

H3012

Charity Registration No. 1083910

Company Registration No. 03998925 (England and Wales)

HEADWAY EAST LONDON
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2018

HEADWAY EAST LONDON

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HEADWAY EAST LONDON

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2018

Day to day responsibility for the running of the charity is delegated to the Chief Executive, Anthony Bonfil, and he has, with his senior management team and wider staff and volunteers, delivered a superb service to survivors and their families accessing our services.

BACKGROUND TO ACQUIRED BRAIN INJURY; ITS EFFECTS AND HEADWAY EAST LONDON

Established in 1997, Headway East London has maintained its original mission and vision, even though the form of words used to describe this has changed over time. The organisation has relocated twice to accommodate the growing community and the staff that support the different services.

Headway East London supports brain injury survivors who are learning to manage a combination of cognitive, sensory, physical and behavioural challenges caused by their brain injury. We provide personalised and holistic development plans which take into account the emotional, as well as physical, health of each individual in our care. We are the only provider of this kind in inner London.

Brain injury survivors spend long periods as patients in medicalised settings, with the implicit understanding that their impairments can and should be 'fixed', but, many of the changes are permanent. We are committed to working with members in the long term, with no time limit or discharge policy operated, nor any pre-defined ideas of what constitutes 'recovery' for each individual.

We support our members to take control of their lives, reconnect with the community and build identities that include disability, as part of a broader spectrum of strengths and weaknesses. Our occupational opportunities help facilitate this, empowering members to develop and redevelop skills and interests, to turn negative experiences into positive outcomes and trauma into improved wellbeing and understanding.

Despite its prevalence brain injury is known as the 'hidden' disability: its effects can be hard for others to detect - despite having a profound impact on the individual's life - and it is a heterogeneous and often fluctuating condition. It is difficult to represent survivors as one group, as their conditions and needs are so varied. Consequently, public awareness and understanding is not what it should be. Professionals who work with or aim to support survivors often don't know how to do so effectively, and survivors are likely to experience significant stigmatisation and social isolation.

We tackle this lack of understanding, as well as the limiting notions of what it means to live with brain injury, by advocating for members where necessary, forging channels for communication and integration between survivors and the general public. Often inspired by or developed from our occupational projects and/or partnerships with like-minded organisations, we hold regular public-facing events and opportunities for both communities to interact and connect.

BRAIN INJURY: SOME STATISTICS (UK)

The most recent statistics produced by Headway – the brain injury association, identify that brain injury is more common than people think.

UK estimates for traumatic brain injuries (not incl. stroke or other forms of acquired brain injury) in 2005 was 1,200 per 100,000 population; this equates to 769,200 in a population of 64.1m and 99,696 in London (2013)

Every 90 seconds someone is admitted to hospital with an acquired brain injury related illness – this could be from a head injury, stroke or other cause

Comparison – every 90 seconds a new case of cancer is diagnosed.*

There were 348,934 hospital admissions with an acquired brain injury related illness in 2013-14 (equates to approximately 306,000 individual people)

Comparison – 331,487 new cases of cancer were diagnosed in 2011

Head injuries amongst women have increased by 24% in the last 10 years; despite this, men are still 6 times more likely to have a head injury than women

[Source: Headway – the brain injury association, 2015; *Cancer research UK, 2011]

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TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT)

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MISSION, OBJECTIVES AND ACTIVITIES

Mission: Support People Affected by Brain Injury

Vision: To build a society where people with brain injury are valued, respected and able to fulfil their potential to lead full and active lives

The objectives of the charity are to offer support to people affected by acquired brain injury. The charity supports adults with a brain injury and their families, who often take on the role of unpaid carer.

In order to achieve these objectives the charity operates a day service, where brain injury survivors join as members and take part in a variety of activities and therapies that are beneficial, enjoyable and productive. The community offers an opportunity, with assistance from staff and volunteers, for members to support each other and work on projects that will give something back to the wider community, for example in offering training to professionals working in the field of brain injury and/or campaigning for improved services for survivors and their families. It also directly benefits their family members/carers in providing respite.

The charity also offers support in the form of information, advice and advocacy services brain injury survivors and their families; family support groups; a community support worker service; volunteering opportunities for local people and for people with a brain injury; therapy services and occupational opportunities.

The charity has a communications and fundraising team, who work in conjunction with our members, not only to raise funds, but to promote a better understanding of acquired brain injury and the work of Headway East London across the 13 London boroughs that make up our catchment area.

FINANCIAL OVERVIEW

2017-18 was a healthy financial year for Headway East London. The total income for the charity was up 15% on 2016-17, with total resources expended also up by 9% on the previous year. Income was up 10% on the budgeted income target, with expenditure 3% less than budgeted - the total surplus for 2017-18 was £174,908.

Staff costs increased 14% on 2016-17; mainly due to the expansion of the community support worker service (CSWS).

Total charitable fundraising, income including restricted and unrestricted funds, increased significantly by 50% on the previous year. This increase was mainly due to a significant legacy realized in the year. Expenditure on raising funds increased slightly from £50,397 to £51,095.

A review of the reserves policy including the 'winding-up' reserve has led to this reserve being reclassified as a 'contingency' reserve, which has been set at £297,600. As a result we had £296,652 of available free reserves – see **RESERVES** below for more information.

RESERVES

The trustees' policy is to maintain unrestricted reserves at a level that allows Headway East London to be managed efficiently, to provide a buffer for interrupted services, to provide for future potential relocation and service development and to cover costs in the event of the charity needing to wind-down services due to significant loss of income, and or increases in costs.

The charity's approach in the event of significant income reduction and/or cost escalation would be to anticipate this as far as possible, and to respond by modifying services in a planned way to meet the new situation, while at the same time taking steps to seek alternative sources of funding, and thus continue to provide a sustainable and effective service to as many people as possible.

There has been a detailed review of level of funds required to be allocated to a contingency reserve and we have determined that the minimum amount required will be set at £297,600.

Robust contingency plans are in place to enable the charity to respond to possible situations, as identified through the risk management process. For example, steps are being taken to respond to the situation when current high-demand services will be affected with the likely end of major grants.

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£750,868 of reserves was held, as at 31 March 2018, - up from £575,960, as at 31 March 2017. £102,289 of reserves is restricted. £297,600 of unrestricted reserves is held in a contingency reserve; £54,327 of unrestricted reserves is fixed assets. There is £296,652 of available free reserves.

The trustees have agreed to set aside £162,000 of free reserves for capital expenditure and service development costs. The allocation of the remaining free reserves of £134,652 will be reviewed by the trustees over the course of 2018-19.

CHAIR/CHIEF EXECUTIVE STATEMENT

The lives of brain injury survivors' and their families' have been turned upside down in an instant and the intervention of Headway East London has transformed thousands of people's lives for the better as a result of the support they have received.

Headway East London continues to provide an extremely supportive, innovative and encouraging environment - a whole community - for its members and their families; enabling everyone, whatever their 'challenges', to thrive and contribute after their brain injury and feel good about themselves. It is peer support as it should be provided.

Demand for the charity's services continues to grow, and all of its services are currently oversubscribed. The number of brain injury survivors and their families supported in 2017-18 was up significantly on the previous year with approximately 675 survivors and 200 family members receiving some level of direct support. This is an increase of 50% for survivors and is in the main due to the work undertaken by the casework service, including early intervention work at the Royal London and Homerton Hospitals and to a lesser extent by the work undertaken at the Enfield brain injury clinic.

The casework service has developed considerably since it started in 2015, enabling many more survivors and their families to be supported, advocated for and guided - both at the acute and later stages of injury.

We are seeking solutions which will allow us to expand and develop our services further in the medium to long term, and on an affordable basis. This may involve acquiring additional premises in the local area for a new satellite service, offering more occupational and public engagement opportunities to our membership.

Despite significant challenges we were able to achieve a surplus of £174,908 for the year in what continues to be a very challenging financial environment, as the local authorities in our catchment area continue to have significant constraints on their social care budgets.

Considerable progress has also been made in the level and scope of our overall public engagement activities, which both enables our members to express how it feels to live with the effects of a brain injury and to acknowledge the support provided by Headway East London, to an even wider audience.

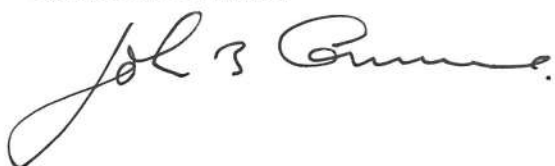
2017-18 marked a very important milestone in the story of Headway East London, as we celebrated the 20th anniversary of the launch of the charity. This culminated in a number of events in March 2018, including a Gala Feast and a Birthday Bash open day at the centre, with over 200 people attending these events; which raised approx. £16,000 in fundraising income.

Thank you to everyone who makes our work possible. We are grateful to all our supporters and funders. Our members, clients, campaigners, donors, fundraisers, staff, volunteers and our trustees are changing the lives of people affected by brain injury for the better. We could not continue this essential work without you.

15/11/18

Chair: John Comminos

Chief Executive: Anthony Bonfil



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TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2018

OUR SERVICES

Headway East London aims to address the diverse and complex needs of people affected by brain injury by offering a wide range of services. The day service remains a hub for all the other services and the premises provides a place for staff from all the services to meet for team & stakeholder meetings, training and support. In this way we are able to offer a truly integrated and collaborative approach to our service delivery.

Services:

- A. Day Service
- B. Occupational Projects
- C. Neurological Therapy Service
- D. Community Support Worker Service (CSWS)
- E. Casework Service (Advice & Advocacy) incl. Early Intervention, Family Support and Saturday Social

SERVICES & OTHER FUNDING STREAMS: HIGHLIGHTS & TARGET OUTCOMES

A. Day Service

Fundamental to this service is peer support, participation and engagement with the community both at Headway East London and beyond. Although the members attending the service have access to a wide range of activities, including neurological therapies, we do not describe what we are doing as 'rehabilitation', choosing rather to describe it as a 'community'. Co-ordinating staff 'facilitate' and clinical staff enhance the service, but the members are the ones who have the lived experience of brain injury and are best able to empathise with fellow members, and encourage and support each other.

166 members accessed the Day Service with an average of 192 placements per week in 2017-18, which was above the weekly target of 190 placements. The service had an income target of £761,792 and achieved income of £769,003, which was 0.9% over the budgeted income target. The total fee income covered approx. 84% of the cost of the service, including therapeutic input.

There is a significant shortfall in the fee income for the day service and the costs to provide this service. This is in part due to the fact that the service has essentially not received an uplift in fees for the last 8 years from local authorities. The estimated cost of providing the service is in the region of £115 per placement however on average we are receiving only £85 per placement. This deficit is paid for through charitable fundraising however we will be actively seeking to recover the full cost of the day service from local authority commissioning services over the course of the next 2 years.

****In the 2017-18 service impact survey 86% of day service members said "Headway East London was either good or excellent"***

B. Occupational Projects

These projects are incorporated into the day service. Three of the projects (Art Studio; Kitchen Project and Member-Led Training) were also allocated financial income targets to offset the funding shortfall for the service and to help subsidise their development:

- Art Studio (Submit to Love Studio)

Approximately 30% of Day Service members access the art studio, working on individual and collaborative projects – mainly drawing, painting, mosaics and sculpture.

A number of members have begun to significantly develop their artistic practice and put together portfolios of their work, with 3 members having had their own art exhibitions. These initiatives will continue to be offered, as the studio provides meaningful occupational and public engagement opportunities. In 2017-18 members were able to earn income from the sales of their work.

The art studio worked in partnership with a number of art and cultural organisations including the Southbank Centre, which culminated in an art exhibition at their Summer Festival. In total 30 day service members exhibited individual or collaborative pieces at 6 public art exhibitions across the course of the year.

An art auction, hosted by the Royal Bank of Scotland, raised in excess of £9,000. The art studio also undertook a number of collaborative art work commissions earning an additional £2,100.

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In 2016, we secured a substantial 3-year grant (£146,000) from the City Bridge Trust; which has part-funded the development of our Art Studio. The grant has enabled members to further develop their artistic skills, accessing formal training, collaborate with other established artists and work with an Artist-in-Residency at the art studio.

The art projects had an income target of £15,000 and achieved actual income of £17,422, 16% above target. Income was derived from exhibitions (private, corporate and public), commissioned art pieces and merchandise sales.

- Kitchen Project (Lunch Club & Supper Club - Headway EATS)

The kitchen is the hub of the day service community, and approximately 8,500+ meals were prepared across the course of the year by members of the day service for the benefit of members, volunteers, staff, and visitors.

The Kitchen Project is overseen by a dedicated Kitchen Project Lead, in conjunction with members, who bring their own ideas or recipes from around the world celebrating the diversity of the Headway community. On a weekly basis, upwards of 20 members were regular members of the Lunch Club kitchen crew.

In addition to the Lunch Club, members have also been involved in catering for our Headway EATS Supper Club; where members of the public visit the centre, primarily for the food but also to learn about the work of Headway East London. 200 guests were hosted at 6 Headway EATS events. The kitchen crew also put on a 5-course 'Gala Feast' for upwards of 80 invited supporters, as part of our 20th anniversary celebrations.

The income for the Kitchen Projects was £19,013 with £16,869 of the target being secured, 11% under target.

**Headway EATS was kindly sponsored by a corporate partner – Anthony Gold - in 2017-18*

- Music Project

Music making has always been an integral part of the day service however in the last 2 years this aspect of the service has developed considerably. To facilitate this growth we have assigned a dedicated Music Co-ordinator to oversee music activities and projects - 90 day service members accessed music activities in 2017-18. Additionally, 25 members attended 6 music outings, and the centre hosted 15 visiting music events. We have developed partnership working with a number of music organisations, including the City of London Sinfonia.

- Member-Led Training

The Member-Led Training project offers opportunities for brain injury survivors to deliver training and awareness-raising to partners in the educational, statutory, and corporate and charity sectors. In 2017-18 this project offered opportunities to 14 brain injury survivors to deliver training and awareness-raising at 15 events, generating income of just over £1K. We also undertook partnership work with St. Mungo's, working alongside their outreach staff in their work with homeless people, who are also brain injury survivors.

- Public Engagement Project

Over the course of the last few years we have been significantly developing opportunities for our day service members to engage in public engagement activities, enabling our members to express how it feels to live with, and impart their unique knowledge and insights of the effects of a brain injury, to an even wider audience. In 2017-18, 24 members were engaged in 10 public engagement events, including our 'Pop-Up Shop' in Shoreditch.

98% of the attendees at these events said they enjoyed the events 'very much'

- Volunteering

Volunteers are a vital component of the service, especially in the day service where they have a pivotal role in supporting members to engage in activities. In 2017-18 we had a total of 83 volunteers, supporting staff at the centre. Twenty one of the volunteers were brain injury survivors who, as well as contributing to the community, benefit from it and the additional support of the Volunteer Co-ordinator. These volunteers are in a unique position to offer peer support to the membership as they have the personal experience of a brain injury and are acutely aware of the challenges this can bring.

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FOR THE YEAR ENDED 31 MARCH 2018

In 2018-19 we will be applying for grant funding to develop the support we offer to our volunteers with a brain injury, furthering their opportunities to undertake meaningful vocational opportunities.

Outcomes

We undertake an annual survey to explore the impact of Headway East London's day service on multiple psychosocial issues associated with ABI. Listed below are the results from that survey:

95% of members surveyed said they agreed or strongly agreed with the statement "Headway helps me feel accepted as I am"
94% of members surveyed said they agreed or strongly agreed with the statement "Headway helps me do something I'm good at"
89% of members surveyed said they agreed or strongly agreed with the statement "Headway helps me feel more confident".
91% of members surveyed said they agreed or strongly agreed with the statement "Headway is helping me make friends".
94% of members surveyed said they agreed or strongly agreed with the statement "Headway helps me feel happier"
77% of members surveyed said they agreed or strongly agreed with the statement "Headway is helping me to have more control in my life"
86% of members surveyed said "Headway East London was either good or excellent"

For more information on the methodology and sampling for the survey see Appendix 1.

C. Neurological Therapy Service (Day Service, Private Therapy & Enfield Brain Injury Clinic)

Community neurological health services in our catchment area are inconsistent and have been subject to significant cuts in recent years despite research highlighting the benefits to brain injury survivors and their families of ongoing access to therapeutic input.

Our therapy service has a pivotal role in providing therapeutic intervention to survivors and their families, who were unable to easily access timely and effective ongoing community therapeutic support. Our experience has demonstrated that people can improve in all areas of their life many years after the initial injury.

In 2017-18 the therapy service continued to offer a range of therapeutic support including physiotherapy, occupational therapy, psychotherapy, as well as complementary therapies. In total the therapists worked with 174 brain injury survivors (up 74% on 2016-17), including 115 Day Service members, 21 people receiving private therapy and 38 traumatic brain injury survivors accessing therapy at the Enfield Brain Injury Clinic.

The Enfield Brain Injury Clinic, which was established in January 2017, and is commissioned through Enfield Clinical Commissioning Group (CCG), has proven very successful and has considerably expanded both the scope of our neurological therapy team and the number of overall brain injury survivors supported in 2017-18. As a result, the contract with Enfield CCG has been extended to April 2019.

Outcomes - Enfield Community Brain Injury Service 2017

Overall goal attainment for the Enfield Community Brain Injury Service in 2017 – *Discharged patients only*:

Achieved	72%
Partially Achieved	25%
Not Achieved	3%

Some quotes from the 2017 Satisfaction Survey* & the Brain Injury Clinic-June 2018

<i>Thank you very much for your help. I love your service/work, it is very helpful*</i>	<i>I am back to normal life. Thank you*</i>
<i>It has helped me tremendously</i>	<i>Informative</i>
<i>Prior to the peer-support group I have never been to any meetings for my head injury</i>	<i>That you're not alone</i>

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<i>I have to thank you for the work you are doing. The support they provided us both, coming over to the house and taking the time.....I don't know what I would have done without them (the therapists), me or my husband</i>	<i>Share your problems and listen to others</i>
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D. Community Support Work Service (CSWS)

This service supports brain injured survivors in the community. As with the day service, it is in the main paid for through individuals social service personal budgets. In 2017-18, a total of 69 brain injury survivors accessed this service (up 33% on the 2016-17) receiving 14,479 hours of support from their support workers (up 21% on 2016-17). The service achieved an income of £294,754 with costs of £308,237, resulting in a small deficit of £13,483. The overall income was up 22% on the previous year's income of £241,086.

Demand for the service continues to grow and we expect this service to continue to grow in 2018-19; when we expect to offer upwards of 400 support hours per week and increase the number of clients supported on a weekly basis to approximately 65.

Outcomes

We undertake an annual survey to explore the impact of Headway East London's CSWS on multiple psychosocial issues associated with ABI. Listed below are the results from that survey:

78% of members surveyed said they agreed or strongly agreed with the statement "Headway helps me feel accepted as I am"
89% of members surveyed said they agreed or strongly agreed with the statement "Headway helps me do things I want/need to do"
89% of members surveyed said they agreed or strongly agreed with the statement "Headway helps me feel more confident" .
70% of members surveyed said they agreed or strongly agreed with the statement "Headway is helping me feel more connected to a community" .
81% of members surveyed said they agreed or strongly agreed with the statement "Headway helps me feel happier"
74% of those members surveyed said they agreed or strongly agreed with the statement "Headway is helping me to have more control in my life"
70% of members surveyed said "Headway East London was either good or excellent"

For more information on the methodology and sampling for the survey see Appendix 1.

E. Casework incl. Advice & Advocacy, Early Intervention, Family Support & Saturday Social

• Advice & Advocacy

Headway East London has always tried to maintain some level of advice & advocacy service to assist brain injury survivors and their families through crisis situations and learn ways to manage better in the future. Due to the complex cognitive problems that often results from brain injury it takes specialist knowledge to work with people in a way that builds in as much independence as possible.

In early 2015 we were successful in securing a 4 year Big Lottery Reaching Communities grant for our Casework Service; launching this service in June 2015.

Currently the service employs four caseworkers, including the manager of the service. We also employ two brain injury survivors as Peer Support Workers; these salaries were paid for separately through corporate sponsorship.*

*The Peer Support Worker posts were kindly sponsored by two of our corporate partners, Anthony Gold and Bolt Burdon Kemp

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In 2017-18 we provided information/advice/advocacy services to 268 brain injury survivors (up 16% on 2016-17). 41 brain injury survivors and family members accessed our monthly Legal Advice Clinic (up 58% on 2016-17).*

**The Legal Advice Clinic was kindly supported through one of our corporate partners, Irwin Mitchell*

- *Early Intervention Project (Royal London Hospital & Homerton Hospital)*

An integral part of the casework service is the early intervention work undertaken with brain injury survivors and their families. In 2017-18 we continued to work in partnership with the Royal London Hospital (RLH) Trauma and Neurological wards, working with brain injury survivors and their families at the critical first stage following a brain injury and at the Homerton Hospital Regional Neurological Rehabilitation Unit (RNRU), working closely with patients as they near their discharge from the unit; to ensure they and their families are supported through the difficult transition period back into the community. A total of 224 survivors (154) and or family members (70) were supported through early intervention in 2017-18.

"We save their life, but that's only the start of it. Headway gets them back to normal again. We don't do that, Headway do" - Consultant Neurologist 1- Royal London Hospital

- *Supporting Families*

Supporting family members is vital – brain injury happens to families. The funding from the Big Lottery also incorporated our family support work and in 2017-18 we gave some level of direct support to approximately 200 family members. In addition, we also hosted a number of social events, incl. our annual Family Fun Day and Family Christmas Party, which were attended by over 100 family members and survivors.

- *Peer Support Groups*

In 2017-18, a total of 85 brain injury survivors (53) and family members (32) attended our two monthly peer support groups in Hackney and Romford.

** The peer support groups and family social events was kindly sponsored in the first quarter of 2017-18 by one of our corporate partners, Stewarts Law*

- *Saturday Social*

The Saturday Social offers opportunities to brain injury survivors, who are unable to access fee paying services. This group, which includes a large proportion of brain injury survivors who volunteer at the Day Service, comes together to socialise, develop friendships and offer support to one another. In 2017-18 there were 12 group meetings with 40 brain injury survivors attending the social group meetings.

** The Saturday Social Group was kindly sponsored by one of our corporate supporters, Bolt Burdon Kemp*

In total the Casework service supported 375 brain injury survivors and their families in 2017-18.

Outcomes

The casework service is undergoing ongoing independent external evaluation, which will be used as evidence to demonstrate the need and the value of this service with the aim of securing ongoing funding beyond June 2019. Below are some of the results from a survey undertaken in May/June 2017:

73% of those surveyed agreed with the statement 'Headway has helped me/the person I care for access and organise better support and services'
70% of those surveyed agreed with the statement 'As a result of support from Headway I know where to go and what to do if difficulties arise'
54% of those surveyed agreed with the statement 'Headway has helped the professionals (e.g. doctors, support workers etc.) that are supporting me to work together better'
92% of those surveyed agreed with the statement 'I am better informed about brain injury as a result of the support I received from Headway'
43% of those surveyed agreed with the statement 'The support from Headway has meant I have to rely less on family or unpaid carers'
55% of those surveyed agreed with the statement 'I am more independent as a result of support I have'

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<i>received from Headway'</i>
70% of those surveyed agreed with the statement <i>'I feel more able to manage difficulties as a result of support from Headway'</i>
90% of those surveyed agreed with the statement <i>'I have had more contact with other people affected by brain injury and/or carers of people with brain injury due to support from Headway'</i>
80% of those surveyed agreed with the statement <i>'I feel less isolated as a result of support from Headway'</i>

For more information on the methodology and sampling for the survey see Appendix 1.

Looking forward

In late 2018 we will be submitting an application to the Big Lottery for 4-year continuation funding for this service from June 2019 as current funding ceases at the end of May 2019. In addition to this application the charity will also contribute up to 15% of the costs of the service from free reserves and also seek to secure additional funding for the service through corporate sponsorship and funding through Bart's NHS Trust.

SUPPORT IN NUMBERS – 2017-18

In total Headway East London directly supported approximately 675 brain injury survivors* and 200 family members affected by a loved one's brain injury:

*An increase of 50% on 2016-17

166 brain injury survivors accessed day service	30 day service members exhibited art work at 6 public art exhibitions incl. Southbank Centre
192 average weekly placements at day service	8,500 + meals produced at day service 'lunch club'
174 brain injury survivors accessed neurological therapy service	20+ day service members were regularly engaged in food preparation at the lunch club
69 brain injury survivors accessed community support worker service	6 supper club (Headway EATS) events
375 brain injury survivors and family members accessed casework service	200 people attended Headway EATS (150 members of the public)
268 brain injury survivors accessed 1:1 advocacy & advice	2 brain injury survivors were employed in the casework team
200 family members have accessed family support	21 of our day service volunteers are brain injury survivors
41 brain injury survivors & family members accessed legal advice clinic	14 brain injury survivors delivered member-led training
40 brain injury survivors attended Saturday Social Group	14 member-led training events
50+ day service members regularly undertook art activities in the 'Submit to Love Studio'	297 attendances at 59 outings in day service
3 day service members had their own art exhibitions	24 brain injury survivors were engaged in 10 public engagement and learning events

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TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT)

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CO-PRODUCTION

We believe that everyone has the capacity to make a contribution and our experience at Headway East London has shown us that when everyone is involved in contributing, the process creates more effective, relevant and focused support; enabling brain injury survivors and their families to access appropriate support and regain their independence.

To facilitate this we actively seek to involve the people who access our services in the development, planning and implementation of our services, viewing those who access the services as our most valuable resource, with a wealth of skills, experience, knowledge and expertise to offer. We therefore seek to develop solutions which are inclusive of their input, as a means to effect meaningful and sustainable positive change for people affected by brain injury.

Stakeholder engagement

Whilst we have always sought members' views in relation to the development of activities and services and more recently and, as the community and services have developed, we have started to formalise opportunities for meaningful and effective engagement from the membership on a range of service delivery and development.

We are particularly keen to develop the role of brain injury survivors and other stakeholders in the direct governance and development of the organization; actively facilitating opportunities for brain injury survivors and family members affected by brain injury to attend and participate in board of trustee meetings.

We have also developed opportunities for members to be engaged in publicising the work of Headway East London and raising awareness of brain injury to an even wider and diverse audience

Examples of co-productive activity, which our members are engaged in include:

Day Service: Member Forum – Consultation Group	Day Service: Members planning and co-leading on group activities
Art Studio – Juicy Meets Forum	Members contributions to 'All Party Parliamentary Group on Acquired Brain Injury'
Member engagement in staff & trustee recruitment & induction	Member contributions to 'Condition Impact Report' for the DWP
Member attendance at Board meetings	Member input to HEL policy & procedure development
Member contributions to Kitchen Project development consultations	Member-Led Training – planning and delivery
Member participation in a Communications Editorial Group	

COMMUNICATIONS & FUNDRAISING

The costs for this function were funded through charitable fundraising. In 2017-18 the fundraising target was £190,000 and we secured £322,000 (169%) of the target. The secured fundraising income was derived from the following sources:

Donations (One-off & Regular) = 56%	Community Fundraising = 6.6%
Grants = 11.5%	Art & Merchandise Sales = 5.4%
Corporate Donations & Sponsorship = 10%	Gift Aid = 2.5%.
Sponsored Challenges = 8%	

Communications & Fundraising - Highlights

Media & PR: 40+ pieces (30+ dedicated articles) with coverage on BBC3 & BBC Ouch, Guardian, Independent, Telegraph, Time Out & ITV (in addition to numerous local outlets)
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HEADWAY EAST LONDON

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2018

Magazine Project Development: 10 day service members formed an editorial group to help create 'Matter' magazine – launched in May 2018. A further 20+ members were involved in contributing to the magazine. The magazine is stocked in 6 retail outlets
Pop-up shop: Launched in May 2017 - engaged 30+ members in events; featuring artwork and merchandise created at 'Submit to Love Studios'. Raised more than £4000 and garnered significant media attention*
30+ day service members involved in Headway East London art exhibition at 2017 Southbank Summer Festival - footfall saw thousands pass daily
Public engagement & partnerships: 10+ events. Partnership work with the <i>Wellcome Collection</i> , as members worked with the Addamson Collection to create a film in response to their art collection/archive. Established partnership working with <i>the Science Museum</i> - first event planned for July 2018
Supper Clubs: 200 guests attended 5 events
Merchandise development: Launch of the Etsy shop raised over £3000 with members directly engaged in the creation process
Sponsored Challenge Events raised £25,593 including: Mount Kilimanjaro Climb; London Marathon; Run Hackney; RideLondon 100; Glass Walk challenge; Parallel London; Tough Mudder Challenge; Swim Serpentine; Superhero Run; London to Brighton cycle; Charity Walk for Peace; Santa Run.
Community Fundraising raised £21,293 including: The Romford Group annual quiz** ; 'Raising the Dough' supper club; Archant Business Awards Raffle; Carpenters Primary School - Hats for Headway; 'Summer Knees Up Party'; Keith Baxter's Fundraiser.
Art & Merchandise sales raised £17,422 including: Art auction event at the Royal Bank of Scotland (RBS); Etsy shop sales; art commissions, art sales at Gala FEAST event
Donations raised £181,579 including: £166K legacy from one individual
Corporate sponsorship and donations raised £32,322 including: Anthony Gold, Bolt Burdon & Kemp; Irwin Mitchell; Osbornes Law; Stewarts Law; Talbot Underwriting
20th anniversary celebrations: Big Birthday Bash welcomed 120+ stakeholders to the centre; Gala FEAST* was attended by 95 supporters, who enjoyed a three course feast cooked & served by the HEL Kitchen Crew – members also performed and compered at the event, which raised £8.5K .
Thanks also for in-kind support: Five Points Brewery (we continue to partner with them as their Charity of the Year 2018); Majestic Wine, John Lewis,; Allianz; Joe Trivelli (The River Café); E5 Bakehouse; the Hoxton Hotel Group; the Andrew Lloyd Webber Foundation and Disney.

**Kindly sponsored by one of our corporate partners, Anthony Gold

** 95% of workshop & shop attendees rated their experience "Good" or "Excellent"

The Headway East London website was kindly sponsored by one of our corporate partners, Osbornes Law

HEADWAY EAST LONDON

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2018

APPRECIATIONS

We want to say a massive thank you to all our funders, sponsors, individual fundraisers and donors who supported us in 2017-18.

Trusts and Foundations:

Alchemy Foundation	Heinz, Anna & Carol Kroch Foundation
Andrew Lloyd Webber Foundation	Hospital Saturday Fund
Anny Rylands	John Lewis DCIC Partnership Trust
Austin & Hope Pilkington Trust	Lyn Foundation
The BIG Lottery – Reaching Communities	Mackintosh Foundation
Charles S French Charitable Trust	Merchant Taylors
The Chidwick Trust	Percy Bilton
The City Bridge Trust	Peter Stebbings Memorial Charity
Company of Art Scholars	PP Mackintosh
D'Oyly Carte Charitable Trust	The Radcliffe Trust
Ernest Hecht Charitable Foundation	The Sir Jules Thorn Charitable Trust
The February Foundation	The Souter Charitable Trust
Goldsmiths Company	Worshipful Company of Fan Makers
Glencott Foundation	Worshipful Company of Leathersellers

Grants for Individual Members:

London Catalyst – Samaritan Grant

Corporate Supporters / Sponsors:

Allianz	Joe Trivelli (The River Café)
Anthony Gold	John Lewis
Bolt Burdon Kemp	Majestic Wine
Disney	Northern Trust
5 Bakehouse	Osbornes Law
Five Points Brewery	Prudential
Hoxton Hotel Group	Stewarts Law
Hyphen Law	Talbot Underwriting
Irwin Mitchell	

Individual Donors and Fundraisers

We want to thank our loyal regular donors, Friends of Headway East London – your ongoing support is inspirational and very much appreciated.

87 people signed up for sponsored challenges during the year. Thank you for taking up a challenge and thank you to all those who sponsored them – raising over £25K.

Special thanks go to:

Glass Walk participants: 25 people braved the walk across 4 metres of broken glass, raising £4.6K .
Noel Sainsbury: another fantastic year of fundraising from Noel and his OLSGEIRE crew, who took part in the Ride London 100, hosted a golf day and another long cycle, and raised approx. £6K .
Amy Smith: who soared past her £5K target for her Mt. Kilimanjaro climb - raising over £6K .
All Headway East London staff, members, board members and volunteers: who worked so hard on the Gala Feast and the Big Birthday Bash and made our 20 th anniversary so special.
Special thanks to everyone who donated so generously towards our 20/20 campaign.

Other Supporters / Partners:

Carpenters Primary School (Newham)	Mike's Table
Jubilee Primary School	The Southbank Centre
Fare Share	Action against Medical Accidents (AvMA)
Supporters of Hackney Recycling Awards	Tesco – Hackney Superstore
Haringey Irish Centre	Waitrose – Various branches

HEADWAY EAST LONDON

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2018

Leyton Orient FC	The Wellcome Trust
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KEY ACHIEVEMENTS

- Supported 675 brain injury survivors and 200 family members
- Day Service at full capacity with a long waiting list
- Continued growth of the Community Support Worker Service
- Success of the Enfield Brain Injury Clinic
- Development of Casework service incl. Early intervention Project
- Increased awareness of brain injury and the work of Headway East London as a result of extensive press coverage
- Significant growth of Occupational Projects incl. art, food, writing, training and volunteering
- Significant increase in public engagement and awareness raising opportunities for brain injury survivors
- Partnerships with national cultural and learning institutions incl. The Southbank Centre and The Wellcome Collection

SIGNIFICANT CHALLENGES / OPPORTUNITIES

Statutory Funding:

There continue to be significant constraints on social care funding from local authorities, and as the vast majority of our income is derived from our fee paying services, we need to continue ensure that this income is maintained. We must therefore ensure that all services can demonstrate excellent impacts and outcomes for the individuals accessing them. Whilst we have increased our annual service fees, when appropriate and in line with inflationary pressures for new people accessing our services, we have received essentially no statutory uplift in day service fees for the last 8 years for existing members/clients. This resultant shortfall in funding means that the deficit in service income has to be met by increased charitable fundraising and other income streams.

We will be undertaking a full cost recovery (FCR) exercise for the day service over the course of the next 2 years to secure a more equitable funding outcome for this service. This will allow us to use charitable fundraising income to develop further opportunities and services for our membership.

Awareness & Brand Recognition:

There is relatively low awareness of brain injury and its prevalence in the community, and very little understanding of the long-term effects on survivors and their families. Also, the Headway brand is not as well-known as it should be. This low level of awareness and recognition can impact on fundraising activity and our relationship with statutory agencies, and also of course the statutory services received by survivors and families. To address this issue we are determined to actively promote the activities of Headway East London and the issue of brain injury by capitalising on the lived experience of brain injury survivors. We will do this by developing additional opportunities for our members' to showcase their skills and talents in a wide range of public forums, with particular emphasis on occupational projects and public engagement. We will seek to further promote Headway East London and its support for brain injury survivors and their families by utilising as wide a range of media opportunities as is viable within our current resources.

PLANS FOR THE FUTURE

Over the course of the last 2 years we have been evaluating plans to expand and develop services and have significantly developed a number of our services and support programmes. This has included the expansion of community support services, advice and advocacy, early intervention, therapeutic support and occupational projects; the latter has also included significant growth in members' public engagement and awareness raising activity.

A long-term strategy and business plan will set out the longer term aims of the organisation. This will include plans to open a new satellite service dedicated to developing occupational and public engagement opportunities for brain injury survivors, with an option to include the potential of purchasing premises. Additionally we will be looking to develop partnership work with other charities, social enterprises and businesses' to develop projects which will further our member's opportunities to engage in meaningful and rewarding occupational activities and public engagement, in line with their own aspirations.

HEADWAY EAST LONDON

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2018

Headway East London's short and long-term strategy involves expanding the quality and depth of the support we offer, as well as raising the profile of the organisation and its work. This will be critically informed and guided by the prevailing economic climate and resultant pressures, which will necessitate us adopting a business model which fulfils our core mission and is sustainable and achievable in the long-term.

5 Key Strategic Aims – 2018-19:

- Ensure the financial stability of the organisation
- Provide specialist support and services
- Develop occupational and public engagement opportunities
- Raise the profile of Headway East London and brain injury
- Develop co-productive practices and working together

STAFFING

At the end of the 2017-18 financial year Headway East London had 42 permanent employees (34 WTE) – comprising 24 full time staff and 18 part time staff. In addition, we had 16 casual workers and 5 self-employed contractors.

At any one time we have around 40-50 people volunteering with us; their contribution is invaluable as they befriend the members – often working one-to-one with them, helping with practical tasks, running activity sessions or offering a particular skill, such as Craniosacral Therapy. In addition, we undertook 4 student therapist placements, as part of our neurological therapy team.

The staff and volunteer team are an incredibly dedicated group of people who work with passion and enthusiasm for the benefit of brain injury survivors and their families.

PUBLIC BENEFIT

The trustees have given due consideration to the Charity Commission's published guidance on the Public Benefit when reviewing the charity's aims and objectives and in planning future activities. As well as improving the lives of people affected by brain injury, Headway East London provides benefits to the wider public by equipping its members to make a positive contribution to society and through its occupational, training, campaigning and awareness raising activities.


RISK MANAGEMENT

A Risk Management Matrix is maintained that identifies potential risks and the impact of those risks. The Matrix 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 Matrix can be added to at any time and is reviewed by the Board of Trustees annually. The Finance and Audit Committee has responsibility for monitoring the risk areas, identifying new risks and proposing amendments to the Matrix as necessary.

Auditor

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information. The auditor, SRG LLP, is deemed to be reappointed under section 487(2) of the Companies Act 2006.

The trustees' report was approved by the Board of Trustees.


.....
MR J. B. LOMNINOS
Trustee
Dated: 15 November 2018

HEADWAY EAST LONDON

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2018

Appendix 1

2017-18 – Day Service - Impact Survey

Methodology:

Between January and March 2018, 66 day service members were surveyed. This equates to 40% of the day service membership. Surveys were either administered as a self-completed questionnaire (where a member had capacity to do this), or via a semi structured interview by a social work student or volunteers, all of whom were briefed on how to support people to express their views. An accessible version was used with members who had communication and / or cognitive difficulties.

The survey took the form of six statements. For each statement, members were asked to indicate their level of agreement or disagreement. Members were then asked to rate Headway East London overall for quality, and to answer (if they wished) two open questions:

- What are the good things about Headway East London?
- What things could be better?

Sample Data:

Of the 66 surveys conducted: 48 were male and 18 were female. 4 were in age bracket 16-30; 57 were in age bracket 31-64; 5 were in age bracket 65+

2017-18 – Community Support Worker Survey - Impact Survey

Methodology:

Between January and March 2018, all the current 53 CSWS members were posted a questionnaire (an accessible version was also included) and 27 (51%) responses were returned. Surveys were either administered as a self-completed questionnaire (where a member had capacity to do this), or with support from a family member or friend or via a semi structured interview with their Support Worker (who were briefed on how to support people to express their views in an independent manner).

The survey took the form of six statements. For each statement, members were asked to indicate their level of agreement or disagreement. Members were then asked to rate Headway East London overall for quality, and to answer (if they wished) two open questions:

- What are the good things about Headway East London?
- What things could be better?

Sample Data:

Of the 27 surveys returned: 19 were male and 8 were female. 2 were in age bracket 16-30; 23 were in age bracket 31-64; 2 were in age bracket 65+

2017 Casework Service 2nd Stage Evaluation – Survey extract

Methodology:

In June 2017 the second stage of the Casework Service evaluation was completed. As part of the evaluation survivors and carers were once again consulted in the preceding months about their experience of the brain injury recovery and asked to consider what support they had received and what intervention might be missing.

Sample data:

50 people who had come in contact with the Casework Service at some point over the past two years completed a survey.

28 were survivors, 14 identified themselves as carers, and a further 8 described themselves as family members or friends.

The majority of the respondents were in regular monthly contact with HEL (27 people).

Note: The 3rd stage of the ongoing service evaluation will start in July 2018

HEADWAY EAST LONDON

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2018

The trustees, who are also the directors of Headway East London for the purpose of company law, 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 charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

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 judgements 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

HEADWAY EAST LONDON

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF HEADWAY EAST LONDON

Opinion

We have audited the financial statements of Headway East London (the 'charity') for the year ended 31 March 2018 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the 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 2018 and of its incoming resources and application of resources, 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 accounts section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the accounts in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

Other information

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

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

We have nothing to report in this regard.

HEADWAY EAST LONDON
INDEPENDENT AUDITOR'S REPORT (CONTINUED)
TO THE TRUSTEES OF HEADWAY EAST LONDON

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the Trustees' Report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees, who are also the directors of the charity for the purpose of company law, 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 directors 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 charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditors under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

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

This report is made solely to the charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditors' 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Trevor Clarke (Senior Statutory Auditor)

for and on behalf of SRG LLP

Chartered Accountants
Statutory Auditor



28 Ely Place
3rd Floor
London
EC1N 6AA

HEADWAY EAST LONDON

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF HEADWAY EAST LONDON

SRG LLP is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under of section 1212 of the Companies Act 2006

HEADWAY EAST LONDON

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2018

		Unrestricted funds	Restricted funds	Total 2018	Total 2017
	Notes	£	£	£	£
<u>Income from:</u>					
Donations and legacies	3	255,283	247,610	502,893	335,500
Charitable activities	4	1,309,488	60,829	1,370,317	1,279,725
Other trading activities	5	30,542	-	30,542	31,919
Investments	6	1,425	-	1,425	3,059
Total income		1,596,738	308,439	1,905,177	1,650,203
<u>Expenditure on:</u>					
Raising funds	7	44,888	6,207	51,095	50,397
Charitable activities	8	1,360,821	318,353	1,679,174	1,533,666
Total resources expended		1,405,709	324,560	1,730,269	1,584,063
Net income/(expenditure) for the year/ Net movement in funds		191,029	(16,121)	174,908	66,140
Fund balances at 1 April 2017		457,550	118,410	575,960	509,820
Fund balances at 31 March 2018		648,579	102,289	750,868	575,960

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities. Included within donations and legacies is a legacy in memorandum for £166,225, which due to its size is considered an exceptional item.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

HEADWAY EAST LONDON

BALANCE SHEET

AS AT 31 MARCH 2018

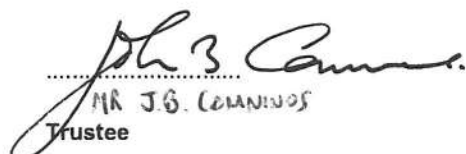
	Notes	2018		2017	
		£	£	£	£
Fixed assets					
Tangible assets	12		101,794		118,559
Current assets					
Debtors	13	186,885		171,226	
Cash at bank and in hand		582,449		406,090	
		<u>769,334</u>		<u>577,316</u>	
Creditors: amounts falling due within one year	14	<u>(120,260)</u>		<u>(119,915)</u>	
Net current assets			649,074		457,401
Total assets less current liabilities			<u>750,868</u>		<u>575,960</u>
Income funds					
Restricted funds	16		102,289		118,410
<u>Unrestricted funds</u>					
Designated funds	18	459,600		326,592	
General unrestricted funds		<u>188,979</u>		<u>130,958</u>	
			<u>648,579</u>		<u>457,550</u>
			<u>750,868</u>		<u>575,960</u>

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2018, although an audit has been carried out under section 144 of the Charities Act 2011. No member of the company has deposited a notice, pursuant to section 476, requiring an audit of these financial statements under the requirements of the Companies Act 2006.

The trustees acknowledge their responsibilities for ensuring that the charity keeps accounting records which comply with section 386 of the Act and for preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its incoming resources and application of resources, including its income and expenditure, for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

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

The financial statements were approved by the Trustees on *15 November 2018*


.....
MR J.B. COMINOS
Trustee

Company Registration No. 03998925

HEADWAY EAST LONDON

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2018

	Notes	2018 £	£	2017 £	£
Cash flows from operating activities					
Cash generated from operations	20		186,252		128,364
Investing activities					
Purchase of tangible fixed assets		(11,319)		(3,254)	
Interest received		1,426		3,060	
Net cash used in investing activities			(9,893)		(194)
Net cash used in financing activities			-		-
Net increase in cash and cash equivalents			176,359		128,170
Cash and cash equivalents at beginning of year			406,090		277,920
Cash and cash equivalents at end of year			582,449		406,090

HEADWAY EAST LONDON

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2018

1 Accounting policies

Charity information

Headway East London is a private company limited by guarantee incorporated in England and Wales. The registered office is Bradbury House, Timber Wharf, 238-240 Kingsland Road, London, E2 8AX.

1.1 Accounting convention

The financial statements have been prepared in accordance with, the Companies Act 2006 and "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)" (as amended for accounting periods commencing from 1 January 2016). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes.

Designated funds comprise funds which have been set aside at the discretion of the trustees for specific purposes. The purposes and uses of the designated funds are set out in the notes to the financial statements.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Incoming resources

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

Turnover is measured at the fair value of the consideration received or receivable and represents amounts receivable for goods and services provided in the normal course of business, net of discounts, VAT and other sales related taxes.

HEADWAY EAST LONDON

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2018

1 Accounting policies

1.5 Resources expended

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.
- expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.
- other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Freehold land and buildings	Over 15 years
Plant and equipment	Over 4 years
Fixtures and fittings	Over 4 years
Computers	Over 4 years

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

The charity reviewed its depreciation estimates in the year and revised the estimated useful life of the land and buildings up to a total useful life of 15 year. This has reduced depreciation in the year from £35,743 to £18,227.

1.7 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

Intangible assets with indefinite useful lives and intangible assets not yet available for use are tested for impairment annually, and whenever there is an indication that the asset may be impaired.

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

HEADWAY EAST LONDON

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2018

1 Accounting policies

1.9 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.10 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.11 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

HEADWAY EAST LONDON

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2018

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Donations and legacies

	Unrestricted funds	Restricted funds	Total 2018	Total 2017
	£	£	£	£
Donations and gifts	19,789	88,501	108,290	64,479
Legacies receivable	166,225	-	166,225	-
Restricted grants	8,250	159,109	167,359	232,808
Sponsorship	25,593	-	25,593	13,114
Other	35,426	-	35,426	25,099
	<u>255,283</u>	<u>247,610</u>	<u>502,893</u>	<u>335,500</u>
For the year ended 31 March 2017	<u>92,179</u>	<u>243,321</u>		<u>335,500</u>

The charity received a legacy in memorandum in the year for £166,225, this income is considered an exceptional item in terms of size and has been included within donations and legacies in the year.

HEADWAY EAST LONDON

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2018

4 Charitable activities

	Fee income £	Transport income £	CSW services £	Therapies £	Total 2018 £	Total 2017 £
Other income	769,003	216,917	294,754	89,643	1,370,317	1,279,725
Analysis by fund						
Unrestricted funds	769,003	216,917	294,754	28,814	1,309,488	
Restricted funds	-	-	-	60,829	60,829	
	769,003	216,917	294,754	89,643	1,370,317	
For the year ended 31 March 2017						
Unrestricted funds	778,708	217,568	241,086	28,696		1,266,058
Restricted funds	-	-	-	13,667		13,667
	778,708	217,568	241,086	42,363		1,279,725

5 Other trading activities

	2018 £	2017 £
Fundraising events	30,542	31,919

6 Investments

	2018 £	2017 £
Interest receivable	1,425	3,059

7 Raising funds

	Unrestricted funds £	Restricted funds £	Total 2018 £	Total 2017 £
<u>Fundraising and publicity</u>				
Costs of raising donations and legacies	44,888	6,207	51,095	50,397

HEADWAY EAST LONDON

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2018

7 Raising funds

	44,888	6,207	51,095	50,397
	<u>44,888</u>	<u>6,207</u>	<u>51,095</u>	<u>50,397</u>
For the year ended 31 March 2017				
Fundraising and publicity	50,397	-		50,397
	<u>50,397</u>	<u>-</u>		<u>50,397</u>

8 Charitable activities

	2018	2017
	£	£
Staff costs	765,360	685,547
Depreciation and impairment	17,295	27,759
Premises costs	87,237	105,583
Volunteers' expenses	390	679
Other expenses	5,360	6,102
Bank charges	2,498	2,624
Members' activities	42,121	28,135
Members' transport	157,240	147,993
Communication expenses	4,988	4,926
Provision for bad debts	1,737	-
	<u>1,084,226</u>	<u>1,009,348</u>
Share of support costs (see note 9)	512,818	439,394
Share of governance costs (see note 9)	82,130	84,924
	<u>1,679,174</u>	<u>1,533,666</u>
Analysis by fund		
Unrestricted funds	1,360,821	
Restricted funds	318,353	
	<u>1,679,174</u>	
For the year ended 31 March 2017		
Unrestricted funds		1,257,644
Restricted funds		276,022
		<u>1,533,666</u>

HEADWAY EAST LONDON

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2018

9 Support costs	Charitable activities	Support costs	Governance costs	2018	2017
	£	£	£	£	£
Staff costs	765,360	445,411	55,754	1,266,525	1,109,945
Volunteers expenses	2,498	141	-	2,639	2,649
Members' activities	42,121	5,835	-	47,956	28,135
Members' transport	157,240	-	-	157,240	147,993
Other expenses	5,360	-	-	5,360	19,292
Communication expenses	4,988	-	-	4,988	4,926
Provision for bad debts	1,737	-	-	1,737	-
Legal and professional	-	3,340	13,018	16,358	14,191
Audit fees	-	-	6,080	6,080	5,520
Support costs allocated to activities (all based on staff usage)					
Premises costs	87,237	48,289	6,050	141,576	155,915
Bank charges	390	216	27	633	1,077
Depreciation	17,295	9,588	1,200	28,083	44,022
	<u>1,084,226</u>	<u>512,820</u>	<u>82,129</u>	<u>1,679,174</u>	<u>1,533,666</u>

10 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

HEADWAY EAST LONDON

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2018

11 Employees

Number of employees

The average monthly number employees during the year was:

	2018 Number	2017 Number
Part-time	17	16
Full-time	23	22
	<u>40</u>	<u>38</u>

Employment costs

	2018 £	2017 £
Wages and salaries	1,124,105	985,415
Social security costs	88,706	77,529
Other pension costs	53,714	47,001
	<u>1,266,525</u>	<u>1,109,945</u>

In addition, the charity is supported on a daily basis by dedicated volunteers, the value of which is not reflected in these accounts.

The average number of full time equivalent employees for the year was 37 (2017: 36).

There were no employees whose annual remuneration was £60,000 or more.

12 Tangible fixed assets

	Freehold land and buildings £	Plant and equipment £	Fixtures and fittings £	Computers £	Total £
Cost					
At 1 April 2017	323,848	48,558	7,308	31,607	411,321
Additions	9,720	-	-	1,599	11,319
At 31 March 2018	<u>333,568</u>	<u>48,558</u>	<u>7,308</u>	<u>33,206</u>	<u>422,640</u>
Depreciation and impairment					
At 1 April 2017	223,909	46,057	7,308	15,489	292,763
Depreciation charged in the year	18,277	1,504	-	8,302	28,083
At 31 March 2018	<u>242,186</u>	<u>47,561</u>	<u>7,308</u>	<u>23,791</u>	<u>320,846</u>
Carrying amount					
At 31 March 2018	<u>91,382</u>	<u>997</u>	<u>-</u>	<u>9,415</u>	<u>101,794</u>
At 31 March 2017	<u>99,939</u>	<u>2,501</u>	<u>-</u>	<u>16,119</u>	<u>118,559</u>

HEADWAY EAST LONDON

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2018

13 Debtors

	2018	2017
	£	£
Amounts falling due within one year:		
Trade debtors	58,071	74,539
Other debtors	17,500	17,500
Prepayments and accrued income	111,314	79,187
	<u>186,885</u>	<u>171,226</u>

14 Creditors: amounts falling due within one year

	2018	2017
	£	£
Other taxation and social security	25,011	24,324
Trade creditors	36,443	37,202
Other creditors	16,724	7,630
Accruals and deferred income	42,082	50,759
	<u>120,260</u>	<u>119,915</u>

15 Retirement benefit schemes

Defined contribution schemes

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The charge to profit or loss in respect of defined contribution schemes was £53,714 (2017 - £47,001).

HEADWAY EAST LONDON

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2018

16 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in funds			Balance at 31 March 2018 £
	Balance at 1 April 2017 £	Incoming resources £	Resources expended £	
Alchemy Foundation	-	500	(500)	-
Anny Rylands	828	-	(828)	-
Anthony Gold	4,520	8,828	(11,553)	1,795
Austin & Hope Pilkington Trust	-	5,000	(5,000)	-
BBK	2,898	6,052	(7,942)	1,008
Big Lottery	922	114,264	(96,142)	19,044
Charles S French	-	2,000	(1,000)	1,000
Chidwick Trust	10,000	-	(10,000)	-
City Bridge Trust	-	48,600	(48,600)	-
Company of Art Scholars	-	1,000	(1,000)	-
D'Oyly Carte	750	-	(750)	-
Enfield Contract	4,013	60,828	(64,841)	-
Ernest Hect Charitable Foundation	491	-	(491)	-
Feb Foundation	-	2,407	(2,407)	-
Goldsmiths Charity	2,000	-	(2,000)	-
Glencott Foundation	480	-	(480)	-
Heinz, Anna & Carol Kroch Foundation	-	400	(400)	-
Hospital Saturday Fund	256	3,000	(575)	2,681
Irwin Mitchell	3,600	1,500	(5,100)	-
John Lewis	5,000	-	(5,000)	-
London Catalyst	2,050	4,300	(2,800)	3,550
Lottery Grant	18,382	-	(18,382)	-
Lyn Foundation	-	500	(500)	-
M&G Investments	-	1,901	-	1,901
Mackintosh Foundation	250	-	(250)	-
Merchant Taylors	-	15,000	(3,750)	11,250
Northern Trust	-	4,830	(1,330)	3,500
Osbournes	-	20,100	(11,350)	8,750
Percy Bilton Grant	-	2,794	(2,794)	-
Peter Stebbings Memorial Charity	885	-	(885)	-
PP Mackintosh	-	1,000	(1,000)	-
Prudential	1,000	1,000	(1,657)	343
Radcliffe Trust	625	-	(625)	-
Sir Jules Thorn	-	1,000	(1,000)	-
Southbank	-	1,635	(1,635)	-
The Bradbury Foundation	56,960	-	(9,493)	47,467
The Souter Charitable Trust	2,500	-	(2,500)	-
	<u>118,410</u>	<u>308,439</u>	<u>(324,560)</u>	<u>102,289</u>

HEADWAY EAST LONDON

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2018

17 Unrestricted funds

	Balance at 1 April 2017 £	Movement in funds			Balance at 31 March 2018 £
		Incoming resources £	Resources expended £	Transfers £	
General funds	130,957	1,596,738	(1,405,709)	28,993	350,979
Contingency reserve	326,593	-	-	(28,993)	297,600
	<u>457,550</u>	<u>1,596,738</u>	<u>(1,405,709)</u>	<u>-</u>	<u>648,579</u>

The contingency reserve is a designated reserve of funds, set aside in the event that the charity suffers a permanent reduction in its capacity to generate income. During the year the charity reviewed the adequacy of its assumptions surrounding the contingency reserve and how this is subsequently calculated. They found their calculations to be based on unrealistic assumptions and therefore revised this method to reflect a more realistic outlook. It was therefore considered appropriate that the contingency reserve should be reduced by £28,993.

18 Analysis of net assets between funds

	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total £
Fund balances at 31 March 2018 are represented by:				
Tangible assets	54,328	-	47,466	101,794
Current assets/(liabilities)	134,651	459,600	54,823	649,074
	<u>188,979</u>	<u>459,600</u>	<u>102,289</u>	<u>750,868</u>

19 Related party transactions

The charity received donations from its trustees and other related parties during the period which totalled £2,670 (2017: £1,534).

20 Cash generated from operations

	2018 £	2017 £
Surplus for the year	174,908	66,140
Adjustments for:		
Investment income recognised in statement of financial activities	(1,425)	(3,059)
Depreciation and impairment of tangible fixed assets	28,083	44,022
Movements in working capital:		
(Increase) in debtors	(15,659)	(8,561)
Increase in creditors	345	29,822
Cash generated from operations	<u>186,252</u>	<u>128,364</u>