

# Headway Essex

Providing brain injury care and support

## Annual Report and Financial Statements For the year ending 31<sup>st</sup> March 2017

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Patron: David Tennant



Registered Charity No. 1008807  
Company Limited by Guarantee 2674755

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# The Work of Headway Essex

## Mission Statement

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

## Our Vision

Through the work of Headway Essex:

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

## What we do

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

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

# How we support our services users

## Supporting the Carers

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

## Supporting the survivors of brain injury

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

## Our core values

### Headway Essex believes in:

- **Working together**  
Headway Essex works in partnership with many organisations. We are a condition specific organisation who signpost to avoid duplication of services and who share resources and expertise to provide a seamless service for our clients.
- **Consultation**  
Headway Essex is an organisation who consults with its service users/stakeholders to meet their changing needs, in order to ensure the best possible outcomes for its service users.
- **Valuing the individual**  
Headway Essex wants the best possible outcome for its services users and will listen to and respect their personal views on how they would like to be supported. All staff, volunteers and service users are respected and encouraged to reach their full potential.
- **Maximising opportunities**  
Headway Essex strives to keep informed of opportunities through networking, and consultation with its stakeholders and the wider public. As an organisation led by an experienced board of trustees and management team, Headway is able to change, evolve and adapt and remains flexible to meet the needs of its service users.

## Model of Care

### Our model of care follows these guiding principles:

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

## ACQUIRED BRAIN INJURY

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

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

### THE CAUSE

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

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

## THE SCALE OF THE PROBLEM IN THE COMMUNITY

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

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

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

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

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

## FACILITIES FOR REHABILITATION

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

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

## THE EFFECT

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

There may be obvious physical disabilities such as:

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

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

Impaired cognitive functions include:

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

Emotional issues include:

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

Psychological problems can include:

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

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

## CHAIRMAN/CHIEF EXECUTIVE REPORT

During the year we have worked hard to improve the services for brain injury survivors and their families whilst pursuing commissioning, income generation and grant making opportunities.

We have built on the opportunity provided by the Lottery Awards for All funding and have run further Acquired Brain Injury Education and Vocational programmes in Mid Essex and North Essex.

Alongside this we are pursuing targets set out in our strategic plan to help improve our long term sustainability and put us in a strong position to win contracts and partner with other organisations.

These plans include improving our monitoring to better highlight the difference we make to people's lives. During the year under review we introduced the Outcomes Star method that measures the improvements to people with brain injury and their carers' health and well being after engaging with our service.

In addition to this we have gained two quality awards; ISO9001 and the Quality for Health Award and are now working towards the new Headway UK Standards. We have also reviewed and strengthened our Board of Trustees and next year will implement changes to our organisational structure to support future sustainability.

At the same time the effect of changes to statutory funding continues to have an adverse impact, so it is still very important that we do not overstretch our financial resources and ensure that we keep adequate financial reserves to cater for future risks and likely developments. We will, however, still continue to lobby and make every effort to try and secure future funding from statutory sources.

With all these changes we remain optimistic about our future as Headway's strength lies in its management team, staff and volunteers who are committed to do everything possible to help improve the lives of adults with acquired brain injury and their families and carers living in Essex.

It is also reassuring to be supported by a strong board of Trustees with diverse skills and backgrounds who continue to ensure that the Charity fulfils its purpose and complies with the ever increasing number of regulatory and operating procedures.

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***  
***Chairman***

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



## 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 (retired 4 August 2016)	
Peter Macdonald	
Alan Bacon	
Sean Attwood	
Anthony Emms (appointed 6 October 2016)	

### 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 31<sup>st</sup> March 2017. The annual report serves the purposes of both a trustees' report, and a directors' report under company law.

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

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

## STRUCTURE, GOVERNANCE AND MANAGEMENT

### LEGAL STATUS

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

Copies of the Memorandum and Articles of Association can be obtained by writing to: Gemma Perkins, Company Secretary, Headway Town Office, 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 31<sup>st</sup> March 2017 there were 100 company members.

### BOARD OF TRUSTEES

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

The Company is managed and controlled by a Board of Trustees whose names are given on page 8. For the purposes of the Companies Act 2006 the Members of the Board are placed in the same position as a Board of Directors.

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

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

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

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

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

## HEADWAY ESSEX ORGANISATIONAL CHART

### Management Structure

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



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



**Chief Executive**



**Department and Service Managers**



**Service provision**

**COMMUNITY  
SUPPORT  
SERVICE**

**PSYCHOTHERAPY/  
TRAINING  
SERVICE**

**DAY  
SERVICES**



**Service Infrastructure**

**Fundraising, PR and  
Marketing**

**Finance**

**Governance**

## SENIOR MANAGEMENT

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

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

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

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

### SERVICE MANAGERS

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

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

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

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

## 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 31<sup>st</sup> March 2017 volunteers donated their time in the following areas:

Day Service	7,097	hours
Community Support	228	hours
Fundraising	1,420	hours
Total	8,745	hours

Full time equivalent number of staff	4.5
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## 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.

## **MISSION STATEMENT**

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

## **OBJECTIVES**

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

## **ACHIEVEMENTS DURING 2016 / 17**

- ❖ 10 new people started attending the Headway centre during the year.
- ❖ A total of 75 places are occupied across 5 days by 62 people.
- ❖ The Health and Well-being Outcomes measurement system has been implemented and is showing some very good results on individual improvement.
- ❖ Headway Essex has been working in partnership with Plexus Healthcare providing Individual Occupational Therapy and Group sessions looking at upper limb development, fatigue management, male health and wellbeing group and anxiety management.
- ❖ Continued partnership working with Colchester Hospital University Trust (Neuro-Rehab Team), University of Suffolk, Essex University, Colchester Institute and Anglian Community Enterprise.

## **FUTURE PLANS**

- ❖ To utilise community facilities to run activity sessions that include fitness, vocational and educational groups.
- ❖ To establish viability of Satellite day services across Essex where there is currently no provision.
- ❖ Understand the needs of ABI/TBI adults that Headway Essex is currently not reaching.

## **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 2016/17**

- ❖ Ran the first Acquired Brain Injury Education and Vocational Programme in North East Essex.
- ❖ 432 individuals from 244 families were supported during the year, including 245 survivors and 187 carers.
- ❖ 117 further general enquiries through the helpline were received from 21 survivors, 44 Professionals and 48 Carers/family/friends
- ❖ 119 new referrals were received.
- ❖ There were 847 attendances at Support Group Meetings around the county.
- ❖ Introduced free legal surgeries in Mid Essex.
- ❖ Organised social events for clients.
- ❖ Facilitated presentations to health professionals
- ❖ Developed new and maintained existing links with Hospitals across Essex.
- ❖ Develop hospital link workers to promote earlier support for people with brain injury and their carers.

## **FUTURE PLANS**

- ❖ Continue to develop services for carers across Essex.
- ❖ Nurture partnerships and develop more joint work.
- ❖ To work with commissioners to gain funding for the service areas not currently supported.
- ❖ 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**

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

With less money available from the Statutory Sector it is important we develop and maintain a broad range of income generation activities so we can cover the cost of providing our service. Promotional activities, not only support income generation but are critical to ensure people who need help, know how to access our service. This is equally important for medical professionals, social workers and other related professionals so they can direct the individual to get timely, appropriate and specialist support.

### **OBJECTIVES**

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

### **ACHIEVEMENTS DURING 2016/17**

- ❖ Produced a new Fundraising Strategy to increase income; stepping back from areas that are not cost effective and bolstering income by focussing efforts on more profitable income streams.
- ❖ Introduced new Fundraising event; Classic Vehicle Show, which exceeded planned income expectations. This will become a regular event in our fundraising calendar.
- ❖ Held a successful Black Tie event which attracted new guests from Mid and South Essex areas
- ❖ Increased the on-line profile of Headway Essex achieving over 3200 followers on Twitter (a 7% increase on last year). Used Facebook advertising for the first time to increase event ticket sales and boost income.
- ❖ Started to expand PR and income generation activities in South Essex with grant from the Cabinet Office Sustainability Fund.
- ❖ Recruited new volunteers in South Essex to help with promotional talks to local organisations
- ❖ Awarded £11,457 from new grant providers.



## **FUTURE PLANS**

- ❖ Win large grant funding to support and develop the Community Support Service in South Essex.
- ❖ Launch new website
- ❖ Implement new structure for Fundraising Team in line with the Fundraising Strategy

## **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 2016/17**

- ❖ Ensured all monitoring was recorded and submitted in a timely manner.
- ❖ Established new policies and maintained the renewal programme.
- ❖ Retained the IOS9001 quality standard accreditation.
- ❖ Analysed the quality of the automated statistical information used for monitoring purposes within existing software programmes.
- ❖ Awarded Quality for Health Standard.
- ❖ Standardised all Health and Safety documentation across the organisation.
- ❖ Pension scheme launched in October.
- ❖ Implemented the STAR outcomes measurement system.

## **FUTURE PLANS**

- ❖ Build on standardising all paperwork across the organisation and accurately document work processes.
- ❖ Attain Headway UK new 2017 Standards
- ❖ Build on automating the process of collating all statistical information.
- ❖ Ensure organisation is sustainable into the future.
- ❖ Review organisational structure to ensure succession planning.
- ❖ Ensure our data records are accurate and maintained.

## **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 2016/17**

- ❖ Service promoted through all new literature and on the website.
- ❖ 22 clients supported with therapy sessions.
- ❖ Statistical analysis undertaken on counselling outcomes and developed into presentation.

- ❖ Education talks on the Service given internally and planned for external agencies.

## FUTURE PLANS

- ❖ Develop contracts with NHS –ACE, IAPT.
- ❖ Promote service to a wider audience.
- ❖ Give talks to other Essex counselling services to promote referrals/ABI awareness.

## FINANCIAL REVIEW

The results for the year are shown in the Statement of Financial Activities on page 23 and the financial position is shown in the Balance Sheet on page 24.

The year under review produced a decrease in total reserves of £24,309 although total reserves at 31<sup>st</sup> March 2017 are £733,405 a high proportion of this amount is restricted, designated or held in tangible assets, leaving only £384,013 in Unrestricted Assets, as detailed below:

	£
Restricted Fixed Assets	96,722
Restricted Current Assets	-
Designated Current Assets	245,000
Unrestricted Fixed Assets	7,670
Unrestricted Assets	<u>384,013</u>
<b>Total Reserves</b>	<b><u>733,405</u></b>

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

## FUNDING SOURCES

The total incoming resources during the year were £627,625 (2016: £610,279).

	2017		2016	
Made up as follows:				
Grants and service contract income from				
Essex Primary Care Trusts	76,730	12.2%	76,730	12.6%
Attendance, training and Transport Income	<u>220,914</u>	<u>35.2%</u>	<u>212,506</u>	<u>34.8%</u>
	297,644	47.4%	289,236	47.4%
Fundraising Income:				
Trust and Council grants	210,586		167,406	
Company/personal donations	53,731		70,083	
Gift Aid Reclaimed	5,729		9,746	
Legacy Income	-		500	
Events	56,147		65,889	
Trading	<u>1,417</u>		<u>4,774</u>	
	327,610	52.2%	318,398	52.2%
Investment/Other Income	<u>2,371</u>	0.4%	<u>2,645</u>	0.4%
	<u>627,625</u>		<u>610,279</u>	

## **FUTURE PLANS**

The year to 31<sup>st</sup> March 2017 saw a continued pressure on funding from the local health bodies and Essex County Council. Tight cost control and an efficient organisation has enabled the Charity to minimise the deficit for the year.

The process that governs the commissioning of the Charity's services is in a period of evolution. The impact on the Charity in terms of the source and also the amount of services commissioned is as yet unclear. We continue to work with our Commissioning partners to ensure that the charity will cope with the funding challenges in the years to come.

It is the intention of the Trustees to continue to expand the range and geographic coverage of services. However, the Trustees will take a prudent approach to the future plans outlined on pages 9 to 18.

## **RESERVES**

As at 31<sup>st</sup> March 2017, the Unrestricted Free Reserves, after deduction of Designated Funds and fixed assets from the total reserves, were £391,683. 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 £96,722 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 (2016: 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: 3<sup>rd</sup> August 2017

**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 2017 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 20, 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 2017, 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

Date.....<sup>4<sup>th</sup></sup> August 2017.....

**STATEMENT OF FINANCIAL ACTIVITIES (incorporating an Income and Expenditure Account)**  
**FOR THE YEAR ENDED 31ST MARCH 2017**

	Notes	Unrestricted funds £	Restricted funds £	2017 Total Funds £	2016 Total Funds £
<b>Income from:</b>					
Donations and legacies	2	74,112	64,736	138,848	163,009
Other trading activities	3	57,564	-	57,564	70,663
Investments	4	1,372	-	1,372	1,970
Charitable activities	5	220,914	207,928	428,842	373,962
Other income		<u>999</u>	<u>-</u>	<u>999</u>	<u>675</u>
<b>Total income</b>		<b>354,961</b>	<b>272,664</b>	<b>627,625</b>	<b>610,279</b>
<b>Expenditure on:</b>					
Raising funds	6	120,541	-	120,541	147,622
Charitable activities	7,8,9	<u>241,344</u>	<u>290,049</u>	<u>531,393</u>	<u>493,750</u>
<b>Total expenditure</b>		<b>361,885</b>	<b>290,049</b>	<b>651,934</b>	<b>641,372</b>
<b>Net income/(expenditure)</b>		<b>(6,924)</b>	<b>(17,385)</b>	<b>(24,309)</b>	<b>(31,093)</b>
<b>Reconciliation of funds</b>					
<b>Total funds brought forward</b>		<b>643,607</b>	<b>114,107</b>	<b>757,714</b>	<b>788,807</b>
<b>Total funds carried forward</b>		<b><u>636,683</u></b>	<b><u>96,722</u></b>	<b><u>733,405</u></b>	<b><u>757,714</u></b>

**CONTINUING OPERATIONS**

All incoming resources and resources expended arise from continuing activities.



**BALANCE SHEET**  
**AT 31ST MARCH 2017**


	Notes	Unrestricted funds £	Restricted funds £	2017 Total funds £	2016 Total Funds £
<b>FIXED ASSETS</b>					
Tangible assets	13	<u>7,670</u>	<u>96,722</u>	<u>104,392</u>	<u>122,196</u>
<b>CURRENT ASSETS</b>					
Stocks	14	1,570	-	1,570	1,462
Debtors: amounts falling due within one year	15	37,188	-	37,188	49,160
Cash at bank and in hand		<u>646,189</u>	<u>16,252</u>	<u>662,441</u>	<u>652,673</u>
		684,947	16,252	701,199	703,295
<b>CREDITORS</b>					
Amounts falling due within one year	22	<u>(53,251)</u>	<u>(16,252)</u>	<u>(69,503)</u>	<u>(63,199)</u>
<b>NET CURRENT ASSETS</b>		<u>631,696</u>	<u>-</u>	<u>631,696</u>	<u>640,096</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		639,366	96,722	736,088	762,292
<b>CREDITORS</b>					
Amounts falling due after more than one year	23	<u>(2,683)</u>	<u>-</u>	<u>(2,683)</u>	<u>(4,578)</u>
<b>NET ASSETS</b>		<u>636,683</u>	<u>96,722</u>	<u>733,405</u>	<u>757,714</u>
<b>FUNDS</b>					
Unrestricted funds	24			636,683	643,606
Restricted funds				<u>96,722</u>	<u>114,107</u>
<b>TOTAL FUNDS</b>				<u>733,405</u>	<u>757,714</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 3rd August 2017 and were signed on its behalf by:

  
 Christopher White-Thomson

.....  
 Trustee

  
 David Parkins

.....  
 Trustee

**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31ST MARCH 2017**

	Notes	2017 Total Funds £	2016 Total Funds £
<b>CASH USED IN OPERATING ACTIVITIES</b>	25	<u>10,786</u>	<u>47,820</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Interest Income		1,372	1,970
Purchase of tangible fixed assets		<u>(2,390)</u>	<u>(4,630)</u>
<b>Cash provided by (used in) investing activities</b>		<u>(1,018)</u>	<u>(2,660)</u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Repayment of borrowing		-	-
<b>Cash used in financing activities</b>		<u>-</u>	<u>-</u>
Increase (Decrease) in cash and cash equivalents in year		<u>9,768</u>	<u>45,160</u>
Cash and cash equivalents at beginning of year		<u>652,673</u>	<u>607,513</u>
<b>TOTAL CASH AND CASH EQUIVALENTS AT END OF YEAR</b>		<u>662,441</u>	<u>652,673</u>

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2017

### 1. ACCOUNTING POLICIES

#### Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Headway Essex 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.

#### Incoming resources

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

#### Grants

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

#### Volunteers and donated services

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

#### Resources expended

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

#### Defined contribution plans

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

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

#### Tangible fixed assets

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

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

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

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED  
FOR THE YEAR ENDED 31ST MARCH 2017****Stocks**

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

**Debtors and creditors**

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

**Cash at Bank and in Hand**

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

**Taxation**

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

**Fund accounting**

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

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

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

**Hire purchase and leasing commitments**

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

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

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

**Legacies**

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

**Going Concern**

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

**Legal status of the Charity**

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

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED  
FOR THE YEAR ENDED 31ST MARCH 2017**

**2. DONATIONS AND LEGACIES**

	<b>2017</b>	2016
	<b>£</b>	£
Donations	<b>53,731</b>	70,083
Gift aid	<b>5,729</b>	9,746
Grants	<b>79,388</b>	82,680
Legacies	<b>-</b>	500
	<u><b>138,848</b></u>	<u>163,009</u>

Included above are restricted donations and legacies £64,736 (2016: £68,536) and unrestricted £74,112 (2016: £94,653)

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

	<b>2017</b>	2016
	<b>£</b>	£
Other Trusts' grants	<u><b>79,388</b></u>	<u>82,680</u>

**3. OTHER TRADING ACTIVITIES**

	<b>Unrestricted funds 2017 £</b>	Unrestricted funds 2016 £
Fundraising events	<b>56,147</b>	65,889
Trading	<u><b>1,417</b></u>	<u>4,774</u>
	<u><b>57,564</b></u>	<u>70,663</u>

**4. INCOME FROM INVESTMENT**

	<b>Unrestricted funds 2017 £</b>	Unrestricted funds 2016 £
Bank interest	<u><b>1,372</b></u>	<u>1,970</u>

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED**  
**FOR THE YEAR ENDED 31ST MARCH 2017**

**5. INCOMING RESOURCES FROM CHARITABLE ACTIVITIES**

		<b>2017</b>	<b>2016</b>
	<b>Activity</b>	<b>£</b>	<b>£</b>
Grants and other service contract income	Day Care	<b>52,268</b>	48,724
Attendance	Day Care	<b>213,456</b>	207,039
Minibus income	Day Care	<b>1,163</b>	1,044
Grants and other service contract income	Community Support Service	<b>106,466</b>	112,732
Training	Community Support Service	<b>4,466</b>	2,465
Attendance	Community Support Service	<b>1,829</b>	1,958
Grants and other service contract income	Local Sustainability Fund Grant	<b>49,194</b>	-
		<b><u>428,842</u></b>	<b><u>373,962</u></b>

Included above are restricted income from charitable activities of £207,928 (2016: £161,456) and unrestricted £220,914 (2016: £212,506)

**6. EXPENDITURE ON RAISING FUNDS**

	<b>Unrestricted funds</b>	<b>Unrestricted funds</b>
	<b>2017</b>	<b>2016</b>
	<b>£</b>	<b>£</b>
Staff costs (Fundraising, Publicity and Finance)	<b>76,432</b>	94,676
Other personnel expenses	<b>923</b>	871
Premises expenses	<b>8,957</b>	10,123
Other overheads	<b>2,899</b>	291
Service expenses	<b>2,313</b>	1,459
Office expenses	<b>9,577</b>	15,216
Fundraising promotion costs	<b>1,716</b>	3,088
Fundraising events	<b>14,864</b>	17,261
Other expenses	<b>609</b>	353
Depreciation	<b>1,500</b>	2,067
Cost of goods sold	<b>751</b>	2,217
	<b><u>120,541</u></b>	<b><u>147,622</u></b>

**7. EXPENDITURE ON CHARITABLE ACTIVITIES**

	<b>Direct costs (See note 8)</b>	<b>Totals</b>
	<b>2017</b>	<b>2016</b>
	<b>£</b>	<b>£</b>
Day Care	<b>261,961</b>	259,540
Community Support Service	<b>198,704</b>	205,218
Local Sustainability Fund Grant	<b>49,194</b>	-
Support costs	<b>21,534</b>	28,992
	<b><u>531,393</u></b>	<b><u>493,750</u></b>

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED**  
**FOR THE YEAR ENDED 31ST MARCH 2017**

**8. DIRECT COSTS OF CHARITABLE ACTIVITIES**

	2017	2016
	£	£
Staff costs	375,578	347,809
Other personnel expenses	6,586	4,971
Premises expenses	32,787	29,990
Other overheads	1,250	486
Sundry fixed assets	3,107	1,928
Service expenses	45,422	34,343
Transport expenses	5,686	6,187
Office expenses	19,490	17,130
Other expenses	1,259	1,394
Loss on disposal of fixed asset	-	-
Bad debts	-	-
Depreciation	18,694	20,520
Support costs (see note 9)	21,534	28,992
	<u>531,393</u>	<u>493,750</u>

Included above are restricted expenditure from charitable activities of £290,049 (2016: £247,622) and unrestricted £241,344 (2016: £246,128)

**9. SUPPORT COSTS**

	2017	2016
	£	£
Staff costs	9,673	17,198
Auditors' remuneration	4,000	3,740
Other personnel expenses	904	864
Premises expenses	1,628	670
Other overheads	3,122	3,801
Sundry fixed assets	144	-
Service expenses	422	463
Office expenses	1,641	1,632
Other expenses	-	-
Depreciation	-	624
	<u>21,534</u>	<u>28,992</u>

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

Net resources are stated after charging/ (crediting):

	2017	2016
	£	£
Auditors' remuneration	4,000	3,740
Depreciation - owned assets	17,537	20,843
Depreciation - assets on hire purchase contracts and finance leases	2,657	2,368
Loss on disposal of asset	-	-
Property rentals under Operating Leases	<u>23,088</u>	<u>23,608</u>

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED**  
**FOR THE YEAR ENDED 31ST MARCH 2017**

**11. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the year ended 31st March 2017 nor for the year ended 31st March 2016.

**Trustees' Expenses**

	<b>2017</b>	<b>2016</b>
	<b>£</b>	<b>£</b>
Trustees' expenses	<u>-</u>	<u>-</u>

**12. STAFF COSTS**

	<b>2017</b>	<b>2016</b>
	<b>£</b>	<b>£</b>
Wages and salaries	<b>424,334</b>	423,545
Social security costs	<b>36,077</b>	36,138
Pension	<u><b>1,272</b></u>	<u></u>
	<u><b>461,683</b></u>	<u><b>459,683</b></u>

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

	<b>2017</b>	<b>2016</b>
Day Care	<b>8</b>	9
Community Support Service	<b>7</b>	6
Fundraising, Publicity and Finance	<b>4</b>	4
Governance of the Charity	<u><b>1</b></u>	<u><b>1</b></u>
	<u><b>20</b></u>	<u><b>20</b></u>

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

	<b>2017</b>	<b>2016</b>
Day Care	<b>7</b>	7
Community Support Service	<b>7</b>	6
Fundraising and Publicity and Finance	<b>4</b>	3
Governance of the Charity	<u><b>1</b></u>	<u><b>1</b></u>
	<u><b>19</b></u>	<u><b>17</b></u>

No Staff were paid at a rate above £60,000 per annum in the current and previous years.  
The key management personnel comprise of the Chief Executive Officer and Finance Manager.  
The total employee benefits of the key management personnel were £85,663 (2016: £89,335).



**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED**  
**FOR THE YEAR ENDED 31ST MARCH 2017**

**13. TANGIBLE FIXED ASSETS**

	Short leasehold £	Fixtures and fittings £	Motor vehicles £	Totals £
<b>COST</b>				
At 1st April 2016	361,233	117,979	37,310	516,522
Additions	-	2,390	-	2,390
Disposals	-	-	-	-
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
At 31st March 2017	<u>361,233</u>	<u>120,369</u>	<u>37,310</u>	<u>518,912</u>
 <b>DEPRECIATION</b>				
At 1st April 2016	245,260	111,756	37,310	394,326
Charge for year	17,352	2,842	-	20,194
Disposals	-	-	-	-
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
At 31st March 2017	<u>262,612</u>	<u>114,598</u>	<u>37,310</u>	<u>414,520</u>
 <b>NET BOOK VALUE</b>				
At 31st March 2017	<u>98,621</u>	<u>5,771</u>	<u>-</u>	<u>104,392</u>
At 31st March 2016	<u>115,973</u>	<u>6,223</u>	<u>-</u>	<u>122,196</u>

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

	Fixtures and fittings £
<b>COST</b>	
At 1st April 2016	10,630
Additions	<u>          </u>
At 31st March 2017	<u>10,630</u>
 <b>DEPRECIATION</b>	
At 1st April 2016	4,493
Charge for year	2,657
	<u>          </u>
At 31st March 2017	<u>7,150</u>
 <b>NET BOOK VALUE</b>	
At 31st March 2017	<u>3,480</u>
At 31st March 2016	<u>6,137</u>

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED**  
**FOR THE YEAR ENDED 31ST MARCH 2017**

**14. STOCKS**

	2017	2016
	£	£
Stocks	<u>1,570</u>	<u>1,463</u>

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

	2017	2016
	£	£
Other debtors	19,343	21,973
Prepayments	11,216	10,835
Accrued income	6,629	16,352
	<u>37,188</u>	<u>49,160</u>

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

	2017	2016
	£	£
Finance leases (see note 19)	2,126	2,126
Social security and other taxes	8,868	9,775
Other creditors	15,870	14,516
Accrued expenses	25,335	12,375
Deferred income	<u>17,536</u>	<u>24,407</u>
	<u>69,735</u>	<u>63,199</u>

**17. DEFERRED INCOME**

	£24,407
Balance as at 1 <sup>st</sup> April 2017	
Amount released to incoming resources	(24,407)
Amount deferred in year	<u>17,536</u>
Balance as at 31st March 2017	<u>17,536</u>

Deferred income represents Grants unspent relating to future periods.

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

	2017	2016
	£	£
Finance leases (see note 19)	<u>2,451</u>	<u>4,578</u>

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED**  
**FOR THE YEAR ENDED 31ST MARCH 2017**

**19. OBLIGATIONS UNDER LEASING AGREEMENTS**

	<b>Finance leases</b>	
	<b>2017</b>	<b>2016</b>
	<b>£</b>	<b>£</b>
Gross obligations repayable:		
Within one year	<b>2,650</b>	2,651
Between one and five years	<b><u>3,052</u></b>	<u>5,703</u>
	<b><u>5,702</u></b>	<u>8,354</u>
Finance charges repayable:		
Within one year	<b>525</b>	525
Between one and five years	<b><u>600</u></b>	<u>1,125</u>
	<b><u>1,125</u></b>	<u>1,650</u>
Net obligations repayable:		
Within one year	<b>2,126</b>	2,126
Between one and five years	<b><u>2,451</u></b>	<u>4,578</u>
	<b><u>4,577</u></b>	<u>6,704</u>

The following operating lease payments are committed to be paid:

	<b>Other</b>	<b>Land and buildings</b>	
	<b>2017</b>	<b>2017</b>	<b>2016</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Within one year	-	<b>23,088</b>	24,978
Between one and five years	-	<b>34,050</b>	44,250
In more than five years	-	<b><u>8,250</u></b>	<u>14,850</u>
	-	<b><u>65,388</u></b>	<u>84,078</u>

	<b>Other finance lease payments</b>	
	<b>2017</b>	<b>2016</b>
	<b>£</b>	<b>£</b>
Within one year	<b>2,650</b>	2,650
Between one and five years	<b><u>3,052</u></b>	<u>5,703</u>
	<b><u>5,702</u></b>	<u>8,353</u>
Less: Future finance charges	<b><u>(1,125)</u></b>	<u>(1,649)</u>
	<b><u>4,577</u></b>	<u>6,704</u>

**NOTES TO THE FINANCIAL STATEMENTS – CONTINUED**  
**FOR THE YEAR ENDED 31ST MARCH 2017**

**20. CAPITAL COMMITMENTS**

The following capital commitments have been made at 31 March 2017:

	2017 £	2016 £
Expiring:		
Within one year	-	-
	-	-

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

	Restricted funds £	Designated funds £	General funds £	Total funds £
Tangible fixed assets	96,722	-	7,670	104,392
Stock	-	-	1,570	1,570
Cash	16,252	245,000	401,189	662,441
Net debtors less creditors	(16,252)	-	(18,746)	(34,998)
	<u>96,722</u>	<u>245,000</u>	<u>391,683</u>	<u>733,405</u>
Net assets as at 31st March 2016	<u>96,722</u>	<u>245,000</u>	<u>391,683</u>	<u>733,405</u>

**22. MOVEMENT IN FUNDS**

	At 1.4.16 £	Net movement in funds £	At 31.3.17 £
<b>Unrestricted funds</b>			
General fund	398,607	(6,924)	391,683
Designated fund	245,000	-	245,000
	<u>643,607</u>	<u>(6,924)</u>	<u>636,683</u>
<b>Restricted funds</b>			
Extension – various	27,848	(4,206)	23,642
Extension - Big lottery fund	86,173	(13,093)	73,080
Specific grants / donations	86	(86)	-
	<u>114,107</u>	<u>(17,385)</u>	<u>96,722</u>
<b>TOTAL FUNDS</b>	<u>757,714</u>	<u>(24,309)</u>	<u>733,405</u>

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

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	354,961	(361,885)	(6,924)
<b>Restricted funds</b>			
Extension - Big lottery fund	-	(13,093)	(13,093)
Specific grants / donations	272,664	(272,750)	(86)
Extension – various	-	(4,206)	(4,206)
	<u>272,664</u>	<u>(290,049)</u>	<u>(17,385)</u>
<b>TOTAL FUNDS</b>	<u>627,625</u>	<u>(651,934)</u>	<u>(24,309)</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 2017 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 2017 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 2017 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**

	2017 £	2016 £
Net Movement in Funds	(24,309)	(31,093)
Add back Depreciation	20,194	23,211
Deduct interest income shown in investing activities	(1,372)	(1,970)
Decrease (increase) in stock	(108)	338
Decrease (increase) in debtors	11,972	40,068
Decrease (increase) in creditors	4,409	17,266
	<hr/>	<hr/>
	<b>10,786</b>	<b>47,820</b>

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 31ST MARCH 2017**

	2017 £	2016 £
<b>INCOMING RESOURCES</b>		
<b>Donations and Legacies</b>		
Donations	53,731	70,083
Gift aid	5,729	9,746
Legacies	-	500
<b>Grants</b>	<b>128,582</b>	<b>82,680</b>
	<hr/>	<hr/>
	188,042	163,009
<b>Other Trading Activities</b>		
Fundraising events	56,147	65,889
Trading	1,417	4,774
	<hr/>	<hr/>
	57,564	70,663
<b>Income from Investments</b>		
Bank interest	1,372	1,970
<b>Income from charitable activities</b>		
<b>Grants and other service contract income</b>	<b>158,734</b>	<b>161,456</b>
Attendance	215,285	208,997
Minibus income	1,163	1,043
	<hr/>	<hr/>
	375,182	371,496
<b>Other income</b>		
Other income	5,465	3,141
	<hr/>	<hr/>
<b>Total incoming and endowments</b>	<b>627,625</b>	<b>610,279</b>
<b>RESOURCES EXPENDED</b>		
<b>Expenditure on raising funds</b>		
Wages	70,187	87,291
Social security	6,009	7,385
Pension	236	
Other personnel expenses	923	870
Premises and insurance expenses	8,957	10,123
Other overheads	2,899	291
Sundry fixed assets	-	259
Service expenses	2,313	1,459
Office expenses	9,577	15,216
Fundraising promotion costs	1,716	3,088
Fundraising events	14,864	17,261
Other expenses	609	95
Depreciation of tangible fixed assets	1,500	2,067
	<hr/>	<hr/>
	119,790	145,405
<b>Fundraising trading: cost of goods sold and other costs</b>		
Purchases	751	2,217

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 31ST MARCH 2017**

	2017 £	2016 £
<b>Charitable activities</b>		
Wages	345,277	320,656
Social security	29,349	27,153
Pension	951	-
Other personnel expenses	6,586	4,971
Premises and insurance expenses	32,788	29,990
Other overheads	1,250	486
Sundry fixed assets	3,107	1,928
Service expenses	45,422	34,343
Transport expenses	5,686	6,187
Office expenses	19,490	17,130
Other expenses	1,259	1,394
Loss on disposal of fixed asset	-	-
Bad debts	-	-
Depreciation of tangible fixed assets	18,694	20,520
	<hr/>	<hr/>
	509,859	464,758
<b>Governance costs</b>		
Trustees' expenses	-	-
Wages	8,870	15,598
Social security	718	1,600
Pension	85	-
Auditors' remuneration	4,000	3,740
Other personnel expenses	904	864
Premises and insurance expenses	1,628	670
Other overheads	3,122	3,801
Sundry fixed assets	144	-
Service expenses	422	463
Office expenses	1,641	1,632
Other expenses	-	-
Depreciation of tangible fixed assets	-	624
	<hr/>	<hr/>
	21,534	28,992
<b>Total resources expended</b>	<hr/>	<hr/>
	651,934	641,372
	<hr/>	<hr/>
<b>Net (outgoings)/income</b>	<u>(24,309)</u>	<u>(31,093)</u>