social interaction
- Health and self-care advice and support
- Social and sporting activities in the community
- Artistic activities for self expression
- Behaviour management
- Support group meetings
- Support with educational, vocational and volunteering opportunities
- Counselling
- Signposting and referrals to other agencies and voluntary organisations

## Our core values

### Headway Essex believes in:

- **Working together**

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.

- **Consultation**

Headway Essex is an organisation who consults with its service users/stakeholders to meet their changing needs, in order to ensure the best possible outcomes for its service users.

- **Valuing the individual**

Headway Essex wants the best possible outcome for its services users and will listen to and respect their personal views on how they would like to be supported. All staff, volunteers and service users are respected and encouraged to reach their full potential.

- **Maximising opportunities**

Headway Essex strives to keep informed of opportunities through networking, and consultation with its stakeholders and the wider public. As an organisation led by an experienced board of trustees and management team, Headway is able to change, evolve and adapt and remains flexible to meet the needs of its service users.



## Model of Care

Our model of care follows these guiding principles:

- Services will provide informed choice, quality outcomes and a high quality experience for our clients.
- Clients (including carers) are at the centre of services, which are designed to meet their needs.
- Services will meet or exceed Headway Centre standards as defined by Headway UK.
- Services are appropriate to the needs of an adult with acquired brain injury and their carer(s).
- Rehabilitation will be provided within a community setting.
- Services will provide value for money and are enhanced by volunteer support and fundraising.
- We work closely together, with external organisations to provide a cohesive and seamless service for our clients.
- Services will deliver appropriate person centred rehabilitation outcomes to increase clients independence, health and wellbeing.
- Services should meet the needs of our client group and be innovative and continually evolving.
- Services will promote brain injury awareness and prevention.

## ACQUIRED BRAIN INJURY

Headway Essex follows the UK Acquired Brain Injury Forum (UKABIF) definition of acquired brain injury:

*“Acquired Brain Injury (ABI) is defined as a non-degenerative injury to the brain occurring since birth. It can be caused by external physical force or by metabolic derangement. The term ‘acquired brain injury’ includes traumatic brain injury, such as open or closed head injuries, non-traumatic brain injuries such as those caused by strokes and other vascular accidents, tumours, infectious diseases, hypoxia, metabolic disorders (e.g. liver and kidney diseases or diabetic coma), and toxic products taken into the body through inhalation or ingestion.”*

## THE CAUSE

Brain injuries are happening all the time and will occur generally as a result of road traffic accidents, sporting injuries, disease, strokes/brain tumours, alcohol or drug abuse and violence. Often the effect will be loss of employment, breakdown of the family unit, loss of partner, physical and psychological disability, and social isolation.

Traumatic brain injury is a well-documented, growing national problem due to the increases in survival rate

following severe brain injuries. “Brain injury is the foremost cause of death and disability in young people” found the House of Commons Health Select Committee Enquiry into Head Injury. Improved medical techniques means a greater survival rate for people who have suffered a brain injury and, in turn, are likely to require long-term rehabilitation to live in society with a normal life expectancy.

## THE SCALE OF THE PROBLEM IN THE COMMUNITY

It is estimated that at least 1 million people in the UK have persistent disabilities as a result of acquired brain injury (*United Kingdom Acquired Brain Injury Forum (2012) Life after Brain Injury: A Way Forward*). However, in all likelihood, this is a conservative estimate. The lack of accumulated data in the UK means it is not possible to quantify the exact number of people with ABI in each area.

Research on hospital admission data has shown clearly that the problem is a large and growing one.

Approximately 215,000 people in the UK were admitted to hospital with a head injury in 2011-12 and overall, accounting for ABI related conditions such as stroke, anoxia, meningitis, encephalitis, hydrocephalus, tumours, abscess and others, over 350,000 people are admitted to hospital each year in the UK (*NHS Information Centre for Health and Social Care, 2013*).

Accounting for the conditions described above, approximately 8,500 Essex residents are admitted to hospital per year (*NHS Information Centre for Health and Social Care, 2013*). A large proportion of these people and their families will require help and support for at least a short time after injury and many will require long-term support. Headway Essex has a vital role to play in helping these people.

Impairments may range from subtle to severe, although the consequences may all be serious. Some people may be physically disabled, but the large majority have ‘hidden’ disabilities which are less easy to observe and, as a result, lead to misunderstanding, loss of employment, relationship breakdown and social isolation. The cost of these problems to society is difficult to quantify but research has shown that 40% of people with traumatic brain injuries fail to return to employment (*Radford et al, 2013*). It has been widely reported that over 50% of the prison population has a history of traumatic brain injury and that failure to identify and manage this leads to repeat offending (*Williams et al, 2010*).

## FACILITIES FOR REHABILITATION

Statutory provision for rehabilitation is very limited and tends to only be offered to those who are severely affected. It is often aimed at the physical problems and is usually situated within regional, rather than local, hospitals. When severe behavioural problems exist the person is often sent to one of only a few private behaviour modification units, which are spread around the country. The cost of these can be as much as several thousand pounds a week and treatment is usually funded by the Health services or compensation claims. In practice this only tends to happen where the behaviour is extreme, or where it is thought the person will only need a short time there. When rehabilitation is not provided a lack of motivation and continuous inactivity at home can place an impossible strain on families.

Evidence suggests that early, co-ordinated and intense rehabilitation can generate savings to the NHS of between £0.7 million and £1.6 million per patient over their lifetime (*Hawe et al, 2013*). Headway Groups and Branch services can make a significant contribution to these savings.



## THE EFFECT

Rehabilitation following acquired brain injury is a long-term process requiring active participation. Following discharge from acute care in hospital, life can be very problematic, both for the survivor and their families and friends.

There may be obvious physical disabilities such as:

- One-sided weakness
- Poor mobility
- Loss of balance
- Reduced vision
- Speech problems
- Extreme tiredness

But it is the cognitive, emotional and psychological problems that create the most havoc with people's lives.

Impaired cognitive functions include:

- Memory
- Information processing
- Concentration
- Organisational skills
- Planning

Emotional issues include:

- Inability to show emotions
- Laughing or crying inappropriately
- Inability to show affection
- Inappropriate behaviour

Psychological problems can include:

- Depression
- Aggression and violence
- Loss of impulse control
- Mood swings
- Lack of motivation
- Lethargy

The long-term disabilities may not correspond to the physical severity of the original injury, and can become apparent some time, even years, after the cause. A person can appear to make a good recovery but may be difficult to live with and become unemployable because of the above problems. The personality changes can be the most difficult for close family to accept and this causes many families or relationships to break up: 'she is not the person I fell in love with and married'; 'he's the third child I never wanted'.



## CHAIRMAN/CHIEF EXECUTIVE REPORT

During the past year there have been many notable achievements, that will help secure and improve the services we offer adults with acquired brain injury and their families. Whilst we are showing a surplus this year of £149,625, we actually have an operational deficit of £53,733. This is due to recognising the Lottery Community Fund in full for accounting purposes, and the receipt of grants towards the purchase of the Day Centre.

We are delighted to announce that we have now completed on the purchase of the Headway Centre in Colchester where we offer a specialist person centred approach to rehabilitate, educate, inform and support each client with their own personal recovery journey. Owning the Headway Centre will reduce our overheads and help improve sustainability, ensuring our service will always be there for all who need help. We are so grateful to the many grant funders, who have given so generously to enable our ownership to become a reality.

Our new day service in South Essex, funded by the Lottery Community Fund ran its first sessions in July. The team now offer a full range of activity sessions including fitness, brain injury education, cooking for the brain, a social group, managing fatigue and anxiety. What a fantastic achievement this has been and how delighted we are to be providing more services in the south of the County.

We also restructured our service into two regional hubs; North/Mid Essex and South/West Essex, each headed up by a Services Manager. This brought our day opportunities services and community support activities in each area together, providing a more seamless service for our clients and their families.

We were making good progress towards our fundraising targets prior to the impact of the coronavirus pandemic, but unfortunately our major fundraising event for the year the Colchester Half Marathon, was cancelled. This impacted on income expected for the 2019-20 year and the coronavirus restrictions will have an even more significant impact on fundraising in the next financial year. As we have continued to operate albeit virtually we did not need to furlough staff, but do need to make up for the losses in income, to ensure the service continues.

The coronavirus outbreak has changed the world we all live in, but staff and volunteers have demonstrated their flexibility, strength and commitment to ensure clients' and their family's needs continue to be met despite the restrictions imposed on everyone's life.

We moved very swiftly to ensure all staff were equipped and supported to work from home. Soon after that we were able to offer many of our activities virtually to clients via Zoom meeting sessions, supporting clients and their families to access and use the technology.

During the outbreak, we continue to take on new referrals and support all clients with regular welfare calls ensuring all their health and wellbeing needs are being met and they are staying safe in their homes. These new ways of working may also provide insight into ways our services can develop and we look forward to the future when the restrictions will be lifted.

We start the new financial year with some significant challenges and an unknown understanding of the future impact of the virus including how the need for the service may grow with people suffering neurological effects caused by the virus.

We remain optimistic, knowing that our strength lies in its management team, board of trustees, staff and volunteers who will do everything possible to help improve the lives of adults with acquired brain injury and their carers and families.

Thank you to all the Grant Funders, Trustees, Staff, Volunteers and Supporters of Headway Essex, we could not provide these services without you.

**Christopher White-Thomson**  
**Chairman**

**Joanna Wright**  
**Chief Executive**

## REFERENCE DETAILS

### REGISTERED OFFICE

The Headway Centre  
Woodland Walk  
Colchester  
Essex CO4 6DH

### BOARD OF TRUSTEES

Chris White-Thomson	Chair
David Parkins	Treasurer
Bob Juniper	
Alan Bacon	
Anthony Emms	
Diana Collins	
Rob Warren	

### CHIEF EXECUTIVE OFFICER

Joanna Wright

### FINANCE MANAGER & COMPANY SECRETARY

Gemma Perkins

### SERVICE MANAGERS

Angie O'Toole	-	North and Mid Hub
Gemma Baines	-	South and West Hub

### ADVISORS

Auditors	-	Griffin Chapman 4&5 The Cedars, Apex 12, Old Ipswich Road, Colchester, Essex CO7 7QR.
Bankers	-	CAF Bank Ltd 25 Kings Hill Avenue, Kings Hill, West Malling, Kent ME19 4JQ Lloyds Bank PLC 27 High Street, Colchester, CO1 1DU

## REPORT OF THE TRUSTEES

The board presents its annual report and accounts for the year ended 31<sup>st</sup> March 2020. The annual report serves the purposes of both a trustees' report, and a directors' report under company law.

The Annual Report and Financial Statements are produced in accordance with the Statement of Recommended Practice "Accounting and Reporting by Charities" (SORP revised 2015).

The trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Charity's aims and objectives and in planning future activities.

## STRUCTURE, GOVERNANCE AND MANAGEMENT

### LEGAL STATUS

Headway Essex is a Company Limited by Guarantee (Company No. 2674755) and a Registered Charity (Charity No. 1008807).

Copies of the Memorandum and Articles of Association can be obtained by writing to: Gemma Perkins, Company Secretary, Headway Town Office, 6<sup>th</sup> Floor Annex, Wellington House, Butt Road, Colchester CO3 3DA.

The liability of the Members in the event of Headway Essex being wound up is limited to a sum not exceeding £1. At 31<sup>st</sup> March 2020 there were 96 company members.

### BOARD OF TRUSTEES

Members of the Board of Trustees are elected from the membership of the Company and are subject to re-election following a term of office not exceeding three years.

The Company is managed and controlled by a Board of Trustees whose names are given on page 8. 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 Board has a strategic role and meets at least four times a year. It has responsibility for determining the direction of the Charity within the framework set out in the Memorandum and Articles of Association. This includes: ensuring financial viability and achievement of its aims; planning for the future; monitoring activities and outcomes against objectives; risk management; and ensuring legal requirements are met.

The Board have delegated certain responsibilities to the Executive Committee, which comprises:

- Treasurer
- Chairman
- Chief Executive Officer
- Finance Manager/Company Secretary

It meets bi-weekly and covers all the general work of the organisation including service delivery and development, funding and fundraising, personnel and premises. It reports directly to the Board of Trustees.

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.



**HEADWAY ESSEX ORGANISATIONAL CHART****Management Structure**

**The Board of Trustees**  
Staff posts in attendance: Chief Executive and  
Finance Manager/Company Secretary

**Executive Committee**  
Includes: Trustee Chairman and Treasurer  
Chief Executive and Finance Manager

**Chief Executive**

**Department and Service Managers**

**Service provision**

**COMMUNITY  
SUPPORT  
SERVICE**

**PSYCHOTHERAPY/  
TRAINING  
SERVICE**

**DAY  
SERVICES**

**Service Infrastructure**

**Fundraising, PR and  
Marketing**

**Finance**

**Governance**

## SENIOR MANAGEMENT

**The Chief Executive Officer** has overall responsibility for all aspects of service delivery and development. The key tasks are:

- To undertake overall responsibility for, and to manage, all existing service provision and future development of services;
- To be responsible for the organisation's financial health and ensure expenditure is controlled in line with budget as approved by the board of trustees;
- To negotiate funding, service level agreements and contracts with statutory bodies. To maximise other income generation, enabling fulfilment of the aims and objectives of the organisation;
- To be responsible for all aspects of human resource management;
- To be aware of legislative requirements and good practice, and ensure all relevant policies and procedures are in place;
- To promote the organisation and increase awareness of the effects of brain injury.

**The Finance Manager and Company Secretary** is responsible for all aspects of finance and accounting. The key tasks are:

- To maintain appropriate and accurate financial records;
- To produce monthly management reports and annual financial statements;
- To ensure the organisation meets all relevant company legislation.

### SERVICE MANAGERS

**The Headway Centre Manager** is responsible for the delivery of the day care service. The key tasks are:

- Management of the specialist day service at The Headway Centre in Colchester;
- To provide leadership and support for the care staff;
- Ensuring relevant legislative requirements are met.

**The Community Support Manager** is responsible for the delivery of the community service. The key tasks are:

- Management of the community service across the county;
- To provide leadership and support for the service team.

### RESTRUCTURE

During the year under review we have restructured the service provision and introduced a geographical approach to the service with a north/mid Essex Hub and a South/West Essex hub. The Community support was absorbed into these hubs and each hub has a Service Manager. A new post of Head of Brain Injury Services was introduced to focus on the current service provision and develop further services.

## RISK AND INTERNAL CONTROL

The Trustees have overall responsibility for ensuring that the Charity has an appropriate system of controls, financial and otherwise. They are also responsible for safeguarding the assets of the Charity and for taking reasonable steps for the prevention and detection of fraud and other irregularities. The Trustees acknowledge their responsibility for the Charity's system of internal control and for reviewing its effectiveness. The Trustees recognise that such a system is designed to manage (but not eliminate) risk of failure to achieve the Charity's objectives, and can only provide reasonable (not absolute) reassurance against material misstatement or loss. The Board of Trustees delegates powers to the Executive Committee, as detailed above. Systems of control designed to mitigate risk include a three year strategic plan, an annual budget, regular consideration by the Trustees of actual results compared to budget, forecasts and monitoring of reserve levels.

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 and will be reviewed by the Board of Trustees annually.

Risks involving the Charity's client group are dealt with within the control procedures of each department.

## RESERVES

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 36.

## VOLUNTEERS

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. We estimate that during the year to 31<sup>st</sup> March 2020 volunteers donated their time in the following areas:

Day Service	5,254 hours
Community Support	425 hours
Fundraising	1,229 hours
<b>Total</b>	<b>6,908 hours</b>

Full time equivalent number of staff 4



# CHARITABLE ACTIVITIES

## SPECIALIST DAY OPPORTUNITIES

The Headway Centre in Colchester is open five days a week and operates specialist day opportunities for people with traumatic and acquired brain injury.

Open from 10.00am to 3.30pm Monday to Friday this dynamic, innovative centre provides a range of cognitive, physical, educational, emotional and practical activities, both in-house and in the community, all delivered by an experienced team.

During the period under review we were successful in obtaining lottery funding to introduce specialist sessional services in South Essex. We appointed a Day Service Manager and an Activities Assistant to develop this in South Essex. The Hub now offers a variety of weekly sessions for individuals living with Brain Injury.

Headway Essex has a simple ethos; every person is unique and every brain injury different. This ethos supports placing the person at the centre of their support needs in order to regain control and realise their aspirations and goals.

The service supports individuals to improve personal health and self-care, increase their understanding of how their brain injury has affected them and those around them, improves self-esteem and self-confidence, increases independence, improves life skills and reduces isolation.

Some people will only need Headway's help for a few months while others may attend for a number of years, particularly where respite is required for the carer.

## MISSION STATEMENT

Everyone living with the effects of acquired brain injury has the opportunity to lead a fulfilling life.

## OBJECTIVES

- ❖ 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 the unmet need of brain injury survivors.

## ACHIEVEMENTS DURING 2019 /20

- ❖ Headway Essex secured the funding to purchase the Headway centre from the building consortium landlords. The completion of this transaction after year end will provide premises security and service provision into the future.

- ❖ A Services restructure was undertaken amalgamating Community Support and Day Services into a Hub model. South/West Essex and North/Mid Essex hubs were established half way through the year under review.
- ❖ Continued partnership working with our stakeholders, including the Neuro-rehabilitation team at Colchester General Hospital, North East Essex CCG.
- ❖ The opening of the Brain Injury Hub in South Essex.
- ❖ Activity sessions successfully introduced in the South. These include Brain Injury and Me, Fitness for All, Cooking for the Brain, Fatigue, and a Bi Weekly Social Group.
- ❖ The new South Essex Hub has been actively promoted in Rehab facilities and Hospitals by Hub Manager and Development Co-Ordinator.
- ❖ Successful engagement with Social Services, promoting South Essex Hub and BINI training.

## FUTURE PLANS

- ❖ To extend The Headway Centre to allow more flexibility for the service provision and to amalgamate the town office and the centre onto one site.
- ❖ To continue to be able to offer activities on a sessional basis, giving individuals greater choice and flexibility on the services matched to their needs.
- ❖ Introduce respite in the South Essex Hub.
- ❖ Introduce a Virtual Hub, for ease of access and those who may be socially isolated.
- ❖ Explore the potential of a community outreach service.

## COMMUNITY SUPPORT SERVICE

The service provides information, advice and emotional support to people with acquired brain injury their families and carers in the community. Community support workers make home and hospital visits, run support group meetings across the county and signpost people to other agencies when appropriate.

### OBJECTIVES

- ❖ To increase awareness, knowledge and understanding of acquired brain injury.
- ❖ To improve carers' coping abilities.
- ❖ To improve the skills of people with acquired brain injury.
- ❖ To empower people to become independent.
- ❖ To increase access to appropriate services.

During the year under review we undertook a restructure to the Headway service provision and amalgamated the Community support workers into area hubs.

The Headway helpline remained pan Essex and referred into the appropriate hub depending on the clients geographic area of residence.

### ACHIEVEMENTS DURING 2019/20

- ❖ 402 individuals were supported during the year, including 322 survivors and 80 carers.
- ❖ 124 new referrals were received, out of which 23 were carer referrals.
- ❖ 131 Home visits were recorded and 206 calls providing telephone support were made/received.
- ❖ The area of need our clients required most were around Health and Wellbeing and choice and control.
- ❖ There were 739 attendances at Support Group Meetings around the county.
- ❖ Successfully ran Acquired Brain Injury Education and Vocational Programme across the county.
- ❖ Organised social events for clients to reduce social isolation.
- ❖ Undertook presentations to health professionals and community groups within Essex
- ❖ Ran a Community event at Colchester Garrison rehabilitation unit
- ❖ Maintained existing links with Hospitals across Essex including stroke and cardiac wards and provided link workers to promote earlier support for people with brain injury and their carers.
- ❖ Increased attendance at Support Groups Meetings (ABI and Carers)

### FUTURE PLANS

- ❖ Research the need for a multi-neurological service provision.
- ❖ Look at the neurological Impact of Covid19 and develop support services for people who have acquired a brain injury from the virus.
- ❖ Secure funding to provide further services to people with acquired brain injury and their carers.
- ❖ Grow the volunteer base to support service provision.
- ❖ Continue to develop services for carers across Essex. (Introduce an Understanding Brain Injury course for Carers, delivered over a 6 week period.)

## FUNDING AND PROMOTIONAL ACTIVITIES

The funding team cover a full range of funding, marketing and PR activities including community events, grant applications, donor management as well as maintaining the charity's profile through the website, presentations, social media and press.

With less money available from the statutory sector, we have continued to develop and maintain a broad range of income generation activities so we can cover the cost of providing our service. Promotional activities are critical



to ensure people who need help, know how to access our service. This is equally important for medical professionals, social workers and other related professionals so they can direct the individual to get timely, appropriate and specialist support.

## OBJECTIVES

- ❖ To increase awareness of the organisation to a wider community.
- ❖ To secure funding to sustain and develop the services of Headway Essex.

## ACHIEVEMENTS DURING 2019/20

- ❖ Organised and ran three successful Fundraising Events (Colour 5K, Classic Vehicle Show and The Vintage Hollywood Ball) generating income of over £35,000.
- ❖ Grant income increased by 75% compared to the previous year, mainly due to Lottery Funding for the South Essex Hub.
- ❖ Delivered a new on-line donations facility on website making it easier to donate directly to Headway Essex and giving us better insight to the donor.
- ❖ Overall income from Events, Sponsorship and Donations increased.

## FUTURE PLANS

- ❖ Increase PR and press coverage in all areas of Essex
- ❖ Introduce new ways of fundraising and virtual events to compensate for restrictions on events as a result of the COVID-19 pandemic
- ❖ Launch emergency Fundraising Campaign to compensate for loss of income as a result of COVID-19
- ❖ Apply for Emergency Grant Funding to bridge the gap in lost income as a result of the COVID-19 pandemic, to ensure we can continue to provide our support now and in the future.

## GOVERNANCE

Headway Essex requires a strong governance infrastructure to ensure that the charity is run appropriately, legally and has policies, procedures, monitoring systems and information technology in place to ensure best practice.

## OBJECTIVES

- ❖ To provide direction and strategy.
- ❖ To ensure business continuity.
- ❖ To ensure that appropriate policies and procedures are in place, reviewed and adhered to.
- ❖ To maintain quality standards within the organisation.

- ❖ To ensure services are monitored and evidenced to demonstrate Headway is achieving its aims and required outcomes.
- ❖ To meet Headway's contractual obligations.
- ❖ To monitor the IT infrastructure.
- ❖ To provide an HR function.

## ACHIEVEMENTS DURING 2019/20

- ❖ Established new policies and maintained the renewal programme
- ❖ Retained the ISO9001 Quality Standard
- ❖ Reviewed the organisational structure and appointed a Head of Brain Injury Care Services.
- ❖ Restructured the care service teams, and created two Service Hubs, based in Colchester and Benfleet.
- ❖ Updated the telephone system, which has auto attendant functions to provide a more efficient method to direct calls to the appropriate departments.
- ❖ Implemented a new record keeping database which is fully compliant with GDPR and provides more effective working practices.
- ❖ Relocated the Colchester Town Office due to the refurbishment of premises.
- ❖ Purchased the Headway Centre in Colchester, final transactions taking place shortly after year end..

## FUTURE PLANS

- ❖ Attain Headway UK new 2017 Standards
- ❖ Ensure organisation is sustainable into the future.
- ❖ Auditing of ISO 9001 standard
- ❖ Improve the facilities at Headway Centre
- ❖ Ensure service provision continues to be accessible to all service users during the Coronavirus Pandemic and beyond.

## PSYCHOTHERAPY SERVICE

Headway Essex provides a part-time Psychotherapy Services to support survivors of brain injury and their carers.

For people who have experienced acquired brain injury through trauma or other causes they have to deal with many other issues as well as the physical and cognitive effects of damage to their brains. Therefore, psychotherapy has its place as part of a holistic approach to helping them deal with the multiple challenges of injury to the brain.

Along side of the processing of distressed emotions, loss of functions, changes in relationships and other brain injury related issues, there also needs to be some attention paid to psycho-education so that people living with brain injury can understand the effects of their injuries and develop compensatory strategies for them.

The psychotherapy service offered at Headway Essex includes:-

- ❖ Therapy for individuals
- ❖ Therapy for couples
- ❖ Psychosexual therapy

## OBJECTIVES

- ❖ To improve the health and wellbeing of people living with the effects of brain injury.
- ❖ To alleviate psychological distress following acquired brain injury.
- ❖ To improve carers and brain injury survivors coping abilities.
- ❖ Achievement of individual's independence and well-being goals.
- ❖ Individuals better able to manage and cope with their brain injury.

## ACHIEVEMENTS DURING 2018/19

- ❖ Successfully piloted sessions on Eye Movement Desensitization and Reprocessing Therapy
- ❖ 18 clients supported with therapy sessions, which includes more sessions held in south Essex.

## FUTURE PLANS

- ❖ Look at ways of developing a counselling service pan Essex.



## FINANCIAL REVIEW

The results for the year are shown in the Statement of Financial Activities on page 24 and the financial position is shown in the Balance Sheet on page 25.

The year under review produced a increase in total reserves of £149,625 although total reserves at 31<sup>st</sup> March 2020 are £979,148 a high proportion of this amount is restricted, designated or held in tangible assets, leaving only £277,628 in Unrestricted Assets, as detailed below:

	£
Restricted Fixed Assets	47,598
Restricted Current Assets	418,358
Designated Current Assets	200,000
Unrestricted Fixed Assets	35,564
Unrestricted Assets	<u>277,628</u>
<b>Total Reserves</b>	<b><u>979,148</u></b>

Expenditure of restricted funds is higher than the restricted income due to continuing depreciation relating to restricted fixed assets.

## FUNDING SOURCES

The total incoming resources during the year were £845,040 (2019: £790,588).

	2020		2019	
Made up as follows:				
Grants and service contract income from Essex Primary Care Trusts	-	0%	76,730	9.7%
Attendance, training and Transport Income	<u>248,204</u>	29.4%	<u>243,488</u>	30.8%
	248,204	29.4%	320,218	40.5%
Fundraising Income:				
Trust and Council grants	463,563		345,568	
Company/personal donations	41,250		37,847	
Gift Aid Reclaimed	7,039		2,425	
Legacy Income	1,000		-	
Events	81,812		82,860	
Trading	<u>580</u>		<u>469</u>	
	595,224	70.4%	469,169	59.3%
Investment/Other Income	<u>1,592</u>	0.2%	<u>1,201</u>	0.2%
	<u>845,040</u>		<u>790,588</u>	

## FUTURE PLANS

The year to 31<sup>st</sup> March 2020 saw the funding from the local health bodies and Essex County Council continue at a negligible level. Therefore, the Charity sought to expand revenue streams in other areas. We were delighted to secure a significant sum that is to be received over the next two years assuring the ongoing provision of excellent services.

This fundraising success, together with tight cost control and efficient organisation, has enabled the Charity to, once again, minimise the deficit for the year.

It remains the intention of the Trustees to continue to expand the range and geographic coverage of services available. However, the Trustees will continue to take a prudent approach whilst guiding the charity through its future plans outlined on pages 9 - 20.

## RESERVES

As at 31<sup>st</sup> March 2020, the Unrestricted Free Reserves, after deduction of Designated Funds and fixed assets from the total reserves, were £313,192. This represents the equivalent of four and a half months of expenditure compared to a minimum policy requirement of three months. The Trustees consider the additional reserves appropriate as the three-month policy represents a bare minimum only. Reserves are expected to keep to at least six months during the year.

In accordance with the Reserves policy detailed on page 12, the Trustees have identified areas of highlighted risk or future development and have designated funds from reserves as follows:

£25,000	South Essex Day Care - The Trustees have designated funds to support the introduction of specialist Day Care services in South Essex.
£175,000	Property – The Trustees have designated funds to refurbish the Day Centre and provide property sustainability strategy.

Restricted Reserves were £469,956 which represents the Extension Funds received in 2006 to extend the Day Centre and £215,000 grants and donations received towards the purchase of the Day Centre and The Big Lottery Fund - Community Rehabilitation Hub for Adults with Acquired Brain Injury grant to establish a South Essex hub.

## STATEMENT OF TRUSTEE RESPONSIBILITIES

The trustees 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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company 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 in the Charities SORP 2015 (FRS102);
- make judgments 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;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

### Statement as to Disclosure of Information to Auditors

So far as the trustees are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the charitable company's auditors are unaware, and each trustee has taken all steps that he ought to have taken as a trustee in order to make himself aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information.

### Auditors

The auditors, Griffin Chapman, will be proposed for re-appointment at the forthcoming Annual General Meeting.

### BY ORDER OF THE BOARD OF TRUSTEES



David Parkins : Trustee

Dated: 6<sup>th</sup> August 2020



**Independent Auditor's Report to the Members of Headway Essex****Opinion**

We have audited the financial statements of Headway Essex (the 'charitable company') for the year ended 31 March 2020 which comprise the Statement of Financial Activities, the Balance Sheet, the 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 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 2020, and of its incoming resources and application of resources, including its income and expenditure 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 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 nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

**Other information**

The trustees are responsible for the other information. The other information comprises the information included in the report of the trustees, 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.

In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. 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 the audit:

- the information given in the report of the trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the report of the trustees report has been prepared in accordance with applicable legal requirements.

**Matters on which we are required to report by exception**

In the light of our 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 report of the trustees.

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

- adequate 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 disclosures 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 set out on page 21, the trustees 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 company or to cease operations, or have no realistic alternative but to do so.

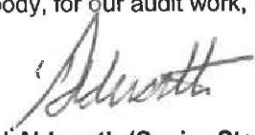
**Auditor's responsibilities for the audit of the financial statements**

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.

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

**Use of our Report**

This report is made solely to the 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 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.



**Daniel Aldworth (Senior Statutory Auditor)**  
For and on behalf of Griffin Chapman, Statutory Auditor  
4&5 The Cedars  
Apex 12  
Old Ipswich Road  
Colchester  
CO7 7QR

Date 12<sup>th</sup> August 2020

**STATEMENT OF FINANCIAL ACTIVITIES (incorporating an Income and Expenditure Account)  
FOR THE YEAR ENDED 31ST MARCH 2020**

	Notes	Unrestricted funds £	Restricted funds £	2020 Total Funds £	2019 Total Funds £
<b>Income from:</b>					
Donations and legacies	2	69,168	437,516	506,684	367,715
Other trading activities	3	82,392	-	82,392	83,329
Investments	4	944	-	944	708
Charitable activities	5	248,204	6,168	254,372	338,343
Other income		<u>648</u>	<u>-</u>	<u>648</u>	<u>493</u>
<b>Total income</b>		<b>401,356</b>	<b>443,684</b>	<b>845,040</b>	<b>790,588</b>
<b>Expenditure on:</b>					
Raising funds	6	166,798	-	166,798	142,600
Charitable activities	7,8,9	<u>269,407</u>	<u>259,210</u>	<u>528,617</u>	<u>500,465</u>
<b>Total expenditure</b>		<b>436,205</b>	<b>259,210</b>	<b>695,415</b>	<b>643,065</b>
<b>Net income/(expenditure)</b>		<b>(34,849)</b>	<b>184,474</b>	<b>149,625</b>	<b>147,523</b>
<b>Transfer between funds</b>		<b>(36,900)</b>	<b>36,900</b>	<b>-</b>	<b>-</b>
<b>Net Movement of funds</b>		<b>(71,749)</b>	<b>221,374</b>	<b>149,625</b>	<b>147,523</b>
<b>Reconciliation of funds</b>					
<b>Total funds brought forward</b>		<b>584,941</b>	<b>244,582</b>	<b>829,523</b>	<b>682,000</b>
<b>Total funds carried forward</b>		<b><u>513,192</u></b>	<b><u>465,956</u></b>	<b><u>979,148</u></b>	<b><u>829,523</u></b>

**CONTINUING OPERATIONS**

All incoming resources and resources expended arise from continuing activities.




**BALANCE SHEET**  
**AT 31ST MARCH 2020**

	Notes	Unrestricted funds £	Restricted funds £	2020 Total funds £	2019 Total Funds £
<b>FIXED ASSETS</b>					
Tangible assets	13	<u>35,564</u>	<u>47,598</u>	<u>83,162</u>	<u>93,848</u>
<b>CURRENT ASSETS</b>					
Stocks	14	1,377	-	1,377	1,431
Debtors: amounts falling due within one year	15	64,828	418,358	483,186	52,281
Cash at bank and in hand		<u>505,445</u>	<u>6,178</u>	<u>511,623</u>	<u>767,267</u>
		571,650	424,536	996,186	820,979
<b>CREDITORS</b>					
Amounts falling due within one year	16	(89,972)	(6,178)	(96,150)	(78,554)
<b>NET CURRENT ASSETS</b>		<u>481,678</u>	<u>418,358</u>	<u>900,036</u>	<u>742,425</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		517,242	465,956	983,198	836,273
<b>CREDITORS</b>					
Amounts falling due after more than one year	18	(4,050)	-	(4,050)	(6,750)
<b>NET ASSETS</b>		<u>513,192</u>	<u>465,956</u>	<u>979,148</u>	<u>829,523</u>
<b>FUNDS</b>	21				
Unrestricted funds				513,192	584,941
Restricted funds				<u>465,956</u>	<u>244,582</u>
<b>TOTAL FUNDS</b>				<u>979,148</u>	<u>829,523</u>

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small charitable companies.

The financial statements were approved by the Board of Trustees on 6<sup>th</sup> August 2020 and were signed on its behalf by:

Christopher White-Thomson  
  
 .....  
 Trustee

David Parkins  
  
 .....  
 Trustee

**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31ST MARCH 2020**

	Notes	2020 Total Funds £	2019 Total Funds £
<b>CASH USED IN OPERATING ACTIVITIES</b>	24	<u>(14,430)</u>	<u>(16,293)</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Interest Income		944	708
Purchase of tangible fixed assets		(27,158)	(24,705)
Funds held by solicitor for property purchase		(250,000)	-
Sale of tangible fixed assets		-	-
Capital funding received		<u>35,000</u>	<u>178,000</u>
<b>Cash provided by (used in) investing activities</b>		<u>(241,214)</u>	<u>154,103</u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Repayment of borrowing		-	-
<b>Cash used in financing activities</b>		<u>-</u>	<u>-</u>
Increase (Decrease) in cash and cash equivalents in year		<u>(255,644)</u>	<u>137,810</u>
Cash and cash equivalents at beginning of year		<u>767,267</u>	<u>629,457</u>
<b>TOTAL CASH AND CASH EQUIVALENTS AT END OF YEAR</b>		<u>511,623</u>	<u>767,267</u>

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2020

### 1. ACCOUNTING POLICIES

#### Basis of preparation

The financial statements have been prepared in accordance with 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 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) 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 notes.

The financial statements are prepared on a going concern basis under the historical cost convention. The financial statements are prepared in sterling which is the functional currency of the charity.

#### Incoming resources

All incoming resources are included on the Statement of Financial Activities when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

#### Grants

Grants are recognised in full in the statement of financial activities in the year in which they are receivable, unless these relate to a specific future period in which case they are deferred.

#### Volunteers and donated services

Voluntary income is received by way of donations and gifts and is included in full in the statement of financial activities when receivable. Volunteer time is not included in the financial statements.

#### Resources expended

Resources expended include VAT which cannot be recovered. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources. The main basis is staff time.

#### Defined contribution plans

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

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

#### Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life or, if held under a finance lease, over the lease term, whichever is the shorter.

Short leasehold	- Period of lease
Fixtures and fittings	- 3 to 4 years
Motor vehicles	- 4 years (new) and 3 years (second-hand)

Individual Fixed Assets costing, or donated assets valued, at £750 or more are capitalised.



## NOTES TO THE FINANCIAL STATEMENTS - CONTINUED FOR THE YEAR ENDED 31ST MARCH 2020

### Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

### Debtors and creditors

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

### 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.

### Taxation

The charity is exempt from corporation tax on its charitable activities.

### Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

### Hire purchase and leasing commitments

Assets obtained under hire purchase contracts or finance leases are capitalised in the balance sheet. Those held under hire purchase contracts are depreciated over their estimated useful lives. Those held under finance leases are depreciated over their estimated useful lives or the lease term, whichever is shorter.

Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the statement of financial activities in the year in which they fall due.

The interest element of these obligations is charged to the statement of financial activities over the relevant period. The capital element of the future payments is treated as a liability.

### Legacies

Legacies are recognised when the Charity is entitled to the money and the amount known. Entitlement is the earlier of estate account being finalised or cash received.

### 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 with the level of reserves for the charity to be able to continue as a going concern.

### Legal status of the Charity

The Charity is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED  
FOR THE YEAR ENDED 31ST MARCH 2020**

**2. DONATIONS AND LEGACIES**

	2020	2019
	£	£
Donations	41,250	37,847
Gift aid	7,039	2,425
Grants	457,395	327,443
Legacies	1,000	-
	<u>506,684</u>	<u>367,715</u>

Included above are restricted donations and legacies £437,515 (2019: £296,840) and unrestricted £69,168 (2019: £70,875)

Grants received, included in the above, are as follows:

	2020	2019
	£	£
Other Trusts' grants	<u>457,395</u>	<u>327,443</u>

**3. OTHER TRADING ACTIVITIES**

	Unrestricted funds 2020 £	Unrestricted funds 2019 £
Fundraising events	81,812	82,860
Trading	<u>580</u>	<u>469</u>
	<u>82,392</u>	<u>83,329</u>

**4. INCOME FROM INVESTMENT**

	Unrestricted funds 2020 £	Unrestricted funds 2019 £
Bank interest	<u>944</u>	<u>708</u>

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED**  
**FOR THE YEAR ENDED 31ST MARCH 2020**

**5. INCOMING RESOURCES FROM CHARITABLE ACTIVITIES**

	Activity	2020 £	2019 £
Grants and other service contract income	Day Care	-	38,365
Attendance	Day Care	236,002	233,990
Minibus income	Day Care	1,255	1,445
Grants and other service contract income	Community Support Service	6,168	56,490
Training	Community Support Service	7,095	5,960
Attendance	Community Support Service	3,852	2,093
Grants and other service contract income	Local Sustainability Fund Grant	-	-
		<u>254,372</u>	<u>338,343</u>

Included above are restricted income from charitable activities of £6,168 (2019: £94,855) and unrestricted £248,204 (2019: £243,488)

**6. EXPENDITURE ON RAISING FUNDS**

	Unrestricted funds 2020 £	Unrestricted funds 2019 £
Staff costs (Fundraising, Publicity and Finance)	106,770	100,130
Other personnel expenses	2,180	1,516
Premises expenses	19,168	7,142
Other overheads	2,801	1,129
Service expenses	742	1,193
Office expenses	10,598	11,203
Fundraising promotion costs	776	895
Fundraising events	15,679	15,336
Other expenses	2,593	197
Depreciation	4,903	3,061
Cost of goods sold	588	798
	<u>166,798</u>	<u>142,600</u>

Costs include all Marketing activities associated with Service Provision

**7. EXPENDITURE ON CHARITABLE ACTIVITIES**

	Direct costs (See note 8) 2020 £	Totals 2019 £
Day Care	243,612	252,830
Community Support Service	106,001	211,322
Big Lottery Fund – South Essex Hub	144,849	-
Support costs	34,155	36,313
	<u>528,617</u>	<u>500,465</u>



**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED**  
**FOR THE YEAR ENDED 31ST MARCH 2020**

**8. DIRECT COSTS OF CHARITABLE ACTIVITIES**

	2020	2019
	£	£
Staff costs	339,845	338,724
Other personnel expenses	6,156	7,006
Premises expenses	43,733	25,015
Other overheads	3,683	2,343
Sundry fixed assets	869	296
Service expenses	43,077	43,798
Transport expenses	7,268	5,145
Office expenses	15,501	15,607
Other expenses	3,049	374
Loss on disposal of fixed asset	-	-
Bad debts	-	-
Depreciation	31,281	25,845
Support costs (see note 9)	34,155	36,312
	<u>528,617</u>	<u>500,465</u>

Included above are restricted expenditure from charitable activities of £259,210 (2019: £226,535) and unrestricted £269,408 (2019: £278,930)

**9. SUPPORT COSTS**

	2020	2019
	£	£
Staff costs	19,171	24,488
Auditors' remuneration	4,220	3,900
Other personnel expenses	357	389
Premises expenses	346	772
Other overheads	5,998	4,510
Sundry fixed assets	78	206
Service expenses	604	357
Office expenses	1,720	1,098
Other expenses	-	-
Depreciation	1,661	592
	<u>34,155</u>	<u>36,312</u>

**10. NET INCOMING/(OUTGOING) RESOURCES**

Net resources are stated after charging/ (crediting):

	2020	2019
	£	£
Auditors' remuneration	4,220	3,900
Depreciation - owned assets	34,469	26,123
Depreciation - assets on hire purchase contracts and finance leases	3,375	3,375
Loss on disposal of asset	-	-
Property rentals under Operating Leases	40,400	20,538

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED**  
**FOR THE YEAR ENDED 31ST MARCH 2020**

**11. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the year ended 31st March 2020 nor for the year ended 31st March 2019.

**Trustees' Expenses**

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Trustees' expenses	<u>-</u>	<u>-</u>

**12. STAFF COSTS**

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Wages and salaries	<b>427,335</b>	426,314
Social security costs	<b>30,413</b>	31,663
Pension	<b>8,038</b>	5,363
	<u><b>465,786</b></u>	<u><b>463,342</b></u>

The average monthly number of employees during the year was as follows:

	<b>2020</b>	<b>2019</b>
Day Care	<b>8</b>	10
Community Support Service	<b>8</b>	7
Fundraising, Publicity and Finance	<b>4</b>	4
Governance of the Charity	<u><b>1</b></u>	<u><b>1</b></u>
	<u><b>21</b></u>	<u><b>22</b></u>

The average number of employees, calculated on a full time equivalent basis, during the year was as follows:

	<b>2020</b>	<b>2019</b>
Day Care	<b>6</b>	8
Community Support Service	<b>6</b>	5
Fundraising and Publicity and Finance	<b>3</b>	3
Governance of the Charity	<u><b>1</b></u>	<u><b>1</b></u>
	<u><b>16</b></u>	<u><b>17</b></u>

No Staff were paid at a rate above £60,000 per annum in the current and previous years.

The key management personnel comprise of the Chief Executive Officer and Finance Manager.

The total employee benefits of the key management personnel were £85,441 (2019: £82,705).

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED**  
**FOR THE YEAR ENDED 31ST MARCH 2020**

**13. TANGIBLE FIXED ASSETS**

	Short leasehold £	Fixtures and fittings £	Motor vehicles £	Totals £
<b>COST</b>				
At 1st April 2019	361,233	99,855	37,310	498,398
Additions	-	27,158	-	27,158
Disposals	-	-	-	-
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
At 31st March 2020	<u>361,233</u>	<u>127,013</u>	<u>37,310</u>	<u>525,556</u>
<b>DEPRECIATION</b>				
At 1st April 2019	297,315	69,925	37,310	404,550
Charge for year	17,351	20,493	-	37,844
Disposals	-	-	-	-
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
At 31st March 2020	<u>314,666</u>	<u>90,418</u>	<u>37,310</u>	<u>442,394</u>
<b>NET BOOK VALUE</b>				
At 31st March 2020	<u>46,567</u>	<u>36,595</u>	<u>-</u>	<u>83,162</u>
At 31st March 2019	<u>63,918</u>	<u>29,930</u>	<u>-</u>	<u>93,848</u>

Fixed assets included in the above that are held under finance leases are as follows:

	Fixtures and fittings £
<b>COST</b>	
At 1st April 2019	13,500
Additions	-
Disposal	<u>-</u>
At 31st March 2020	<u>13,500</u>
<b>DEPRECIATION</b>	
At 1st April 2019	5,062
Charge for year	3,375
Disposal	<u>-</u>
At 31st March 2020	<u>8,437</u>
<b>NET BOOK VALUE</b>	
At 31st March 2020	<u>5,063</u>
At 31st March 2019	<u>8,438</u>



**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED**  
**FOR THE YEAR ENDED 31ST MARCH 2020**

**14. STOCKS**

	2020	2019
	£	£
Stocks	<u>1,377</u>	<u>1,431</u>

**15. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2020	2019
	£	£
Other debtors	433,146	18,405
Prepayments	15,075	10,777
Accrued income	34,965	23,099
	<u>483,186</u>	<u>52,281</u>

Debtors falling due after one year represent £0

**16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2020	2019
	£	£
Finance leases (see note 19)	2,700	2,700
Social security and other taxes	8,979	9,115
Other creditors	17,790	11,947
Accrued expenses	52,267	43,322
Deferred income	10,790	9,369
Pension	3,624	2,101
	<u>96,150</u>	<u>78,554</u>

**17. DEFERRED INCOME**

Balance as at 1 <sup>st</sup> April 2019	9,369
Amount released to incoming resources	(7,904)
Amount deferred in year	<u>9,325</u>
Balance as at 31st March 2020	<u>10,790</u>

Deferred income represents Grants unspent relating to future periods.

**18. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR**

	2020	2019
	£	£
Finance leases (see note 19)	<u>4,050</u>	<u>6,750</u>

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED  
FOR THE YEAR ENDED 31ST MARCH 2020**

**19. OBLIGATIONS UNDER LEASING AGREEMENTS**

	<b>Finance leases</b>	
	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Gross obligations repayable:		
Within one year	<b>3,426</b>	3,426
Between one and five years	<b><u>5,139</u></b>	<b><u>8,566</u></b>
	<b><u>8,565</u></b>	<b><u>11,992</u></b>
Finance charges repayable:		
Within one year	<b>726</b>	726
Between one and five years	<b><u>1,089</u></b>	<b><u>1,816</u></b>
	<b><u>1,815</u></b>	<b><u>2,542</u></b>
Net obligations repayable:		
Within one year	<b>2,700</b>	2,700
Between one and five years	<b><u>4,050</u></b>	<b><u>6,750</u></b>
	<b><u>6,750</u></b>	<b><u>9,450</u></b>

The following operating lease payments are committed to be paid:

	<b>Other</b>	<b>Land and buildings</b>	
	<b>2020</b>	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Within one year	-	<b>39,853</b>	47,313
Between one and five years	-	<b>32,997</b>	24,995
In more than five years	-	-	-
	<b>-</b>	<b><u>72,850</u></b>	<b><u>72,308</u></b>

	<b>Other finance lease payments</b>	
	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Within one year	<b>3,426</b>	3,426
Between one and five years	<b><u>5,139</u></b>	<b><u>8,566</u></b>
	<b>8,655</b>	11,912
Less: Future finance charges	<b><u>(1,815)</u></b>	<b><u>(2,542)</u></b>
	<b><u>6,750</u></b>	<b><u>9,450</u></b>

**NOTES TO THE FINANCIAL STATEMENTS – CONTINUED  
FOR THE YEAR ENDED 31ST MARCH 2020**

**20. ANALYSIS OF NET ASSETS BETWEEN FUNDS**

	Restricted funds £	Designated funds £	General funds £	Total funds £
Tangible fixed assets	47,598	-	35,564	83,162
Stock	-	-	1,377	1,377
Cash	6,178	200,000	305,445	511,623
Net debtors less creditors	412,180	-	(29,194)	382,986
	<u>465,956</u>	<u>200,000</u>	<u>313,192</u>	<u>979,148</u>
Net assets as at 31st March 2020	<u>465,956</u>	<u>200,000</u>	<u>313,192</u>	<u>979,148</u>

**21. MOVEMENT IN FUNDS**

	At 1.4.19 £	Net movement in funds £	Transfer of funds £	At 31.3.20 £
<b>Unrestricted funds</b>				
General fund	339,941	(34,849)	8,100	313,192
Designated fund	245,000	-	(45,000)	200,000
	<u>584,941</u>	<u>(34,849)</u>	<u>(36,900)</u>	<u>513,192</u>
<b>Restricted funds</b>				
Extension – various	15,229	(4,206)	-	11,023
Extension - Big lottery fund	46,892	(13,094)	-	33,798
Specific grants / donations	161,288	(19,589)	(178,100)	2,777
Day Centre Purchase - POA	-	35,000	215,000	250,000
Big Lottery Fund – South Essex Hub	21,173	147,185	-	168,358
	<u>244,582</u>	<u>184,474</u>	<u>36,900</u>	<u>465,956</u>
<b>TOTAL FUNDS</b>	<u>829,523</u>	<u>149,625</u>	<u>-</u>	<u>979,148</u>

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Transfer of funds £	Movement in funds £
<b>Unrestricted funds</b>				
General fund	401,356	(436,205)	(36,900)	(71,749)
<b>Restricted funds</b>				
Extension - Big lottery fund	-	(13,094)	-	(13,094)
Specific grants / donations	95,477	(75,888)	-	19,589
Extension – various	-	(4,206)	-	(4,206)
Capital Funding – Headway Centre	35,000	-	36,900	71,900
Big Lottery Fund – South Essex Hub	313,207	(166,022)	-	147,185
	<u>443,684</u>	<u>(259,210)</u>	<u>36,900</u>	<u>221,374</u>
<b>TOTAL FUNDS</b>	<u>845,040</u>	<u>(695,415)</u>	<u>-</u>	<u>149,625</u>



**RESTRICTED FUNDS****Extension Funds - Various**

The extension to the day centre was completed in November 2006. The balance remaining in these funds at 31st March 2020 represents the net asset value of the improvements.

**Extension Funds - Big Lottery Fund**

The extension to the day centre was completed in November 2006. The balance remaining in this fund at 31st March 2020 represents the net asset value of the improvements.

**Specific Grants / Donations Fund**

These are accumulated amounts given for the purchase of specific items or other specific purposes. The balance of the fund at 31st March 2020 represents amounts received not yet expended, or the net book value of assets held.

**Capital funding – Headway Centre**

This represents funds raised to finance the proposed purchase of the Headway Centre.

**Community Rehabilitation Hub for Adults with Acquired Brain injury (South Essex Hub)**

This is a project funded by the Big Lottery Fund for a new Community Rehabilitation Hub which will provide Community Support Service and a flexible Rehabilitation Service for those people with an ABI (acquired brain injury) in South Essex. The Charity was awarded a grant of £340,457 by Big Lottery Fund for a Community Hub for Adults with ABI. The project commenced on 1 April 2019, and will be for 2 ½ years.

**DESIGNATED FUNDS**

The Trustees have identified areas of highlighted risk or future development and have designated funds from reserves as follows:

£25,000 South Essex Day Care - The Trustees have designated funds to support the introduction of Day Care services in South Essex.

£175,000 Property - The Trustees have designated funds to refurbish the Headway Centre and provide property sustainability.

**22. RELATED PARTY DISCLOSURES**

During the year under review there were no related party transactions.

**23. MATERIAL LEGACY**

The Charity was named as a beneficiary of an estate in 2006, which distributed funds of £Nil (2019: £Nil) in the year. The will was subject to a legal challenge and although this has now been resolved in our favour with the majority of costs awarded against the challenger. It is not possible to predict either the value or timing of any further distributions from the estate as the residual estate is to be held to cover possible future litigation fees to recover past costs.

**24. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES**

	2020	2019
	£	£
Net Movement in Funds	149,625	147,523
Add back Depreciation	37,844	29,498
Deduct interest income shown in investing activities	(944)	(708)
Decrease (Increase) in stock	54	177
Decrease (Increase) in debtors	(430,905)	1,485
(Decrease) Increase in creditors	14,896	(16,169)
Capital funding received	(35,000)	(178,100)
Funds held by solicitor for property purchase	250,000	-
	<u>(14,430)</u>	<u>(16,293)</u>

**25. Capital Commitments**

After year end, on 23<sup>rd</sup> April, The Headway Centre building was purchased for £275,000.

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 31ST MARCH 2020**

	2020 £	2019 £
<b>INCOMING RESOURCES</b>		
<b>Donations and Legacies</b>		
Donations	41,250	37,847
Gift aid	7,039	2,425
Legacies	1,000	-
<b>Grants</b>	<b>457,395</b>	<b>327,443</b>
	<hr/>	<hr/>
	<b>506,684</b>	<b>367,715</b>
<b>Other Trading Activities</b>		
Fundraising events	81,812	82,860
Trading	580	469
	<hr/>	<hr/>
	<b>82,392</b>	<b>83,329</b>
<b>Income from Investments</b>		
Bank interest	944	708
<b>Income from charitable activities</b>		
<b>Grants and other service contract income</b>	<b>6,168</b>	<b>94,855</b>
Attendance	239,854	236,083
Minibus income	1,255	1,445
	<hr/>	<hr/>
	<b>247,277</b>	<b>332,383</b>
<b>Other income</b>		
Other income	7,743	6,453
	<hr/>	<hr/>
<b>Total incoming and endowments</b>	<b>845,040</b>	<b>790,588</b>
<b>RESOURCES EXPENDED</b>		
<b>Expenditure on raising funds</b>		
Wages	99,019	92,742
Social security	6,068	6,409
Pension	1,683	979
Other personnel expenses	2,180	1,516
Premises and insurance expenses	19,168	7,142
Other overheads	2,801	1,129
Sundry fixed assets	-	-
Service expenses	742	1,193
Office expenses	10,598	11,203
Fundraising promotion costs	776	895
Fundraising events	15,679	15,336
Other expenses	2,593	197
Depreciation of tangible fixed assets	4,903	3,061
	<hr/>	<hr/>
	<b>166,210</b>	<b>141,802</b>
<b>Fundraising trading: cost of goods sold and other costs</b>		
Purchases	588	798

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 31ST MARCH 2020**

	2020 £	2019 £
<b>Charitable activities</b>		
Wages	315,567	311,712
Social security	19,211	23,000
Pension	5,067	4,012
Other personnel expenses	6,156	7,006
Premises and insurance expenses	43,733	25,015
Other overheads	3,683	2,343
Sundry fixed assets	869	296
Service expenses	43,077	43,798
Transport expenses	7,268	5,145
Office expenses	15,501	15,607
Other expenses	3,049	374
Loss on disposal of fixed asset	-	-
Bad debts	-	-
Depreciation of tangible fixed assets	31,281	25,845
	<hr/>	<hr/>
	494,462	464,153
 <b>Governance costs</b>		
Trustees' expenses	-	-
Wages	17,064	21,862
Social security	1,654	2,254
Pension	453	372
Auditors' remuneration	4,220	3,900
Other personnel expenses	357	389
Premises and insurance expenses	346	772
Other overheads	5,998	4,510
Sundry fixed assets	78	206
Service expenses	604	357
Office expenses	1,720	1,098
Other expenses	-	-
Depreciation of tangible fixed assets	1,661	592
	<hr/>	<hr/>
	34,155	36,312
 <b>Total resources expended</b>	 695,415	 643,065
	<hr/>	<hr/>
 <b>Net (outgoings)/income</b>	 <u>149,625</u>	 <u>147,523</u>