



Headway Essex

Providing brain injury care and support

Annual Report and Financial Statements For the year ending 31st March 2018

The Headway Centre
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www.headwayessex.org.uk
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 working on income generation and grant giving opportunities.

We have run further Acquired Brain Injury Education and Vocational programmes in South Essex and North Essex. These have been well received and provide a forum for people to better understand their brain injury and how it has affected them and to set realistic goals to improve their lives.

We have also received funding to explore how we might support young people with brain injury and to understand what services they feel would be beneficial to them and how these needs may be met. This is an exciting project and is part of our long term strategy to understand how to engage this age group and support them.

As well as providing vital care for our clients with brain injury we have been working hard to help improve our long term sustainability against the backdrop of a reduction to our statutory funding. To address this reduction in funding we have restructured Headway's fundraising function in order to position the charity to achieve maximum income generation; thus preserving enough financial reserves to manage future risks or any charity development. In support of this vision we were delighted to have the ongoing commitment of The Henry Smith Charitable Trust who has provided a further three years funding towards the ongoing costs of our Community Support Service.

After many years of trying we have finally been given the opportunity to purchase the Headway Centre in which our day service provision is provided. As a result, we will be working hard to raise the funds through a capital campaign and are eternally grateful to The Catalyst Trust who have given a significant grant to launch the campaign and whose ongoing support of our work has been invaluable over the past 20 years.

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 (Retired 3 rd August 2017)	
Peter Macdonald (Retired 3 rd August 2017)	
Alan Bacon	
Sean Attwood	
Anthony Emms	

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 2018. 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 31st March 2018 there were 91 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.

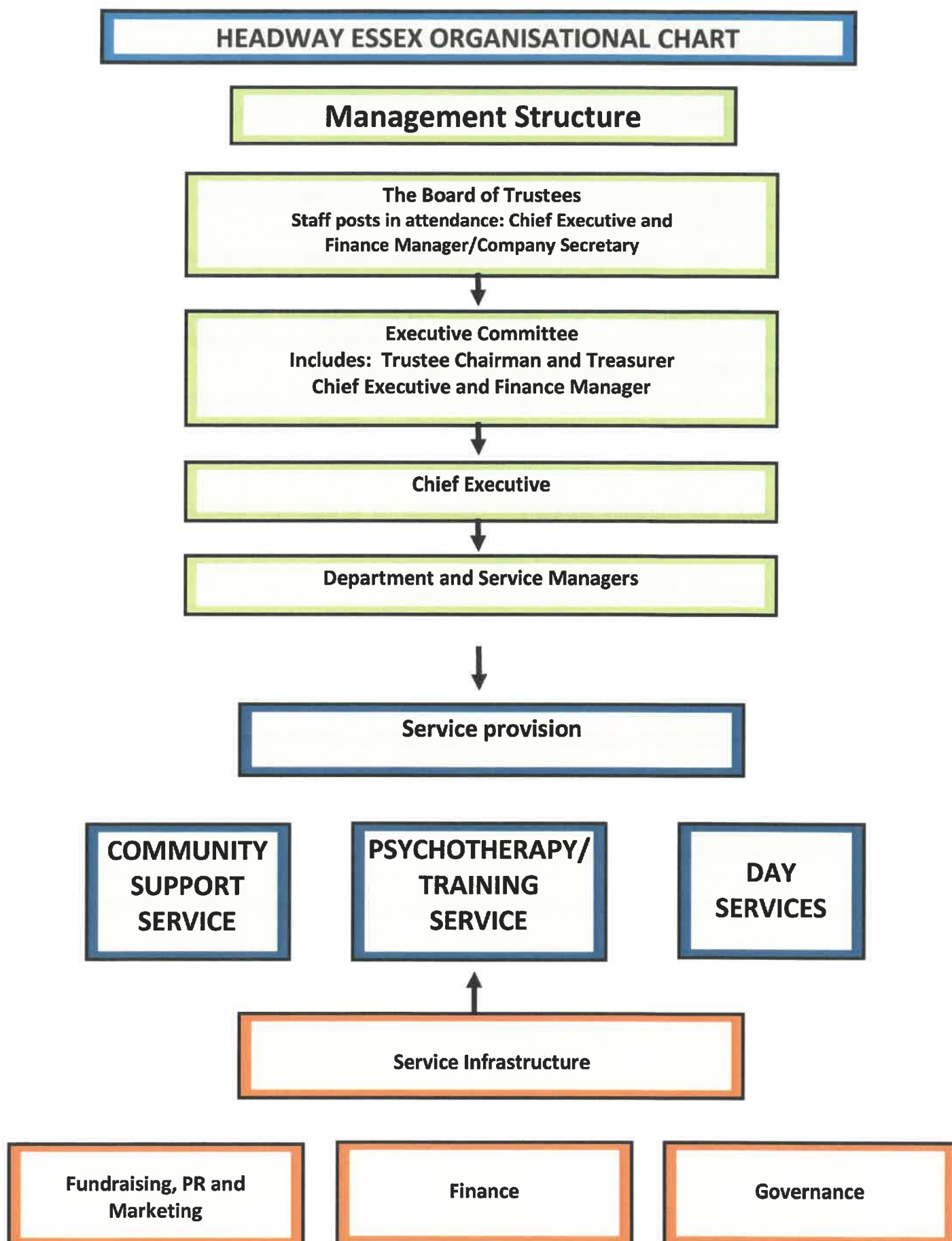
The Board has a strategic role and meets at least four times a year. It has responsibility for determining the direction of the Charity within the framework set out in the Memorandum and Articles of Association. This includes: ensuring financial viability and achievement of its aims; planning for the 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 36.

VOLUNTEERS

In all aspects of our work volunteers play a vital role. The board is grateful to everyone who has volunteered their time in furthering the work of Headway Essex and it is recognised that the donation of time is every bit as important as money or gifts. We estimate that during the year to 31st March 2018 volunteers donated their time in the following areas:

Day Service	6,056 hours
Community Support	420 hours
Fundraising	1,077 hours
Total	7,553 hours

Full time equivalent number of staff 4

CHARITABLE ACTIVITIES

SPECIALIST DAY OPPORTUNITIES

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

Open from 10.00am to 3.30pm Monday to Friday this dynamic, innovative centre provides a range of 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 2017/18

- ❖ 10 new people started attending the Headway centre during the year.
- ❖ A total of 73 places are occupied across 5 days by 59 people.
- ❖ Received 21 referrals from our Community Support Services

- ❖ The Health and Well-being Outcomes Measurement Star continues to show excellent results of the individual's journey through the Headway Centre.
- ❖ We have introduced a Male only support / social group to allow Men who would normally not be very open about their conditions or other health related issues to be able to discuss in a relaxed, comfortable and confidential environment.
- ❖ Service users have been involved in a Headway UK promotional film about the hidden disability often associated with brain injury. <https://www.headway.org.uk/about-brain-injury/individuals/brain-injury-and-me/a-helping-hand/>
- ❖ A service User Forum has been established to support our attendees to have a voice on how they would like services shaped.
- ❖ Continued partnership working with our stakeholders, including the Neuro-rehabilitation team at Colchester General Hospital, North East Essex CCG
- ❖ Invited to be part of the North Essex CCG Personal Health Budget design for neurological patients.

FUTURE PLANS

- ❖ To utilise community facilities to run activity sessions that include fitness, vocational and educational groups.
- ❖ To continue to maintain our vision 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.
- ❖ To look at the viability of buying The Headway Centre and extending the building to support more people and to meet the ever changing needs of our service user group.

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 2017/18

- ❖ 432 individuals were supported during the year, including 313 survivors and 119 carers.

- ❖ 192 new referrals were received, out of which 55 were carer referrals.
- ❖ 175 Home visits were recorded and 454 calls providing telephone support were made/received.
- ❖ The area of need our clients required most were around Health and Social Care.
- ❖ There were 789 attendances at Support Group Meetings around the county.
- ❖ Public events in libraries to promote Headway Essex.
- ❖ Organised social events for clients.
- ❖ Facilitated presentations to health professionals and community support groups
- ❖ Developed new and maintained existing links with Hospitals across Essex including stroke and cardiac wards.
- ❖ Develop hospital link workers to promote earlier support for people with brain injury and their carers.
- ❖ Increase in attendance at Support Groups Meetings (ABI and 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.

FUNDING AND PROMOTIONAL ACTIVITIES

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

With less money available from the Statutory Sector 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 2017/18

- ❖ Restructured the Fundraising Team and recruited new staff including a dedicated Marketing & Communications Manager across fundraising activities and Headway Services.
- ❖ Secured continuation of funding from the Henry Smith Charity.
- ❖ Selected as one of the Colchester Mayor's Charities
- ❖ Organised and ran three successful Fundraising Events (Colour 5K, Classic Vehicle Show and The Showman's Ball) generating income of over £32,000.
- ❖ Increased the on-line profile of Headway Essex achieving a 4% increase in Twitter followers over last year. Refined and standardised our approach to social media posts and increased Facebook page likes by 15% compared to the previous year.
- ❖ Soft launched the new Headway Essex website.
- ❖ Awarded £17,389 from new grant providers.

FUTURE PLANS

- ❖ Win large grant funding to support and develop the Community Support Service in South Essex.
- ❖ Formally launch the new website with associated PR and press coverage in all areas of Essex. Introduce regular blogs and content to engage supporters, clients, professionals and fundraisers.
- ❖ Increase PR and press coverage in all areas of Essex
- ❖ Obtain new grant funding to help purchase the Headway Centre.
- ❖ Increase Fundraising donations, grants and event income by 33%
- ❖ Introduce a new Headway event in the fundraising calendar

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 2017/18

- ❖ 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.
- ❖ Analysis of the STAR outcomes measurement system demonstrates the improvement clients make in their rehabilitation journey.
- ❖ Implementation of new HR software which saves administration hours for all staff.
- ❖ Work undertaken to ensure Headway will be compliant with the new General Data Protection Regulations and data records are accurate and up to date.
- ❖ Timely recruitment in line with changes to organisational needs.

FUTURE PLANS

- ❖ Attain Headway UK new 2017 Standards
- ❖ Ensure organisation is sustainable into the future.
- ❖ Review organisational structure to ensure succession planning.
- ❖ Essential IT renewals are implemented to prevent major equipment failure.
- ❖ Auditing of ISO 9001 and Quality for Health Standards

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 2017/18

- ❖ Service has been promoted to a wider audience through all new literature and on the website and through taking part in an Essex-wide event promoting wellbeing.
- ❖ Worked on the development of brain injury pod-casts with Healthwatch Essex to reach a wider professional audience within Essex
- ❖ 23 clients supported with therapy sessions.
- ❖ Statistical analysis undertaken on counselling outcomes and developed into presentation which was delivered during an Essex-wide event.
- ❖ Education talks on the Service given internally and externally – including to Essex IAPT and other Essex-based agencies in the social care and support field.

FUTURE PLANS

- ❖ Develop the brain injury education initiatives with other agencies such as Social Services
- ❖ Give talks to other Essex counselling services to promote referrals/ABI awareness.
- ❖ Write an article for a professional counselling journal on what has been learnt from this speciality psychotherapy service since 2015.
- ❖ Promote the service through advertising in counselling professional journals.

FINANCIAL REVIEW

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

The year under review produced a decrease in total reserves of £51,405 although total reserves at 31st March 2018 are £682,000 a high proportion of this amount is restricted, designated or held in tangible assets, leaving only £338,359 in Unrestricted Assets, as detailed below:

	£
Restricted Fixed Assets	79,422
Restricted Current Assets	-
Designated Current Assets	245,000
Unrestricted Fixed Assets	19,219
Unrestricted Assets	<u>338,359</u>
 Total Reserves	 <u>682,000</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 £603,069 (2017: £627,625).

	2018		2017	
Made up as follows:				
Grants and service contract income from Essex Primary Care Trusts	76,730	12.7%	76,730	12.2%
Attendance, training and Transport Income	<u>222,130</u>	36.8%	<u>220,914</u>	
<u>35.2%</u>	298,860	49.6%	297,644	47.4%
Fundraising Income:				
Trust and Council grants	191,957		210,586	
Company/personal donations	54,252		53,731	
Gift Aid Reclaimed	3,978		5,729	
Legacy Income	-		-	
Events	50,828		56,147	
Trading	<u>1,459</u>		<u>1,417</u>	
	302,474	50.2%	327,610	52.2%
Investment/Other Income	<u>1,735</u>	0.3%	<u>2,371</u>	0.4%
	<u>603,069</u>		<u>627,625</u>	

FUTURE PLANS

During the year to 31st March 2018 funding from the local health bodies and Essex County Council continued to be under pressure. Tight cost control and an efficient organisation has enabled the Charity to once again minimise the deficit for the year.

The process that governs the commissioning of the Charity's services continues to evolve, however, the impact on the Charity in terms of the source and also the amount of services commissioned is still 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 remains 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 - 20.

RESERVES

As at 31st March 2018, the Unrestricted Free Reserves, after deduction of Designated Funds and fixed assets from the total reserves, were £357,578. This represents the equivalent of six 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 £79,422 which represents the Extension Funds received in 2006 to extend the Day Centre.

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: 2nd August 2018

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

We have audited the financial statements of Headway Essex Ltd (the 'charitable company') for the year ended 31 March 2018 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

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.

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 2018, and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the report of the trustees, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement [set out on page 21, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>. This description forms part of our auditor's report.



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

Date.....16th.....August 2018.....

**STATEMENT OF FINANCIAL ACTIVITIES (incorporating an Income and Expenditure Account)
FOR THE YEAR ENDED 31ST MARCH 2018**

	Notes	Unrestricted funds £	Restricted funds £	2018 Total Funds £	2017 Total Funds £
Income from:					
Donations and legacies	2	63,561	86,617	150,178	138,848
Other trading activities	3	52,287	-	52,287	57,564
Investments	4	378	-	378	1,372
Charitable activities	5	222,130	176,739	398,869	428,842
Other income		<u>1,357</u>	<u>-</u>	<u>1,357</u>	<u>999</u>
Total income		339,713	263,356	603,069	627,625
Expenditure on:					
Raising funds	6	141,785	-	141,785	120,541
Charitable activities	7,8,9	<u>232,033</u>	<u>280,656</u>	<u>512,689</u>	<u>531,393</u>
Total expenditure		373,818	280,656	654,474	651,934
Net income/(expenditure)		(34,105)	(17,300)	(51,405)	(24,309)
Reconciliation of funds					
Total funds brought forward		636,683	96,722	733,405	757,714
Total funds carried forward		<u>602,578</u>	<u>79,422</u>	<u>682,000</u>	<u>733,405</u>

CONTINUING OPERATIONS

All incoming resources and resources expended arise from continuing activities.

BALANCE SHEET
AT 31ST MARCH 2018

	Notes	Unrestricted funds £	Restricted funds £	2018 Total funds £	2017 Total Funds £
FIXED ASSETS					
Tangible assets	13	<u>19,219</u>	<u>79,422</u>	<u>98,641</u>	<u>104,392</u>
CURRENT ASSETS					
Stocks	14	1,608	-	1,608	1,570
Debtors: amounts falling due within one year	15	53,767	-	53,767	37,188
Cash at bank and in hand		<u>610,558</u>	<u>18,899</u>	<u>629,457</u>	<u>662,441</u>
		665,933	18,899	684,832	701,199
CREDITORS					
Amounts falling due within one year	16	<u>(73,124)</u>	<u>(18,899)</u>	<u>(92,023)</u>	<u>(69,503)</u>
NET CURRENT ASSETS		<u>592,809</u>	<u>-</u>	<u>592,809</u>	<u>631,696</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		612,028	79,422	691,450	736,088
CREDITORS					
Amounts falling due after more than one year	18	<u>(9,450)</u>	<u>-</u>	<u>(9,450)</u>	<u>(2,683)</u>
NET ASSETS		<u>602,578</u>	<u>79,422</u>	<u>682,000</u>	<u>733,405</u>
FUNDS	22				
Unrestricted funds				602,578	636,683
Restricted funds				<u>79,422</u>	<u>96,722</u>
TOTAL FUNDS				<u>682,000</u>	<u>733,405</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 2nd August 2018 and were signed on its behalf by:

Christopher White-Thomson

Trustee

David Parkins

Trustee

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31ST MARCH 2018

	Notes	2018 Total Funds £	2017 Total Funds £
CASH USED IN OPERATING ACTIVITIES	25	<u>(18,045)</u>	<u>10,786</u>
CASH FLOWS FROM INVESTING ACTIVITIES			
Interest Income		378	1,372
Purchase of tangible fixed assets		(17,780)	(2,390)
Sale of tangible fixed assets		<u>2,463</u>	<u>-</u>
Cash provided by (used in) investing activities		<u>(14,939)</u>	<u>(1,018)</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>(32,984)</u>	<u>9,768</u>
Cash and cash equivalents at beginning of year		<u>662,441</u>	<u>652,673</u>
TOTAL CASH AND CASH EQUIVALENTS AT END OF YEAR		<u>629,457</u>	<u>662,441</u>

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2018

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 2018****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 2018

2. DONATIONS AND LEGACIES

	2018	2017
	£	£
Donations	54,252	53,731
Gift aid	3,978	5,729
Grants	91,948	79,388
Legacies	-	-
	<hr/>	<hr/>
	<u>150,178</u>	<u>138,848</u>

Included above are restricted donations and legacies £86,617 (2017: £64,736) and unrestricted £63,561 (2017: £74,112)

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

	2018	2017
	£	£
Other Trusts' grants	<u>91,948</u>	<u>79,388</u>

3. OTHER TRADING ACTIVITIES

	Unrestricted funds	Unrestricted funds
	2018	2017
	£	£
Fundraising events	50,828	56,147
Trading	<u>1,459</u>	<u>1,417</u>
	<hr/>	<hr/>
	<u>52,287</u>	<u>57,564</u>

4. INCOME FROM INVESTMENT

	Unrestricted funds	Unrestricted funds
	2018	2017
	£	£
Bank interest	<u>378</u>	<u>1,372</u>

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31ST MARCH 2018

5. INCOMING RESOURCES FROM CHARITABLE ACTIVITIES

		2018	2017
	Activity	£	£
Grants and other service contract income	Day Care	39,327	52,268
Attendance	Day Care	217,227	213,456
Minibus income	Day Care	1,038	1,163
Grants and other service contract income	Community Support Service	97,999	106,466
Training	Community Support Service	1,490	4,466
Attendance	Community Support Service	2,375	1,829
Grants and other service contract income	Local Sustainability Fund Grant	39,413	49,194
		<u>398,869</u>	<u>428,842</u>

Included above are restricted income from charitable activities of £176,739 (2017: £207,928) and unrestricted £222,130 (2017: £220,914)

6. EXPENDITURE ON RAISING FUNDS

	Unrestricted funds	Unrestricted funds
	2018	2017
	£	£
Staff costs (Fundraising, Publicity and Finance)	97,837	76,432
Other personnel expenses	1,828	923
Premises expenses	10,308	8,957
Other overheads	816	2,899
Service expenses	1,874	2,313
Office expenses	11,335	9,577
Fundraising promotion costs	829	1,716
Fundraising events	14,842	14,864
Other expenses	139	609
Depreciation	1,209	1,500
Cost of goods sold	768	751
	141,785	120,541

Costs include all Marketing activities associated with Service Provision

7. EXPENDITURE ON CHARITABLE ACTIVITIES

	Direct costs (See note 8)	Totals
	2018	2017
	£	£
Day Care	250,424	261,961
Community Support Service	189,140	198,704
Local Sustainability Fund Grant	39,413	49,194
Support costs	33,712	21,534
	<u>512,689</u>	<u>531,393</u>

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31ST MARCH 2018

8. DIRECT COSTS OF CHARITABLE ACTIVITIES

	2018	2017
	£	£
Staff costs	346,204	375,578
Other personnel expenses	4,724	6,586
Premises expenses	34,669	32,787
Other overheads	1,841	1,250
Sundry fixed assets	2,368	3,107
Service expenses	38,858	45,422
Transport expenses	6,351	5,686
Office expenses	23,700	19,490
Other expenses	496	1,259
Loss on disposal of fixed asset	-	-
Bad debts	-	-
Depreciation	19,766	18,694
Support costs (see note 9)	33,712	21,534
	<u>512,689</u>	<u>531,393</u>

Included above are restricted expenditure from charitable activities of £280,656 (2017: £290,049) and unrestricted £232,033 (2017: £241,344)

9. SUPPORT COSTS

	2018	2017
	£	£
Staff costs	22,465	9,673
Auditors' remuneration	3,800	4,000
Other personnel expenses	774	904
Premises expenses	1,050	1,628
Other overheads	3,721	3,122
Sundry fixed assets	60	144
Service expenses	385	422
Office expenses	1,364	1,641
Other expenses	-	-
Depreciation	93	-
	<u>33,712</u>	<u>21,534</u>

10. NET INCOMING/(OUTGOING) RESOURCES

Net resources are stated after charging/ (crediting):

	2018	2017
	£	£
Auditors' remuneration	3,800	4,000
Depreciation - owned assets	18,364	17,537
Depreciation - assets on hire purchase contracts and finance leases	2,704	2,657
Loss on disposal of asset	-	-
Property rentals under Operating Leases	<u>20,538</u>	<u>23,088</u>

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31ST MARCH 2018**

11. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31st March 2018 nor for the year ended 31st March 2017.

Trustees' Expenses

	2018	2017
	£	£
Trustees' expenses	<u>-</u>	<u>-</u>

12. STAFF COSTS

	2018	2017
	£	£
Wages and salaries	435,731	424,334
Social security costs	28,276	36,077
Pension	<u>2,499</u>	<u>1,272</u>
	<u>466,506</u>	<u>461,683</u>

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

	2018	2017
Day Care	8	8
Community Support Service	7	7
Fundraising, Publicity and Finance	4	4
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:

	2018	2017
Day Care	7	7
Community Support Service	6	7
Fundraising and Publicity and Finance	5	4
Governance of the Charity	<u>1</u>	<u>1</u>
	<u>19</u>	<u>17</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 £81,820 (2017: £85,663).

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31ST MARCH 2018

13. TANGIBLE FIXED ASSETS

	Short leasehold £	Fixtures and fittings £	Motor vehicles £	Totals £
COST				
At 1st April 2017	361,233	68,000	37,310	466,543
Additions	-	17,780	-	17,780
Disposals	-	(10,630)	-	(10,630)
	<u>361,233</u>	<u>75,150</u>	<u>37,310</u>	<u>473,693</u>
At 31st March 2018	<u>361,233</u>	<u>75,150</u>	<u>37,310</u>	<u>473,693</u>
DEPRECIATION				
At 1st April 2017	262,612	62,229	37,310	362,151
Charge for year	17,352	3,716	-	21,068
Disposals	-	(8,167)	-	(8,167)
	<u>279,964</u>	<u>57,778</u>	<u>37,310</u>	<u>375,052</u>
At 31st March 2018	<u>279,964</u>	<u>57,778</u>	<u>37,310</u>	<u>375,052</u>
NET BOOK VALUE				
At 31st March 2018	<u>81,269</u>	<u>17,372</u>	<u>-</u>	<u>98,641</u>
At 31st March 2017	<u>98,621</u>	<u>5,771</u>	<u>-</u>	<u>104,392</u>

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

	Fixtures and fittings £
COST	
At 1st April 2017	10,630
Additions	13,500
Disposal	(10,630)
At 31st March 2018	<u>13,500</u>
DEPRECIATION	
At 1st April 2017	7,150
Charge for year	2,704
Disposal	(8,167)
At 31st March 2018	<u>(1,687)</u>
NET BOOK VALUE	
At 31st March 2018	<u>11,813</u>
At 31st March 2017	<u>3,480</u>

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31ST MARCH 2018

14. STOCKS

	2018	2017
	£	£
Stocks	<u>1,608</u>	<u>1,570</u>

15. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2018	2017
	£	£
Other debtors	20,098	19,343
Prepayments	9,295	11,216
Accrued income	24,374	6,629
	<u>53,767</u>	<u>37,188</u>

16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2018	2017
	£	£
Finance leases (see note 19)	2,700	2,126
Social security and other taxes	8,071	8,868
Other creditors	21,070	15,638
Accrued expenses	33,750	25,335
Deferred income	25,611	17,536
Pension	821	-
	<u>92,023</u>	<u>69,503</u>

17. DEFERRED INCOME

Balance as at 1 st April 2017	£17,536
Amount released to incoming resources	(17,536)
Amount deferred in year	<u>25,611</u>
Balance as at 31st March 2018	<u>25,611</u>

Deferred income represents Grants unspent relating to future periods.

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

	2018	2017
	£	£
Finance leases (see note 19)	<u>9,450</u>	<u>2,451</u>

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31ST MARCH 2018

19. OBLIGATIONS UNDER LEASING AGREEMENTS

	Finance leases	
	2018	2017
	£	£
Gross obligations repayable:		
Within one year	3,426	2,650
Between one and five years	<u>11,992</u>	<u>3,052</u>
	<u>15,418</u>	<u>5,702</u>
Finance charges repayable:		
Within one year	726	525
Between one and five years	<u>2,542</u>	<u>600</u>
	<u>3,268</u>	<u>1,125</u>
Net obligations repayable:		
Within one year	2,700	2,126
Between one and five years	<u>9,450</u>	<u>2,451</u>
	<u>12,150</u>	<u>4,577</u>

The following operating lease payments are committed to be paid:

	Other	Land and buildings	
	2018	2018	2017
	£	£	£
Within one year	-	15,852	23,088
Between one and five years	-	26,400	34,050
In more than five years	-	<u>1,650</u>	<u>8,250</u>
	-	<u>43,902</u>	<u>65,388</u>

	Other finance lease payments	
	2018	2017
	£	£
Within one year	3,426	2,650
Between one and five years	<u>11,992</u>	<u>3,052</u>
	15,418	5,702
Less: Future finance charges	<u>(3,268)</u>	<u>(1,125)</u>
	<u>12,150</u>	<u>4,577</u>

NOTES TO THE FINANCIAL STATEMENTS – CONTINUED
FOR THE YEAR ENDED 31ST MARCH 2018

20. CAPITAL COMMITMENTS

The following capital commitments have been made at 31 March 2018:

	2018	2017
	£	£
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	79,422	-	19,219	98,641
Stock	-	-	1,608	1,608
Cash	18,899	245,000	365,558	629,457
Net debtors less creditors	(18,899)	-	(28,807)	(47,706)
	<u>79,422</u>	<u>245,000</u>	<u>357,578</u>	<u>682,000</u>
Net assets as at 31st March 2018	<u>79,422</u>	<u>245,000</u>	<u>357,578</u>	<u>682,000</u>

22. MOVEMENT IN FUNDS

	At 1.4.17	Net movement in funds	At 31.3.18
	£	£	£
Unrestricted funds			
General fund	391,683	(34,105)	357,578
Designated fund	245,000	-	245,000
	<u>636,683</u>	<u>(34,105)</u>	<u>602,578</u>
Restricted funds			
Extension – various	23,642	(4,206)	19,436
Extension - Big lottery fund	73,080	(13,094)	59,986
Specific grants / donations	-	-	-
	<u>96,722</u>	<u>(17,300)</u>	<u>79,422</u>
TOTAL FUNDS	<u>733,405</u>	<u>(51,405)</u>	<u>682,000</u>

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

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	339,713	(373,818)	(34,105)
Restricted funds			
Extension - Big lottery fund	-	(13,094)	(13,094)
Specific grants / donations	263,356	(263,356)	0
Extension – various	-	(4,206)	(4,206)
	<u>263,356</u>	<u>(280,656)</u>	<u>(17,300)</u>
TOTAL FUNDS	<u>603,069</u>	<u>(654,474)</u>	<u>(51,405)</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 2018 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 2018 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 2018 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 (2017: £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

	2018 £	2017 £
Net Movement in Funds	(51,405)	(24,309)
Add back Depreciation	21,068	20,194
Deduct interest income shown in investing activities	(378)	(1,372)
Decrease (increase) in stock	(38)	(108)
Decrease (increase) in debtors	(16,579)	11,972
Decrease (increase) in creditors	29,287	4,409
	<hr/>	<hr/>
	(18,045)	10,786

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31ST MARCH 2018**

	2018 £	2017 £
INCOMING RESOURCES		
Donations and Legacies		
Donations	54,252	53,731
Gift aid	3,978	5,729
Legacies	-	-
Grants	131,361	128,582
	<hr/>	<hr/>
	189,591	188,042
Other Trading Activities		
Fundraising events	50,828	56,147
Trading	1,459	1,417
	<hr/>	<hr/>
	52,287	57,564
Income from Investments		
Bank interest	378	1,372
Income from charitable activities		
Grants and other service contract income	137,326	158,734
Attendance	219,602	215,285
Minibus income	1,038	1,163
	<hr/>	<hr/>
	357,966	375,182
Other income		
Other income	2,847	5,465
	<hr/>	<hr/>
Total incoming and endowments	603,069	627,625
RESOURCES EXPENDED		
Expenditure on raising funds		
Wages	91,594	70,187
Social security	5,669	6,009
Pension	574	236
Other personnel expenses	1,828	923
Premises and insurance expenses	10,308	8,957
Other overheads	816	2,899
Sundry fixed assets	-	-
Service expenses	1,874	2,313
Office expenses	11,335	9,577
Fundraising promotion costs	829	1,716
Fundraising events	14,842	14,864
Other expenses	139	609
Depreciation of tangible fixed assets	1,209	1,500
	<hr/>	<hr/>
	141,017	119,790
Fundraising trading: cost of goods sold and other costs		
Purchases	768	751

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31ST MARCH 2018**

	2018	2017
	£	£
Charitable activities		
Wages	323,335	345,277
Social security	21,129	29,349
Pension	1,740	951
Other personnel expenses	4,724	6,586
Premises and insurance expenses	34,669	32,788
Other overheads	1,841	1,250
Sundry fixed assets	2,368	3,107
Service expenses	38,858	45,422
Transport expenses	6,351	5,686
Office expenses	23,700	19,490
Other expenses	496	1,259
Loss on disposal of fixed asset	-	-
Bad debts	-	-
Depreciation of tangible fixed assets	19,766	18,694
	<hr/> 478,977	<hr/> 509,859
Governance costs		
Trustees' expenses	-	-
Wages	20,802	8,870
Social security	1,478	718
Pension	185	85
Auditors' remuneration	3,800	4,000
Other personnel expenses	774	904
Premises and insurance expenses	1,050	1,628
Other overheads	3,721	3,122
Sundry fixed assets	60	144
Service expenses	385	422
Office expenses	1,364	1,641
Other expenses	-	-
Depreciation of tangible fixed assets	93	-
	<hr/> 33,712	<hr/> 21,534
Total resources expended	<hr/> 654,474	<hr/> 651,934
Net (outgoings)/income	<hr/> <u>(51,405)</u>	<hr/> <u>(24,309)</u>