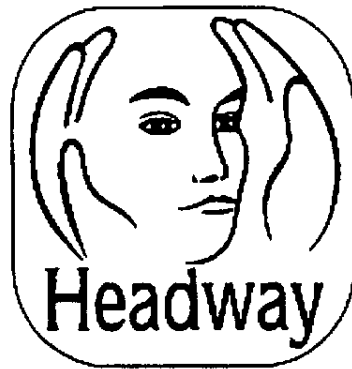


Headway Essex

Providing brain injury care and support



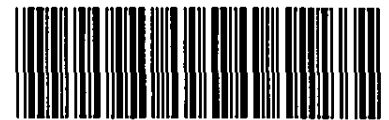
Registered Charity No. 1008807
Company Number 2674755

The Headway Centre
2 Boxted Road
Mile End
Colchester
Essex CO4 5JD

Tel: 01206 845945
Fax: 01206 752173

www.headwayessex.org.uk

FRIDAY
WED



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A43	23/08/2013	#58
COMPANIES HOUSE		

A15	14/08/2013	#189
COMPANIES HOUSE		

Annual Report and Financial Statements
For the year ending 31st March 2013

CONTENTS

	Page
BACKGROUND	2 to 4
CHAIRMAN’S REPORT	5
REFERENCE DETAILS	6
REPORT OF THE TRUSTEES	7 to 15
STATEMENT OF TRUSTEE RESPONSIBILITIES	16
REPORT OF THE AUDITORS	17
STATEMENT OF FINANCIAL ACTIVITIES	18
BALANCE SHEET	19
NOTES TO FINANCIAL STATEMENTS	20 to 30
DETAILED STATEMENT OF FINANCIAL ACTIVITIES	31 to 32

BACKGROUND

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

- The Headway Centre in Colchester provides specialist day services to people living in north east and mid Essex
- The Community Support Service provides advice, information and emotional support to people with ABI and their carers and families in Essex

MISSION STATEMENT

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

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

CORE VALUES

Headway Essex believes in

- ❖ Working together;
- ❖ Consultation,
- ❖ Valuing the individual,
- ❖ Maximising opportunities,

. in all situations

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.

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'S REPORT

I am glad to be able to report to you that we have completed a good year during which I believe we have improved the delivery of our services and built on the experience of past years. As always care of people living with brain injury and their families remains our absolute priority and we realise to achieve this aim we need to remain focussed on our mission and expand and improve service provision to achieve this

You will read in the various reports how our year has gone in terms of our care and support for our client group but needless to say the telephones are busy with calls from concerned carers who, once their loved ones are out of hospital, suddenly find themselves confronted with situations and altered relationships for which they probably have had no previous experience

We have placed a high priority on the needs of the carers and their necessary support and respite. We are acutely aware of the pressure felt by those who are providing care for a loved one living with brain injury and how our condition specific support enables them to sustain this role. We often hear that it is such a relief to talk to an organisation that understands brain injury and can offer strategies and a listening ear to support them in their role, this element is not met by other services. A friendly, informed and reassuring voice on the other end of the line from someone who almost certainly will understand their problems is a life line to many

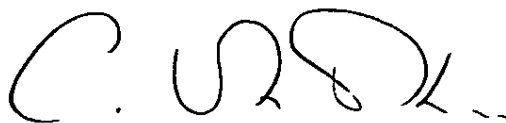
In my report last year I spoke of challenging times ahead as Primary Care Trusts transition into Clinical Commissioning Groups. Due to the delays of the reform this did not impact on us during the year as we had initially been led to believe and our current health grants have been rolled over until 2014

For Headway Essex to continue to meet the needs of our clients we must acquire the necessary financial support. Currently we receive over 50% of our income from the public sector and the other voluntary giving and charitable grants. The Private Sector has continued to provide invaluable support encouraged by the unique service provided by Headway and also thanks to the efforts of our ever active fund raising team who enable us to balance our books through many innovative initiatives and events. As I explained previously Public Sector Finance is at this time undergoing major changes as it switches to commissioning. This change in funding is certainly the greatest threat to our immediate financial health. We wait to hear the final outcome for Headway, probably by the end of this year

This year also saw some organisational changes and after 25 years service with Headway Essex, Gill White decided the time had come for her retirement. She has made an enormous contribution to the success and development of Headway and will be missed. Jo Wright and Gill have for many years been working together to run Headway and Jo has, at the beginning of this year, assumed the role of Chief Executive. I have great confidence in her ability and determination to ensure that Headway meets the challenges of the changing world

Any organisation is naturally dependent on its staff to meet its aspirations and Headway is indeed fortunate to have a great staff team across all aspects of our business whether it be caring, fundraising, administration or accounts. We are also indeed fortunate to have a band of volunteers who provide a critical component in the provision of our service. Finally I am very grateful to the Trustees who continue to contribute significantly with their wide range of experience. We were very sorry to see the departure after many years of Julia Lomas and pleased to welcome Alan Bacon and Sean Attwood

Christopher White-Thomson



REFERENCE DETAILS**REGISTERED OFFICE**

The Headway Centre
2 Boxted Road
Mile End
Colchester
Essex CO4 5JD

BOARD OF TRUSTEES

Chris White-Thomson	Chair
David Parkins	Treasurer
Bob Juniper	
Chris Humbles RN	
Fiona Dorey	
Jean Livingstone	
Julia Lomas*	
Paul Metcalfe	
Peter Macdonald	
Richard Lamberth*	
Alan Bacon (appointed during the year)	
Sean Attwood (appointed during the year)	

* Resigned during the year

CHIEF EXECUTIVE OFFICER: Joanna Wright (New position appointed 1 January 2013)

Director of Services: Gill White (Retired and position ceased on 31 December 2012)

Director of Marketing & Fundraising: Joanna Wright (Position ceased 31 December 2012)

FINANCE MANAGER & COMPANY SECRETARY: Sally Barrs

SERVICE MANAGERS

Andrew Plowright	-	Headway Centre
Steve Shears	-	Community Support Service

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

REPORT OF THE TRUSTEES

The board presents its annual report and accounts for the year ended 31st March 2013

The Annual Report and Financial Statements are produced in accordance with the Statement of Recommended Practice “Accounting and Reporting by Charities” (SORP revised 2005)

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 Sally Barrs, Company Secretary, Headway Town Office, 58b Head Street, Colchester CO1 1PB

The liability of the Members in the event of Headway Essex being wound up is limited to a sum not exceeding £1. At 31st March 2013 there were 81 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 6 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

DAY
SERVICES

TRAINING
SERVICES

Service infrastructure

Fundraising, PR and
Marketing

Finance

Governance

SENIOR MANAGEMENT (as from 1 January 2013)

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

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 and ongoing programmes 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 The current reserves position is detailed on page 19

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 31st March 2013 volunteers donated their time in the following areas

Day Service	5,821	hours
Community Support	464	hours
Fundraising	<u>1,736</u>	hours
Total	<u>8,021</u>	hours
Full time equivalent number of staff	4.5	

CHARITABLE ACTIVITIES

SPECIALIST DAY SERVICE

The Headway Centre in Colchester is open five days a week and operates a specialist day service for people with acquired brain injury from 10.00am to 3.30pm Monday to Friday The lively Centre offers a range of activities, both in-house and in the community, to enable each person with brain injury to achieve their potential in a safe environment, secure in the knowledge that the experienced staff and volunteers understand the difficulties they are facing Attending the Centre can help a survivor improve personal health and self care, increase understanding of how their brain injury has affected them and those around them, improve self-esteem and self-confidence, increase independence, improve life skills and reduce 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

OBJECTIVES

- ❖ To provide support, information and advice to people with 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

ACHIEVEMENTS DURING 2012/13

- ❖ 15 new people started attending the Headway centre during the year
- ❖ A total of 71 places are occupied across 5 days
- ❖ Enabled 8 people to move on from the Headway centre, 1 person went back into employment and 10 went onto pursue college/volunteering opportunities
- ❖ Due to high demands a second social/fitness group has opened on a Monday
- ❖ An additional care support worker has been employed to meet the demands of an increasingly busy support centre
- ❖ The accommodation at the Headway centre has been restructured to create a new activity/meeting room to enable space to develop new activity groups or to provide a quiet breakaway room
- ❖ Updated and refurbished the IT suite with the latest equipment and software
- ❖ 46 volunteers have offered their time, expertise and life skills at the Headway centre
- ❖ Developed links with other organisations to promote partnership working
- ❖ We continue to meet 100% of Headway UK Minimum Standards for Headway Houses. These standards ensure the organisation is run properly and effectively, all statutory requirements are met and that the service provision is of the highest standard possible within the resources available. They were developed in consultation with the then Commission for Social Care Inspection

FUTURE PLANS

- ❖ Reassess the day service capacity to see if more places can be made available
- ❖ To optimise attendance income
- ❖ To run a cognitive behavioural therapy pilot
- ❖ To develop focused rehabilitation activities which meet identified needs
- ❖ Implementation of a Management Information System

COMMUNITY SUPPORT SERVICE

The Service provides information, advice and emotional support to people with acquired brain injury and 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

ACHIEVEMENTS DURING 2012/13

- ❖ Developed the new Brain Injury Training Service
- ❖ Completed three 12 week modules of the "Life After Brain Injury Group" in South Essex
- ❖ Gave 3 presentations to schools to raise awareness of brain injury, its causes and effects
- ❖ 518 individuals from 329 families were supported during the year, including 271 survivors and 247 carers
- ❖ 184 new referrals received
- ❖ There were 676 attendances at Support Group Meetings around the county
- ❖ Piloted psychotherapy sessions with appropriate clients
- ❖ Piloted a unique substance misuse group for people with brain injury in partnership with Family Mosaic

FUTURE PLANS

- ❖ To work with commissioners to ensure funding of the service.
- ❖ To introduce a Management Information System to streamline monitoring and evaluation data
- ❖ To review the service provision
- ❖ To introduce a charging system into the service
- ❖ To develop the Life After Brain Injury Group into another geographical area
- ❖ To establish a separate training service
- ❖ To identify the needs and requirements for an outreach service

PROMOTION & FUNDRAISING

Fundraising income remains a crucial element to making up Headway Essex's total income budget. The team approach Trust Funds, run events and promote other fundraising initiatives to meet the funding demands of the Charity as well as maintaining the charity's profile throughout Essex.

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 2012/13

- ❖ Introduced corporate networking and developed corporate and commercial relationships
- ❖ Developed new event initiatives including becoming a Charity Partner of Colour5k for their signature event in Essex
- ❖ Maintained a high level of press publicity
- ❖ Actively used social networking as a resource to promote Headway Essex and as a result increased its online profile and support achieving over 1600 followers on Twitter and over 500 Facebook friends
- ❖ Redesigned the events section on the Headway Essex website to make it more interactive and to include event photographs
- ❖ Developed e-shot mailing to increase fundraising and awareness
- ❖ Launched new David Tennant signed card, available direct and at the Headway Web Shop
- ❖ Registered an eBay shop
- ❖ Produced promotional material in house
- ❖ Produced a DVD to promote Headway Essex

FUTURE PLANS

- ❖ Increase trust and grant activity
- ❖ Introduce a new Management Information System
- ❖ Further develop corporate support
- ❖ Develop ongoing events including Colour5k, the South Essex and Brightlingsea Dogathon

FINANCIAL REVIEW

The results for the year are shown in the Statement of Financial Activities on page 18 and the financial position is shown in the Balance Sheet on page 19

The year under review produced an increase in total reserves of £14,997. Although total reserves at 31st March 2013 are £671,071 a high proportion of this amount is restricted, designated or held in tangible assets, leaving only £339,519 in Unrestricted Assets, as detailed below

	£
Restricted Fixed Assets	168,659
Restricted Current Assets	-
Designated Current Assets	158,000
Unrestricted Fixed Assets	4,893
Unrestricted Assets	<u>339,519</u>
Total Reserves	<u>671,071</u>

Expenditure of restricted funds is higher than the restricted income due to a carried forward balance from the previous year which was expended in the year under review

FUNDING SOURCES

The total incoming resources during the year were £661,353 (2012 £661,907)

	2013		2012	
Made up as follows				
Grants and service contract income from				
Essex Primary Care Trusts	156,374	23.6%	179,218	27.1%
Attendance, training and Transport Income	<u>170,126</u>	<u>25.8%</u>	<u>159,416</u>	<u>24.1%</u>
	326,500	49.4%	338,634	51.2%
Fundraising Income				
Trust and Council grants	175,061		175,900	
Company/personal donations	69,076		40,630	
Gift Aid Reclaimed	8,305		5,127	
Legacy Income	-		-	
Events	64,451		82,782	
Trading	<u>11,211</u>		<u>9,785</u>	
	328,104	49.6%	314,224	47.4%
Investment/Other Income	<u>6,749</u>	1.0%	<u>9,049</u>	1.4%
	<u>661,353</u>		<u>661,907</u>	

FUTURE PLANS

The year to 31st March 2013 saw funding from PCTs and Essex County Council continue at previous levels, but the picture going forward is not as clear as PCTs changeover to Clinical Commissioning Groups (CCGs) from April 2013. The result is that for 2013/14 we have a mixture of PCTs and ECC grants rolled over until the commissioning process is in place and one three-year grant, now in its second year.

Future statutory funding is also likely to be affected by the ongoing economic climate and it remains to be seen how much the continuing public service budget cuts will affect voluntary sector funding.

As always, the income of the charity remains uncertain, relying heavily on fundraising, consequently the Trustees will pursue the future plans outlined on pages 11 to 13 with caution.

RESERVES

As at 31st March 2013, the Unrestricted Free Reserves, after deduction of Designated Funds and fixed assets from the total reserves, were £339,519. This represents the equivalent of 5 months of unrestricted 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 10, the Trustees have identified areas of highlighted risk or future development and have designated funds from reserves as follows:

£10,000	Staff contingency – The Charity is heavily reliant on several key members of staff and the Trustees are aware that any changes will have a financial implication.
£35,000	Security of Funding – The Trustees have designated funds to support the charity during the current uncertainty in both timing and value of funding from Essex PCTs.
£25,000	South Essex Day Care - The Trustees have designated funds to support the introduction of specialist Day Care services in South Essex.
£5,000	Building Maintenance – The Charity does not have the capability to carry out its own building maintenance and is therefore reliant on outside contractors. The Trustees have designated funds to meet the risk of maintenance requirements, which may not be covered by insurance.
£83,000	Property – The Trustees have designated funds to establish a long-term solution to the question of accommodation before the current lease of the Headway Centre expires in 2023.

LEGACY

The Charity was named as a beneficiary of an estate in 2006, which distributed funds of £Nil (2012 Nil) in the year. The will was subject to a legal challenge and although this was resolved in our favour and the majority of costs awarded against the challenger, it is anticipated that we will receive a further distribution of £4,600 in 2013/14. Further distributions are unlikely, with the balance of the estate being retained to cover potential future costs to recover the past legal challenge costs, which have been agreed as recoverable.

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,
- 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



Trustee

DAVID PARKINS

Dated

8th August 2013

Independent Auditor's Report to the members of Headway Essex Ltd

We have audited the financial statements of Headway Essex Ltd for the year ended 31 March 2013 which comprise the Statement of Financial Activities, the Balance Sheet, and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice)

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.

Respective responsibilities of trustees and auditor

As explained more fully in the Trustees' Responsibilities Statement on page 16, 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.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed, the reasonableness of significant accounting estimates made by the trustees, and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Report of the Trustees to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

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 2013, 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.

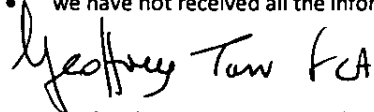
Opinion on other matter prescribed by the Companies Act 2006

In our opinion 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where 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.



G H Tarr (Senior Statutory Auditor)

For and on behalf of Griffin Chapman, Statutory Auditor
4&5 The Cedars
Old Ipswich Road
Colchester
CO7 7QR

Date 12th August 2013

**STATEMENT OF FINANCIAL ACTIVITIES (incorporating an Income and Expenditure Account)
FOR THE YEAR ENDED 31ST MARCH 2013**

	Notes	Unrestricted funds £	Restricted funds £	2013 Total Funds £	2012 Total Funds £
INCOMING RESOURCES					
Incoming resources from generated funds					
Voluntary income	2	88,591	43,851	132,442	101,657
Activities for generating funds	3	75,662	-	75,662	92,567
Investment income	4	3,157	-	3,157	2,502
Incoming resources from charitable activities					
Day Care	5	164,829	82,147	246,976	260,937
Community Support Service		5,140	194,384	199,524	197,697
Other incoming resources		<u>3,592</u>	<u>-</u>	<u>3,592</u>	<u>6,547</u>
Total incoming resources		340,971	320,382	661,353	661,907
RESOURCES EXPENDED					
Costs of generating funds					
Costs of activities for generating funds and voluntary income	6	136,762	198	136,960	139,216
Fundraising trading costs	7	4,383	-	4,383	3,599
Charitable activities					
Day Care	8	132,814	135,281	268,095	280,278
Community Support Service		2,963	203,725	206,688	210,243
Governance costs	10	<u>30,230</u>	<u>-</u>	<u>30,230</u>	<u>29,554</u>
Total resources expended		307,152	339,204	646,356	662,890
NET (OUTGOING)/ INCOMING RESOURCES					
		33,819	(18,822)	14,997	(983)
RECONCILIATION OF FUNDS					
Total funds brought forward		468,593	187,481	656,074	657,057
TOTAL FUNDS CARRIED FORWARD		<u>502,412</u>	<u>168,659</u>	<u>671,071</u>	<u>656,074</u>

CONTINUING OPERATIONS

All incoming resources and resources expended arise from continuing activities

**BALANCE SHEET
AT 31ST MARCH 2013**

	Notes	Unrestricted funds £	Restricted funds £	2013 Total funds £	2012 Total Funds £
FIXED ASSETS					
Tangible assets	14	<u>4,893</u>	<u>168,659</u>	<u>173,552</u>	<u>195,876</u>
CURRENT ASSETS					
Stocks	15	1,242	-	1,242	2,290
Debtors amounts falling due within one year	16	34,519	-	34,519	29,437
Cash at bank and in hand		<u>517,601</u>	<u>16,102</u>	<u>533,703</u>	<u>482,359</u>
		553,362	16,102	569,464	514,086
CREDITORS					
Amounts falling due within one year	17	<u>(50,905)</u>	<u>(16,102)</u>	<u>(67,007)</u>	<u>(53,126)</u>
NET CURRENT ASSETS					
		<u>502,457</u>	<u>-</u>	<u>502,457</u>	<u>460,960</u>
TOTAL ASSETS LESS CURRENT LIABILITIES					
		507,350	168,659	676,009	656,836
CREDITORS					
Amounts falling due after more than one year	19	<u>(4,938)</u>	<u>-</u>	<u>(4,938)</u>	<u>(762)</u>
NET ASSETS					
		<u>502,412</u>	<u>168,659</u>	<u>671,071</u>	<u>656,074</u>
FUNDS					
Unrestricted funds	23			502,412	468,593
Restricted funds				<u>168,659</u>	<u>187,481</u>
TOTAL FUNDS					
				<u>671,071</u>	<u>656,074</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 1st August 2013 and were signed on its behalf by



Trustee

CHRISTOPHER WHITE-THOMSON



Trustee

DAVID PARKINS

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2013****1. ACCOUNTING POLICIES****Accounting convention**

The financial statements have been prepared under the historical cost convention, the Companies Act 2006 and the requirements of the Statement of Recommended Practice, Accounting and Reporting by Charities

Financial Reporting Standard Number 1

Exemption has been taken from preparing a cash flow statement on the grounds that the charitable company qualifies as a small charitable company

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

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

Stocks

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

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

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31ST MARCH 2013**

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.

2. VOLUNTARY INCOME

	2013	2012
	£	£
Donations	69,076	40,630
Gift aid	8,305	5,127
Grants	55,061	55,900
	<u>132,442</u>	<u>101,657</u>

Grants received, included in the above, are as follows

	2013	2012
	£	£
Other Trusts' grants	<u>55,061</u>	<u>55,900</u>

3. ACTIVITIES FOR GENERATING FUNDS

	2013	2012
	£	£
Fundraising events	64,451	82,782
Trading	<u>11,211</u>	<u>9,785</u>
	<u>75,662</u>	<u>92,567</u>

4. INVESTMENT INCOME

	2013	2012
	£	£
Bank interest	<u>3,157</u>	<u>2,502</u>

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31ST MARCH 2013**

5 INCOMING RESOURCES FROM CHARITABLE ACTIVITIES

	Activity	2013 £	2012 £
Grants and other service contract income	Day Care	81,990	110,307
Attendance	Day Care	164,255	149,778
Minibus income	Day Care	731	852
Grants and other service contract income	Community Support Service	194,384	197,479
Training	Community Support Service	5,000	-
Attendance	Community Support Service	140	218
		<u>446,500</u>	<u>458,634</u>

6. COSTS OF GENERATING VOLUNTARY INCOME

	2013 £	2012 £
Staff costs	85,674	88,030
Other personnel expenses	1,645	2,113
Premises expenses	12,180	12,225
Other overheads	979	528
Service expenses	505	245
Office expenses	17,723	16,303
Fundraising promotion costs	2,231	1,268
Fundraising events	13,448	16,451
Other expenses	879	106
Depreciation	1,696	1,947
	<u>136,960</u>	<u>139,216</u>

7. FUNDRAISING TRADING: COST OF GOODS SOLD AND OTHER COSTS

	2013 £	2012 £
Purchases	<u>4,383</u>	<u>3,599</u>

8. CHARITABLE ACTIVITIES COSTS

	Direct costs (See note 9) £	Totals £
Day Care	268,095	280,278
Community Support Service	<u>206,688</u>	<u>210,243</u>
	<u>474,783</u>	<u>490,521</u>

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31ST MARCH 2013**

9 DIRECT COSTS OF CHARITABLE ACTIVITIES

	2013	2012
	£	£
Staff costs	320,324	336,690
Other personnel expenses	6,790	11,664
Premises expenses	32,182	32,209
Other overheads	1,649	202
Sundry fixed assets	90	284
Service expenses	42,425	35,901
Transport expenses	12,712	14,742
Office expenses	33,068	32,123
Other expenses	1,123	1,441
Loss on disposal of fixed asset	2,179	-
Bad debts	-	(933)
Depreciation	22,241	26,198
	<u>474,783</u>	<u>490,521</u>

10. GOVERNANCE COSTS

	2013	2012
	£	£
Staff costs	20,618	20,264
Auditors' remuneration	4,080	3,120
Other personnel expenses	224	899
Premises expenses	323	1,018
Other overheads	238	399
Sundry fixed assets	598	-
Service expenses	298	159
Office expenses	3,443	3,387
Other expenses	-	41
Depreciation	408	267
	<u>30,230</u>	<u>29,554</u>

11. NET INCOMING/(OUTGOING) RESOURCES

Net resources are stated after charging/ (crediting)

	2013	2012
	£	£
Auditors' remuneration	4,080	3,120
Depreciation - owned assets	6,004	9,903
Depreciation - assets on hire purchase contracts and finance leases	836	1,005
Loss on disposal of asset	2,179	-
Property rentals under Operating Leases	23,608	23,600

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31ST MARCH 2013**

12. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31st March 2013 nor for the year ended 31st March 2012

Trustees' Expenses

	2013	2012
	£	£
Trustees' expenses	<u>-</u>	<u>-</u>

13. STAFF COSTS

	2013	2012
	£	£
Wages and salaries	391,853	408,520
Social security costs	<u>34,763</u>	<u>36,466</u>
	<u>426,616</u>	<u>444,986</u>

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

	2013	2012
Day Care	8	9
Community Support Service	7	7
Fund-raising and Publicity	4	3
Governance of the Charity	<u>1</u>	<u>1</u>
	<u>20</u>	<u>20</u>

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

	2013	2012
Day Care	7	8
Community Support Service	6	6
Fund-raising and Publicity	3	3
Governance of the Charity	<u>1</u>	<u>1</u>
	<u>17</u>	<u>18</u>

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31ST MARCH 2013**

14 TANGIBLE FIXED ASSETS

	Short leasehold £	Fixtures and fittings £	Motor vehicles £	Totals £
COST				
At 1st April 2012	362,800	103,398	37,310	503,508
Additions	2,110	2,040	-	4,150
Disposals	(3,677)	(3,012)	-	(6,689)
	<u>361,233</u>	<u>102,426</u>	<u>37,310</u>	<u>500,969</u>
DEPRECIATION				
At 1st April 2012	177,247	93,075	37,310	307,632
Charge for year	17,505	6,840	-	24,345
Disposals	(1,548)	(3,012)	-	(4,560)
	<u>193,204</u>	<u>96,903</u>	<u>37,310</u>	<u>327,417</u>
NET BOOK VALUE				
At 31st March 2013	<u>168,029</u>	<u>5,523</u>	<u>-</u>	<u>173,552</u>
At 31st March 2012	<u>185,553</u>	<u>10,323</u>	<u>-</u>	<u>195,876</u>

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

	Fixtures and fittings £
COST	
At 1st April 2012	4,020
At 31st March 2013	<u>4,020</u>
DEPRECIATION	
At 1st April 2012	3,184
Charge for year	836
At 31st March 2013	<u>4,020</u>
NET BOOK VALUE	
At 31st March 2013	<u>-</u>
At 31st March 2012	<u>836</u>

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31ST MARCH 2013**

15. STOCKS

	2013	2012
	£	£
Stocks	<u>1,242</u>	<u>2,290</u>

16. DEBTORS AMOUNTS FALLING DUE WITHIN ONE YEAR

	2013	2012
	£	£
Other debtors	14,664	13,234
Prepayments	10,371	9,826
Accrued income	<u>9,484</u>	<u>6,377</u>
	<u>34,519</u>	<u>29,437</u>

17. CREDITORS. AMOUNTS FALLING DUE WITHIN ONE YEAR

	2013	2012
	£	£
Finance leases (see note 20)	7,347	954
Social security and other taxes	9,055	10,032
Other creditors	15,481	9,859
Accrued expenses	7,656	11,194
Deferred income	<u>27,468</u>	<u>21,087</u>
	<u>67,007</u>	<u>53,126</u>

18. DEFERRED INCOME

	£
Balance as at 1 st April 2012	21,087
Amount released to incoming resources	(21,087)
Amount deferred in year	<u>27,468</u>
Balance as at 31st March 2013	<u>27,468</u>

19. CREDITORS AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2013	2012
	£	£
Finance leases (see note 20)	<u>4,938</u>	<u>762</u>

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31ST MARCH 2013

20. OBLIGATIONS UNDER LEASING AGREEMENTS

	Finance leases	
	2013	2012
	£	£
Gross obligations repayable		
Within one year	825	1,100
Between one and five years	-	825
	<u>825</u>	<u>1,925</u>
Finance charges repayable		
Within one year	63	146
Between one and five years	-	63
	<u>63</u>	<u>209</u>
Net obligations repayable		
Within one year	762	854
Between one and five years	-	762
	<u>762</u>	<u>1,716</u>

The following operating lease payments are committed to be paid within one year

	Land and buildings	
	2013	2012
	£	£
Expiring		
Within one year	14,883	8,500
Between one and five years	-	8,500
In more than five years	6,600	6,600
	<u>21,483</u>	<u>23,600</u>

	Other finance lease payments	
	2013	2012
	£	£
Expiring		
Within one year	-	3,392
	<u>-</u>	<u>3,392</u>

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31ST MARCH 2013

21. CAPITAL COMMITMENTS

The following capital commitments have been made at 31 March 2013

	Computer Equipment	
	2013	2012
	£	£
Expiring		
Within one year	<u>9,525</u>	-
	<u>9,525</u>	-

22. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Restricted funds	Designated funds	General funds	Total funds
	£	£	£	£
Tangible fixed assets	168,659	-	4,893	173,552
Stock	-	-	1,242	1,242
Cash	16,102	158,000	359,601	533,703
Net debtors less creditors	(16,102)	-	(21,324)	(37,426)
	<u>168,659</u>	<u>158,000</u>	<u>344,412</u>	<u>671,071</u>
Net assets as at 31st March 2013	<u>168,659</u>	<u>158,000</u>	<u>344,412</u>	<u>671,071</u>

23. MOVEMENT IN FUNDS

	Net movement in funds	
	At 1.4.12	At 31.3.13
	£	£
Unrestricted funds		
General fund	310,593	33,819
Designated fund	158,000	-
	<u>468,593</u>	<u>33,819</u>
Restricted funds		
Extension – various	44,673	(4,456)
Extension - Big lottery fund	138,729	(13,274)
Specific grants / donations	4,079	(1,092)
	<u>187,481</u>	<u>(18,822)</u>
TOTAL FUNDS	<u>656,074</u>	<u>14,997</u>
		<u>671,071</u>

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31ST MARCH 2013**

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	340,971	(307,152)	33,819
Restricted funds			
Extension - Big lottery fund	-	(13,274)	(13,274)
Specific grants / donations	320,382	(321,474)	(1,092)
Extension – various	-	(4,456)	(4,456)
	<u>320,382</u>	<u>(339,204)</u>	<u>(18,822)</u>
TOTAL FUNDS	<u>661,353</u>	<u>(646,356)</u>	<u>14,997</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 2013 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 2013 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 2013 represents amounts received not yet expended, or the net book value of assets held.

DESIGNATED FUNDS

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

£10,000 Staff contingency - The Charity is heavily reliant on several key members of staff and the Trustees are aware that any changes will have a financial implication.

£35,000 Security of Funding - The Trustees have designated funds to support the charity during the current uncertainty in both timing and value of funding from Essex PCTs/CCGs.

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

£5,000 Building Maintenance - The Charity does not have the capability to carry out its own building maintenance and is therefore reliant on outside contractors. The Trustees have designated funds to meet the risk of maintenance requirements, which may not be covered by insurance.

£83,000 Property - The Trustees have designated funds to establish a long-term solution to the question of accommodation before the current lease of the Headway Centre expires in 2023.

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31ST MARCH 2013**

24. RELATED PARTY DISCLOSURES

During the year under review, work amounting to £1,435 (2012 £1,331) was undertaken by Tey Electrical Services, of which £nil (2012 £195) remained outstanding as at the year end. The business is owned by the husband of Gill White, a former senior director of the charity. All transactions were approved by Trustees and took place at arm's length and at current market value.

25. MATERIAL LEGACY

The Charity was named as a beneficiary of an estate in 2006, which distributed funds of £Nil (2012 £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 likely that Headway will receive a further distribution of the estate to the order of £4,600, after which 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.

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31ST MARCH 2013**

	2013 £	2012 £
INCOMING RESOURCES		
Voluntary income		
Donations	69,076	40,630
Gift aid	8,305	5,127
Legacies	-	-
Grants	175,061	175,900
	<hr/>	<hr/>
	252,442	221,657
Activities for generating funds		
Fundraising events	64,451	82,782
Trading	<u>11,211</u>	<u>9,785</u>
	75,662	92,567
Investment income		
Bank interest	3,157	2,502
Incoming resources from charitable activities		
Grants and other service contract income	161,374	187,786
Attendance	164,395	149,996
Minibus income	<u>731</u>	<u>852</u>
	326,500	338,634
Other incoming resources		
Other income	<u>3,592</u>	<u>6,547</u>
Total incoming resources	661,353	661,907
RESOURCES EXPENDED		
Costs of generating voluntary income		
Wages	78,629	80,806
Social security	7,045	7,224
Other personnel expenses	1,645	2,113
Premises and insurance expenses	12,180	12,225
Other overheads	979	528
Service expenses	505	245
Office expenses	17,723	16,303
Fundraising promotion costs	2,231	1,268
Fundraising events	13,448	16,451
Other expenses	879	106
Depreciation of tangible fixed assets	<u>1,696</u>	<u>1,947</u>
	136,960	139,216
Fundraising trading: cost of goods sold and other costs		
Purchases	4,383	3,599

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31ST MARCH 2013**

	2013 £	2012 £
Charitable activities		
Wages	294,504	309,526
Social security	25,820	27,164
Other personnel expenses	6,790	11,664
Premises and insurance expenses	32,182	32,209
Other overheads	1,649	202
Sundry fixed assets	90	284
Service expenses	42,425	35,901
Transport expenses	12,712	14,742
Office expenses	33,068	32,123
Other expenses	1,123	2,018
Loss on disposal of fixed asset	2,179	-
Bad debts	-	(933)
Depreciation of tangible fixed assets	22,241	26,198
	<u>474,783</u>	<u>490,521</u>
Governance costs		
Trustees' expenses	-	-
Wages	18,720	18,187
Social security	1,898	2,077
Auditors' remuneration	4,080	3,120
Other personnel expenses	224	899
Premises and insurance expenses	323	1,018
Other overheads	238	399
Sundry fixed assets	598	-
Service expenses	298	159
Office expenses	3,443	3,387
Other expenses	-	41
Depreciation of tangible fixed assets	408	267
	<u>30,230</u>	<u>29,554</u>
Total resources expended	<u>646,356</u>	<u>662,890</u>
Net (outgoings)/income	<u>14,997</u>	<u>(983)</u>