

**Headway  
Essex**

# **HEADWAY ESSEX**

**Providing brain injury care and support**

**Annual Report and Financial Statements  
for the year ending 31st March 2021**

**The Headway Centre  
Woodland Walk  
Colchester  
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**Patron: David Tennant**

**Registered Charity No. 1008807  
Company Limited by Guarantee 2674755**

## CONTENTS

	<b>Page</b>
<b>BACKGROUND</b>	<b>2 to 5</b>
<b>CHAIRMAN'S REPORT</b>	<b>6</b>
<b>REFERENCE DETAILS</b>	<b>7</b>
<b>REPORT OF THE TRUSTEES</b>	<b>8 to 18</b>
<b>STATEMENT OF TRUSTEE RESPONSIBILITIES</b>	<b>19</b>
<b>REPORT OF THE AUDITORS</b>	<b>20</b>
<b>STATEMENT OF FINANCIAL ACTIVITIES</b>	<b>23</b>
<b>BALANCE SHEET</b>	<b>24</b>
<b>STATEMENT OF CASH FLOW</b>	<b>25</b>
<b>NOTES TO FINANCIAL STATEMENTS</b>	<b>26 to 36</b>
<b>DETAILED STATEMENT OF FINANCIAL ACTIVITIES</b>	<b>37 to 38</b>

# 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 is an independent charity, which provides support in the community and specialist day opportunities and rehabilitation activities to people living with acquired brain injury (ABI) and their families and carers in Essex.

Our two day centres in Colchester & Benfleet, offer a specialist person centred approach to rehabilitate, educate, inform and support each client with their own personal recovery journey through the achievement of realistic, achievable and measurable goals. The centres also provide social opportunities and a variety of activities to maintain health and wellbeing.

Headway Essex provides support in the Community through local Brain Injury Caseworkers in all areas of Essex. The service provides telephone support, coping strategies, crisis support, home visits, hospital visits and help with benefits advice. We also run educational groups, monthly support groups and separate carers support groups in several locations across Essex.

## How we support our services users

### Supporting the survivors of brain injury

- Information and education covering a wide range of topics relating to brain injury and its effects
- Information and practical/benefits advice
- Neuro Gym
- Communication group and speech and language.
- 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

- Signposting and referrals to other agencies and voluntary organisations

### 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 Brain Injury Case 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
- Signposting and referrals to other agencies and voluntary organisations as required

## 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 will work closely, 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 will meet the needs of our client group and be innovative and continually evolving.
- Services will promote brain injury awareness and prevention.

## ACQUIRED BRAIN INJURY

### OVERVIEW OF ACQUIRED BRAIN INJURY

An Acquired Brain Injury (ABI) is any injury to the brain which has occurred following birth. It includes Traumatic Brain Injuries (TBIs), such as those caused by trauma e.g. from a road traffic accident, fall or assault, and non-TBIs related to other medical conditions, e.g. encephalitis, meningitis, stroke, substance abuse, brain tumour and oxygen deprivation resulting from a cardiac arrest or other causes. (Definition from UK Acquired Brain Injury Forum (UKABIF))

ABI is a leading cause of death and disability in the United Kingdom (UK). It is a chronic condition with 'hidden' disabilities and life-long consequences.

It is a positive message that advances in emergency and acute medicine mean that many more people now survive with an ABI. However, many of these individuals will require early and continued access to specialist rehabilitation to optimise their recovery and maximise their long-term potential.

The effects of a brain injury are wide ranging, vary in severity and can be temporary or long term. They

- Physical effects such as fatigue, impaired mobility, weakness/paralysis and speech problems;
- Cognitive effects such as memory problems, impaired reasoning and reducing problem solving ability; and
- Emotional and behavioural effects such as personality changes, depression, anxiety and anger

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 if they do not get the right support in the early stages. 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'.

### THE SCALE OF THE PROBLEM IN THE COMMUNITY

A report by the Centre for Mental Health (July 2016) states that "around 1.3 million people in the UK are living with head injury-related disabilities. Traumatic brain injury also has a marked impact on the economy, at a cost of £15 billion a year. This figure comprises of lost work contributions, premature death and health and social care costs. This £15 billion does not, however, include the human costs of head injury on people's wellbeing and quality of life, which is clearly the biggest cost."

Research on hospital admission data has shown clearly that the problem is a large and growing one. ABI admissions in the UK have increased by 10% since 2005-6

There were 348,453 UK admissions to hospital with acquired brain injury in 2016-17. That is 531 admissions per 100,000 of the population. (*NHS Health and Social Care Information Centre & Headway - the brain injury*)

There were 9029 admissions in that same period for the county of Essex. A large proportion of these people and their families will require help and support for at least several months 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 misinterpreted, which can lead to loss of employment, relationship breakdown and social isolation. A head injury can also double a person's risk of later mental health problems, even if the person had no prior history of mental ill-health. The person with the injury may also lack insight and awareness of their own problems failing to get help, which makes their situation worse.

In addition, evidence links TBI with an earlier onset of offending, repeat offending and high rates of violent offending. Relative to the general population, there is a high prevalence of brain injury amongst individuals in custody. Despite this evidence, brain injury is rarely considered within any part of the criminal justice system. (*All-Party Parliamentary Group on Acquired Brain Injury Report 2018 (APPG on ABI)*, (*Centre for Mental Health REPORT Traumatic brain injury and offending*).

It has become apparent that COVID 19 has been robustly associated with an increased risk of neurological disorders for example Stroke, intracranial haemorrhage and encephalopathy. In time these patients will all

## **FACILITIES FOR REHABILITATION**

Statutory provision for rehabilitation is very limited and tends to only be offered to those who are severely affected. There are a number of causes of ABIs and as a result, there is no one single treatment pathway. There are large variations in the provision and access to neuro-rehabilitation services across the Country and what is available, is usually situated within regional, rather than local, hospitals. There is also a patchy understanding of the role of neuro-rehabilitation at national and local level, which leads to a reluctance to fund services. When rehabilitation is not provided a lack of motivation and continuous inactivity at home can place an impossible strain on families and limit the chances of recovery.

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

## **CHAIRMAN/CHIEF EXECUTIVE REPORT**

The past year has been extremely difficult and challenging for everyone as coronavirus disrupted peoples' lives and plans, and so many lives were lost.

At the start of the year, in the face of this unprecedented situation, we were determined to ensure that Headway Essex services could continue and we could support the additional challenges that our service users faced.

Our initial response to lockdown was to provide telephone support for our service users offering crisis interventions including help with medication, food and also providing emotional support.

We explored new ways of working with our service users. Within a few days of lockdown, we were providing virtual day services, using Zoom, offering rehabilitative virtual sessions. The work to underpin these changes was extensive. We had to ensure staff were equipped and supported to work from home and all relevant policies and risk assessments were in place to support the new service provision and working practices.

With the closure of our Day Centres and cancelled fundraising events, we were facing a £100,000 deficit. We were fortunate that the Government, and many grant giving organisations, were quick to react with opportunities to apply for emergency funding. The fundraising team also responded with new ideas for fundraising campaigns and virtual fundraising events. We are very grateful for the support of our Patron David Tennant who helped to boost engagement with our campaigns.

As a result of this we have managed to end the year in an operational break even position although the accounts show a deficit, due to the recognition of the Big Lottery grant in totality in 2019/20. The Lottery grant, to fund the development of our South Essex services, was received in March 19, and covers the financial years of 2019/20, 2020/21 and 2021/22. So last year saw a surplus of £149,625 to cover the cost of the South Essex Service in 2020/21 up to 30<sup>th</sup> June 2021.

As restrictions lifted during the summer we made changes to the Headway Centre in Colchester to make it a COVID secure environment for our service users. The centre reopened in October 2020 but closed again in December with the second UK lockdown. With some additional work to reconfigure the space and make further improvements the Headway Centre was ready to welcome back service users on 5<sup>th</sup> April 2021.

Unfortunately, it has been more of a challenge to get our face to face activities and groups up and running in South Essex. It is difficult to make the current premises COVID-secure and there is not enough space to allow groups to operate with social distancing in place. We are hoping to find new premises so that we can resume face to face activities in South Essex. In the meantime. activities and groups will continue on-line.

Despite all the challenges we are proud to have supported 446 individuals throughout the year. This support equated to 10,470 actions on their behalf, including 3965 support calls received and made.

So next year we will still face some significant challenges and an unknown understanding of the long-term impact of the pandemic. We believe the need for our services will grow as it is reported a significant number of COVID-19 infection survivors now have long-term neurological effects after hospital discharge.

We remain optimistic, we now have new flexible ways of delivering our services and fundraising events that will serve us going forward. We are confident our strength lies in our management team, board of trustees, staff and volunteers, who will do everything possible to help improve the lives of adults with acquired brain injury and their carers and families. Thank you to these committed people and also to all the Grant Funders, and Supporters of Headway Essex, we have needed you more than ever this year and every one of you rose to the challenge.

**Christopher White-Thomson**  
**(CHAIRMAN)**

**Joanna Wright**  
**(CHIEF EXECUTIVE OFFICER)**

## **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  
Alan Bacon  
Anthony Emms  
Diana Collins  
Rob Warren

### **CHIEF EXECUTIVE OFFICER**

Joanna Wright

### **FINANCE MANAGER & COMPANY SECRETARY**

Gemma Perkins

### **HEAD OF SERVICES**

Stella Kerins - Head of Brain Injury Services

### **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 2021. 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

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 2021 there were 96 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 7. For the purposes of the Companies Act 2006 the Members of the Board are placed in the same position as a Board

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 Head of Brain Injury Services** is responsible for Headway Essex service delivery. The key tasks are:

- Be responsible for the leadership and management development of the service delivery team.
- Play a lead role in the strategic development and operational delivery of person centered care
- Have overall responsibility for the safeguarding of adults in the organisations care.

## RISK AND INTERNAL CONTROL

The Trustees have overall responsibility for ensuring that the Charity has an appropriate system of controls, financial and otherwise. They are also responsible for safeguarding the assets of the Charity and for taking reasonable steps for the prevention and detection of fraud and other irregularities. The Trustees acknowledge their responsibility for the Charity's system of internal control and for reviewing its effectiveness. The Trustees recognise that such a system is designed to manage (but not eliminate) risk of failure to achieve the Charity's objectives, and can only provide reasonable (not absolute) reassurance against material misstatement or loss.

The Board of Trustees delegates powers to the Executive Committee, as detailed above. Systems of control designed to mitigate risk include a three year strategic plan, an annual budget, regular consideration by the Trustees of actual results compared to budget, forecasts and monitoring of reserve levels.

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

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

## RESERVES

The Trustees feel it is appropriate to provide for short-term commitments, ongoing programmes and risks to future funding and feels that a minimum level of unrestricted general reserves to be held is an amount equal to at least three months' average unrestricted expenditure. However, the three-month policy represents the minimum and the aim is to keep reserves at a level to cover at least six months expenditure. This will ensure that we have sufficient funds to cover any late arrivals of funding from statutory bodies and cover the fluctuations in fundraising income through the year. The Trustees recognise that certain aspects of the Charity's finances offer increased risk and the Board will designate specific amounts from free reserves to help mitigate these risks. Furthermore the Trustees may designate funds from reserves to assist in future development plans. This policy is reviewed annually and the current reserves position is detailed on page 35.

## 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 2021 volunteers donated their time in the following areas:

North Essex	1,833 hours
South Essex	115 hours
Fundraising	0 hours
Total	1,948 hours

Full time equivalent number of staff	1
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# CHARITABLE ACTIVITIES

## Headway Essex Services

Headway Essex operate services across the whole of the County to ensure that everyone living with the effects of acquired brain injury have the opportunity to lead a fulfilling life. This encompasses the person who is the carer too.

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.

The service 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.

## Restructure

In 2019/20 we carried out a service restructure which involved creating two service hubs, one covering North and Mid-Essex and one covering South and West Essex. As part of the restructure we also introduced a new role of Head of Brain Injury Services to help develop services across the county. This post joined just at the start of Lockdown in March 2020.

Each hub operates three different services:

- ❖ Day Opportunities
- ❖ Community Support
- ❖ Carers Support

These services sit alongside our Essex wide helpline, all of which provide vital support to those affected by the myriad of symptoms and problems that a brain injury can cause.

## Support in the Community

The service provides information, advice and emotional support to people with acquired brain injury and their families and carers in the community.

Our Brain Injury Case Workers can invite people to Headway premises for meetings, see them in their own home or make hospital visits. They run Support Group Meetings (SGM) and carers only support group meetings in four locations across the county making it manageable to access services near to the person's home.

So as not to duplicate services, Headway Essex can signpost people to other agencies to ensure they access all of the help required to meet their individual circumstances. We have knowledge of the many resources available and are a one stop shop for the person seeking this information, saving them time in researching this themselves so they can focus on their own or their loved ones recovery.

## Day Opportunities

### North Essex

Due to COVID 19 pandemic our North Essex Day Centre was closed. During the closure we established virtual day and activity services. We were able to re-open from 1<sup>st</sup> October 2020 to 31<sup>st</sup> December 2020 and our service-users and staff team were delighted to be back face-to-face. Sadly Essex County Council closed day centres again in January 2021 so we immediately moved to our virtual day centre again.

During the closure we took the opportunity to use grant funding to make the centre safe in relation to the spread of infection. We replaced all carpets with vinyl washable flooring, recovered all fabric chairs with washable material, and reconfigured the space to allow for better staff social distancing in the offices but also to create additional space for activities with service users.

On 6<sup>th</sup> April 21 just after Easter we were able to welcome our clients back to the centre much to their and our teams delight.

This has been a year of adaption and we have learned a great deal in relation to service provision on a virtual platform and this way of supporting people will continue alongside our physical services in the future.

### South Essex

Our South Essex Hub operates out of a self-contained space in a larger building, after discussion with our landlords we have had to take the decision to look for larger premises for two reasons:

1. To be able to operate in a COVID secure way allowing for social distancing
2. To have premises large enough to grow the service to be able to offer specialist day opportunities similar to our North Hub.

We are waiting for the outcome of a funding application to allow us to grow this service and in the meantime we are actively searching for suitable premises in South Essex. For now our extremely supportive landlords at the Benfleet Methodist Church are allowing us to keep our base there and re-open our doors for face-to-face assessments and some small groups.

Our ultimate goal is to provide specialist day opportunities in South Essex - which is in line with our offering in North Essex - alongside the successful activity sessions we are currently providing.

### ACHIEVEMENTS DURING 2020/2021

During lockdown we were unable to run physical activities and we switched very quickly to virtual services. Our team worked extremely hard and we are proud that they achieved the following in what was a difficult year for most.

- ❖ 446 individuals were supported during the year, including 364 survivors and 82 carers.

- ❖ 3965 calls providing telephone support were made/received providing crisis/emotional and practical support
- ❖ The area of need our clients required most were around Health and Wellbeing including emotional support.
- ❖ There were 416 attendances at Support Group Meetings which were adapted and run over Zoom
- ❖ Hosted virtual groups supporting service users mental wellbeing during COVID
- ❖ Helped individuals gain benefits, and assisted during PIP assessments and when required appeals.
- ❖ Successfully ran our Brain Injury and Me education and vocational course and our Fatigue programmes across the county.
- ❖ Organised virtual social events for service users to reduce social isolation.
- ❖ Undertook Online presentations to health professionals and community groups within Essex
- ❖ Maintained existing links with Hospitals across Essex including stroke and cardiac wards and provided link workers to promote earlier support for people with brain injury and their carers.
- ❖ Had 2797 attendances across Essex at our Day Centre/Group Activity sessions via zoom

## **FUTURE PLANS**

- ❖ Re-opening face-to-face SGM and Carers Meetings
- ❖ Introduce specialist day opportunities in the South Essex Hub.
- ❖ 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.
- ❖ Introduce a Virtual Hub, for ease of access and those who may be socially isolated.
- ❖ Explore the potential of a community outreach service.
- ❖ Develop a new model of low intensity brain injury rehabilitation
- ❖ Develop psychological services to meet the needs of our service-users

## FUNDING AND PROMOTIONAL ACTIVITIES

The funding team cover a full range of fundraising activities, including community events, campaigns, donor management, grant applications and grant monitoring. In addition, the team drive the organisation's marketing and PR activities maintaining the charity's profile through the website, talks, presentations, social media and press.

With less money available from the statutory sector, it is essential we maintain a broad range of income generation activities to enable Headway Essex to continue supporting survivors of brain injury. Promotional activities are critical to ensure people who need help, know how to access our service. It is equally important that medical professionals, social workers and other related professionals are aware of our services and how to access them. This ensures every individual gets timely, appropriate 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 2020/21

- ❖ Applied for and received a total of £115,693 in emergency Coronavirus funding from four grant providers, which offset the loss of fundraising income due to cancelled events allowing us to provide COVID-secure activities and front-line support for our clients.
- ❖ Issued vital COVID and other information through our social media and website including virtual activities
- ❖ Adapted the way we engaged with our supporters as all fundraising events were all cancelled due to COVID 19 including their income
- ❖ Launched an emergency Fundraising Campaign to compensate for loss of income as a result of COVID-19 and raised over £8,000 which was endorsed by our patron David Tennant.
- ❖ Adapted fundraising events to be virtual and ran our first ever Virtual Fundraising Event engaging supporters through social media and generating income of just over £13,400.
- ❖ Generated an income of just over £13,000 through a very successful Christmas campaign endorsed by
- ❖ Delivered a new on-line ticket purchase facility on website making it easier to book events on-line and reduce administration.

### FUTURE PLANS

- ❖ Build on the success of our first virtual event to provide flexible, virtual fundraising options that can run in place of, or alongside traditional fundraising events.
- ❖ Adapt and deliver Headway Essex 'in person' events in a COVID-secure way, in line with the lifting of government restrictions.
- ❖ Initiate project for updated brand guidelines and new brand look.
- ❖ Secure a large grant to enable us to continue to deliver and grow our service in South & West Essex in a COVID secure and sustainable way.
- ❖ Adapt donations strategy to take into account a move away from in person donations to digital donations.

## 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 2020/21

- ❖ Managed the closure of Headways physical services due to a pandemic
- ❖ Purchased and managed the distribution of mobile equipment and virtual platform licenses to ensure care services were provided virtually throughout the pandemic and lockdown periods
- ❖ Re-provisioned and purchased computer equipment and telecoms to enable staff to undertake homeworking offering crisis interventions including sorting out medication, food along with emotional support
- ❖ Ensured that all relevant policies and risk assessments were in place to support the new COVID service provision and working practices
- ❖ Created a COVID secure environment at our Headway Centre including adaptations, equipment and reconfigured offices and space ready for client return
- ❖ Established new policies and maintained the renewal programme
- ❖ Audited and retained the ISO9001 Quality Standard
- ❖ Finalised the restructure of the North and Mid Essex service hub.
- ❖ Bought the Headway Centre and took ownership of our own property a key part of our sustainability

- ❖ Renovated and redesigned accommodation at the Headway Centre in Colchester to ensure the premises is COVID secure and maximum client accommodation achieved

#### **FUTURE PLANS**

- ❖ Plan the consolidation of staffing resources to enable the town office teams to operate from The Headway Centre
- ❖ Introduce the competency framework to ensure all care staff are fully trained in all aspects of the role to retain a knowledgeable staff team and succession planning.
- ❖ Ensure organisation is sustainable into the future.
- ❖ Complete IG Toolkit to attain NHS email
- ❖ Auditing of ISO 9001 standard

## FINANCIAL REVIEW

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

The year under review produced a decrease in total reserves of £34,258 although total reserves at 31<sup>st</sup> March 2021 are £944,890 a high proportion of this amount is restricted, designated or held in tangible assets, leaving only £321,455 in Unrestricted non-designated reserves, as detailed below:

	£
Restricted Fixed Assets	319,572
Restricted Net Current Assets	33,192
Designated Current Assets	200,000
Unrestricted Fixed Assets	70,671
Unrestricted Assets	<u>321,455</u>
 Total Reserves	 944,890

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 £605,206 (2020: £845,040).

	2021		2020	
Made up as follows:				
Grants and service contract income from				
Essex Primary Care Trusts	0	0%		0.0%
 Attendance, training and Transport Income	<u>207,679</u>	34.3%	<u>248,204</u>	29.4%
	207,679	34.3%	248,204	29.4%
Fundraising Income:				
Trust and Council grants	250,454		463,563	
Company/personal donations	71,750		41,250	
Gift Aid Reclaimed	5,587		7,039	
Legacy Income	40,000		1,000	
Events	29,145		81,812	
Trading	<u>10</u>		<u>580</u>	
	396,946	65.6%	595,244	70.4%
Investment/Other Income	<u>581</u>	0%	<u>1,592</u>	0.2%
	<u>605,206</u>		<u>845,040</u>	

## FUTURE PLANS

The year to 31<sup>st</sup> March 2021 saw the funding from the local health bodies and Essex County Council continue at a negligible level, although we did receive some funds from Essex County Council to help recovery after COVID for the 2021-22 Financial Year.

The 3-year lottery funding for the service in South Essex ends in June 2021 and plans to increase fundraising income and service income in 202/21 were thwarted by the impact of the coronavirus pandemic. In the coming year we need to find new long term funders and increase service income by developing a day service in South Essex, in order to avoid potential cut-to the service we provide.

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 8 - 18.

## RESERVES

As at 31<sup>st</sup> March 2021, the Unrestricted Free Reserves, after deduction of Designated Funds and fixed assets from the total reserves, were £321,455 This represents the equivalent of four and a half 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.
£175,000	Property – The Trustees have designated funds to refurbish the Day Centre and provide property sustainability strategy.

Restricted Reserves were £352,764 which represents the Extension Funds received in 2006 to extend the Day Centre and £215,000 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: 5<sup>th</sup> August 2021

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

We have audited the financial statements of Headway Essex (the 'charitable company') for the year ended 31 March 2021 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 2021, 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 charitable 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**

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

**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. The trustees are responsible for the other information contained within the report of the trustees report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement

We have nothing to report in this regard.

**Opinions on other matters prescribed by the Companies Act 2006**

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

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

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

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

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

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

#### **Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement set out on page 19, 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 charitable 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

#### **Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud**

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, UK financial reporting standards as issued by the Financial Reporting Council, and UK taxation legislation.

We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.

We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.

We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.

Based on this understanding, We designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. this included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

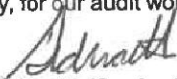
We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

#### Use of our 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..... 9 September 2021

**STATEMENT OF FINANCIAL ACTIVITIES (incorporating an Income and Expenditure Account)  
FOR THE YEAR ENDED 31ST MARCH 2021**

	Notes	Unrestricted funds £	Restricted funds £	2021 Total Funds £	2020 Total Funds £
<b>Income from:</b>					
Donations and legacies	2	163,868	201,423	365,291	506,684
Other trading activities	3	29,155	-	29,155	82,392
Investments	4	356	-	356	944
Charitable activities	5	207,679	2,500	210,179	254,372
Other income		225	-	225	648
<b>Total income</b>		<b>401,283</b>	<b>203,923</b>	<b>605,206</b>	<b>845,040</b>
<b>Expenditure on:</b>					
Raising funds	6	151,434	-	151,434	166,798
Charitable activities	7,8,9	170,915	317,115	488,030	528,617
<b>Total expenditure</b>		<b>322,349</b>	<b>317,115</b>	<b>639,464</b>	<b>695,415</b>
<b>Net income/(expenditure)</b>		<b>78,934</b>	<b>(113,192)</b>	<b>(34,258)</b>	<b>149,625</b>
<b>Transfer between funds</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Movement of funds</b>		<b>78,934</b>	<b>(113,192)</b>	<b>(34,258)</b>	<b>149,625</b>
<b>Reconciliation of funds</b>					
<b>Total funds brought forward</b>		<b>513,192</b>	<b>465,956</b>	<b>979,148</b>	<b>829,523</b>
<b>Total funds carried forward</b>		<b>592,126</b>	<b>352,764</b>	<b>944,890</b>	<b>979,148</b>

**CONTINUING OPERATIONS**

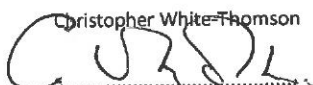
All incoming resources and resources expended arise from continuing activities.

**BALANCE SHEET**  
**AT 31ST MARCH 2021**

	Notes	Unrestricted funds £	Restricted funds £	2021 Total funds £	2020 Total funds £
<b>FIXED ASSETS</b>					
Tangible assets	13	<u>70,671</u>	<u>319,572</u>	<u>390,243</u>	<u>83,162</u>
<b>CURRENT ASSETS</b>					
Stocks	14	1,172	-	1,172	1,377
Debtors: amounts falling due within one year	15	37,269	33,192	70,461	483,186
Cash at bank and in hand		522,321	7,453	529,774	511,623
		<u>560,762</u>	<u>40,645</u>	<u>601,407</u>	<u>996,186</u>
<b>CREDITORS</b>					
Amounts falling due within one year	16	(37,957)	(7,453)	(45,410)	(96,150)
		<u>522,805</u>	<u>33,192</u>	<u>555,997</u>	<u>900,036</u>
<b>NET CURRENT ASSETS</b>					
		<u>593,476</u>	<u>352,764</u>	<u>946,240</u>	<u>983,198</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>					
<b>CREDITORS</b>					
Amounts falling due after more than one year	18	(1,350)	-	(1,350)	(4,050)
		<u>592,126</u>	<u>352,764</u>	<u>944,890</u>	<u>979,148</u>
<b>NET ASSETS</b>					
<b>FUNDS</b>					
Unrestricted funds	21			592,126	513,192
Restricted funds				352,764	465,956
				<u>944,890</u>	<u>979,148</u>
<b>TOTAL FUNDS</b>					

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 5th August 2021 and were signed on its behalf by:

Christopher White-Thomson  
  
 Trustee

David Parkins  
  
 Trustee

**STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 31ST MARCH 2021**

	Notes	2021 Total Funds £	2020 Total Funds £
<b>CASH USED IN OPERATING ACTIVITIES</b>	24	<b>324,416</b>	<b>(14,430)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Interest Income		356	944
Purchase of tangible fixed assets		(306,621)	(27,158)
Funds held by solicitor for property purchase		-	(250,000)
Capital funding received		-	35,000
<b>Cash provided by (used in) investing activities</b>		<b>18,151</b>	<b>(255,644)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Repayment of borrowing		-	-
<b>Cash used in financing activities</b>			
Increase (Decrease) in cash and cash equivalents in year		18,151	(255,644)
Cash and cash equivalents at beginning of year		511,623	767,267
<b>TOTAL CASH AND CASH EQUIVALENTS AT END OF YEAR</b>		<b>529,774</b>	<b>511,623</b>

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31ST MARCH 2021**

**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 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 the statement of financial activities 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)
Freehold Property	-	50 years on valuation of building

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 2021****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 2021**

**2 DONATIONS AND LEGACIES**

	2021	2020
	£	£
Donations	71,750	41,250
Gift aid	5,587	7,039
Grants	247,954	457,395
Legacies	40,000	1,000
	<u>365,291</u>	<u>506,684</u>

Included above are restricted donations and legacies £201,421 (2020: £437,516), Government Grant COVID funding £10,000 and unrestricted £153,868 (2020: £69,168)

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

	2021	2020
	£	£
Other Trusts' grants	<u>247,954</u>	<u>457,395</u>

**3 OTHER TRADING ACTIVITIES**

	Unrestricted funds 2021 £	Unrestricted funds 2020 £
Fundraising events	29,145	81,812
Trading	10	580
	<u>29,155</u>	<u>82,392</u>

**4 INCOME FROM INVESTMENT**

	Unrestricted funds 2021 £	Unrestricted funds 2020 £
Bank interest	<u>356</u>	<u>944</u>

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED  
FOR THE YEAR ENDED 2021**

**5 INCOMING RESOURCES FROM CHARITABLE ACTIVITIES**

		2021	2020
	Activity	£	£
Grants and other service contract income	Day Care	-	-
Attendance	Day Care	207,257	236,002
Minibus income	Day Care	188	1,255
Grants and other service contract income	Community Support Service	2,500	6,168
Training	Community Support Service	-	7,095
Attendance	Community Support Service	234	3,852
		<u>210,179</u>	<u>254,372</u>

Included above are restricted income from charitable activities of £2,500 (2020: £6,168) and unrestricted £207,679 (2020: £248,204)

**6 EXPENDITURE ON RAISING FUNDS**

	Unrestricted funds 2021 £	Unrestricted funds 2020 £
Staff costs (Fundraising, Publicity and Finance)	112,662	106,770
Other personnel expenses	1,056	2,180
Premises expenses	23,575	19,168
Other overheads	1,466	2,801
Service expenses	201	742
Office expenses	5,111	10,598
Fundraising promotion costs	1,785	776
Fundraising events	278	15,679
Other expenses	4	2,593
Depreciation	5,091	4,903
Cost of goods sold	205	588
	<u>151,434</u>	<u>166,798</u>

Costs include all Marketing activities associated with Service Provision

**7 EXPENDITURE ON CHARITABLE ACTIVITIES**

	Direct costs (See note 8) 2021 £	Totals 2020 £
Day Care	147,401	243,612
Community Support Service	160,192	106,001
Big Lottery Fund – South Essex Hub	139,222	144,849
Support costs	41,215	34,155
	<u>488,030</u>	<u>528,617</u>

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED  
FOR THE YEAR ENDED 31ST MARCH 2021**

**8 DIRECT COSTS OF CHARITABLE ACTIVITIES**

	2021	2020
	£	£
Staff costs	349,406	339,845
Other personnel expenses	10,405	6,156
Premises expenses	7,505	43,733
Other overheads	2,710	3,683
Sundry fixed assets	6,770	869
Service expenses	30,520	43,077
Transport expenses	1,621	7,268
Office expenses	16,383	15,501
Other expenses	434	3,049
Depreciation	21,060	31,281
Support costs (see note 9)	41,216	34,155
	<u>488,030</u>	<u>528,617</u>

Included above are restricted expenditure from charitable activities of £317,115 (2020: £259,210) and unrestricted £170,915 (2020: £269,407)

**9 SUPPORT COSTS**

	2021	2020
	£	£
Staff costs	28,156	19,171
Auditors' remuneration	3,715	4,220
Other personnel expenses	1,010	357
Premises expenses	419	346
Other overheads	4,256	5,998
Sundry fixed assets	140	78
Service expenses	37	604
Office expenses	1,631	1,720
Depreciation	1,851	1,661
	<u>41,216</u>	<u>34,155</u>

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

Net resources are stated after charging/  
(crediting):

	2021	2020
	£	£
Auditors' remuneration	3,715	4,220
Depreciation - owned assets	24,627	34,469
Depreciation - assets on hire purchase contracts and finance leases	3,375	3,375
Property rentals under Operating Leases	<u>34,350</u>	<u>40,400</u>

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED**  
**FOR THE YEAR ENDED 31ST MARCH 2021**

**11 TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the year ended 31st March 2021 nor for the year ended 31st March 2020.

**Trustees' Expenses**

	<b>2021</b>	2020
	<b>£</b>	£
Trustees' expenses	<u>-</u>	<u>-</u>

**12 STAFF COSTS**

	<b>2021</b>	2020
	<b>£</b>	£
Wages and salaries	<b>447,081</b>	427,335
Social security costs	<b>33,839</b>	30,413
Pension	<b>9,304</b>	8,038
	<u><b>490,224</b></u>	<u>465,786</u>

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

	<b>2021</b>	2020
Day Care	<b>7</b>	8
Community Support Service	<b>7</b>	8
Fundraising, Publicity and Finance	<b>4</b>	4
Governance of the Charity	<b>1</b>	1
	<u><b>19</b></u>	<u>21</u>

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

	<b>2021</b>	2020
Day Care	<b>6</b>	6
Community Support Service	<b>6</b>	6
Fundraising and Publicity and Finance	<b>3</b>	3
Governance of the Charity	<b>1</b>	1
	<u><b>16</b></u>	<u>16</u>

No Staff were paid at a rate above £60,000 per annum in the current and previous years.

The key management personnel comprise of the Chief Executive Officer and Finance Manager.

The total employee benefits of the key management personnel were £88,604 (2020: £85,441).

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED  
FOR THE YEAR ENDED 31ST MARCH 2021

## 13 TANGIBLE FIXED ASSETS

	Short leasehold	Fixtures and fittings	Motor vehicles	Freehold Building	Totals
	£	£	£	£	£
<b>COST</b>					
At 1st April 2020	361,233	127,013	37,310	-	525,556
Additions	-	30,205	0	276,416	306,621
Disposals	(316,111)	-	-	-	(316,111)
Transfer	(45,122)	-	-	45,122	-
Revaluation	-	-	-	28,462	28,462
At 31st March 2021	<u>0</u>	<u>157,218</u>	<u>37,310</u>	<u>350,000</u>	<u>544,527</u>
<b>DEPRECIATION</b>					
At 1st April 2020	314,666	90,418	37,310	-	442,394
Charge for year	1,445	23,557	-	3,000	28,002
Disposals	(316,111)	-	-	-	(316,111)
At 31st March 2021	<u>-</u>	<u>113,975</u>	<u>37,310</u>	<u>3,000</u>	<u>154,285</u>
<b>NET BOOK VALUE</b>					
At 31st March 2021	<u>0</u>	<u>43,244</u>	<u>-</u>	<u>347,000</u>	<u>390,243</u>
At 31st March 2020	<u>46,567</u>	<u>36,595</u>	<u>-</u>	<u>-</u>	<u>83,162</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 2020	13,500
Additions	-
Disposal	-
At 31st March 2021	<u>13,500</u>
<b>DEPRECIATION</b>	
At 1st April 2020	8,437
Charge for year	3,375
Disposal	-
At 31st March 2021	<u>11,812</u>
<b>NET BOOK VALUE</b>	
At 31st March 2021	<u>1,688</u>
At 31st March 2020	<u>5,063</u>

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED  
FOR THE YEAR ENDED 31ST MARCH 2021**

**14 STOCKS**

	2021	2020
	£	£
Stocks	<u>1,172</u>	<u>1,377</u>

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

	2021	2020
	£	£
Other debtors	40,533	433,146
Prepayments	17,420	15,075
Accrued income	12,508	34,965
	<u>70,461</u>	<u>483,186</u>

Debtors falling due after one year represent £0

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

	2021	2020
	£	£
Finance leases (see note 19)	2,700	2,700
Social security and other taxes	9,033	8,979
Other creditors	5,234	17,790
Accrued expenses	22,408	52,267
Deferred income	1,847	10,790
Pension	4,188	3,624
	<u>45,410</u>	<u>96,150</u>

**17 DEFERRED INCOME**

Balance as at 1 <sup>st</sup> April 2020	10,790
Amount released to incoming resources	(10,064)
Amount deferred in year	1,121
Balance as at 31st March 2021	<u>1,847</u>

Deferred income represents Grants unspent relating to future periods.

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

	2021	2020
	£	£
Finance leases (see note 19)	<u>1,350</u>	<u>4,050</u>

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED  
FOR THE YEAR ENDED 31ST MARCH 2021**

**19 OBLIGATIONS UNDER LEASING AGREEMENTS**

	Finance leases	
	2021	2020
	£	£
Gross obligations repayable:		
Within one year	3,426	3,426
Between one and five years	1,713	5,139
	<u>5,139</u>	<u>8,565</u>
Finance charges repayable:		
Within one year	726	726
Between one and five years	363	1,089
	<u>1,089</u>	<u>1,815</u>
Net obligations repayable:		
Within one year	2,700	2,700
Between one and five years	1,350	4,050
	<u>4,050</u>	<u>6,750</u>

The following operating lease payments are committed to be paid:

	Other	Land and buildings	
	2021	2021	2020
	£	£	£
Within one year	-	30,319	39,853
Between one and five years	-	2,678	32,997
In more than five years	-	-	-
	<u>-</u>	<u>32,997</u>	<u>72,850</u>

	Other finance lease payments	
	2021	2020
	£	£
Within one year	3,426	3,426
Between one and five years	1,713	5,139
	<u>5,139</u>	<u>8,565</u>
Less: Future finance charges	(1,089)	(1,815)
	<u>4,050</u>	<u>6,750</u>

**NOTES TO THE FINANCIAL STATEMENTS – CONTINUED  
FOR THE YEAR ENDED 31ST MARCH 2021**

**20 ANALYSIS OF NET ASSETS BETWEEN FUNDS**

	Restricted funds	Designated funds	General funds	Total funds
	£	£	£	£
Tangible fixed assets	319,572	-	70,671	390,243
Stock	-	-	1,172	1,172
Cash	7,453	200,000	322,321	529,774
Net debtors less creditors	25,739	-	(2,038)	23,701
	<u>352,764</u>	<u>200,000</u>	<u>392,126</u>	<u>944,890</u>

**21 MOVEMENT IN FUNDS**

	At 01.04.20	Net movement in funds	Transfer of funds	At 31.3.21
	£	£	£	£
<b>Unrestricted funds</b>				
General fund	313,192	78,934	-	392,126
Designated fund	200,000	-	-	200,000
	<u>513,192</u>	<u>78,934</u>	<u>-</u>	<u>592,126</u>
<b>Restricted funds</b>				
Extension – various	11,023	(11,023)	-	-
Extension - Big lottery fund	33,798	(33,798)	-	-
Specific grants / donations	2,777	(1,586)	-	1,191
Day Centre Purchase - POA	250,000	68,382	-	318,382
Big Lottery Fund – South Essex Hub	168,358	(135,167)	-	33,191
	<u>465,956</u>	<u>(113,192)</u>	<u>-</u>	<u>352,764</u>
<b>TOTAL FUNDS</b>	<u>979,148</u>	<u>(34,258)</u>	<u>-</u>	<u>944,890</u>

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

	Incoming resources	Resources expended	Transfer of funds	Movement in funds
	£	£	£	£
<b>Unrestricted funds</b>				
General fund	401,283	(322,349)	-	78,934
<b>Restricted funds</b>				
Extension - Big lottery fund	-	(33,798)	-	(33,798)
Specific grants / donations	135,541	(137,127)	-	(1,586)
Extension – various	-	(11,023)	-	(11,023)
Capital Funding – Headway Centre	68,382	-	-	68,382
Big Lottery Fund – South Essex Hub	-	(135,167)	-	(135,167)
	<u>203,923</u>	<u>(317,115)</u>	<u>-</u>	<u>(113,192)</u>
<b>TOTAL FUNDS</b>	<u>605,206</u>	<u>(639,464)</u>	<u>-</u>	<u>(34,258)</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 2021 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 2021 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 2021 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 commenced on 1 April 2019, and will be for 2 ½ years .

**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.

£175,000 Property - The Trustees have designated funds to refurbish the Headway Centre and provide property sustainability.

**22 RELATED PARTY DISCLOSURES**

During the year under review there was one related party transaction. Alan Bacon, a trustee, is a director of BTMK Solicitors who provided legal services to the charity of £600 (2020 - £nil).

**23 MATERIAL LEGACY**

The Charity was named as a beneficiary of an estate in 2006, which distributed funds of £Nil (2020: £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**

	2021	2020
	£	£
Net Movement in Funds	(34,258)	149,625
Add back Depreciation	28,002	37,844
Deduct interest income shown in investing activities	(356)	(944)
Decrease (Increase) in stock	205	54
Decrease (Increase) in debtors	412,725	(430,905)
(Decrease) Increase in creditors	(53,440)	14,896
Capital funding received	-	(35,000)
Funds held by solicitor for property purchase	-	250,000
Revaluation of Freehold Property	(28,462)	-
	<u>324,416</u>	<u>(14,430)</u>

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 31ST MARCH 2021**

	2021 £	2020 £
<b>INCOMING RESOURCES</b>		
<b>Donations and Legacies</b>		
Donations	71,750	41,250
Gift aid	5,587	7,039
Legacies	40,000	1,000
<b>Grants</b>	<b>247,954</b>	<b>457,395</b>
	<hr/> 365,291	<hr/> 506,684
<b>Other Trading Activities</b>		
Fundraising events	29,145	81,812
Trading	10	580
	<hr/> 29,155	<hr/> 82,392
<b>Income from Investments</b>		
Bank interest	356	944
<b>Income from charitable activities</b>		
<b>Grants and other service contract income</b>	<b>2,500</b>	<b>6,168</b>
Attendance	207,491	239,854
Minibus income	188	1,255
	<hr/> 210,179	<hr/> 247,277
<b>Other income</b>		
Other income	225	7,743
<b>Total incoming and endowments</b>	<hr/> <b>605,206</b>	<hr/> <b>845,040</b>
<b>RESOURCES EXPENDED</b>		
<b>Expenditure on raising funds</b>		
Wages	102,642	99,019
Social security	7,758	6,068
Pension	2,262	1,683
Other personnel expenses	1,056	2,180
Premises and insurance expenses	23,575	19,168
Other overheads	1,466	2,801
Sundry fixed assets	-	-
Service expenses	201	742
Office expenses	5,111	10,598
Fundraising promotion costs	1,785	776
Fundraising events	278	15,679
Other expenses	4	2,593
Depreciation of tangible fixed assets	5,091	4,903
	<hr/> 151,229	<hr/> 166,210
<b>Fundraising trading: cost of goods sold and other costs</b>		
Purchases	205	588

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 31ST MARCH 2021**

	2021 £	2020 £
<b>Charitable activities</b>		
Wages	319,224	315,567
Social security	23,693	19,211
Pension	6,489	5,067
Other personnel expenses	10,405	6,156
Premises and insurance expenses	7,505	43,733
Other overheads	2,710	3,683
Sundry fixed assets	6,770	869
Service expenses	30,520	43,077
Transport expenses	1,621	7,268
Office expenses	16,383	15,501
Other expenses	434	3,049
Loss on disposal of fixed asset	-	-
Bad debts	-	-
Depreciation of tangible fixed assets	21,060	31,281
	<u>446,814</u>	<u>494,462</u>
<b>Governance costs</b>		
Trustees' expenses	-	-
Wages	25,215	17,064
Social security	2,388	1,654
Pension	553	453
Auditors' remuneration	3,715	4,220
Other personnel expenses	1,010	357
Premises and insurance expenses	419	346
Other overheads	4,256	5,998
Sundry fixed assets	140	78
Service expenses	37	604
Office expenses	1,631	1,720
Other expenses	-	-
Depreciation of tangible fixed assets	1,851	1,661
	<u>41,216</u>	<u>34,155</u>
<b>Total resources expended</b>	<u>639,464</u>	<u>695,415</u>
<b>Net (outgoings)/income</b>	<u>(34,258)</u>	<u>149,625</u>