



Headway Essex

Providing brain injury care and support

Annual Report and Financial Statements For the year ending 31st March 2016

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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'S REPORT

This year Headway Essex celebrated its 30th anniversary which was commemorated by a wonderful Pearl Ball at Stock Brook Manor, near Billericay.

We have indeed come a long way since those early days of the very small team operating out of the old St. Mary's Hospital in Colchester to a countywide organisation in 2001. This expansion reflected our ambition to increase our presence across the rest of the county to support survivors of brain injury who had no where else to turn.

It is very important that we do not overstretch our financial resources but ensure that we keep adequate financial reserves to cater for future risks and likely developments. In this respect we have just undergone changes of both the landlords at the Day Centre and the Town office and because both premises are leased they will need to be re-provided for in the not so distant future.

We start the forthcoming year with a deficit budget which will be met from our reserves. It appears to be inevitable that in the ever changing world that statutory funding is at risk. The effect of these changes will be most felt next year and we shall make every effort to try and secure future funding from these sources to ensure the future of our service provision.

The past year has seen some exciting developments in our service provision; we have introduced part-time Psychotherapy Therapy and Occupational Therapy Services. We now have a dedicated Community Support Worker in West Essex and have run a successful new 10 week Acquired Brain Injury Education and Vocational Programme in two areas of the county kindly funded by the Big Lottery, Awards for All Programme.

Headway is indeed fortunate to have a very good band of managers well supported by their staff. As always we are very grateful to our volunteers who continue to provide a most valued contribution to our cause and are well respected both by the staff and brain injured sufferers alike.

The Trustees continue to ensure that the Charity fulfils its purpose and complies with the ever increasing number of regulatory and operating procedures. Jo Wright, as Chief Executive continues tirelessly to lead and manage our resources in the day to day running of the charity as well as seeking out and following up possible new developments.

Finally a sincere thank you to the Trustees, Staff, Volunteers and all those who support Headway Essex, we could not provide these services without you.

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	
Fiona Dorey	
Jean Livingstone	
Paul Metcalfe	
Peter Macdonald	
Alan Bacon	
Sean Attwood	

CHIEF EXECUTIVE OFFICER

Joanna Wright

FINANCE MANAGER & COMPANY SECRETARY

Gemma Perkins

SERVICE MANAGERS

Andrew Plowright	-	Headway Centre
Angie O'Toole	-	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 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 31st March 2016.

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, 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 2016 there were 86 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.

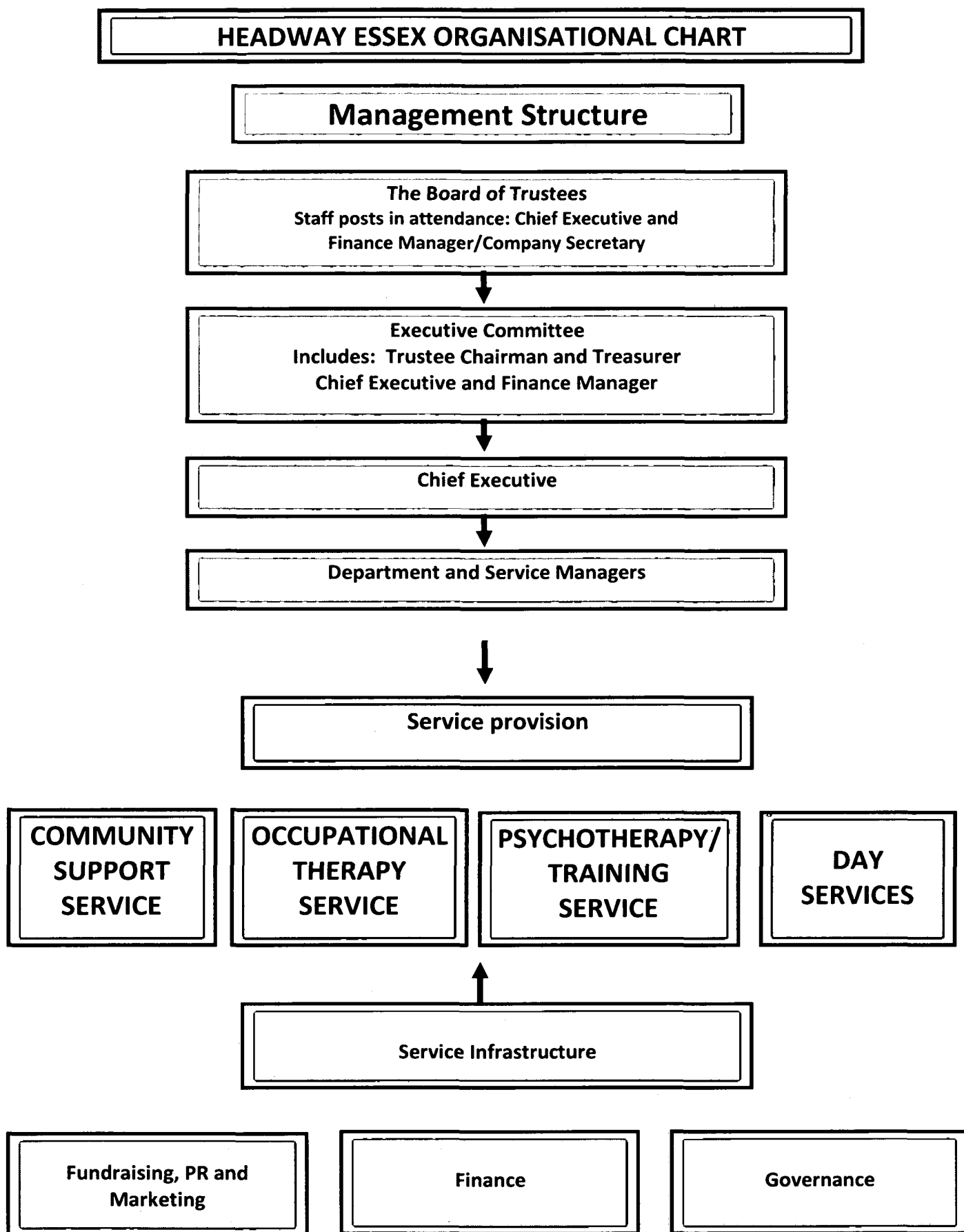
The Board has a strategic role and meets at least four times a year. It has responsibility for determining the direction of the Charity within the framework set out in the Memorandum and Articles of Association. This includes: ensuring financial viability and achievement of its aims; planning for the 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.



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.

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 37.

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 2016 volunteers donated their time in the following areas:

Day Service	6018	hours
Community Support	218	hours
Fundraising	1,238	hours
Total	7,474	hours
Full time equivalent number of staff	3.8	

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 physical, educational, emotional and practical activities, both in-house and in the community, all delivered by an experienced team.

Headway Essex has a simple ethos; that every person is unique and every brain injury different and carves a pathway that allows the person with brain injury to be placed in the absolute centre of their care in order to realise their aspirations and goals.

Unique in that the service is condition specific, The Headway Centre 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.

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 2015 / 16

- ❖ 15 people started attending the Headway centre during the year.
- ❖ A total of 72 places are occupied across 5 days.
- ❖ 10 individuals moved on from Headway services, 2 persons went back into full time employment, 1 went onto pursue volunteering opportunities, 4 were planned discharges and 3 left due to declining health needs.
- ❖ Age limit of attendance to the centre (65) removed.
- ❖ New Anger Management and Anxiety Courses undertaken and successfully completed.
- ❖ Service Manager became the Chairman of the Neurology User Representative Group and participates in other neurological meetings across Essex e.g. Essex Neurological Network.
- ❖ The Headway Centre is the hub for Essex Acquired Brain Injury Forum meetings.
- ❖ Service User Forum established.

- ❖ Continued partnership working with Essex County Council and the North East Essex Clinical Commissioning Group.
- ❖ Partnership working with Colchester Institutes Health and Social Care department and counselling services, Essex University and University Campus Suffolk.

FUTURE PLANS

- ❖ To review therapeutic activities in the community.
- ❖ To establish neuro fitness classes in the community.
- ❖ To establish a communication group within the community.
- ❖ To establish viability of day services in South Essex.
- ❖ To look at the viability of a services menu system.

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.

ACHIEVEMENTS DURING 2015/16

- ❖ Introduced and ran a new 10 week rehab programme call the "Acquired Brain Injury Education and Vocational Programme". Completed two 10 week modules of "Acquired Brain Injury Education and Vocational Programme" one in West Essex and one in the South of Essex.
- ❖ 424 individuals from 280 families were supported during the year, including 251 survivors and 173 carers.
- ❖ 117 further general enquiries through the helpline were received from 21 survivors, 44 Professionals and 48 Carers/family/friends.
- ❖ 156 new referrals were received.
- ❖ There were 1,012 attendances at Support Group Meetings around the county.

- ❖ Provided two carers workshops one in Mid Essex and one in South Essex for carers across Essex.
- ❖ Introduced free legal surgeries in Epping.
- ❖ Written and produced new leaflets, in consultation with clients, for carers and people with Acquired Brain Injury.
- ❖ Dedicated Community Support Workers in place across each Essex region.
- ❖ Introduced Carers and Acquired Brain Injury Support Groups in West Essex.
- ❖ Organised social events for clients.
- ❖ Facilitated presentations to health professionals and Headway East London.
- ❖ Developed new and maintained existing links with Hospitals across Essex.

FUTURE PLANS 2016/17

- ❖ Continue to develop services for carers in Mid Essex.
- ❖ Nurture partnerships and develop more joint work.
- ❖ Distributed new literature to surgeries and hospitals throughout Essex.
- ❖ Develop hospital link workers to promote earlier support for people with brain injury and their carers.
- ❖ To work with commissioners to gain funding for the service areas not currently supported.
- ❖ Maintain Essex County Council Carers Contract.
- ❖ Win contracts to provide further services to people with acquired brain injury and their carers.
- ❖ Increase level of workers across Essex to meet demand.

FUNDING AND PROMOTIONAL ACTIVITIES

With less money available from the Statutory Sector, funding and promotional activities are now even more critical to cover the cost of the Headway services, maintain our profile and generate more income to develop the services. The funding team cover a full range of funding and PR activities including community events, grant applications, corporate sponsorship as well as maintaining the charity's profile throughout Essex through the website, social media and press.

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 2015/16

- ❖ Secured high profile corporate partners and received great support during the year.
- ❖ Reviewed, redesigned and reissued our service literature with input from service users.
- ❖ Received funding from The Big Lottery Fund 'Awards for All' to redevelop and relaunch our Acquired Brain Injury Education and Vocational programme.
- ❖ Held a very successful 30th Anniversary Gala Black Tie event at a new South Essex venue.
- ❖ Maintained a high level of press publicity in North Essex and extended reach into West Essex in line with the launch of our new service in the West.
- ❖ Increased the on-line profile of Headway Essex achieving over 3000 followers on Twitter (a 15% increase on last year) and an increased reach on Facebook.
- ❖ Introduced our first ever official Headway Essex Mascot 'Frankie' the forget-me-not. To be used at events and to raise awareness at primary school talks.
- ❖ Expanded the Christmas Fayre from 2 to 3 days to generate more income.
- ❖ Awarded a major grant from the Cabinet Office Local Sustainability Fund to raise our profile, increase support and develop new income generating opportunities, with a focus on South Essex.

FUTURE PLANS

- ❖ Consider a Big Lottery Application.
- ❖ Review and update website.
- ❖ Expand PR and Fundraising activities with South Essex focus in line with the Sustainability plan and our Fundraising strategy.
- ❖ Test Facebook paid advertising to promote events.
- ❖ Developing existing events to increase profile and income.
- ❖ Increase volunteer base.
- ❖ Identify and apply to new trust funds.

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 2015/16

- ❖ Ensured all monitoring was recorded and submitted in a timely manner.
- ❖ Achieved 100% within the Headway Standards.
- ❖ Established new policies and maintained the renewal programme.
- ❖ Published the NHS Information Governance Level 2 standard.
- ❖ Attained the IOS9001 quality standard accreditation.
- ❖ Created automated reporting of statistical information for monitoring purposes within existing software programmes.
- ❖ Streamlined volunteer paperwork and recruitment across the organisation.
- ❖ Production of a robust induction programme for all new staff across the organisation.

FUTURE PLANS

- ❖ Attain Quality for Health Standard.
- ❖ Standardise all paperwork across the organisation and accurately document work processes.
- ❖ Standardise all Health and Safety documentation across the organisation.
- ❖ Platform pension scheme in October.
- ❖ Build on automating the process of collating all statistical information.
- ❖ Ensure organisation is sustainable into the future.
- ❖ Review organisational structure to ensure succession planning.
- ❖ To implement the STAR outcomes measurement system.

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 2015/16

- ❖ Psychotherapy Service established.
- ❖ Service promoted through all new literature and on the website.
- ❖ 14 clients supported with therapy sessions.
- ❖ Education talks on the Service undertaken to staff, clients and Carers.

FUTURE PLANS

- ❖ Increase days of operation.
- ❖ Promote service to a wider audience.
- ❖ Develop partnership working to promote referrals.

OCCUPATIONAL THERAPY SERVICE

Headway Essex provides a part-time Occupational Therapy Service to support survivors of brain injury and their carers. This has been established as a two year pilot.

The Occupational Therapy Service is aimed at providing people living with acquired brain injury the support that they need within the community, either at the Headway Centre or within their own homes, to live as fulfilling and independent a life as possible.

The focus is to support individuals through comprehensive assessment and rehabilitation interventions, through short and long-term goal planning and setting, education and/or retraining to manage and maintain their health and wellbeing.

OBJECTIVES

- ❖ To improve the health and wellbeing of people living with the effects of brain injury.
- ❖ To ensure Individuals are better able to manage and cope with their brain injury.
- ❖ To Improve/maintain health and well-being of the person with the brain injury.
- ❖ To achieve individual's independence and well-being goals.
- ❖ To reduce reliance on the carer.

ACHIEVEMENTS DURING 2015/16

- ❖ Occupational Therapy Service pilot was launched.
- ❖ Two four week groups on Falls Prevention and Fatigue Management undertaken.
- ❖ 25 clients supported with activities of daily living, manual handling, travel training and support with volunteering.
- ❖ Education talks on the Occupational Therapy Service undertaken to staff, clients and Carers.

FUTURE PLANS

- ❖ Restructure service provision into the community in order to reach a wider audience.
- ❖ Establish groups within the community.
- ❖ Review service provision at the end of the pilot.

FINANCIAL REVIEW

The results for the year are shown in the Statement of Financial Activities on page 25 and the financial position is shown in the Balance Sheet on page 26.

The year under review produced a decrease in total reserves of £31,093 although total reserves at 31st March 2016 are £757,714 a high proportion of this amount is restricted, designated or held in tangible assets, leaving only £390,518 in Unrestricted Assets, as detailed below:

	£
Restricted Fixed Assets	114,107
Restricted Current Assets	-
Designated Current Assets	245,000
Unrestricted Fixed Assets	8,089
Unrestricted Assets	<u>390,518</u>
Total Reserves	<u>757,714</u>

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 £610,279 (2015: £647,565).

	2016		2015	
Made up as follows:				
Grants and service contract income from				
Essex Primary Care Trusts	76,730	12.6%	127,516	19.7%
Attendance, training and Transport Income	<u>212,506</u>	<u>34.8%</u>	<u>195,716</u>	<u>30.2%</u>
	289,236	47.4%	323,232	49.9%
Fundraising Income:				
Trust and Council grants	167,406		129,510	
Company/personal donations	70,083		66,510	
Gift Aid Reclaimed	9,746		8,268	
Legacy Income	500		-	
Events	65,889		110,209	
Trading	<u>4,774</u>		<u>6,755</u>	
	318,398	52.2%	321,252	49.6%
Investment/Other Income	<u>2,645</u>	0.4%	<u>3,081</u>	0.5%
	<u>610,279</u>		<u>647,565</u>	

FUTURE PLANS

The year to 31st March 2016 saw a significant fall in funding from the local health bodies and Essex County Council. Further significant reductions in funding in the coming years, already announced, mean that we have to operate at a reduced level of costs in the future. In anticipation of this we have taken steps over the last two years to reduce the cost base of the Charity whilst at the same time improving the range and quality of our services. These improvements have put the charity in a better position to cope with the funding challenges in the years to come.

Precise income flows become difficult to forecast with great accuracy in these changing times and so the Trustees will take a prudent approach to the future plans outlined on pages 13 to 19.

RESERVES

As at 31st March 2016, the Unrestricted Free Reserves, after deduction of Designated Funds and fixed assets from the total reserves, were £398,607. This represents the equivalent of seven 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.
£220,000	Property – The Trustees have designated funds to establish a long-term solution to the question of accommodation before the current leases of the Town Office expires in 2018 and Headway Centre expiring in 2023.

Restricted Reserves were £114,107 which represents the Extension Funds received in 2006 to extend the Day Centre.

LEGACY

The Charity was named as a beneficiary of an estate in 2006, which distributed funds of £Nil (2015: 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, 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 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: 4th August 2016

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 2016 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement 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) including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

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 22, 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 2016, 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, 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 has been prepared in accordance with applicable legal requirements.

In the light of our knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

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.



Daniel Aldworth (Senior Statutory Auditor)

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

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Date..... August 2016.....

STATEMENT OF FINANCIAL ACTIVITIES (incorporating an Income and Expenditure Account)
FOR THE YEAR ENDED 31ST MARCH 2016

	Notes	Unrestricted funds £	Restricted funds £	2016 Total Funds £	2015 Total Funds £
Income from:					
Donations and legacies	2	94,653	68,356	163,009	154,288
Other trading activities	3	70,663	-	70,663	116,964
Investments	4	1,970	-	1,970	2,418
Charitable activities	5	212,506	161,456	373,962	373,232
Other income		<u>675</u>	<u>-</u>	<u>675</u>	<u>663</u>
Total income		380,467	229,812	610,279	647,565
Expenditure on:					
Raising funds	6	147,622	-	147,622	132,330
Charitable activities	7,8,9	<u>246,128</u>	<u>247,622</u>	<u>493,750</u>	<u>449,134</u>
Total expenditure		393,750	247,622	641,372	581,464
Net income/(expenditure)		(13,283)	(17,810)	(31,093)	66,101
Reconciliation of funds					
Total funds brought forward		656,890	131,917	788,807	722,706
Total funds carried forward		<u>643,607</u>	<u>114,107</u>	<u>757,714</u>	<u>788,807</u>

CONTINUING OPERATIONS

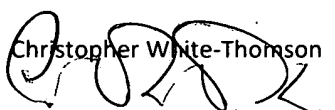
All incoming resources and resources expended arise from continuing activities.

BALANCE SHEET
AT 31ST MARCH 2016

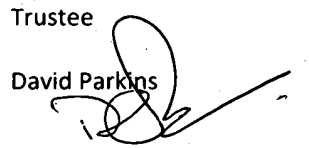
	Notes	Unrestricted funds £	Restricted funds £	2016 Total funds £	2015 Total Funds £
FIXED ASSETS					
Tangible assets	13	<u>8,089</u>	<u>114,107</u>	<u>122,196</u>	<u>140,777</u>
CURRENT ASSETS					
Stocks	14	1,462	-	1,462	1,801
Debtors: amounts falling due within one year	15	48,230	-	48,230	88,298
Cash at bank and in hand		<u>633,576</u>	<u>19,097</u>	<u>652,673</u>	<u>607,513</u>
		683,268	19,097	702,365	697,612
CREDITORS					
Amounts falling due within one year	22	(43,172)	(19,097)	(62,269)	(46,582)
NET CURRENT ASSETS					
		<u>640,096</u>	<u>-</u>	<u>640,096</u>	<u>651,030</u>
TOTAL ASSETS LESS CURRENT LIABILITIES					
		648,185	114,107	762,292	791,807
CREDITORS					
Amounts falling due after more than one year	23	(4,578)	-	(4,578)	(3,000)
NET ASSETS					
		<u>643,607</u>	<u>114,107</u>	<u>757,714</u>	<u>788,807</u>
FUNDS					
Unrestricted funds	24			643,606	656,890
Restricted funds				<u>114,107</u>	<u>131,917</u>
TOTAL FUNDS					
				<u>757,714</u>	<u>788,807</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 4th August 2016 and were signed on its behalf by:


 Christopher White-Thomson

Trustee


 David Parkins

Trustee

**STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31ST MARCH 2016**

	Notes	2016 Total Funds £	2015 Total Funds £
CASH USED IN OPERATING ACTIVITIES	25	<u>47,820</u>	<u>35,034</u>
CASH FLOWS FROM INVESTING ACTIVITIES			
Interest Income		1,970	2,418
Purchase of tangible fixed assets		<u>(4,630)</u>	<u>-</u>
Cash provided by (used in) investing activities		<u>(2,660)</u>	<u>2,418</u>
CASH FLOWS FROM FINANCING ACTIVITIES			
Repayment of borrowing		-	-
Cash used in financing activities		<u>-</u>	<u>-</u>
Increase (Decrease) in cash and cash equivalents in year		<u>45,160</u>	<u>37,452</u>
Cash and cash equivalents at beginning of year		<u>607,513</u>	<u>570,061</u>
TOTAL CASH AND CASH EQUIVALENTS AT END OF YEAR		<u>652,673</u>	<u>607,513</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2016****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.

Early application of FRS102 has been adopted.

Headway Essex Ltd 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.

Reconciliation with previous Generally Accepted Accounting Practice

The date of transition to FRS102 is 1 April 2014. In preparing the accounts, the trustees have considered whether in applying the accounting policies required by FRS 102 and the Charities SORP FRS 102 the restatement of comparative items was required. No restatement was required.

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.

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.

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31ST MARCH 2016****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 2016**

2. DONATIONS AND LEGACIES

	2016	2015
	£	£
Donations	70,083	66,510
Gift aid	9,746	8,268
Grants	82,680	79,510
Legacies	500	-
	<u>163,009</u>	<u>154,288</u>

Included above are restricted donations and legacies £68,356 (2015: £68,512) and unrestricted £94,653 (2015:£85,776)

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

	2016	2015
	£	£
Other Trusts' grants	<u>82,680</u>	<u>79,510</u>

3. OTHER TRADING ACTIVITIES

	Unrestricted funds	Unrestricted funds
	2016	2015
	£	£
Fundraising events	65,889	110,209
Trading	<u>4,774</u>	<u>6,755</u>
	<u>70,663</u>	<u>116,964</u>

4. INCOME FROM INVESTMENT

	Unrestricted funds	Unrestricted funds
	2016	2015
	£	£
Bank interest	<u>1,970</u>	<u>2,418</u>

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31ST MARCH 2016

5. INCOMING RESOURCES FROM CHARITABLE ACTIVITIES

	Activity	2016 £	2015 £
Grants and other service contract income	Day Care	48,724	45,316
Attendance	Day Care	207,039	192,344
Minibus income	Day Care	1,044	885
Grants and other service contract income	Community Support Service	112,732	132,200
Training	Community Support Service	2,465	450
Attendance	Community Support Service	1,958	2,037
		<u>373,962</u>	<u>373,232</u>

Included above are restricted income from charitable activities of £161,456 (2015: £177,516) and unrestricted £212,506 (2015: £195,716)

6. EXPENDITURE ON RAISING FUNDS

	Unrestricted funds 2016 £	Unrestricted funds 2015 £
Staff costs (Fundraising, Publicity and Finance)	94,676	88,027
Other personnel expenses	871	1,127
Premises expenses	10,123	8,285
Other overheads	291	356
Service expenses	1,459	807
Office expenses	15,216	10,459
Fundraising promotion costs	3,088	1,818
Fundraising events	17,261	17,158
Other expenses	353	377
Depreciation	2,067	2,219
Cost of goods sold	2,217	1,697
	<u>147,622</u>	<u>132,330</u>

7. EXPENDITURE ON CHARITABLE ACTIVITIES

	Direct costs (See note 8) 2016 £	Totals 2015 £
Day Care	259,540	231,432
Community Support Service	205,218	192,877
Support costs	28,992	24,825
	<u>493,750</u>	<u>449,134</u>

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31ST MARCH 2016**

8. DIRECT COSTS OF CHARITABLE ACTIVITIES

	2016	2015
	£	£
Staff costs	347,809	309,911
Other personnel expenses	4,971	5,718
Premises expenses	29,990	30,265
Other overheads	486	129
Sundry fixed assets	1,928	1,214
Service expenses	34,343	34,216
Transport expenses	6,187	5,602
Office expenses	17,130	15,564
Other expenses	1,394	1,209
Loss on disposal of fixed asset	-	-
Bad debts	-	-
Depreciation	20,520	20,481
Support costs (see note 9)	28,992	24,825
	<u>493,750</u>	<u>449,134</u>

Included above are restricted expenditure from charitable activities of £247,622 (2015: £263,972) and unrestricted £246,128 (2015: £185,162)

9. SUPPORT COSTS

	2016	2015
	£	£
Staff costs	17,198	16,654
Auditors' remuneration	3,740	3,400
Other personnel expenses	864	1,984
Premises expenses	670	417
Other overheads	3,801	(152)
Sundry fixed assets	-	110
Service expenses	463	328
Office expenses	1,632	1,313
Other expenses	-	-
Depreciation	624	771
	<u>28,992</u>	<u>24,825</u>

10. NET INCOMING/(OUTGOING) RESOURCES

Net resources are stated after charging/ (crediting):

	2016	2015
	£	£
Auditors' remuneration	3,740	3,400
Depreciation - owned assets	20,843	21,972
Depreciation - assets on hire purchase contracts and finance leases	2,368	1,500
Loss on disposal of asset	-	-
Property rentals under Operating Leases	<u>23,608</u>	<u>23,608</u>

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31ST MARCH 2016

11. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31st March 2016 nor for the year ended 31st March 2015.

Trustees' Expenses

	2016	2015
	£	£
Trustees' expenses	<u>-</u>	<u>-</u>

12. STAFF COSTS

	2016	2015
	£	£
Wages and salaries	423,545	381,356
Social security costs	<u>36,138</u>	<u>33,237</u>
	<u>459,683</u>	<u>414,593</u>

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

	2016	2015
Day Care	9	8
Community Support Service	6	6
Fundraising, Publicity and Finance	4	5
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:

	2016	2015
Day Care	7	7
Community Support Service	6	5
Fundraising and Publicity and Finance	3	3
Governance of the Charity	<u>1</u>	<u>1</u>
	<u>17</u>	<u>16</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 £89,335 (2015: £85,173).

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31ST MARCH 2016

13. TANGIBLE FIXED ASSETS

	Short leasehold £	Fixtures and fittings £	Motor vehicles £	Totals £
COST				
At 1st April 2015	361,233	113,349	37,310	511,892
Additions	-	4,630	-	4,630
Disposals	-	-	-	-
	<u>361,233</u>	<u>117,979</u>	<u>37,310</u>	<u>516,522</u>
At 31st March 2016	<u>361,233</u>	<u>117,979</u>	<u>37,310</u>	<u>516,522</u>
DEPRECIATION				
At 1st April 2016	227,908	105,897	37,310	371,115
Charge for year	17,352	5,859	-	23,211
Disposals	-	-	-	-
	<u>245,260</u>	<u>111,756</u>	<u>37,310</u>	<u>394,326</u>
At 31st March 2016	<u>245,260</u>	<u>111,756</u>	<u>37,310</u>	<u>394,326</u>
NET BOOK VALUE				
At 31st March 2016	<u>115,973</u>	<u>6,223</u>	<u>-</u>	<u>122,196</u>
At 31st March 2015	<u>133,325</u>	<u>7,452</u>	<u>-</u>	<u>140,777</u>

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

	Fixtures and fittings £
COST	
At 1st April 2015	6,000
Additions	4,630
	<u>10,630</u>
At 31st March 2016	<u>10,630</u>
DEPRECIATION	
At 1st April 2015	2,125
Charge for year	2,368
	<u>4,493</u>
At 31st March 2016	<u>4,493</u>
NET BOOK VALUE	
At 31st March 2016	<u>6,137</u>
At 31st March 2015	<u>3,875</u>

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31ST MARCH 2016

14. STOCKS

	2016	2015
	£	£
Stocks	<u>1,463</u>	<u>1,801</u>

15. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2016	2015
	£	£
Other debtors	21,043	25,258
Prepayments	10,835	11,540
Accrued income	16,352	51,500
	<u>48,230</u>	<u>88,298</u>

16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2016	2015
	£	£
Finance leases (see note 19)	2,126	1,200
Social security and other taxes	9,775	8,656
Other creditors	13,586	18,460
Accrued expenses	12,375	5,700
Deferred income	<u>24,407</u>	<u>12,566</u>
	<u>62,269</u>	<u>46,582</u>

17. DEFERRED INCOME

	£
Balance as at 1 st April 2015	12,566
Amount released to incoming resources	(12,566)
Amount deferred in year	<u>24,407</u>
Balance as at 31st March 2016	<u>24,407</u>

Deferred income represents Grants unspent relating to future periods.

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

	2016	2015
	£	£
Finance leases (see note 19)	<u>4,578</u>	<u>3,000</u>

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31ST MARCH 2016**

19. OBLIGATIONS UNDER LEASING AGREEMENTS

	Finance leases	
	2016	2015
	£	£
Gross obligations repayable:		
Within one year	2,651	1,499
Between one and five years	<u>5,703</u>	<u>3,748</u>
	<u>8,354</u>	<u>5,247</u>
Finance charges repayable:		
Within one year	525	299
Between one and five years	<u>1,125</u>	<u>748</u>
	<u>1,650</u>	<u>1,047</u>
Net obligations repayable:		
Within one year	2,126	1,200
Between one and five years	<u>4,578</u>	<u>3,000</u>
	<u>6,704</u>	<u>4,200</u>

The following operating lease payments are committed to be paid:

	Other	Land and buildings	
	2016	2016	2015
	£	£	£
Within one year	-	24,978	24,161
Between one and five years	-	44,250	62,628
In more than five years	-	<u>14,850</u>	<u>19,800</u>
	-	<u>84,078</u>	<u>106,589</u>

	Other finance lease payments	
	2016	2015
	£	£
Within one year	2,650	1,499
Between one and five years	<u>5,703</u>	<u>3,748</u>
	8,353	5,247
Less: Future finance charges	<u>(1,649)</u>	<u>(1,047)</u>
	<u>6,704</u>	<u>4,200</u>

NOTES TO THE FINANCIAL STATEMENTS – CONTINUED
FOR THE YEAR ENDED 31ST MARCH 2016

20. CAPITAL COMMITMENTS

The following capital commitments have been made at 31 March 2016:

	2016 £	2015 £
Expiring:		
Within one year	<u>-</u>	<u>-</u>
	<u>-</u>	<u>-</u>

21. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Restricted funds £	Designated funds £	General funds £	Total funds £
Tangible fixed assets	114,107	-	8,089	122,196
Stock	-	-	1,462	1,462
Cash	19,097	245,000	388,576	652,673
Net debtors less creditors	(19,097)	-	480	(18,617)
	<u>114,107</u>	<u>245,000</u>	<u>398,607</u>	<u>757,714</u>
Net assets as at 31st March 2016	<u>114,107</u>	<u>245,000</u>	<u>398,607</u>	<u>757,714</u>

22. MOVEMENT IN FUNDS

	At 1.4.15 £	Net movement in funds £	At 31.3.16 £
Unrestricted funds			
General fund	411,890	(13,283)	398,607
Designated fund	245,000	-	245,000
	<u>656,890</u>	<u>(13,283)</u>	<u>643,607</u>
Restricted funds			
Extension – various	32,054	(4,206)	27,848
Extension - Big lottery fund	99,267	(13,094)	86,173
Specific grants / donations	596	(510)	86
	<u>131,917</u>	<u>(17,810)</u>	<u>114,107</u>
TOTAL FUNDS	<u>788,807</u>	<u>(31,093)</u>	<u>757,714</u>

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	380,466	(393,749)	(13,283)
Restricted funds			
Extension - Big lottery fund	-	(13,094)	(13,094)
Specific grants / donations	229,811	(230,321)	(510)
Extension – various	-	(4,206)	(4,206)
	<u>246,028</u>	<u>(263,972)</u>	<u>(17,810)</u>
TOTAL FUNDS	<u>647,565</u>	<u>(581,464)</u>	<u>(31,093)</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 2016 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 2016 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 2016 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:

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

£220,000 Property - The Trustees have designated funds to establish a long-term solution to the question of accommodation before the current leases of the Town Office expires in 2018 and Headway Centre expiring in 2023.

23. RELATED PARTY DISCLOSURES

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

24. MATERIAL LEGACY

The Charity was named as a beneficiary of an estate in 2006, which distributed funds of £Nil (2015: £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.

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

	2016 £	2015 £
Net Movement in Funds	(31,093)	66,101
Add back Depreciation	23,211	23,471
Deduct interest income shown in investing activities	(1,970)	(2,418)
Decrease (increase) in stock	338	220
Decrease (increase) in debtors	40,068	(56,194)
Decrease (increase) in creditors	17,266	3,854
	<hr/>	<hr/>
	47,820	35,034

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31ST MARCH 2016**

	2016 £	2015 £
INCOMING RESOURCES		
Donations and Legacies		
Donations	70,083	66,510
Gift aid	9,746	8,268
Legacies	500	-
Grants	82,680	79,511
	<hr/>	<hr/>
	163,009	154,289
Other Trading Activities		
Fundraising events	65,889	110,209
Trading	<u>4,774</u>	<u>6,755</u>
	70,663	116,964
Income from Investments		
Bank interest	1,970	2,418
Income from charitable activities		
Grants and other service contract income	161,456	177,516
Attendance	208,997	194,381
Minibus income	<u>1,043</u>	<u>885</u>
	371,496	372,782
Other income		
Other income	<u>3,141</u>	<u>1,112</u>
Total incoming and endowments	610,279	647,565
RESOURCES EXPENDED		
Expenditure on raising funds		
Wages	87,291	81,305
Social security	7,385	6,722
Other personnel expenses	870	1,127
Premises and insurance expenses	10,123	8,284
Other overheads	291	356
Sundry fixed assets	259	225
Service expenses	1,459	807
Office expenses	15,216	10,459
Fundraising promotion costs	3,088	1,818
Fundraising events	17,261	17,158
Other expenses	95	153
Depreciation of tangible fixed assets	<u>2,067</u>	<u>2,219</u>
	145,405	130,633
Fundraising trading: cost of goods sold and other costs		
Purchases	2,217	1,697

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31ST MARCH 2016**

	2016 £	2015 £
Charitable activities		
Wages	320,656	284,977
Social security	27,153	24,934
Other personnel expenses	4,971	5,718
Premises and insurance expenses	29,990	30,265
Other overheads	486	129
Sundry fixed assets	1,928	1,214
Service expenses	34,343	34,216
Transport expenses	6,187	5,602
Office expenses	17,130	15,564
Other expenses	1,394	1,209
Loss on disposal of fixed asset	-	-
Bad debts	-	-
Depreciation of tangible fixed assets	20,520	20,481
	<hr/>	<hr/>
	464,758	424,309
Governance costs		
Trustees' expenses	-	-
Wages	15,598	15,073
Social security	1,600	1,581
Auditors' remuneration	3,740	3,400
Other personnel expenses	864	1,984
Premises and insurance expenses	670	417
Other overheads	3,801	(152)
Sundry fixed assets	-	110
Service expenses	463	328
Office expenses	1,632	1,313
Other expenses	-	-
Depreciation of tangible fixed assets	624	771
	<hr/>	<hr/>
	28,992	24,825
Total resources expended	<hr/>	<hr/>
	641,372	581,464
	<hr/>	<hr/>
Net (outgoings)/income	<u>(31,093)</u>	<u>66,101</u>