

HEADWAY BRISTOL BRAIN INJURY ASSOCIATION LIMITED

FINANCIAL STATEMENTS

31 DECEMBER 2020

Company Registration Number: 02659120

Charity Number: 1007207

HEADWAY BRISTOL BRAIN INJURY ASSOCIATION LIMITED

FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2020

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HEADWAY BRISTOL BRAIN INJURY ASSOCIATION LIMITED

TRUSTEES' ANNUAL REPORT

YEAR ENDED 31 DECEMBER 2020

The Trustees have pleasure in presenting their report and the unaudited financial statements of the Charity for the year ended 31 December 2020.

Aims, Objectives and Public Benefit

The aims of the Charity are:

- to provide information, support and services to people with brain injury
- to provide information and support to their families and carers
- to promote understanding of all aspects of brain injury

In achieving these aims the objectives set by the Trustees include:

- Communicating the range of the Charity's services to local authorities, healthcare providers and the general public;
- Providing one-to-one Outreach within the community;
- Providing Centre-based services (currently at Frenchay – 5 days a week). Two outposts running from July 2020 for a total of 3 days a week, 1 day a week at the Witherwood Centre and 2 days a week at the Greenway Centre in Southmead. All activities adhere to covid guidelines,
- Providing a support service for the head-injured and their families;
- Providing a drop-in evening service for the head-injured, their families and carers;
- Providing a Carers' Group to support families and carers;
- Improving the Charity's fundraising activities to ensure that sufficient income is generated to support the Charity's aims;
- Identifying a range of appropriate activities that meet the needs of the service users, their families and carers; and
- Ensuring that all trustees, staff and volunteers receive the training and support necessary for them in their work.

There are no private benefits that are made available to the Charity's Trustees, staff or volunteers.

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 whilst being satisfied that the public benefit requirements are fully achieved.

The Charity's services are mainly provided in Bristol, South Gloucestershire and North and North East Somerset. However, where there is a need identified, and no alternative appropriate service provider, the Charity will consider delivering these services outside these geographic areas where appropriate.

Individuals access day and outreach services from Headway Bristol following an assessment, including financial. These are funded either through spot purchases made by local authorities, or are paid for privately. These charges are the same regardless.

The Charity receives an annual grant from NHS Bristol, North Somerset and South Gloucestershire CCG towards the cost of the Charity's services provided to service users, families and carers and this is reviewed annually.

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The aim of the Charity is that the remaining costs are met by income from fundraising and donations.

The specialist requirements for assisting children preclude the Charity from providing services to children under the age of sixteen with a brain injury. Otherwise, the Charity's services are available to all people with brain injury, subject to an assessment of needs, regardless of race, gender, religion, ethnicity or social grouping.

Organisation

The Trustees meet as a Board a minimum of six times a year, administer the Charity and are responsible for charity governance, minimising risk and compliance with the Charity Commission guidelines. During the year, three Trustees resigned from the Board. On 8th September 2020, at the Charity AGM, the Charity reappointed one Trustee and approved the appointment of David Ball as a trustee. David Ball has subsequently agreed to take on the role of vice chair.

Following the AGM, the Board consisted of seven Trustees. Since the end of the financial year, one additional Trustee has resigned, whilst one new co-opted Trustee has joined the Board. The co-opted Trustee will be considered for appointment at the next AGM.

The Board have completed a thorough skills assessment in order to inform recruitment needs and are actively seeking new Trustees to join the Board to fill the vacant positions.

As part of the Charity's routine policies and procedures, all Trustees are provided with an induction to their role. They are invited to attend training and induction workshops within six months of joining, which covers charity governance, compliance and the essential duties and responsibilities of trustees and directors. All Trustees on the Board contribute their time voluntarily to additional sub-committee groups where they are able to offer knowledge and expertise. These groups include Governance, Quality & Risk (GQR), Winning Resources & Support (WRS), Finance and HR & Facilities and future planning meeting.

Mari Holcombe, Services Development Director, is the organisational director with responsibility for the day-to-day running and management of the Charity. The salary and role of the director are agreed by the Board of Trustees on an annual basis and as required as part of the performance management process.

Related Parties

There were no related party transactions in the year.

Affiliation

Headway Bristol is affiliated to Headway UK and the Charity is required to observe the Rules of Affiliation. Headway Bristol is an independent charity (Charity No. 100207). The Charity is Registered at Companies House (Registration No. 02659120).

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Review of Services & Activities

Impact of Covid-19

The COVID19 pandemic had a large impact on Headway Bristol.

Just as hospitals' doors were still open, albeit with changes, our service still needed to run with some rapid changes to ensure the safety of our service users and staff.

The team at Headway Bristol took the challenge which not only affected and saw changes in their work life but also their personal life and we worked together to ensure our brain injured community were able to continue to feel supported and also on hand for any emergency situations.

It was a time of such uncertainty for everyone but the organisation and its service users as well as staff all came together to ensure Headway's activities continued as best they could.

Overview of Services

The Charity's services are mainly provided in Bristol, South Gloucestershire and North and North East Somerset. However, where there is a need identified, and no alternative appropriate service provider, the Charity will consider delivering these services outside these geographic areas where appropriate.

During 2020 to support with covid restriction of limited numbers in day centre settings HWB took the decision to open two outposts to enable all clients to attend the day centre. The opening of the two outposts was planned for later in the year to support with clients who struggle to secure transport package mostly relating to funding and location restrictions. The charity intends in 2021 to look at the logistics and need within other geographical areas we cover for further outposts.

- Individuals access day and outreach services from Headway Bristol following an assessment of their needs including financial. These are funded either through spot purchases made by local authorities, or privately paid. These charges are the same regardless.
- The Charity receives an annual grant from BNSSG towards the cost of the Charity's services provided to service users, families, and carers and this is reviewed annually.
- The aim of the Charity is that the remaining costs are met by income from fundraising and donations.
- The specialist requirements for assisting children preclude the Charity from providing services to children under the age of sixteen with a brain injury. Otherwise, the Charity's services are available to all people with brain injury, subject to an assessment of needs, regardless of race, gender, religion, ethnicity, or social grouping.
- We do have strong relationships with charities and organisations that can provide support to children under the age of 16 so we can signpost accordingly.
- In 2020 the Charity continued to have spot purchase contracts with Adult Community Care in Bristol, North Somerset, South Gloucestershire, and Bath & North East Somerset local authorities.

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- Brain injury is seen as a specialist service and is highlighted as such on potential care plans. The Charity has strong relationships with the funding authorities and works hard to promote a better understanding of the range of services offered.

Re-ablement Day Centre

The Re-ablement Day Centre is the largest part of the services provided by the Charity.

Prior to the impact of COVID19, the Day Centre was open five days a week, offering Cognitive Rehabilitation Therapy (CRT) along with social activities to support individuals with different levels of needs. However, following the outbreak of the pandemic in March 2020, the Charity was required to suspend services.

Over the course of the lockdown, staff responded to the changing lockdown requirements and when the Charity were forced to stop providing face to face services the team worked in a dynamic way to ensure that we continued to support service users in whatever ways possible and to keep a daily overview of our service users' wellbeing.

The same principal applied for our 1:1 outreach service whilst restrictions were enforced due to the risk to clients, which we have expanded on further in the relevant section.

The charity continued to work closely with the local authorities and CCG. The local authorities continue to support the charity with funding the placements of our clients throughout the pandemic, which enabled the charity to provide remote services.

Our clients engaged in our virtual services and here is a piece one of our service users wrote reflecting on this time:

"Headway Has Handled This Pandemic Brilliantly, maintaining excellent standard.

A Year to Be Remembered

"It's been a very challenging twelve months for everyone. Headway has changed, but kept their passion flowing through new paths, igniting bright new openings.

It was a dark day when I got the news Headway was closed because of the national lock down. I didn't know when it would open again, or what would happen in the meantime.

Initially, they suggested individual weekly home visits, but it wasn't plausible because of the stay at home rules. It was changed to personal phone and video chats and online activities tailored to suit everyone's particular needs and skills.

It showed me how much they care about their clients – my designated member of staff always asked me how I was doing and what I'd been up to every week. They even dropped off an activity pack for everyone, to help keep us occupied at home. They went out of their way to take care of us; I wasn't expecting anywhere near as much conscientiousness as they provided and continue to do so.

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I was over the moon when I got the news that the centre is open again; it really lifted my spirits along with everyone else's. They helpfully sent out a letter a couple of weeks before the opening date detailing the changes they'd made in day to day running to keep everyone safe.

Before you can enter the main reception area, you have your temperature checked in the foyer; if it's high you can't go in. It's a precaution that needs to be taken for safety and peace of mind. After rubbing antibacterial sanitizing gel on your hands you can go in and take a seat in the area designated for you.

Chairs are spaced out around the room with two meters between them in order to abide with social distancing rules. It makes it harder to have conversations, but it's a small price to pay. They have accommodated everyone's particular needs; they always provide me with a special chair with back and neck support.

We can't do everything we could before; there are health and safety and cross contamination concerns regarding cooking, so that's off the curriculum for now. There are similar issues with music therapy; we can't wipe instruments down every time they're passed to the next person so it would be very limited.

There are still a lot of activities we can do, like art of various different types, word games, quizzes about different subjects such as music and history, cognitive exercises that really make you think, and interational and educational presentations.

It is something to look forward to every week, especially when everything else is shut.

They gave me a project to work on not long after reopening – I chose the subject matter – it kept me occupied and sane during the second and third lock downs; for that I am very grateful. It goes to show anything is possible with the right insight and perseverance”.

Thank you NF

To ensure staff are able to deliver the specialist nature of the service, the Charity provided specialist CRT training for all relevant staff at the end of 2020, all staff had fully completed the training and received their accredited training certificates during 2020.

Community Outreach Service

The Charity's one-to-one Community Outreach service, which is delivered in the community and within individuals' homes, continues to be commissioned by all the authorities the Charity works with. The Charity continues to see successes with service-users' rehabilitation which results in either decreasing or ending their support package and enabling them to move towards being independent. This is seen as a huge success for both service-users and highlights the effectiveness of the Charity's service.

The Charity's key objectives for both the Re-ablement Day Centre and Outreach fall into the following categories and a CRT programme is followed in each category:

- Physical health and fitness (such as attending the gym, swimming, keep-fit, health walks, gardening and physical games);

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- Self-Care and Independent Living skills (cooking, food preparation, shopping, money management, bus travel, sew/mend, personal safety);
- Emotional & Mental Health (social prescribing, pamper sessions, talking groups, arts & crafts, yoga, relaxation);
- Social Skills & Relationships (talks and demonstrations, singing, quizzes, board games, pub lunches, visits and attractions); and
- Cognitive Skills and Strategies (reading, writing, literacy, numeracy, computers, memory games, speech and language).

Following the first UK lockdown, the Charity suspended face to face services for three months. When the decision was made to stop community services due to the Covid – 19 pandemic Headway Bristol immediately looked a way in which we could adapt our service to offer some sort of continuity to our service users and carers.

This was all achieved by offering remote service over the phone, zoom etc. and dropping cognitive packs off to all our clients.

Alongside this we were available for emergency welfare visits, food shops etc.

Each of our clients was phoned at the time they normally have their outreach session and the full time they are normally assigned was offered to enable them to engage with staff over the phone or zoom working on their cognitive packs etc.

The charity continued to receive referrals for its services during this time and engaged the hospital and community navigators' service to support those waiting to access our service. The team provided a weekly check in and, if and where appropriate, signposting to other appropriate services and online tools whilst they waited to engage with Headway Bristol services.

Following this 3 month period we then reverted back to a mix of face to face and virtual services.

Working within the specialist service remit Headway Bristol were keen to resume face to face services as early as it was safe to do so.

It did see the organisation having to overcome a multitude of hurdles and a lot of work to ensure each of our service users' needs were looked at individually taking the effect the pandemic already would have had on them to enable us to formulate individualised risk assessments to resume face to face services.

All staff were kitted out with a COVID-19 work bag which formed part of the risk reduction plan we had in place. These purchases were made possible by the infection control grants we were able to apply for.

Whilst work has been carried out in a very different way to the normal way of Headway Bristol our aim was for clients to feel fulfilled and still part of their community.

CCG Support

The Charity receives an annual grant from South Gloucestershire BNSSCG which supports the delivery of services to people living with the long-term effects of a brain injury. Discussions had

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hoped to be had in April 2020 to look at further supporting of the charity and its work however again due to the COVID19 pandemic these discussions were put on hold until 2021.

Hospital and Community Navigators

The Carers & Community Support Service continues to rely solely on funds generated by fundraising.

During 2020 the work of the hospital and community navigators changed dramatically due to the COVID-19 pandemic. The hospital and community navigators were unable to deliver normal service within the hospital and rehab settings and carers groups meetings were delivered virtually rather than face to face.

The impact on carers has been very apparent, with the restrictions preventing normal visiting in hospital, particular during the ICU stage. Whilst the pressure within the NHS was apparent to all, the lack of normal communication and visiting made what is already a stressful situation for carers and family more distressing.

The charity worked consistently through the pandemic with all hospitals and rehab centres it delivers its carers services within to support carers. This included considering the ways to ensure carers were not falling through the net and continuing to support them, albeit in a hugely different working way the Charities normal everyday practice.

Further strategic work is planned in 2021 to considering how Headway Bristol can best utilize its limited resources within this important, unfunded service.

Volunteers

All volunteer support during 2020 were suspended due to the COVID-19 pandemic and the risk to our volunteers. Unfortunately, but understandably, some of our long standing volunteers took the decision during this time to end their volunteering role with the charity.

Headway Bristol are very grateful for the dedication many of our volunteers have shown us over the years and the skills and positivity they brought to the charity and those who access services. The charity plans to look at the future of volunteers and engaging them to support the work of the charity.

Future Developments

The charity intends to reflect on 2020 and look at what can be done as a short/medium/long term plans. This is considering the impact COVID-19 has had on our brain injury community and how this may see the previous priorities of the charity change.

There has been an obvious increase for all of the Charity services and it became apparent as services were adapted in response to Covid-19 that the charity now needs to consider how we offer services and looks to plan for additional services, to ensure the best care for our service users.

To support this, the Charity will revisit the business plan that was reviewed in 2019 to consider new ways in which to deliver the services that it currently provides, and to consider potential new

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services that would help the Charity meet its objectives. The Charity's relationships with its funders are crucial and 2021 will see the Charity continue conversations with funders regarding the services that Headway Bristol offers.

As part of the review of services, the Board approved the introduction of satellite centres to provide services in different locations and thereby improving service-users' ability to access services. To adhere to reduced numbers in day centres to enable clients to come back to face-to-face services the board gave agreement for the satellites to be opened in January 2021. Both groups were met with high demand with the Greenway at capacity with no available spaces.

We will now look to engage those on our waiting list in preparation for when reduced size groups are no longer required.

At the end of 2019, South Gloucestershire Council began discussions around a new framework agreement for specialist services. Their intention is to establish a working party to include organisations' representatives to provide input into how this model should look. The Charity was committed to playing an active part in this process in 2020 however due to the Covid – 19 pandemic planned work and projects such as this were suspended.

Frenchay Beckspool Building Lease Ends

Throughout 2019 and the beginning of 2020 there continued to be meetings held with the North Bristol NHS Trust with regard to the Charity's lease on the Frenchay Beckspool Building, which was due to expire in January 2021. Negotiations were agreed with an extension to the lease to 31 January 2022 with the charity incurring full rental costs from July 2021.

The Charity has taken steps to consider the longer-term plans for following the end of the lease term, which has included considering alternative locations through a sub group of the Board, including the Service Director and three Trustees.

Fundraising

In 2020 due to the covid – 19 pandemic the charity saw its entire fundraising calendar of planned events cancelled.

The charity applied to various grants and trusts to support with the loss of fundraising income and the team, along with our supporters, were dynamic with their thinking, holding online fundraising events.

Our charity partners - Airbus and the Great Western Chapter Harley Davidson group - continued to support the charity throughout the pandemic and whilst fundraising events they had planned could not go ahead they were instrumental in raising awareness of the charity which supported our various campaigns.

Headway Bristol is also extremely grateful for all the donations that have continued throughout 2020 with members of the charity making donations over their annual membership fee to support in what they knew were such difficult times.

The Charity has yet again been amazed that during such difficult times, individuals and groups still took the time to support us.

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Headway Bristol is a member of the Institute of Fundraising and ensures compliance with the Fundraising Codes of Practice and is also registered also with the Fundraising Regulator. As a fundraising organisation, the Charity is committed to following the Fundraising Codes of Practice which include "Treating Donors Fairly: Responding to the needs of people in vulnerable circumstances and helping donors make informed decisions". The Charity's staff and volunteers in this area are trained in accordance with the Fundraising Regulators Code of Practice and, as such, this ensures that fundraising activities are neither intrusive nor persistent. No "cold calling" or similar telephone campaigns are carried out by Headway Bristol. All activity in the department was managed appropriately to drive best practice and steer compliance. There were no complaints received in 2020.

The Trustees and organisational director would like to thank everyone that has supported Headway Bristol in 2020 and they look forward to your support as the Charity develops. The Charity's supporters help to deliver a variety of services that has a huge impact on individuals, families and carers affected by brain injury.

We are incredibly grateful to The Great Western Chapter who have offered to restart their 3-year commitments to working with the charity. They felt that due to the COVID-19 pandemic the charity missed opportunities which they couldn't fulfil and Headway Bristol are thrilled to be working with them for another three years. At a time of change for the charity it will be hugely beneficial to have such an amazing resource to work alongside us in various projects.

Reserves Policy

Headway Bristol retains sufficient reserves to maintain and develop the core objectives of the charity. The main source of funding into Headway Bristol is from payments made by or on behalf of service users attending centre-based services at the Headway Centre and the one-to-one Outreach services.

Reserves are set by considering (where appropriate) the following:

- Cash flow (and forecasts).
- A review of existing funds and reserves.
- A review of future income streams.
- A review of likely future expenditure
- A review of past operational and other trends.
- The likely effects of changes on the public and beneficiaries.
- A review of the major risks facing the Charity.
- An analysis of future needs, contingencies and risks the potential consequences for the Charity not being able to meet them.
- Level of redundancy payments
- Record any break clauses in rental agreement.

The Trustees have reviewed the Charity's need for reserves in line with the guidance issued by the Charity Commission and believes that a prudent policy is to maintain reserves between 6-9 months of expenditure to protect the Charity from investment market risk and provide financial resilience in the event of extreme circumstances that may affect the Charity's ability to operate. The minimum level of free reserves held will be £300,000. The Trustees have also designated

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£300,000 (2019: £250,000) for future relocation costs on expiration of the current lease at the Headway Centre.

The reserves policy will be reviewed annually by the Trustees.

At the balance sheet date, the Charity had reserves summarised as per the table below:

	2020	2019
	£	£
Unrestricted Funds:		
- Designated funds for relocation	300,000	250,000
- Minimum level of reserves	300,000	200,000
- Other general reserves	104,544	141,160
Restricted Funds:	1,000	21,000
Total Funds	705,544	612,160

Free reserves at the end of the year are £374,189. (2019: £325,904).

The Trustees recognise that this is above the target figure and will look to spend the funds in the current year in line with the objectives of the Charity.

Investment Policy

The Charity holds a proportion of surplus cash as bank deposits but invests any excess funds with Brewin Dolphin as Headway Bristol's discretionary fund manager. Investments are made by the fund manager on behalf of the Charity across a range of equity investments to ensure there is an appropriate balance of risk and rewards within the portfolio. The Trustees review the investment portfolio and associated risk at regular meetings with Brewin Dolphin throughout the year and seek guidance from its professional adviser on future investment strategies.

Financial Activities

Total Income for 2020 was £532,375 (2019: £569,600), with the Charity generating £113,968 (2019: £90,275) through donations and fundraising activities. Included in the 2020 figures were a realised gain of £2,934 on investments sold in the year and an unrealised gain of £5,624 in respect of investments still held by the Charity at year end. The comparative figures for 2019 were a realised gain of £8,688 and unrealised gain of £50,391. Total Expenditure decreased from £517,895 in 2019 to £447,549 in 2020. Investments held by Brewin Dolphin showed a net book value on 31 December 2020 of £584,450, compared to £514,445 on 31 December 2019.

The disruption to the charity and the ability to deliver services due to the COVID-19 pandemic saw crucial meetings taking place between Headway Bristol and funders. All three local authorities agreed to continue payments of contracted clients which enabled Headway Bristol to deliver their visual services.

100% of private clients made the decision to suspend their services which resulted in a decrease in income. To mitigate against the loss of income, and to ensure the financial stability of the charity, the decision was made to furlough four members of staff.

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Risk Management

The Trustees and organisational directors have considered risks and how they are managed.

The Charity introduced a new Risk Register and Risk Policy & Procedure in late 2018, which began being used as a live document on 2019. This has continued to be developed during 2020 and has been updated to reflect best working practise for the charity.

All Risks from all the sub-committees are now visible and reviewed monthly with the operational team and reviewed with the Trustees on a monthly basis.

All Risks were assessed in terms of Likelihood and Severity categorise Low 1-3 (Green), Medium 4-7 (Amber), High 8-10 (Red).

To date Headway Bristol has raised 45 Risks, Closed 33 with 12 currently Open.

Some of the Key Risks raised, managed and mitigated in 2020 were as follows:

- Funding Transport for service users.
- Safeguarding issues.
- COVID-19 quality of service to be maintained.
- Improved legal advice required.
- Through COVID-19 staffing levels @ risk.
- Staff Costs exceeding income.

Raising of risks and operational/trustee evaluation will be undertaken on a monthly basis in 2021.

With the declaration of the COVID-19 pandemic and the very obvious immediate impact it had on the organisation the Board of Trustees made the decision to increase board meetings to monthly.

This was to enable them to support the charity thorough a period of unknown and where possible support the Director to reduce risk, ensure continuity of services and ensure financial sustainability.

Election of the Board of Directors/Trustees

- Retiring and new Trustees are elected at the Annual General Meeting.
- One third of its membership retires each year but may be reappointed.
- The organisational director of Headway Bristol also attends Trustee meetings and strategy days but is not entitled to vote.
- The Board of Trustees appoints its Chair, Vice-Chair and Treasurer/Company Secretary.
- The Board approves the Annual Accounts and appoints the independent examiner.
- The Board has the power to co-opt new Trustees during the year to fill vacancies.
- All the business of the Charity is conducted by the main Trustee body and sub-committee groups which are made up of Trustees and organisational directors.
- The Board seeks new Trustees who bring useful skills and expertise – this includes experience of law, charity management, finance, risk management, fundraising, marketing, health and social care, and experience of brain injury.

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Responsibilities of the Trustees

The trustees (who are also directors of Headway Bristol Brain Injury Association Limited for the purposes of company law) are responsible for preparing the Trustees' Report (incorporating the strategic report and directors' report) and the financial statements in accordance with 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 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 the group] and of the income and expenditure, of the charitable [company/group] for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and accounting 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; and
- 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 adequate 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 the group] and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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Independent Examiner

Joshua Kingston of Burton Sweet was appointed as the charitable company's independent examiner during the year and has expressed his willingness to continue in that capacity.

This report has been prepared in accordance with the Statement of Recommended Practice "Accounting and Reporting by Charities".

Signed by order of the Trustees on September 16, 2021

Huw Ponting (Chair)

Registered office:

Headway Bristol
Frenchay Beckspool Building
Frenchay Park Road
Bristol
BS16 1LE

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REFERENCE AND ADMINISTRATION

YEAR ENDED 31 DECEMBER 2020

Status

Headway Bristol Brain Injury Association Limited is a company limited by guarantee and a registered charity. It is constituted under a Memorandum of Association which establishes the objects and powers of the charitable company and is governed under its Articles of Association. Under those Articles the directors, who are Trustees for the purposes of charity law, are elected at the AGM to serve for a period of six years.

Directors

The Trustees, who are also the directors for the purpose of company law, and who served during the year were:

Huw Ponting
Kay McCluskey
Heather Fry (resigned February 2021)
James Davies
Mark Brimson (resigned August 2020)
John Bennett
Caroline Cheshire (resigned September 2020)
Rees Batley
Monica Newton-Bailey (resigned July 2020)
David Ball (appointed September 2020)

Registered office

Headway Centre,
Frenchay Beckspool Building,
Frenchay Park Road,
Bristol, BS16 1LE

Independent Examiner

Joshua Kingston BSc., ACA,
Burton Sweet Limited Chartered Accountants,
The Clock Tower,
5 Farleigh Court,
Old Weston Road,
Flax Bourton,
Bristol BS48 1UR

Bankers

Santander, Bootle, Merseyside, L30 4GB

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INDEPENDENT EXAMINER'S REPORT

YEAR ENDED 31 DECEMBER 2020

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 December 2020.

Responsibilities and basis of report

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

Independent examiner's statement

Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Joshua Kingston, Bsc., ACA
Burton Sweet Limited Chartered Accountants
The Clock Tower
5 Farleigh Court
Old Weston Road
Flax Bourton
Bristol BS48 1UR

September 16, 2021

HEADWAY BRISTOL BRAIN INJURY ASSOCIATION LIMITED
STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND
EXPENDITURE ACCOUNT)

YEAR ENDED 31 DECEMBER 2020

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £	Total Funds 2019 £
Income from:					
<i>Donations</i>					
Donations	2	111,895	-	111,895	74,071
Gift Aid		636	-	636	1,019
<i>Other trading activities</i>					
Fundraising		1,437	-	1,437	15,635
<i>Charitable activities</i>					
Service contracts	3	370,354	-	370,354	401,420
Private attendance fees		32,037	-	32,037	63,570
<i>Investments</i>					
Dividends		15,772	-	15,772	13,219
Interest receivable		244	-	244	666
Total income		532,375	-	532,375	569,600
Expenditure on:					
<i>Raising funds</i>					
	4	4,325	-	4,325	14,744
<i>Charitable activities</i>					
Costs of charitable activities	5	443,224	-	443,224	503,151
Total expenditure		447,549	-	447,549	517,895
Gains/(losses) on investments	12	8,558	-	8,558	59,079
Net income/(expenditure)		93,384	-	93,384	110,784
Transfers between funds	17	20,000	(20,000)	-	-
Net movement in funds		113,384	(20,000)	93,384	110,784
Total funds at 1 January	17	591,160	21,000	612,160	501,376
Total funds at 31 December	17	704,544	1,000	705,544	612,160

The Charity has no recognised gains or losses other than the results for the year as set out above.
All of the activities of the charity are classed as continuing

The prior year fund comparatives are set out in note 10

The notes on pages 19 to 28 form part of these financial statements

HEADWAY BRISTOL BRAIN INJURY ASSOCIATION LIMITED

BALANCE SHEET

AS AT 31 DECEMBER 2020

Company number 02659120

		2020 £	2019 £
Fixed assets	Note		
Tangible assets	11	30,355	15,256
Investments	12	<u>584,450</u>	<u>514,445</u>
		614,805	529,701
Current assets			
Debtors	13	28,569	45,079
Cash at bank and in hand		<u>97,167</u>	<u>80,102</u>
		125,736	125,181
Creditors : amounts falling due within one year	14	<u>(34,997)</u>	<u>(42,722)</u>
Net current assets		90,739	82,459
Net assets		<u><u>705,544</u></u>	<u><u>612,160</u></u>
Funds			
Designated funds	18	300,000	250,000
General funds	18	404,544	341,160
Total unrestricted funds		<u>704,544</u>	<u>591,160</u>
Restricted funds		1,000	21,000
		<u><u>705,544</u></u>	<u><u>612,160</u></u>

For the year ending 31 December 2020 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities

The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476,

The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

These financial statements were approved by the trustees on September 16, 2021 and are signed on their behalf by:

Huw Ponting
Trustee

The notes on pages 19 to 28 form part of these financial statements

HEADWAY BRISTOL BRAIN INJURY ASSOCIATION LIMITED

CASH FLOW STATEMENT

YEAR ENDED 31 DECEMBER 2020

	Note	2020 £	2019 £
Net cash inflow/(outflow) from operating activities	15	84,143	64,461
Non-operational cashflows:			
Investing activities			
Purchase of fixed assets		(21,647)	-
Payments for investments		(169,536)	(97,626)
Proceeds from sale of investments		81,560	56,241
Investment income		16,016	13,885
Net cash inflow/(outflow) for the year	16	<u>(9,464)</u>	<u>36,961</u>

Cash flow restrictions

Charity law forbids the use of net cash inflows on any endowed or other restricted fund to offset net cash outflows on any fund outside its own Objects, except on special authority. In practice this restriction has not had any effect on cash flows for the year.

The notes on pages 19 to 28 form part of these financial statements

HEADWAY BRISTOL BRAIN INJURY ASSOCIATION LIMITED

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2020

1 Accounting policies

- a) 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 (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The trustees consider that the 'going concern' basis remains appropriate for the preparation of the charity's financial statements despite the significant uncertainty caused by the worldwide COVID-19 crisis. Whilst there has been a significant impact on the charity's operations, the trustees are confident the charity has sufficient reserves to meet these challenges.

The charity meets the definition of a public benefit entity under FRS102.

b) Investments

Listed investments are held at market value, and represent investments administered by investment managers on behalf of the charity. Unrealised gains and losses arising on the revaluation of investments are credited or charged to the Statement of Financial Activities and are allocated to the appropriate fund according to the "ownership" of the underlying assets. Unlisted investments are held at cost less any impairment.

c) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid after taking account of any discounts due.

d) Creditors

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any discounts due.

e) Cash at bank & in hand

Cash at bank and cash 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.

f) Income from donations is included in income when these are receivable, except as follows:

- i) When donors specify that donations given to the charity must be used in future accounting periods, the income is deferred until those periods;
- ii) When donors impose conditions which have to be fulfilled before the charity becomes entitled to use such income, the income is deferred until the pre-conditions have been met.

g) Grants are recognised in full in the Statement of Financial Activities in the year in which they are receivable/payable. All material grants are disclosed in accordance with the Statement of Recommended Practice.

h) Legacies are recognised when the charity is legally entitled to the legacy and the amount can be quantified with reasonable accuracy. Entitlement is regarded as the earlier of the charity being notified of an impending distribution or the legacy being received.

i) Expenditure is recognised in the period in which it is incurred. Expenditure includes attributable VAT which cannot be recovered.

HEADWAY BRISTOL BRAIN INJURY ASSOCIATION LIMITED

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2020

1 Accounting policies (continued)

- j) Support costs are allocated in proportion to the total direct costs. Governance costs include the costs which relate to meeting the constitutional and statutory requirements of the charity.
- k) Depreciation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful life of that asset as follows:
Leasehold property - over the term of the lease
Equipment - 15% per annum reducing balance
Computer equipment - 20% per annum reducing balance
Motor vehicles - 20% per annum reducing balance
- l) Unrestricted funds can be used in accordance with the charitable objects at the discretion of the trustees.
- m) Designated funds are funds set aside by the trustees out of unrestricted general funds for specific future purposes or projects. Designated funds may be re-designated if, in the opinion of the trustees, a change in circumstances make this appropriate.
- n) 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. Expenditure which meets these criteria is charged to the fund, together with a fair allocation of management and support costs. Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

2 Donations

	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £
Donations	26,389	-	26,389
Bristol, N Somerset & S Gloucestershire CCG Grant	30,075	-	30,075
Local authority Infection control Grant	54,735	-	54,735
Membership fees	696	-	696
	<u>111,895</u>	<u>-</u>	<u>111,895</u>
Prior year comparatives	Unrestricted Funds £	Restricted Funds £	Total Funds 2019 £
Donations	16,278	35,230	51,508
South Glos. CCG Grant	21,600	-	21,600
Membership fees	963	-	963
	<u>38,841</u>	<u>35,230</u>	<u>74,071</u>

HEADWAY BRISTOL BRAIN INJURY ASSOCIATION LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 DECEMBER 2020

3 Service contracts

	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £	Total Funds 2019 £
Bristol City Council	206,392	-	206,392	185,077
South Gloucestershire Council	140,852	-	140,852	190,784
North Somerset Council	23,110	-	23,110	25,559
	<u>370,354</u>	<u>-</u>	<u>370,354</u>	<u>401,420</u>

All Council grants from 2019 were unrestricted.

4 Expenditure on raising funds

	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £	Total Funds 2019 £
Fundraising salaries	-	-	-	5,900
Other fundraising costs	-	-	-	4,815
Investment management costs	4,325	-	4,325	4,029
	<u>4,325</u>	<u>-</u>	<u>4,325</u>	<u>14,744</u>

In the prior year, £7,150 of the total expenditure on raising funds of £14,744 was from restricted funds.

5 Expenditure on charitable activities

	Direct costs £	Support costs £	Total costs 2020 £
Activities:			
Headway Centre	91,236	80,888	172,124
Outreach	131,893	84,074	215,967
Support & Carers, Young People and Community	4,660	50,473	55,133
	<u>227,789</u>	<u>215,435</u>	<u>443,224</u>
Prior year			
	Direct costs £	Support costs £	Total costs 2019 £
Headway Centre	77,972	80,773	158,745
Outreach	157,854	111,164	269,018
Support & Carers, Young People and Community	17,393	57,995	75,388
	<u>253,219</u>	<u>249,932</u>	<u>503,151</u>

HEADWAY BRISTOL BRAIN INJURY ASSOCIATION LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 DECEMBER 2020

5 Expenditure on charitable activities (continued)

Support costs

	2020	2019
	£	£
Management staff costs	137,567	132,686
Staff costs	52,926	53,956
Publications	47	51
Recruitment costs	345	1,872
Training	(5,629)	23,425
Insurance	2,160	5,629
Travelling and accommodation	3,684	6,698
Volunteers' expenses	17	70
Rent	1,581	939
Repairs and maintenance	31	440
IT costs	2,540	2,391
Membership fees	127	676
Legal and professional	2,213	324
Printing, stationery and postage	2,920	10,421
Depreciation	6,548	3,585
Governance (note 6)	2,451	3,250
Other costs	5,907	3,519
	<u>215,435</u>	<u>249,932</u>

Support costs are allocated between activities based on usage.

6 Governance costs

	Unrestricted	Restricted	Total Funds	Total Funds
	Funds	Funds	2020	2019
	£	£	£	£
Independent examination fees - current year	2,196	-	2,196	2,436
underprovided in prior year	240	-	240	240
AGM and trustee meeting costs	15	-	15	574
Trustees' travel costs reimbursed (0 trustees)	-	-	-	-
	<u>2,451</u>	<u>-</u>	<u>2,451</u>	<u>3,250</u>

All governance costs in 2019 were unrestricted.

7 Net income for the year

This is stated after charging:

	2020	2019
	£	£
Depreciation	6,548	3,585
Independent examiner's fee	2,196	2,436

HEADWAY BRISTOL BRAIN INJURY ASSOCIATION LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 DECEMBER 2020

8 Staff costs and numbers

The aggregate payroll costs were:

	2020	2019
	£	£
Wages and salaries	371,257	378,124
Social security costs	21,161	21,732
Employers pension contributions	9,784	8,514
	<u>402,202</u>	<u>408,370</u>

No employee received emoluments of more than £60,000.

The average weekly number of employees during the year, calculated on the basis of a headcount, was as follows:

	2020	2019
	No.	No.
Administration	6	6
Care and support	19	19
	<u>25</u>	<u>25</u>

The key management personnel received total remuneration of £93,845 (2019: £88,890).

9 Taxation

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

HEADWAY BRISTOL BRAIN INJURY ASSOCIATION LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 DECEMBER 2020

10 Fund comparatives

	Unrestricted Funds £	Restricted Funds £	Total Funds 2019 £
Income from:			
<i>Donations</i>			
Donations	38,841	35,230	74,071
Gift Aid	1,019	-	1,019
<i>Other trading activities</i>			
Fundraising	15,635	-	15,635
<i>Charitable activities</i>			
Service contracts	401,420	-	401,420
Private attendance fees	63,570	-	63,570
<i>Investments</i>			
Dividends	13,219	-	13,219
Interest receivable	666	-	666
Total income	534,370	35,230	569,600
Expenditure on:			
<i>Raising funds</i>			
Fundraising	-	5,900	5,900
Fundraising trading: Cost of goods sold & other costs	3,565	1,250	4,815
Investment management costs	4,029	-	4,029
<i>Charitable activities</i>			
Costs of charitable activities	496,071	7,080	503,151
Total expenditure	503,665	14,230	517,895
Realised gain/(loss) on investments	59,079	-	59,079
Net income/(expenditure) and net movement in funds	89,784	21,000	110,784
Total funds at 1 January 2019	501,376	-	501,376
Total funds at 31 December 2019	591,160	21,000	612,160

HEADWAY BRISTOL BRAIN INJURY ASSOCIATION LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 DECEMBER 2020

11 Tangible fixed assets

	Leasehold Property £	Equipment £	Computer Equipment £	Motor Vehicles £	Total £
Cost					
At 1 January 2020	247,692	25,079	20,777	31,164	324,712
Additions	-	-	1,712	19,935	21,647
At 31 December 2020	<u>247,692</u>	<u>25,079</u>	<u>22,489</u>	<u>51,099</u>	<u>346,359</u>
Depreciation					
At 1 January 2020	247,692	21,958	18,853	20,953	309,456
Charge for the year	-	252	550	5,746	6,548
At 31 December 2020	<u>247,692</u>	<u>22,210</u>	<u>19,403</u>	<u>26,699</u>	<u>316,004</u>
Net book value					
At 31 December 2020	<u>-</u>	<u>2,869</u>	<u>3,086</u>	<u>24,400</u>	<u>30,355</u>
At 31 December 2019	<u>-</u>	<u>3,121</u>	<u>1,924</u>	<u>10,211</u>	<u>15,256</u>

12 Investments

	2020 £	2019 £
Market value as at 1 January	514,445	396,336
Additions at cost	169,536	97,626
	<u>683,981</u>	<u>493,962</u>
Sale proceeds	(81,560)	(56,241)
Gain on sales	2,934	8,688
	<u>605,355</u>	<u>446,409</u>
(Decrease) / increase in cash deposit held by brokers	(26,529)	17,645
Unrealised (loss)/gain on revaluation	5,624	50,391
Market value as at 31 December	<u>584,450</u>	<u>514,445</u>
Historical cost at 31 December	<u>503,477</u>	<u>439,078</u>

13 Debtors

	2020 £	2019 £
Trade debtors	23,505	20,392
Prepayments, Other debtors and accrued income	5,064	24,687
	<u>28,569</u>	<u>45,079</u>

HEADWAY BRISTOL BRAIN INJURY ASSOCIATION LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 DECEMBER 2020

14 Creditors: amounts falling due within one year

	2020	2019
	£	£
Trade creditors	4,552	27,268
Accruals	1,878	4,772
Deferred income	7,500	7,575
Other creditors	21,067	3,107
	<u>34,997</u>	<u>42,722</u>

15 Reconciliation of net movement in funds to net cash inflow from operating activities

	2020	2019
	£	£
Statement of Financial Activities: net movement in funds	93,384	110,784
Depreciation	6,548	3,585
Loss / (gain) on investments	(5,624)	(50,391)
Investment income	(16,016)	(13,885)
Profit on sale of investments	(2,934)	(8,688)
(Decrease)/increase in creditors	(7,725)	25,897
(Increase)/decrease in debtors	16,510	(2,841)
Net cash inflow/(outflow) from operating activities	<u>84,143</u>	<u>64,461</u>

16 Analysis of changes in cash and cash equivalents during the year

	2020	2019	Movement
	£	£	£
Cash at bank and in hand	97,167	80,102	17,065
Cash in investment brokers account	7,126	33,655	(26,529)
Cash and cash equivalents	<u>104,293</u>	<u>113,757</u>	<u>(9,464)</u>
	2019	2018	Movement
	£	£	£
Cash at bank and in hand	80,102	60,786	19,316
Cash in investment brokers account	33,655	16,010	17,645
Cash and cash equivalents	<u>113,757</u>	<u>76,796</u>	<u>36,961</u>

HEADWAY BRISTOL BRAIN INJURY ASSOCIATION LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 DECEMBER 2020

17 Movement in funds

	1 January 2020 £	Income and gains £	Expenditure and losses £	Transfers £	31 December 2020 £
Unrestricted funds					
Designated funds - relocation costs	250,000	-	-	50,000	300,000
General funds	341,160	540,933	(447,549)	(30,000)	404,544
	<u>591,160</u>	<u>540,933</u>	<u>(447,549)</u>	<u>20,000</u>	<u>704,544</u>
Restricted funds					
J James - replacement van	20,000	-	-	(20,000)	-
Activities	1,000	-	-	-	1,000
	<u>21,000</u>	<u>-</u>	<u>-</u>	<u>(20,000)</u>	<u>1,000</u>
Total funds	<u>612,160</u>	<u>540,933</u>	<u>(447,549)</u>	<u>-</u>	<u>705,544</u>

Prior year

	1 January 2019 £	Income and gains £	Expenditure and losses £	Transfers £	31 December 2019 £
Unrestricted funds					
Designated funds - relocation costs	200,000	-	-	50,000	250,000
General funds	301,376	593,449	(503,665)	(50,000)	341,160
	<u>501,376</u>	<u>593,449</u>	<u>(503,665)</u>	<u>-</u>	<u>591,160</u>
Restricted fund					
J James - replacement van	-	20,000	-	-	20,000
Other	-	3,530	(3,530)	-	-
Activities	-	1,000	-	-	1,000
J James	-	10,700	(10,700)	-	-
	<u>-</u>	<u>35,230</u>	<u>(14,230)</u>	<u>-</u>	<u>21,000</u>
Total funds	<u>501,376</u>	<u>628,679</u>	<u>(517,895)</u>	<u>-</u>	<u>612,160</u>

The general unrestricted funds are able to be utilised at the discretion of the trustees in line with the objects of the charity. Free reserves are part of general reserves and are considered in the Trustees' reserves policy which is stated on page 9 of the Trustees' Annual Report.

HEADWAY BRISTOL BRAIN INJURY ASSOCIATION LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 DECEMBER 2020

17 Movement in funds (continued)

Relocation Costs

Future relocation costs that may arise on expiration of the current lease for the Headway Centre.

Activities

The charity received funds for outdoor activities, but has been unable to use them in the current year. It expects to be able to use them in the coming year.

J James Christmas Party

Funds donated to host a Christmas event for service users in 2019.

J James - replacement van

Funds received to purchase a new van.

Other

Various small donations received to fund the charity's activities.

18 Analysis of net assets between funds

Year ended 31 December 2020	Investments	Tangible Fixed assets	Other Net assets	Total
	£	£	£	£
Unrestricted funds				
Designated funds	300,000	-	-	300,000
General funds	284,450	30,355	89,739	404,544
	<u>584,450</u>	<u>30,355</u>	<u>89,739</u>	<u>704,544</u>
Restricted funds	-	-	1,000	1,000
	<u>584,450</u>	<u>30,355</u>	<u>90,739</u>	<u>705,544</u>

Analysis of net assets between funds - prior year

Year ended 31 December 2019	Investments	Tangible Fixed assets	Other Net assets	Total
	£	£	£	£
Unrestricted funds				
Designated funds	250,000	-	-	250,000
General funds	264,445	15,256	61,459	341,160
	<u>514,445</u>	<u>15,256</u>	<u>61,459</u>	<u>591,160</u>
Restricted funds	-	-	21,000	21,000
	<u>514,445</u>	<u>15,256</u>	<u>82,459</u>	<u>612,160</u>

19 Company limited by guarantee

The company is limited by guarantee and, as such, has no issued share capital. In the event of the company being wound up the liability of the members is limited to £1 each.