



# Headway Essex

Providing brain injury care and support

## Annual Report and Financial Statements For the year ending 31<sup>st</sup> March 2019

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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

The past year has been a year of change and opportunities that will pave the way to securing the sustainability of Headway Essex and improve the services available to adults with acquired brain injury in Essex.

We are delighted to say that we have successfully raised the funds needed to purchase the Headway Centre in Colchester and we are in the final stages of completing on the purchase. Thank you to all the funders who made this possible. This will help reduce our financial overheads and ensure that this vital service is accessible for thousands more adults with acquired brain injury in the years to come.

We also received some incredibly exciting news that our application to the Big Lottery Community Fund, to establish a new Community Rehabilitation Hub in South Essex, was successful. This will mark a real turning point in the support we are able to offer clients in South Essex and meets one of our strategic goals.

To underpin all of this, we are pleased to say that we became an approved provider of Day Opportunities on the new Essex County Council Day Opportunities framework. This with our new facility in South Essex should help more people, who are in need of support, access our specialist day services.

During the year, we also ran a very successful pilot programme for young adults with acquired brain injury. This exciting project is also part of our long-term strategy to support this hard to reach client group. Feedback from the group was very positive and we hope to be able to secure more funding to continue this programme.

All this was achieved against a backdrop of funding cuts in the statutory sector which unfortunately meant that last year we operated at a deficit. This coming year will see a further reduction in statutory funding, where income from statutory contracts will be less than 1% of our total income, compared to 40% of our total income 5 years ago.

In response to this, we have been working hard to increase fundraising income, including the introduction of the Headway Essex Hive aimed at encouraging regular giving. We will need to work harder to find new funders and increase funding from existing supporters to enable us to break even next year.

With all these changes, we remain optimistic about our future. Headway Essex'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.

We are privileged 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. This year we saw the retirement of Fiona Dorey, Trustee and we thank her for the many years of support she has given to the Charity.

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

It is with sadness, that at the time of writing, we have to report the sudden death of our long standing Day Centre Manager, Andy Plowright, who will be missed by all who knew him.

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

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



## REFERENCE DETAILS

### REGISTERED OFFICE

The Headway Centre  
Woodland Walk  
Colchester  
Essex CO4 6DH

### BOARD OF TRUSTEES

Chris White-Thomson	Chair
David Parkins	Treasurer
Bob Juniper	
Chris Humbles (Retired 29 <sup>th</sup> May 2018)	
Fiona Dorey (Retired 28 <sup>th</sup> February 2019)	
Alan Bacon	
Sean Attwood (Retired 11 <sup>th</sup> October 2018)	
Anthony Emms	
Diana Collins (Appointed 11 <sup>th</sup> October 2018)	
Rob Warren (Appointed 11 <sup>th</sup> October 2018)	

### 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 2019. The annual report serves the purposes of both a trustees' report, and a directors' report under company law.

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

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

## STRUCTURE, GOVERNANCE AND MANAGEMENT

### LEGAL STATUS

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

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

The liability of the Members in the event of Headway Essex being wound up is limited to a sum not exceeding £1. At 31<sup>st</sup> March 2019 there were 90 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.

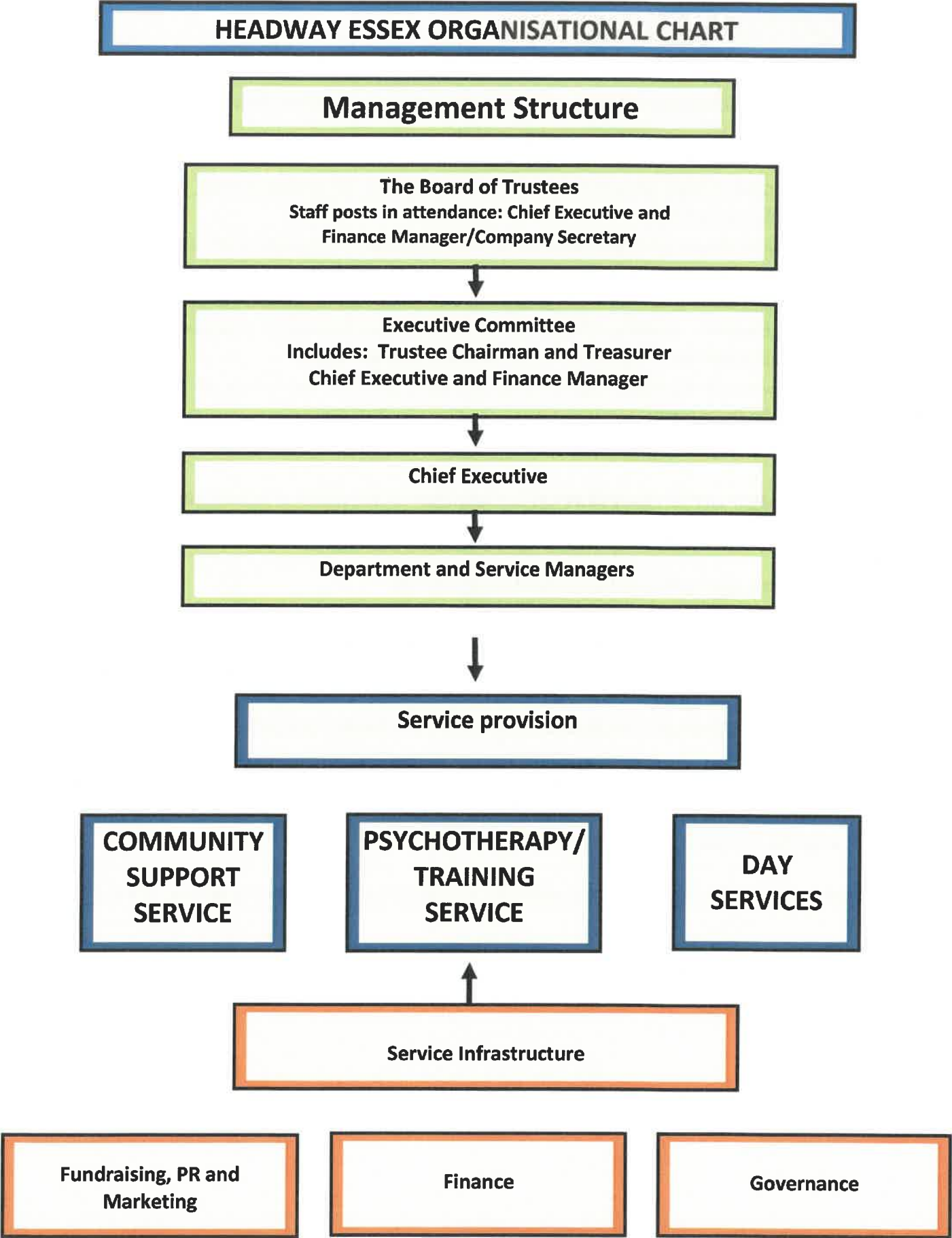
The Board has a strategic role and meets at least four times a year. It has responsibility for determining the direction of the Charity within the framework set out in the Memorandum and Articles of Association. This includes: ensuring financial viability and achievement of its aims; planning for the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

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

A Risk Register is maintained that identifies potential risks and impact of those risks to each part of the Charity. The Register details the controls in place to mitigate each risk, together with the associated monitoring processes. The risks, control and monitoring procedures are reviewed and reassessed regularly. Areas of potential improvement are identified and timetables for action implemented. The Risk Register may be added to at any time and will be reviewed by the Board of Trustees annually.

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

## RESERVES

The Trustees feel it is appropriate to provide for short-term commitments, ongoing programmes and risks to future funding and feels that a minimum level of unrestricted general reserves to be held is an amount equal to at least three months' average unrestricted expenditure. However, the three-month policy represents the minimum and the aim is to keep reserves at a level to cover at least six months expenditure. This will ensure that we have sufficient funds to cover any late arrivals of funding from statutory bodies and cover the fluctuations in fundraising income through the year. The Trustees recognise that certain aspects of the Charity's finances offer increased risk and the Board will designate specific amounts from free reserves to help mitigate these risks. Furthermore the Trustees may designate funds from reserves to assist in future development plans. This policy is reviewed annually and the current reserves position is detailed on page 36.

## VOLUNTEERS

In all aspects of our work volunteers play a vital role. The board is grateful to everyone who has volunteered their time in furthering the work of Headway Essex and it is recognised that the donation of time is every bit as important as money or gifts. We estimate that during the year to 31<sup>st</sup> March 2019 volunteers donated their time in the following areas:

Day Service	5,526	hours
Community Support	432	hours
Fundraising	1,444	hours
Total	7,402	hours

Full time equivalent number of staff	4
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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 cognitive, 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; every person is unique and every brain injury different. This ethos supports placing the person at the centre of their support needs in order to regain control and realise their aspirations and goals.

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 2018 /19

- ❖ Headway Essex is in the process of buying the Headway centre from the building consortium and ushers in a new and exciting time and security for the future.
- ❖ The Headway centre has actively supported the North East Essex clinical commissioning groups, personal health budget pilot, offering choice and control to individuals wanting to purchase equipment and services independently.



- ❖ The Headway Centre has facilitated a very successful 12-week young adult acquired brain injury course. Funding is being sourced to run a second 12-week course in late 2019.
- ❖ Service users from the Headway centre have been filmed for their “lived experience” on brain injury, for a new multi-neurological e-learning course from Healthwatch Essex and the Essex Neurological Network forum.
- ❖ Continued partnership working with our stakeholders, including the Neuro-rehabilitation team at Colchester General Hospital, North East Essex CCG.
- ❖ Sessional activities and smaller rehabilitative activity groups increased.

## **FUTURE PLANS**

- ❖ To look at the viability to extend The Headway Centre with the vision to have all services (community support, finance and fundraising) on one site.
- ❖ To continue to be able to offer activities on a sessional basis, giving individuals greater choice and flexibility on the services matched to their needs.
- ❖ Develop the young ABI group, with regular meetings focused on a mix of fun activities and learning events.
- ❖ Exploring the demand for a brain injury café within the community.

## **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 2018/19**

- ❖ 412 individuals were supported during the year, including 293 survivors and 119 carers.
- ❖ 116 new referrals were received, out of which 47 were carer referrals.
- ❖ 172 Home visits were recorded and 309 calls providing telephone support were made/received.

- ❖ The area of need our clients required most were around Health and Social Care and choice and control.
- ❖ There were 820 attendances at Support Group Meetings around the county.
- ❖ Public events in libraries to promote Headway Essex.
- ❖ Run an Acquired Brain Injury Education and Vocational Programme in North and West Essex
- ❖ Organised social events for clients.
- ❖ Presentations to Speech and Language and physiotherapy teams across Essex
- ❖ Community event at Colchester Garrison rehabilitation unit
- ❖ Assisted Headway Centre with the Young Persons Groups
- ❖ Facilitated presentations to health professionals and community support groups
- ❖ Maintained existing links with Hospitals across Essex including stroke and cardiac wards.
- ❖ Maintained 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.
- ❖ Increase community support workers in South Essex
- ❖ Nurture partnerships and develop more joint work.
- ❖ To work with commissioners to gain funding across Essex 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 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 2018/19

- ❖ Launched the new Headway Essex Website.
- ❖ Introduced a new scheme called the Headway Essex Hive, aimed at encouraging new and regular donations.
- ❖ Organised and ran three successful Fundraising Events (Colour 5K, Classic Vehicle Show and The Arabian Night's Ball) generating income of over £40,000, an increase of 28% compared to the previous year.
- ❖ Secured a grant of £340,457 from the Big Lottery Community Fund for a new service in South Essex.
- ❖ Ran a successful capital campaign to secure grant funding for the purchase of the Headway Centre Building in Colchester.
- ❖ Delivered support and volunteers as joint charity partner with MSUK for the Colchester Half Marathon and received £16,250 share of the profits.

## FUTURE PLANS

- ❖ Recruit new Community Fundraiser
- ❖ Develop website to enable on-line donations and event ticketing and payments.
- ❖ Increase PR and press coverage in all areas of Essex
- ❖ Introduce a new Headway event in the fundraising calendar in South Essex
- ❖ Increase Fundraising donations, grants and event income.

## 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 2018/19**

- ❖ Ensured all monitoring was recorded and submitted in a timely manner.
- ❖ Established new policies and maintained the renewal programme.
- ❖ Retained the ISO9001 Quality and Quality for Health standards accreditation.
- ❖ Analysis of the STAR outcomes measurement system demonstrates the improvement clients make in their rehabilitation journey.
- ❖ Work undertaken to ensure Headway is 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.
- ❖ New servers were relocated and installed to ensure the IT infrastructure is secure and up to date.

#### **FUTURE PLANS**

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

## **PSYCHOTHERAPY SERVICE**

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

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

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

The psychotherapy service offered at Headway Essex includes:-

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

## **OBJECTIVES**

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

## **ACHIEVEMENTS DURING 2018/19**

- ❖ Service was promoted to a wider audience through the website and running an open course on brain injury in the community.
- ❖ 23 clients supported with therapy sessions, which includes more sessions held in south Essex.
- ❖ Statistical analysis undertaken on counselling outcomes and the usefulness of standard IAPT psychological measures with a brain injury population because of the overlap between depression and the effects of brain injury.
- ❖ The analysis of the usefulness of IAPT measures was turned into a paper, which was presented as a poster presentation at the International Brain Injury Association conference in Toronto, Canada in March 2019.

## **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.
- ❖ Undertake further research activities in the area of neuro-psychotherapy and training
- ❖ Publish more articles on specialized brain injury-sensitive counselling.
- ❖ Undertake EMDR therapy training and evaluate its usefulness for dealing with PTSD in brain injury clients.

## 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 an increase in total reserves of £147,523 although total reserves at 31<sup>st</sup> March 2019 are £829,523 a high proportion of this amount is restricted, designated or held in tangible assets, leaving only £312,575 in Unrestricted Assets, as detailed below:

	£
Restricted Fixed Assets	66,482
Restricted Current Assets	178,100
Designated Current Assets	245,000
Unrestricted Fixed Assets	27,366
Unrestricted Assets	<u>312,575</u>
<b>Total Reserves</b>	<b><u>829,523</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 £790,588 (2018: £603,069).

	2019		2018	
Made up as follows:				
Grants and service contract income from Essex Primary Care Trusts	76,730	9.7%	76,730	12.7%
Attendance, training and Transport Income	<u>243,488</u>	30.8%	<u>222,130</u>	<u>36.8%</u>
	320,218	40.5%	298,860	49.6%
Fundraising Income:				
Trust and Council grants	345,568		191,957	
Company/personal donations	37,847		54,252	
Gift Aid Reclaimed	2,425		3,978	
Legacy Income	-		-	
Events	82,860		50,828	
Trading	<u>469</u>		<u>1,459</u>	
	469,169	59.3%	302,474	50.2%
Investment/Other Income	<u>1,201</u>	0.2%	<u>1,735</u>	0.3%
	<u>790,588</u>		<u>603,069</u>	



## FUTURE PLANS

The year to 31<sup>st</sup> March 2019 saw the funding from the local health bodies and Essex County Council diminish to a negligible level. Therefore, the Charity sought to expand revenue streams in other areas. We were delighted to secure a significant sum that is to be received over the next three years assuring the ongoing provision of excellent services.

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

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

## RESERVES

As at 31<sup>st</sup> March 2019, the Unrestricted Free Reserves, after deduction of Designated Funds and fixed assets from the total reserves, were £339,941. This represents the equivalent of five 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 as the current leases of the Town Office expired in 2018 and Headway Centre will be expiring in 2023.

Restricted Reserves were £244,582 which represents the Extension Funds received in 2006 to extend the Day Centre, £178,100 grants and donations received towards the purchase of the Day Centre and The Big Lottery Fund - Community Rehabilitation Hub for Adults with Acquired Brain Injury grant to establish a South Essex hub.

## STATEMENT OF TRUSTEE RESPONSIBILITIES

The trustees are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2015 (FRS102);
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

### Statement as to Disclosure of Information to Auditors

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

### Auditors

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

### BY ORDER OF THE BOARD OF TRUSTEES



David Parkins : Trustee

Dated: 1<sup>st</sup> August 2019

**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 2019 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2019, 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 has been prepared in accordance with applicable legal requirements.

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

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

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

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

**Responsibilities of trustees**

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

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

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

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

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

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



**Daniel Aldworth (Senior Statutory Auditor)**

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

Date.....<sup>2<sup>nd</sup></sup>.....August 2019.....

**STATEMENT OF FINANCIAL ACTIVITIES (incorporating an Income and Expenditure Account)**  
**FOR THE YEAR ENDED 31ST MARCH 2019**

	Notes	Unrestricted funds £	Restricted funds £	2019 Total Funds £	2018 Total Funds £
<b>Income from:</b>					
Donations and legacies	2	70,875	296,840	367,715	150,178
Other trading activities	3	83,329	-	83,329	52,287
Investments	4	708	-	708	378
Charitable activities	5	243,488	94,855	338,343	398,869
Other income		<u>493</u>	<u>-</u>	<u>493</u>	<u>1,357</u>
<b>Total income</b>		<b>398,893</b>	<b>391,695</b>	<b>790,588</b>	<b>603,069</b>
<b>Expenditure on:</b>					
Raising funds	6	142,600	-	142,600	141,785
Charitable activities	7,8,9	<u>273,930</u>	<u>226,535</u>	<u>500,465</u>	<u>512,689</u>
<b>Total expenditure</b>		<b>416,530</b>	<b>226,535</b>	<b>643,065</b>	<b>654,474</b>
<b>Net income/(expenditure)</b>		<b>(17,637)</b>	<b>165,160</b>	<b>147,523</b>	<b>(51,405)</b>
<b>Reconciliation of funds</b>					
<b>Total funds brought forward</b>		<b>602,578</b>	<b>79,422</b>	<b>682,000</b>	<b>733,405</b>
<b>Total funds carried forward</b>		<b><u>584,941</u></b>	<b><u>244,582</u></b>	<b><u>829,523</u></b>	<b><u>682,000</u></b>

**CONTINUING OPERATIONS**

All incoming resources and resources expended arise from continuing activities.

**BALANCE SHEET**  
**AT 31ST MARCH 2019**

	Notes	Unrestricted funds £	Restricted funds £	2019 Total funds £	2018 Total Funds £
<b>FIXED ASSETS</b>					
Tangible assets	13	<u>27,366</u>	<u>66,482</u>	<u>93,848</u>	<u>98,641</u>
<b>CURRENT ASSETS</b>					
Stocks	14	1,431	-	1,431	1,608
Debtors: amounts falling due within one year	15	52,281	-	52,281	53,767
Cash at bank and in hand		<u>582,754</u>	<u>184,513</u>	<u>767,267</u>	<u>629,457</u>
		636,466	184,513	820,979	684,832
<b>CREDITORS</b>					
Amounts falling due within one year	16	<u>(72,141)</u>	<u>(6,413)</u>	<u>(78,554)</u>	<u>(92,023)</u>
<b>NET CURRENT ASSETS</b>		<u>564,325</u>	<u>178,100</u>	<u>742,425</u>	<u>592,809</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		591,691	244,582	1,140,358	691,450
<b>CREDITORS</b>					
Amounts falling due after more than one year	18	<u>(6,750)</u>	-	<u>(6,750)</u>	<u>(9,450)</u>
<b>NET ASSETS</b>		<u>584,941</u>	<u>244,582</u>	<u>829,523</u>	<u>682,000</u>
<b>FUNDS</b>					
Unrestricted funds	21			584,941	602,578
Restricted funds				<u>244,582</u>	<u>79,422</u>
<b>TOTAL FUNDS</b>				<u>829,523</u>	<u>682,000</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 1<sup>st</sup> August 2019 and were signed on its behalf by:

Christopher White-Thomson  


Trustee

David Parkins  


Trustee



**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31ST MARCH 2019**

	Notes	2019 Total Funds £	2018 Total Funds £
<b>CASH USED IN OPERATING ACTIVITIES</b>	24	<b><u>(16,293)</u></b>	<b><u>(18,045)</u></b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Interest Income		708	378
Purchase of tangible fixed assets		(24,705)	(17,780)
Sale of tangible fixed assets		-	2,463
Capital funding received		<b><u>178,100</u></b>	<u>-</u>
<b>Cash provided by (used in) investing activities</b>		<b><u>154,103</u></b>	<b><u>(14,939)</u></b>
<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		<b><u>137,810</u></b>	<b><u>(32,984)</u></b>
Cash and cash equivalents at beginning of year		<b><u>629,457</u></b>	<b><u>662,441</u></b>
<b>TOTAL CASH AND CASH EQUIVALENTS AT END OF YEAR</b>		<b><u>767,267</u></b>	<b><u>629,457</u></b>

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2019

### 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 2019****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 2019**

**2. DONATIONS AND LEGACIES**

	2019	2018
	£	£
Donations	37,847	54,252
Gift aid	2,425	3,978
Grants	327,443	91,948
Legacies	-	-
	<u>367,715</u>	<u>150,178</u>

Included above are restricted donations and legacies £296,840 (2018: £86,617) and unrestricted £70,875 (2018: £63,561)

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

	2019	2018
	£	£
Other Trusts' grants	<u>327,443</u>	<u>91,948</u>

**3. OTHER TRADING ACTIVITIES**

	Unrestricted funds 2019 £	Unrestricted funds 2018 £
Fundraising events	82,860	50,828
Trading	<u>469</u>	<u>1,459</u>
	<u>83,329</u>	<u>52,287</u>

**4. INCOME FROM INVESTMENT**

	Unrestricted funds 2019 £	Unrestricted funds 2018 £
Bank interest	<u>708</u>	<u>378</u>

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED**  
**FOR THE YEAR ENDED 31ST MARCH 2019**

**5. INCOMING RESOURCES FROM CHARITABLE ACTIVITIES**

	Activity	2019 £	2018 £
Grants and other service contract income	Day Care	38,365	39,327
Attendance	Day Care	233,990	217,227
Minibus income	Day Care	1,445	1,038
Grants and other service contract income	Community Support Service	56,490	97,999
Training	Community Support Service	5,960	1,490
Attendance	Community Support Service	2,093	2,375
Grants and other service contract income	Local Sustainability Fund Grant	-	39,413
		<b><u>338,343</u></b>	<b><u>398,869</u></b>

Included above are restricted income from charitable activities of £94,855 (2018: £176,739) and unrestricted £243,488 (2018: £222,130)

**6. EXPENDITURE ON RAISING FUNDS**

	Unrestricted funds 2019 £	Unrestricted funds 2018 £
Staff costs (Fundraising, Publicity and Finance)	100,130	97,837
Other personnel expenses	1,516	1,828
Premises expenses	7,142	10,308
Other overheads	1,129	816
Service expenses	1,193	1,874
Office expenses	11,203	11,335
Fundraising promotion costs	895	829
Fundraising events	15,336	14,842
Other expenses	197	139
Depreciation	3,061	1,209
Cost of goods sold	798	768
	<b><u>142,600</u></b>	<b><u>141,785</u></b>

Costs include all Marketing activities associated with Service Provision

**7. EXPENDITURE ON CHARITABLE ACTIVITIES**

	Direct costs (See note 8)	Totals
	2019 £	2018 £
Day Care	252,830	250,424
Community Support Service	211,322	189,140
Local Sustainability Fund Grant	-	39,413
Support costs	<b><u>36,312</u></b>	<b><u>33,712</u></b>
	<b><u>500,464</u></b>	<b><u>512,689</u></b>

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED**  
**FOR THE YEAR ENDED 31ST MARCH 2019**

**8. DIRECT COSTS OF CHARITABLE ACTIVITIES**

	<b>2019</b>	2018
	<b>£</b>	<b>£</b>
Staff costs	<b>338,724</b>	346,204
Other personnel expenses	<b>7,006</b>	4,724
Premises expenses	<b>25,015</b>	34,669
Other overheads	<b>2,343</b>	1,841
Sundry fixed assets	<b>296</b>	2,368
Service expenses	<b>43,798</b>	38,858
Transport expenses	<b>5,145</b>	6,351
Office expenses	<b>15,607</b>	23,700
Other expenses	<b>374</b>	496
Loss on disposal of fixed asset	-	-
Bad debts	-	-
Depreciation	<b>25,845</b>	19,766
Support costs (see note 9)	<b><u>36,312</u></b>	<b><u>33,712</u></b>
	<b><u>500,465</u></b>	<b><u>512,689</u></b>

Included above are restricted expenditure from charitable activities of £226,535 (2018: £280,656) and unrestricted £278,930 (2018: £232,033)

**9. SUPPORT COSTS**

	<b>2019</b>	2018
	<b>£</b>	<b>£</b>
Staff costs	<b>24,488</b>	22,465
Auditors' remuneration	<b>3,900</b>	3,800
Other personnel expenses	<b>389</b>	774
Premises expenses	<b>772</b>	1,050
Other overheads	<b>4,510</b>	3,721
Sundry fixed assets	<b>206</b>	60
Service expenses	<b>357</b>	385
Office expenses	<b>1,098</b>	1,364
Other expenses	-	-
Depreciation	<b><u>592</u></b>	<b><u>93</u></b>
	<b><u>36,312</u></b>	<b><u>33,712</u></b>

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

Net resources are stated after charging/ (crediting):

	<b>2019</b>	2018
	<b>£</b>	<b>£</b>
Auditors' remuneration	<b>3,900</b>	3,800
Depreciation - owned assets	<b>26,123</b>	18,364
Depreciation - assets on hire purchase contracts and finance leases	<b>3,375</b>	2,704
Loss on disposal of asset	-	-
Property rentals under Operating Leases	<b><u>20,538</u></b>	<b><u>20,538</u></b>



**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED**  
**FOR THE YEAR ENDED 31ST MARCH 2019**

**11. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the year ended 31st March 2019 nor for the year ended 31st March 2018.

**Trustees' Expenses**

	<b>2019</b>	2018
	<b>£</b>	£
Trustees' expenses	<u>-</u>	<u>-</u>

**12. STAFF COSTS**

	<b>2019</b>	2018
	<b>£</b>	£
Wages and salaries	<b>426,314</b>	435,731
Social security costs	<b>31,663</b>	28,276
Pension	<b><u>5,363</u></b>	<u>2,499</u>
	<b><u>463,342</u></b>	<u>465,506</u>

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

	<b>2019</b>	2018
Day Care	<b>10</b>	8
Community Support Service	<b>7</b>	7
Fundraising, Publicity and Finance	<b>4</b>	4
Governance of the Charity	<b><u>1</u></b>	<u>1</u>
	<b><u>22</u></b>	<u>20</u>

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

	<b>2019</b>	2018
Day Care	<b>8</b>	7
Community Support Service	<b>5</b>	6
Fundraising and Publicity and Finance	<b>3</b>	5
Governance of the Charity	<b><u>1</u></b>	<u>1</u>
	<b><u>17</u></b>	<u>19</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 £82,705 (2018: £81,820).

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED**  
**FOR THE YEAR ENDED 31ST MARCH 2019**

**13. TANGIBLE FIXED ASSETS**

	Short leasehold £	Fixtures and fittings £	Motor vehicles £	Totals £
<b>COST</b>				
At 1st April 2018	361,233	75,150	37,310	473,693
Additions	-	24,705	-	24,705
Disposals	-	-	-	-
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
At 31st March 2019	<u>361,233</u>	<u>99,855</u>	<u>37,310</u>	<u>498,398</u>
<b>DEPRECIATION</b>				
At 1st April 2018	279,964	57,778	37,310	375,052
Charge for year	17,351	12,147	-	29,498
Disposals	-	-	-	-
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
At 31st March 2019	<u>297,315</u>	<u>69,925</u>	<u>37,310</u>	<u>404,550</u>
<b>NET BOOK VALUE</b>				
At 31st March 2019	<u>63,918</u>	<u>29,930</u>	<u>-</u>	<u>93,848</u>
At 31st March 2018	<u>81,269</u>	<u>17,372</u>	<u>-</u>	<u>98,641</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 2018	13,500
Additions	-
Disposal	<u>-</u>
At 31st March 2019	<u>13,500</u>
<b>DEPRECIATION</b>	
At 1st April 2018	1,687
Charge for year	3,375
Disposal	<u>-</u>
At 31st March 2019	<u>5,062</u>
<b>NET BOOK VALUE</b>	
At 31st March 2019	<u>8,438</u>
At 31st March 2018	<u>11,813</u>

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED**  
**FOR THE YEAR ENDED 31ST MARCH 2019**

**14. STOCKS**

	2019	2018
	£	£
Stocks	<u>1,431</u>	<u>1,608</u>

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

	2019	2018
	£	£
Other debtors	18,405	20,098
Prepayments	10,777	9,295
Accrued income	23,099	24,374
	<u>52,281</u>	<u>53,767</u>

Debtors falling due after one year represent £163,455

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

	2019	2018
	£	£
Finance leases (see note 19)	2,700	2,700
Social security and other taxes	9,115	8,071
Other creditors	11,947	21,070
Accrued expenses	43,322	33,750
Deferred income	9,369	25,611
Pension	2,101	821
	<u>78,554</u>	<u>92,023</u>

**17. DEFERRED INCOME**

Balance as at 1 <sup>st</sup> April 2018	25,611
Amount released to incoming resources	(24,251)
Amount deferred in year	<u>8,009</u>
Balance as at 31st March 2019	<u>9,369</u>

Deferred income represents Grants unspent relating to future periods.

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

	2019	2018
	£	£
Finance leases (see note 19)	<u>6,750</u>	<u>9,450</u>

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED**  
**FOR THE YEAR ENDED 31ST MARCH 2019**

**19. OBLIGATIONS UNDER LEASING AGREEMENTS**

	<b>Finance leases</b>	
	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
Gross obligations repayable:		
Within one year	<b>3,426</b>	3,426
Between one and five years	<b><u>8,566</u></b>	<u>11,992</u>
	<b><u>11,992</u></b>	<u>15,418</u>
Finance charges repayable:		
Within one year	<b>726</b>	726
Between one and five years	<b><u>1,816</u></b>	<u>2,542</u>
	<b><u>2,542</u></b>	<b><u>3,268</u></b>
Net obligations repayable:		
Within one year	<b>2,700</b>	2,700
Between one and five years	<b><u>6,750</u></b>	<u>9,450</u>
	<b><u>9,450</u></b>	<u>12,150</u>

The following operating lease payments are committed to be paid:

	<b>Other</b>	<b>Land and buildings</b>	
	<b>2019</b>	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Within one year	-	<b>47,313</b>	15,582
Between one and five years	-	<b>24,995</b>	26,400
In more than five years	-	-	<u>1,650</u>
	-	<b><u>72,308</u></b>	<u>43,902</u>

	<b>Other finance lease payments</b>	
	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
Within one year	<b>3,426</b>	3,426
Between one and five years	<b><u>8,566</u></b>	<u>11,992</u>
	<b><u>11,912</u></b>	<u>15,418</u>
Less: Future finance charges	<b><u>(2,542)</u></b>	<u>(3,268)</u>
	<b><u>9,450</u></b>	<u>12,150</u>

**NOTES TO THE FINANCIAL STATEMENTS – CONTINUED  
FOR THE YEAR ENDED 31ST MARCH 2019**

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

	Restricted funds £	Designated funds £	General funds £	Total funds £
Tangible fixed assets	66,482	-	27,366	93,848
Stock	-	-	1,431	1,431
Cash	184,513	245,000	337,754	767,267
Net debtors less creditors	(6,413)	-	(26,610)	(43,023)
	<u>244,582</u>	<u>245,000</u>	<u>339,941</u>	<u>829,523</u>
Net assets as at 31st March 2019	<u>244,582</u>	<u>245,000</u>	<u>339,941</u>	<u>829,523</u>

**21. MOVEMENT IN FUNDS**

	At 1.4.18 £	Net movement in funds £	At 31.3.19 £
<b>Unrestricted funds</b>			
General fund	357,578	(17,637)	339,941
Designated fund	245,000	-	245,000
	<u>602,578</u>	<u>(17,637)</u>	<u>584,941</u>
<b>Restricted funds</b>			
Extension – various	19,436	(4,206)	15,230
Extension - Big lottery fund	59,986	(13,094)	46,892
Specific grants / donations	-	161,287	161,287
Big Lottery Fund – South Essex Hub	-	21,173	21,173
	<u>79,422</u>	<u>165,160</u>	<u>244,583</u>
<b>TOTAL FUNDS</b>	<u>682,000</u>	<u>147,523</u>	<u>829,523</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	398,893	(416,530)	(17,637)
<b>Restricted funds</b>			
Extension - Big lottery fund	-	(13,094)	(13,094)
Specific grants / donations	192,422	(209,235)	(16,813)
Extension – various	-	(4,206)	(4,206)
Capital Funding – Headway Centre	178,100	-	178,100
Big Lottery Fund – South Essex Hub	21,173	-	21,173
	<u>391,695</u>	<u>(226,535)</u>	<u>469,245</u>
<b>TOTAL FUNDS</b>	<u>790,588</u>	<u>(643,065)</u>	<u>147,523</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 2019 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 2019 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 2019 represents amounts received not yet expended, or the net book value of assets held.

**Capital funding – Headway Centre**

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

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

This is a project funded by the Big Lottery Fund for a new Community Rehabilitation Hub which will provide Community Support Service and a flexible Rehabilitation Service for those people with an ABI (acquired brain injury) in South Essex. The Charity was awarded a grant of £340,457 by Big Lottery Fund for a Community Hub for Adults with ABI. The project commences on 1 April 2019, and will be for 2 ½ years. At the balance sheet date the charity had received lead-in funding of £21,173 which is shown as income in these accounts. The grant funding for revenue expenses will be recognised when the charity becomes entitled to the income.

**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 lease of the Headway Centre expires in 2023.

**22. RELATED PARTY DISCLOSURES**

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

**23. MATERIAL LEGACY**

The Charity was named as a beneficiary of an estate in 2006, which distributed funds of £Nil (2018: £Nil) in the year. The will was subject to a legal challenge and although this has now been resolved in our favour with the majority of costs awarded against the challenger. It is not possible to predict either the value or timing of any further distributions from the estate as the residual estate is to be held to cover possible future litigation fees to recover past costs.

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

	2019 £	2018 £
Net Movement in Funds	147,523	(51,405)
Add back Depreciation	29,498	21,068
Deduct interest income shown in investing activities	(708)	(378)
Decrease (Increase) in stock	177	(38)
Decrease (Increase) in debtors	1,485	(16,579)
(Decrease) Increase in creditors	(16,169)	29,287
Capital funding received	178,100	
	<u>(16,293)</u>	<u>(18,045)</u>

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 31ST MARCH 2019**

	2019 £	2018 £
<b>INCOMING RESOURCES</b>		
<b>Donations and Legacies</b>		
Donations	37,847	54,252
Gift aid	2,425	3,978
Legacies	-	-
<b>Grants</b>	<b>327,443</b>	<b>131,361</b>
	<hr/>	<hr/>
	<b>367,715</b>	<b>189,591</b>
<b>Other Trading Activities</b>		
Fundraising events	82,860	50,828
Trading	469	1,459
	<hr/>	<hr/>
	<b>83,329</b>	<b>52,287</b>
<b>Income from Investments</b>		
Bank interest	708	378
<b>Income from charitable activities</b>		
<b>Grants and other service contract income</b>	<b>94,855</b>	<b>137,326</b>
Attendance	236,083	219,602
Minibus income	1,445	1,038
	<hr/>	<hr/>
	<b>332,383</b>	<b>357,966</b>
<b>Other income</b>		
Other income	6,453	2,847
	<hr/>	<hr/>
<b>Total incoming and endowments</b>	<b>790,588</b>	<b>603,069</b>
<b>RESOURCES EXPENDED</b>		
<b>Expenditure on raising funds</b>		
Wages	92,742	91,594
Social security	6,409	5,669
Pension	979	574
Other personnel expenses	1,516	1,828
Premises and insurance expenses	7,142	10,308
Other overheads	1,129	816
Sundry fixed assets	-	-
Service expenses	1,193	1,874
Office expenses	11,203	11,335
Fundraising promotion costs	895	829
Fundraising events	15,336	14,842
Other expenses	197	139
Depreciation of tangible fixed assets	3,061	1,209
	<hr/>	<hr/>
	<b>141,802</b>	<b>141,017</b>
<b>Fundraising trading: cost of goods sold and other costs</b>		
Purchases	798	768



**DETAILED STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 31ST MARCH 2019**

	2019 £	2018 £
<b>Charitable activities</b>		
Wages	311,712	323,335
Social security	23,000	21,129
Pension	4,012	1,740
Other personnel expenses	7,006	4,724
Premises and insurance expenses	25,015	34,669
Other overheads	2,343	1,841
Sundry fixed assets	296	2,368
Service expenses	43,798	38,858
Transport expenses	5,145	6,351
Office expenses	15,607	23,700
Other expenses	374	496
Loss on disposal of fixed asset	-	-
Bad debts	-	-
Depreciation of tangible fixed assets	25,845	19,766
	<hr/>	<hr/>
	464,153	478,977
<b>Governance costs</b>		
Trustees' expenses	-	-
Wages	21,862	20,802
Social security	2,254	1,478
Pension	372	185
Auditors' remuneration	3,900	3,800
Other personnel expenses	389	774
Premises and insurance expenses	772	1,050
Other overheads	4,510	3,721
Sundry fixed assets	206	60
Service expenses	357	385
Office expenses	1,098	1,364
Other expenses	-	-
Depreciation of tangible fixed assets	592	93
	<hr/>	<hr/>
	36,312	33,712
<b>Total resources expended</b>	<hr/>	<hr/>
	643,065	654,474
	<hr/>	<hr/>
<b>Net (outgoings)/income</b>	<u>147,523</u>	<u>(51,405)</u>