

HOME NOT ALONE

**Headway East London
Annual Review
2020 - 21**

2020 hey?

In a year we'll never forget, this community came together in new and inspiring ways.

Through online art sessions, doorstep deliveries, emergency visits, remote therapy sessions, daily befriending calls, distant postal collaborations, Headway Virtual Choirs, online baking groups, football chats, gardening how-tos.... the list goes on (and so did we!)

In incredibly difficult circumstances, we were determined to ensure that our membership of brain injury survivors were Home, Not Alone.

Headway East London is a charity supporting people affected by acquired brain injury.

We support both adults who have sustained a head injury or other kind of brain injury and their families, who often take on the role of unpaid carer.

We believe that every one of our members has something to contribute to both the Headway community and the wider community - that every person with a brain injury should be valued and respected and deserves every opportunity to live a full and active life.

In order to achieve this we operate a community 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.

We also offer support in the form of information, advice and advocacy services for people with brain injury and their families; family support groups; a community support worker service; volunteering opportunities for local people and for some people with a brain injury; therapy services and occupational project work.



A message from our CEO and Chair

2020-21 was a year unlike any other in our history due to the Covid-19 pandemic. When lockdown started we had to close the doors to our day service and quickly re-imagine how we could continue to support our members during this time. Lockdown for our members did not change their day to day lives immensely, and the isolation that the general population experienced is similar to that of our members every day following a brain injury.

During lockdown we ran a number of online zoom sessions every day including art sessions, discussion groups, quizzes and music sessions. Members were involved in regular 'Canal side discs' our version of desert island discs featuring members, staff and guests choosing their favourite tracks which was a great success. We ran an online magic series with members learning a variety of tricks, as well as therapeutic sessions.

Staff adapted quickly and professionally to working online and finding new and creative ways to engage with members, at times involving doorstep visits, delivering technology to enable members to participate in online sessions or art materials so that members could continue with their art works at home.

A total of 12 staff were furloughed during the year for varying lengths of time as income reduced, but we were grateful to our local authorities continuing to fund us throughout the year as we adapted but continued to support our members.

Feedback from members during the lockdown periods was generally positive, with members able to engage across a number of different days, rather than just one, and meet other people who attend the centre on other days.

We worked hard to re-open our centre after the first lockdown adapting the space to include a one-way system, and ensuring infection control measures were in place with PPE and regular testing for staff and temperature checks for members. When the country went back in to lockdown we closed and returned to online support before re-opening a hybrid service at the start of March 2021.

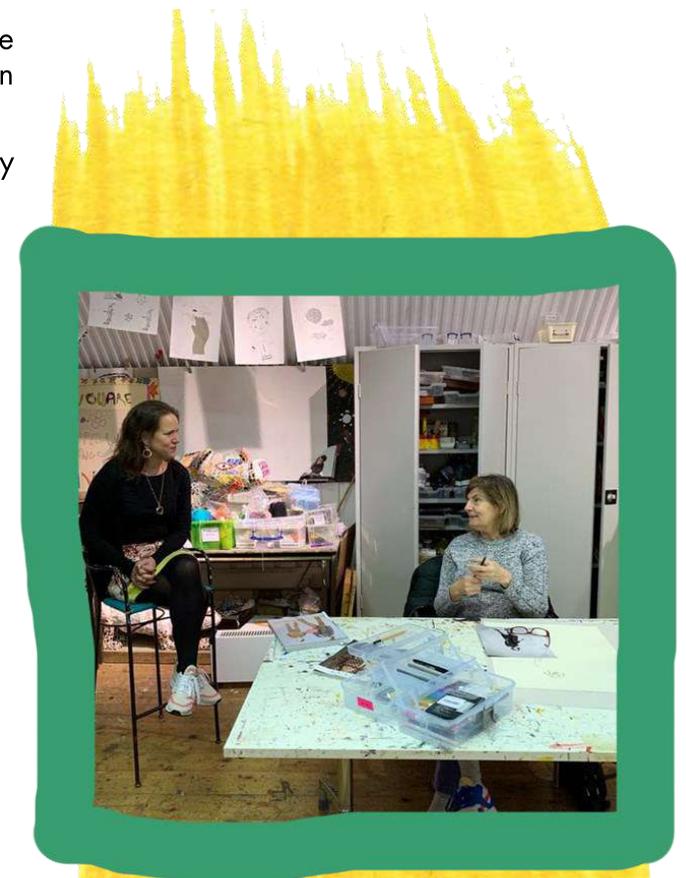
In addition to dealing with the pandemic our CEO, Anthony Bonfil, left the organisation in November to relocate. Following Anthony's departure the other members of the senior management team also left Headway East London in early 2021. Trustees quickly put interim arrangements in place with an interim CEO, Jane Earl, while recruiting a permanent CEO. Jane provided stability and support to the staff team at the end of a difficult year. Our new CEO, Anna McEwen, was appointed in December 2020 and began work in March 2021 just prior to the end of this period.

Fundraising opportunities changed significantly as funders focused on covid emergency funding, and the usual fundraising events could not take place during lockdowns. However, we were pleased to achieve a total of £205,382 in fundraised income meaning that our end of year position was significantly better than anticipated.

We are delighted to have our new CEO now in post and services operating fully again. Over the course of the next year we plan to recruit our new SMT and publish a new five-year strategy for the organisation.

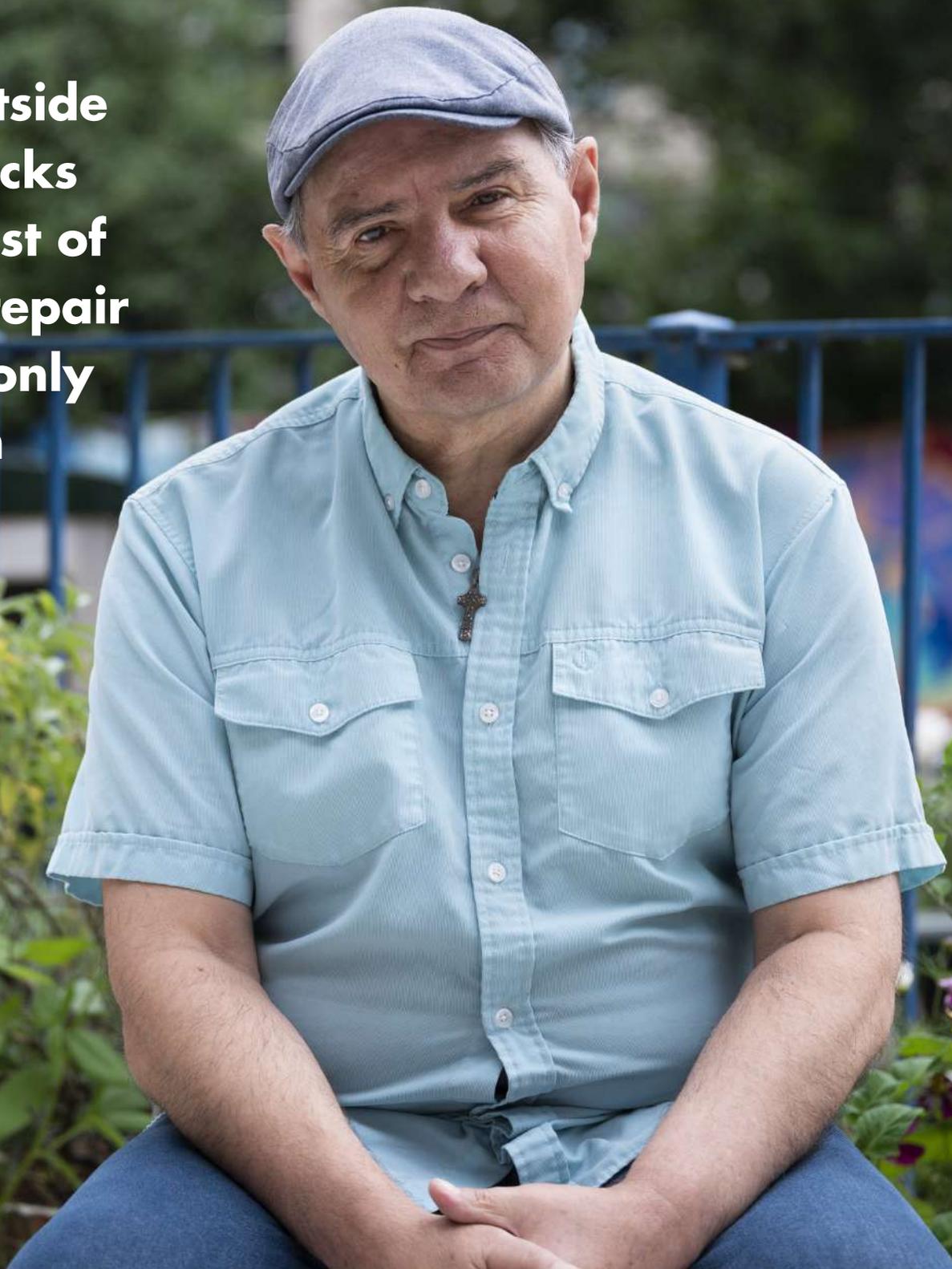
Chair: Glen Hodgson

Chief Executive: Anna McEwen



“You might mend the outside of the head, with the cracks and bangs and all the rest of that. But you can't ever repair the inside of it... You've only got to try and work with what you've got.”

**John, Day Service
Member and brain
injury survivor**



Why we're here

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]

What we do

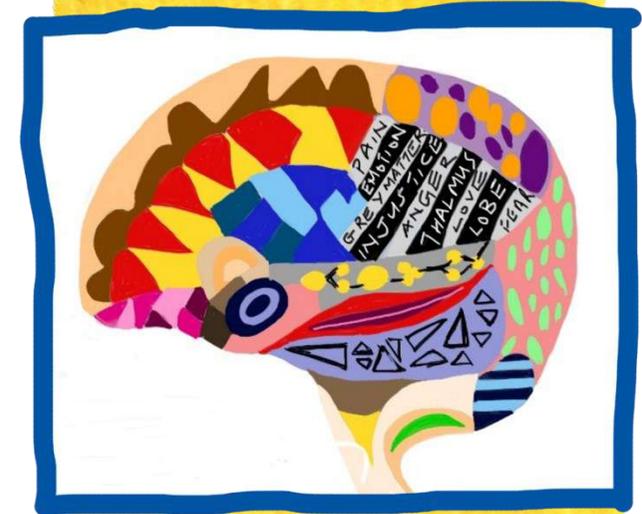
Our mission is to support people affected by brain injury.

Our vision is to build a world where brain injury survivors are valued, respected and able to fulfil their potential.

How do we do this?

- We provide services & support to survivors (“members”), family members and carers
- We support our members to pursue creative projects & activities
- We support our members to share their experiences & provide training & education to other organisations
- We ensure our support is long-term and flexible: from hospital to community settings

40,000
admissions for brain
injury in
London each year



every
90
seconds someone is
admitted to
hospital with a
brain injury



Why we're celebrating

- We supported 750 brain injury survivors and family members
- We were named a GSK Award Winner for charity excellence in health and wellbeing
- A successful remote and hybrid offering was established to members across all services during national lockdowns
- Our Community Support Work Service continued to provide face-to-face emergency support to those in need
- Our Casework Service received 4-year continuation funding from The National Lottery Community Fund
- Members found new ways to connect, share work and stories, and deliver projects through increased video and audio output
- New brand partnerships were formed with French Connection and Barbican Centre

"I've been coming from the beginning, I see you guys as like an extended family with Headway East London as like a second home to me"
– Headway East London member

Headway in numbers 2020 – 2021



750

Brain injury survivors and families supported



624

Casework support contacts recorded

£18K

Raised in Home Not Alone fundraising campaign

6,951

Day Service contacts made (calls, groups, emails, deliveries)

339

activity emails sent to each service member



25

Members took part in public engagement projects

"Headway is My second home, we might be apart, but our hearts are connected"

Headway East London Day Service member during Lockdown

Creating Community

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'. Despite closing our doors in March 2020, this community came together to provide support, share experiences and keep connecting in new ways. The team managed regular mailouts of resources, activities and materials, whilst continuing emergency doorstep visits where necessary. Alongside this a fully remote service was established consisting of up to 14 weekly Zoom groups (covering football, music, art, dance and relaxation), daily befriending and welfare calls, and daily activity emails. Over the course of the year, more than 339 activity emails were sent to more than 150 members, and 164 members engaged with Zoom groups. During the brief window of re-opening, reduced numbers returned to the centre and celebrated being together, receiving in-person support, and resuming our onsite groups and creative projects.

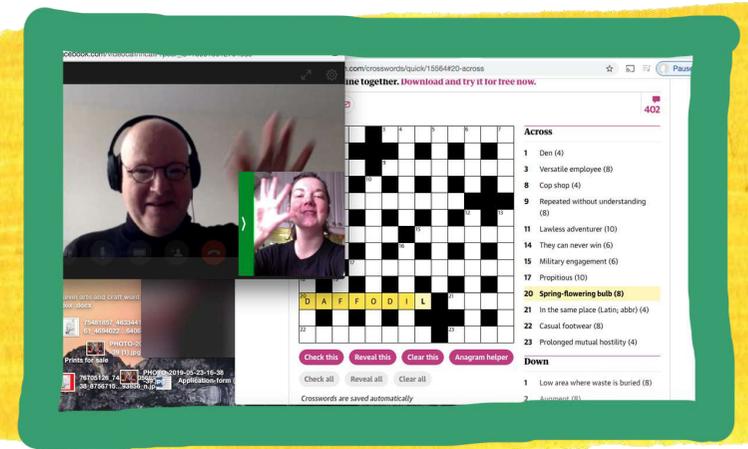
In 2020-21 a total of 168 members accessed the Day Service, with an average of 190 placements per week, and the service had an income of £874,625 (which includes £12,617 achieved through full cost recovery).

Community Support Worker Service

This service supports brain injury survivors in the community and is heavily reliant on face-to-face interaction. Despite this, the team were able to navigate a move to remote services during the first national lockdown, whilst continuing to carry out emergency visits for members most at risk. From Summer 2020, the service moved into a hybrid model and in total 51 survivors accessed this service receiving 14,500 hours of support from their support workers. The service achieved an income of £305,468. Demand for the service continues to grow and in 2021-22 we expect to offer upwards of 340 support hours per week.

Volunteering

Volunteers are a vital component of Headway East London's work, especially in the Day Service where they have a pivotal role in supporting members to engage in activities. During our remote and hybrid offering volunteers made regular befriending calls, took part in activity Zooms, and engaged in digital creative projects together. In 2020-21 we had a total of 41 volunteers, 13 of whom 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.



Submit to Love Home Studio Summer 2020



Michelle Carlile



Alex Brady



Ken and Judie



Sandra



Simon



Chris Miller



Billy Mann



Sam Jevon



Theresa's iPad



Rosy's Story

After sustaining a brain injury through meningitis back in 2013, police offer Rosy's life changed in an instant. **"When I first arrived at hospital I was just fighting to stay alive... I didn't realise how ill I was."**

As a result of her injury Rosy now lives with balance issues and a range of hidden, cognitive effects that can be hard to explain to other people, and difficult to manage alone. **"For me, proper rehab started when I returned to my own environment. ...there's things I did so easily which I can't do now, or things take me so much longer to complete. I used to drive, I had to sell my car and they took my licence back... I used to look outside and see people running, and I would bawl my eyes out because I couldn't do it anymore and that used to be my escape mode. Same with filling in forms, if it's short and simple it's fine but as soon as it get any more complicated, I can't cope with it."**

Rosy became a member of Headway East London's Support Work Service in 2016. Over two sessions each week, she receives support with a range of household and admin tasks. There is also a focus on fun and socialising with regular lunch trips, gardening and baking sessions. More recently, Rosy and her support worker successfully applied for funding to buy a specially adapted reclining bike for her to regain some independence in her local community. **"Having someone who specialises in brain injury makes such a difference, I can't even describe... It is very lonely, because having a disability, living on my own and feeling isolated is not a good thing, but I know that at least two days of the week I'm going to get out and see someone, because some days I see no-one. Headway's been such a big part of my life... it's just nice having someone who 100% knows and understands you."**

During lockdown, Rosy continued to receive remote services and joined the charity's online Steering Group - contributing to public engagement activities and taking part in events. When in-person sessions resumed, Rosy was finally able to take her new bike out for a spin!



"Having someone who specialises in brain injury makes such a difference, I can't even describe"

Encouraging Creativity

Art (Submit to Love Studio)

Each year more than 40 members accessed art activities at Headway East London. During 2020-21 this took a variety of formats to suit both need and accessibility which included two weekly Zoom groups (Home Studio and Art Café) recording 174 attendances, numerous one-to-one online sessions, weekly creative emails, and postal activities. Our online groups regularly welcomed external artists including Stephen Wright, and Katie Scott, to share their practice and lead an activity. Each member engaged with the studio was also sent regular materials whilst at home, along with video and written tutorials for new projects. Upon returning back to the studio, artists continued to work in a variety of mediums covering print, paint, illustration, embroidery and ceramics.

During this time the studio continued to form new external collaborations, in particular with the Barbican Centre (developing merchandise and delivering art workshops / resources) and French Connection (releasing a range of studio designed t-shirts). Artwork was also exhibited online via our own platforms, Jennifer Lauren Gallery and Shape Arts.

Food

The kitchen is ordinarily the hub of the Day Service, overseen by a dedicated Kitchen Project Lead, who encourages members to bring their own ideas or recipes from around the world celebrating the diversity of the Headway community. In addition to a Lunch Club offering, the team also deliver external catering and food-related events for both supporters (Headway Eats Supper Club) and corporate clients. During our remote service the team ran a series of cooking Zooms, whilst also sending regular recipes and ingredients packs to interested members. During our short window of re-opening with reduced numbers, new members were encouraged to work in the kitchen at a slower pace, and up to 15 used the project weekly onsite.

Music

Music experienced welcome growth during this year, with the launch of a remote "Canal Side Discs" series encouraging members, staff and volunteers to share stories of their favourite songs. The charity's monthly radio show on Threads Radio continued and flourished with a variety of musical guests. Our partnership with Nordoff Robbins continued with a number of online music groups, whilst we also established The Headway Virtual Choir who collaborated over the phone to record a number of songs together, whilst apart.

Dance

Our dance group, run by a specialist team of on-site therapists across a number of days, transitioned into a virtual space with ease, supporting members to get moving whilst remaining in their homes. During the brief re-opening in Autumn 2020 15 members of the group travelled to the Barbican Centre to complete a series of filmed workshops with Michael Clark Company on the theatre stage, in response to an exhibition. The team also maintained a virtual collaboration with Studio Wayne McGregor, delivering online dance and movement Zooms whilst at home.



“It was great to dance on stage, in front of the huge auditorium at the Barbican. It was a little bit like dancing [in] a great cathedral!”



ShapeMakers, a collaboration with Michael Clark Company and Barbican Centre (December 2020)

Offering Support

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 as much independence as possible. In early 2019 we were successful in securing a 4 year National Lottery Community Fund grant for our Casework Service. Currently the service employs two caseworkers, one manager, and one brain injury survivor as a Peer Support Worker, and in total the service recorded an income of £109301 for the year. Despite a strict lockdown and furlough, the team recorded 624 contacts and provided a range of 1:1 casework services including support completing individual compensation claims (totaling more than £1 million), securing emergency grants for individuals, attending benefits assessments and tribunals, contributing to a disability green paper, mediating neighbour and community disputes, and hosting a focus group with IAS Independent assessment services (IAS).

Better Together Project

In March of this year Bolt Burdon Kemp kindly confirmed sponsorship support for Better Together - Headway East London at The Royal London Hospital - previously known as The Early Intervention Project. The project aims to create a golden pathway for survivors and carers of acquired brain injury from admission to discharge and beyond. Providing advocacy, advice and emotional support in the early stages of brain injury, linking in with statutory agencies, supporting clinical staff and ensuring a smooth transition to start their journey and life with a brain injury. In-person work begins in Autumn 2021.

Families & carers

Supporting family members is vital – brain injury happens to families. Over the last year the team continued to run two family support groups online, recording 358 attendances. In addition to this they organized and facilitated weekly meditation sessions and a social group focused on sharing stories, music, and quizzes. A new fortnightly group “The Big Ask” was also trialed between the charity and a clinical nurse specialist at The Royal London Hospital. Survivors of mild-moderate injuries who were unable to attend the hospitals outpatient clinic were invited to meet online, ask questions and receive support. Plans are in-place to resume this group in-person in the future.

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. During lockdown, which usually meets in person each month, met 4 times (twice physically and twice remotely) and recorded 36 attendances.

"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 – Royal London Hospital

Providing Therapies

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.

In 2020-21 the therapy service provided vital support for members whilst at home and at risk of deterioration to their physical and mental health. The team supported individuals online (and in people's homes where appropriate) to access physiotherapy, occupational therapy, psychotherapy, as well as complementary therapies. On top of this, a number of Zoom groups were established to support fully remote and hybrid groups covering dance, yoga, relaxation, and Pilates. Our dance group in particular maintained collaborations with both Studio Wayne McGregor and Michael Clark Company.

"It's given me more confidence and courage to state what I'm finding difficult. Listening to others opinions and experiences. It is helping me to gain acceptance of my situation"
- Private Therapy member

In total, the therapists engaged 30 members in groups and 46 members in 1:1 sessions at the Day Service. Meanwhile 14 people receiving private therapy, which included a new psychotherapy group run online. The Enfield Brain Injury Clinic, commissioned through Enfield Clinical Commissioning Group (CCG), supported 35 traumatic brain injury survivors remotely or in client's homes and 96% Achieved or Partially Achieved their goals.



"I Loved hearing from [the Headway artists] about their opinions on art, life experiences and the way these impacts and affect each other"



25

Members took part in online public engagement projects

Public engagement & raising awareness

Our awareness raising activities take many forms across the organisation, and look to involve the community in meaningful ways. From regular social media and written content, to public events and workshops, we continue to seek out opportunities which enable our members to share their lived experience of brain injury with a wider audience. In 2020-21, 25 members were engaged in 14 public engagement projects, covering talks, workshops, videos and articles. Central to this work over the last year has been our 3-year Community Collaborator partnership with the Barbican Centre, which invites the charity to engage with and develop cultural programming. During 2020-21 this relationship resulted in a dance collaboration, music and poetry workshops, advisory support for exhibitions, member-led workshops and the development of a new merchandise range.

In addition to this we also delivered workshops, talks and training to a variety of cultural and educational institutions including The Literacy Trust, St George's University, City of London, Autograph Gallery, and Poplar Union.

Both our members' and the charity's work was featured in a variety of media including ITV News, BBC Radio London, Evening Standard, Neuro Rehab Times, Hackney Citizen, Hackney Gazette, and It's Nice That. We also supported members to secure paid writing commissions for both Wellcome Collection and Barbican Centre.

Strengthening 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 more people are involved in discussions, the process creates more effective and focused support, in addition to new, exciting and relevant projects.

To facilitate this we actively seek to involve the people who access our services in the development, planning and implementation of our services, viewing them as our most valuable resource with a wealth of skills, experience, knowledge and expertise to offer. This takes many forms and in the last year alone members have been involved in staff recruitment, strategy planning, and delivering external training. Members have also been recruited to a number of organisational working groups covering Governance, Equity, Diversity and Inclusion, and website development. The charity also facilitates a regular Steering Group of members to discuss and develop public engagement and awareness raising projects. In Autumn 2021 a new Director of Development was recruited who will be implementing a co-production strategy across the organisation to ensure there are numerous opportunities for authentic and effective contributions.

Financial Statement – Treasurer

Against the backdrop of limited resources and insecurities over funding throughout the global pandemic, it has been an incredibly challenging year. Nevertheless the charity, with the aid of sound financial management and the support of both its staff and trustees, was able to end the year by reporting a small surplus. Income was down 18.4% on the budgeted income target, with expenditure down 17.8% on budget. The planned surplus for 2020-21 was £16,170 and the actual surplus was £1,224, down £14,946. The total income for the charity was £1,766,978, which includes furlough income received of £47,296. Despite this level of government support, the total income reflects a decrease of 5.66% on 2019-20. Total expenditure was £1,765,754, a decrease of 7.75% on the previous year. Total staff costs were £1,486,657, an increase of 3.71% on 2019-20. The increase in costs reflects a 2% incremental increase awarded to qualifying staff and 1.5% cost of living increase awarded to all staff. The pay awards were agreed prior to the onset of covid-19.

Raising Money

Whilst a large proportion of our income is typically derived from service incomes, the rest is secured through charitable fundraising. Despite a number of obstacles facing this stream, including the cancellation of all in-person events and challenges, Headway East London recorded a yearly income of £205,382 (against a target of £291,300). We are tremendously grateful to all those who give to us, but especially our Headway Friends, who make regular donations in support of our work. Looking forward, we intend to continue our community fundraising campaigns, improve our donor stewardship and undertake legacy promotion.

This year our fundraising income was split into the following streams: Donations (£49213), Grants (£88,301), Corporate donations & sponsorship (£38,203), Sponsored challenges (£3805), Community Fundraising (£9390), Art & merchandise sales (£10,048), and Gift Aid (£6420).



Fundraising highlights!

- Our **Home Not Alone** fundraising campaign to support us in delivering virtual services raised a fantastic **£18,000** across our community in April 2020, followed by our **Differently Various** community fundraising campaign in November 2020. So many people contributed their time and efforts to make these campaigns successful.
- Our fantastic community took on many virtual challenges, including readathons, hula hooping, cycling and running. A huge thanks to **OLSGEIRE** who continue to fundraise for us year on year!
- We entered Year 2 of our Charity of the Year partnership with **MJ Hudson**, whilst also receiving sponsorship and support from **Irwin Mitchell, Osbornes, Bolt Burdon Kemp, and Elsevier**.
- We were delighted to receive three-year funding from the **Henry Smith Charity** towards our day services. We were successful in being awarded CoVID emergency funding from **Worshipful Company of Leathersellers, the National Lottery Community Fund, the East End Community Foundation** and the **London Community Response Fund**.
- We were notified of **two legacy gifts** from Lakshmi Maharaj, an ex-member of staff, and Claudia Blackstone, an ex-volunteer.

Our Supporters

In addition to our individual and community supporters, we are also grateful to be supported by a number of trusts, foundations and corporate partners through both financial and in-kind contributions.

Trusts & Foundations

City Bridge Trust
East End Community Foundation
Worshipful Company of Fanmakers
Frazer Trust
Henry Smith Charity
Worshipful Company of Leathersellers
Masonic Charitable Foundation –
Highams Park Lodge
National Lottery Community Fund
London Community Response Fund

Corporate supporters/ Partners

BBK
Credit Suisse
Elsevier
Five Points Brewery
Irwin Mitchell
MJ Hudson
Osbornes
The Felix Project
FareShare
Barbican Centre
Tesco—Hackney Superstore
Supporters of Hackney Recycling
Haringey Irish Centre
Waitrose—various branches
The Wellcome Trust
Tri Masks

Thank you so much to **ALL**
our supporters for your
generous and
inspirational
contributions to help us
provide ALL the services
we can to our members.
We could not achieve this
without you!



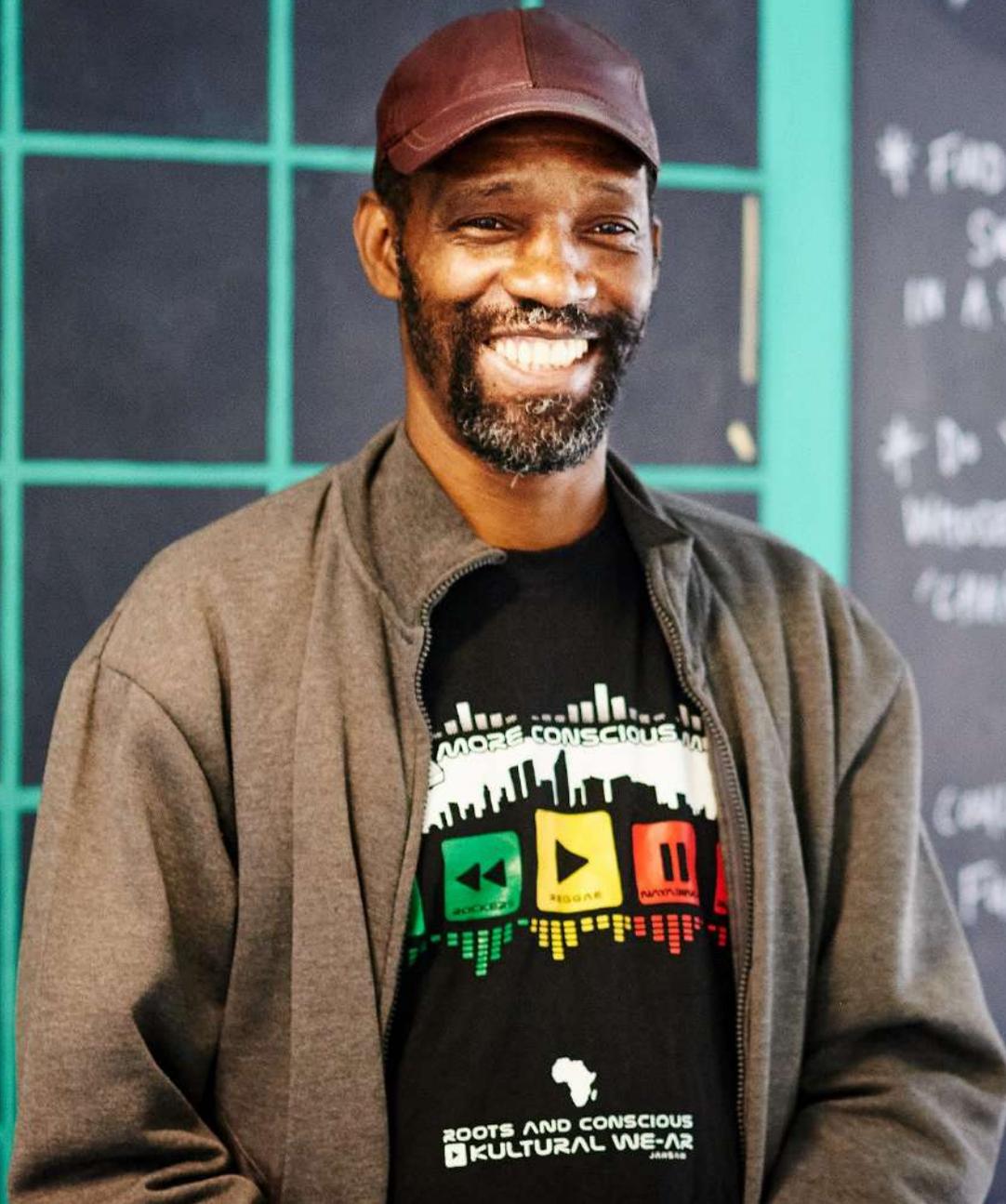
Why we NEED you

Local authorities continued to fund services during the pandemic as we adapted our services to provide remote and then hybrid support to members. As a result of the pandemic, social care budgets are tighter than ever, with more pressure from local authorities to deliver more for less. Our core services – the day service and community support work service – still do not recover full costs from all members supported and the deficit is met by charitable fundraising and other income streams.

We need to raise £250K through fundraising in 2021– 2022

There is also 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 capitalizing 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. Throughout the pandemic our Comms team continued to work hard on our social media which is now highly regarded and recognised for its content and celebration of our work.



Racial diversity at Headway East London

In 2020 we witnessed the protests across the world in response to the continued brutal and unjust treatment of people based on the colour of their skin. These protests started a conversation around the world about the pervasiveness of systemic inequality and we were once again reminded of the need for inclusive cultures and diverse leadership here in the UK.

The rights and representation of underrepresented and marginalised people are at the heart of Headway East London's core values and mission and we constantly work to ensure that brain injury survivors who are often disempowered and unseen in society, are supported, respected and valued. However, as part of this, we needed to acknowledge that we have not made as much progress as we should have on issues relating to race and representation. Headway East London is an organisation with a workforce and board of predominantly white people, and the community we support are significantly more diverse.

We acknowledged the need to listen and learn to enable us to recruit a workforce and board which is more reflective of the diversity of the members we support, and as a result we established these initial commitments:

- We publicly state our commitment to anti-racism, recognising the fight against inequality and racial injustice is an ongoing and everyday commitment.
- We established a diversity working group, which involving stakeholders from across the organisation.
- The working group meets monthly to develop an action plan and timeline that addresses racial equality within our organisation and our practice. During 2020-21 the group focused particularly on recruitment practices to ensure we are recruiting a diverse team of staff.
- We will continue to equip ourselves with more knowledge; learning and growing together so that we can remove processes and barriers that sustain systemic racism.
- We offer our full support to any member of our community affected by issues of discrimination and racism.

When our new CEO joined the organisation in March 2021 she took up the role of chair of our diversity group, which is now re-named Equity, Diversity and Inclusion working group.

PLANS FOR THE FUTURE

Headway East London demonstrated our ability to adapt and respond to the Covid-19 pandemic and to support our member in new and different ways to enable them to continue to connect and engage through prolonged periods of lockdown.

After a lengthy period of destabilization, Headway East London is now developing a new 5 year strategy and had a new senior management team in place to deliver this.



Additional Information

Structure, Governance & Management

Headway East London (Headway) is a Charity and Company limited by guarantee. If the Charity must be wound up the Directors of the Company (Trustees of the Charity) would have a maximum liability of £1.

There are currently 13 Trustees, each with different skills and interests reflecting the needs of the charity. Trustees usually meet five times a year to oversee the running of the charity. They work with the Chief Executive and other members of the Senior Management Team on developing future strategy. New Trustees are appointed by existing Trustees. Trustees are provided with training and an induction into their roles and responsibilities as Trustee. The Board was supported by four sub-committees: Finance & Audit, Strategy Working Group, Governance Committee and the Remuneration Committee, which met five, four, three and two times respectively in 2019-20.

We would like to extend thanks to Penny Wrout who stood down as a Trustee on the 17th March 2021, for her contribution and input to the work of Headway East London. We welcomed Pardeep Dhooper, Leila Lodwick and Bisila Noha who were appointed as Trustees on the 17th February 2021. Pardeep Dhooper has taken the role of Treasurer for the organisation.

New trustees undergo a comprehensive induction to brief them on the structure and governance of the charity, the organisational strategy, business plan and budget together with recent financial performance, as well as their obligations under the Trustees Code of Conduct. Trustees are also invited to attend in-house training relating to brain injury and to spend time in the Day Service engaging with staff, volunteers and members. Trustees are also provided with relevant information from the Charity Commission on a regular basis.

Day to day responsibility for the running of the charity was delegated to the Chief Executive, Anthony Bonfil, until his departure on 30 November 2020. Jane Earl was appointed on a part time basis as interim CEO while a new permanent CEO, Anna McEwen, was recruited and began work on 22 March 2021.

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.

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 £309,600. This was increased by £12,000 (4%) predominately to reflect the increased salary commitments.

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. £619,193 of reserves was held, as at 31 March 2021, increased from £617,969 as at 31 March 2020. £94,446 of reserves is restricted. £309,600 of unrestricted reserves is held in a contingency reserve; £66,053 of unrestricted reserves is fixed assets. There is £149,094 of available free reserves.

The trustees have agreed to set aside the full amount of £149,094 of free reserves as a provision for increased costs and the cash impact of the continuing effects of the Covid-19 pandemic.

Fundraising statement

We employ staff to carry out fundraising duties. We did not employ external professional fundraisers or undertake commercial fundraising activities. We are registered with the Fundraising Regulator and adhere to the Code of Fundraising Practice standards and values: Legal, Open, Honest and Respectful. When supporters undertake sponsored events or fundraise on our behalf on a voluntary basis, and this is known to us, we encourage them to register with a compliant third-party donations processing supplier or to give directly through our website. We also provide supporters with information to comply with standards on seeking and handling donations.

Our overarching safeguarding policy and processes ensure that safeguards and measures are in place to reduce the likelihood of abuse taking place within our services, including our fundraising activities, and to protect vulnerable supporters from undue pressure, unreasonable intrusion and unreasonably persistent behaviour in connection with our fundraising activity. All our fundraising staff undergo a full induction and receive ongoing training in relation to safeguarding adults at risk. Our complaints policy is available on our website and at our premises, and applies to funders, supporters and anyone who comes into contact with Headway East London. In 2020-21 we received no complaints from donors or supporters and none were reported directly to the Fundraising Regulator.

Staffing

At the end of the 2020-21 financial year Headway East London had 54 permanent employees with a staff turnover of 23% during the year. Over the course of the year, 12 staff were furloughed in line with the Government's furlough scheme during the imposed periods of lockdown as a result of Covid-19. We rely heavily on volunteers to provide our services, add value and bring additional skills and experience to enhance our members experience in the day service. During the pandemic a number of volunteers continued to provide remote support to members, including regular phone or zoom calls to check in and offer a listening ear during isolation. In 2020-21, we had a total of 41 volunteers, 13 of whom were brain injury survivors. We also had 3 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.

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 by the Senior Management Team. 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 regularly. The Finance and Audit Committee has responsibility for monitoring the financial risk areas, identifying new risks and proposing amendments to the Matrix as necessary. The Governance committee has responsibility for monitoring other governance risks, including issues such as, safeguarding, health and safety, and data protection. The Risk Matrix is currently being reviewed and updated by the new Senior Management Team.

Trustees Responsibilities' Statement

The trustees, who are also directors for the purposes 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 charity trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company and the incoming resources and application of resources, including the income and expenditure, 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 applicable Charities SORP;
- Make judgments and accounting estimates that are reasonable and prudent;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and 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.



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