



 **Headway**
East
London

**Annual
Review
2022 – 23**

Why we're here

Hello, we're Headway East London. We're here to support people in our city affected by brain injury.

Each year in the capital, tens of thousands of people are admitted to hospital with a brain injury. This might be the result of an illness like meningitis, stroke, or head trauma.

Brain injury can have a significant impact on the life of the individual and those closest to them. For many, it becomes a long-term condition which requires long-term support.

Headway East London was founded in 1997, and opened its doors to members* one year later. To begin with, we just worked in Hackney, but we've grown significantly and today help people from across 13 London boroughs.

In 2022/23, we supported over 800 brain injury survivors, family members and carers. Over the next five years, we've got ambitions to reach more people than ever before.

*we call people who use our services members

977
hospital admissions
for acquired brain
injuries per day =

What we do

We combine expertise to do things a little differently.

Brain injury is complicated. It affects people in lots of different ways, and not all of them are visible. In fact, brain injury is often referred to as a hidden disability.

In many cases, people with a brain injury are offered generic support for a physical disability, which makes only a limited difference. This not only represents poor value for money for commissioners, but it can also lead to a deterioration in health, wellbeing and relationships; requiring additional intervention for both survivors and their families.

At Headway East London, we offer services specifically tailored to the needs of people affected by brain injury. Most importantly and uniquely, we always work in partnership with those we support. We know our members are experts in their own injury and needs; that only they can tell us what is most important to them. We combine this expertise with our own, empowering people affected by brain injury to explore new identities; developing new skills and interests along the way.

1 person every
90
seconds

How we work

We understand and support the whole person.

We believe in the power of connection and creativity to create better futures for those affected by brain injury. Our holistic approach means that projects are co-produced in response to members' needs, desires and ambitions, whilst the breadth of our work reflects the diversity of Headway East London's community.

Our art studio – **Submit to Love** – provides a means of discovery and expression, whilst our Kitchen Project encourages people to work together on a shared goal. Weekly dance, music, writing and exercise groups provide several ways for members to gain skills, share stories and find agency in their own journey. Meanwhile, partnerships with leading organisations celebrate our members' work and talents on a national stage.

All of this sits alongside our established day services, neurological therapies, community support and casework and advocacy services. We take a responsive approach, so that members can access the support and projects they feel will most benefit and interest them.

Who we are

We are one big team.

At Headway East London, members, staff and volunteers talk about feeling part of one community in which every person is valued and respected. We're all equal partners, combining our collective experiences to make a difference.

Members have a feeling of belonging and can be themselves, or find themselves again. Since many of our volunteers have personal experience of brain injury, they also bring invaluable insight to our work. Decisions and ideas are shared, and we place a strong emphasis on peer support in all that we do.

Each day we come together to discover what's meaningful in life; forging friendships and connections along the way. While we have ambitious plans to grow, we are dedicated to maintaining this philosophy and community. It's what makes us so special.



Why it Matters

Our work is important – to people affected by brain injury, their families, and communities they live in.

The impact of brain injury on someone's life can be severe. We help people to not only navigate this unimaginable experience, but move towards a place where they can meet their potential and thrive. At the same time, we also reduce pressure on non-specialist services and ensure public money is spent more effectively.

Every person we support should be able to live the life they want, without facing marginalisation and lack of understanding. That doesn't only affect our members: it benefits entire communities and health and social care economies. Together we can discover new ways of looking at the world, and ensuring it is accessible to everyone.



The Future

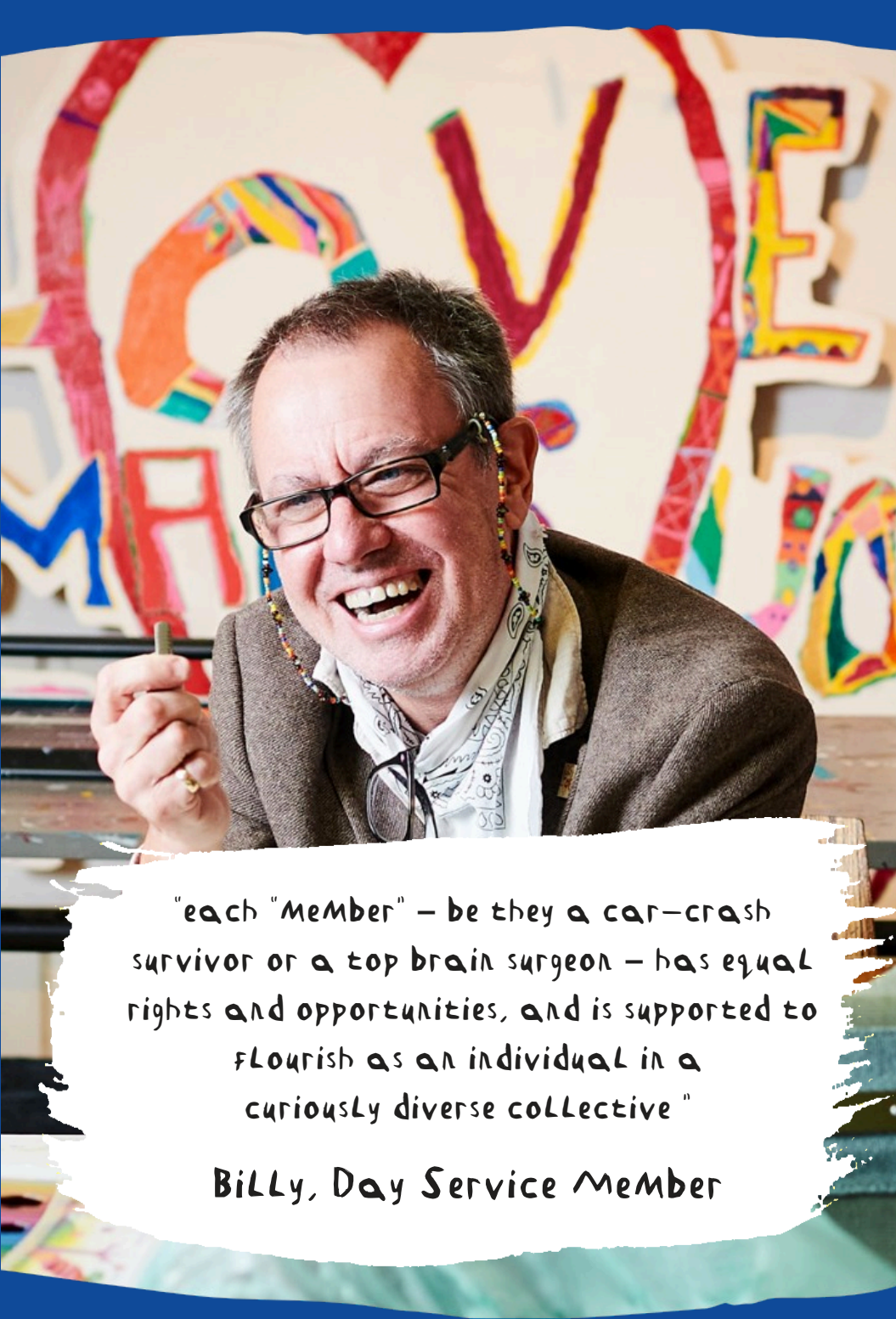
We've got big plans.

We've got ambitious plans for the next five years. We want to be the leading brain injury organisation in London providing high quality, innovative specialist support, and to have a strong voice across the health and social care sector. We also want to create more opportunities for our members to share their contributions and talents, and to interrogate what true collaboration looks like in the process.

There is no shortage of people who would benefit from our help. In 2016/17, the most recent year for which data is publicly available, almost 40,000 people were admitted to a London hospital with an acquired brain injury. That was a 15% increase over the 10 years to that point.

Our aims for 2022-2026 are to:

- **Help more people than ever before;** we want to double the number of people we reach each year across London to 1,500 by 2026.
- Provide **new innovative and creative ways** of supporting brain injury survivors, and different opportunities for people to connect with us.
- Continue to **fight for equity** for brain injury survivors and develop our social justice voice, raising awareness of the impact of brain injury.
- Make sure that everyone at Headway East London enjoys their role and feels they are **contributing towards the same goal.**



"each "member" – be they a car-crash survivor or a top brain surgeon – has equal rights and opportunities, and is supported to flourish as an individual in a curiously diverse collective "

BILLY, Day Service Member

Our Mission

We empower our community of brain injury survivors and their families to imagine new possibilities – ones filled with creativity, embracing diversity and backed by specialist support.

Our vision

Brain injury survivors experience a world which is accessible to them, and where their contributions are valued and celebrated.

Our principles

- **Coproduction:** Members are at the centre of everything we do; they are actively involved in designing new projects, developing new ideas and helping to make decisions at all levels.
- **Equity, diversity and inclusion:** We are committed to valuing every person as an individual and ensuring that our members, staff and volunteers do not experience discrimination at Headway East London. We will continue to work hard and create space for these conversations with everyone involved in the organisation.
- **Sustainability:** We want to be around for the long term, to support survivors of brain injury now and in the future. To do this we will make sure our systems and processes are efficient and effective to support our work, and work hard to make sure our financial position remains positive. We care about broader sustainability too. That's why we're committed to cutting our carbon footprint, including through reducing our dependence on non-renewable energy sources.

A message from our CEO and Chair

We started the year by launching our new co-produced strategy in May 2022 with four ambitious strategic aims to focus on over the next 5 years:

- **Help more people than ever before;** we want to double the number of people we reach each year across London to 1,500 by 2026
- Provide **new innovative and creative ways** of supporting brain injury survivors, and different opportunities for people to connect with us
- Continue to **fight for equity** for brain injury survivors and **develop our social justice voice;** raising awareness of the impact of brain injury and our work
- Make sure that everyone at Headway East London enjoys their role and feels they are **contributing towards the same goal**

After a couple of hard years through the pandemic, Headway East London has had a really good year with lots of positive outcomes despite the cost of living crisis and energy price hikes, which have impacted our operations and continue to challenge our financial sustainability. Despite full cost recovery within our Day Service we have struggled to achieve this for other service areas, and fundraising continues to be a challenge. This has resulted in a deficit position at the end of the year.

As always our staff are our biggest asset, providing excellent quality support to our members with passion and commitment through difficult times. Many have been greatly affected by the cost of living crisis, and as a result we introduced some new benefits for staff, including free lunches and a health insurance scheme to support staff with additional costs.

A successful awareness raising event called “**See The Hidden Me**” was held for health and social care professionals during **Acquired Brain Injury Week**, and received great feedback, with attendees saying that they finally understood what it means to live with a brain injury after hearing directly from our members.



A message from our CEO and Chair

We were excited to contribute to the government's **Acquired Brain Injury Strategy** in a number of ways, including holding a focus group with **Department for Health & Social Care** officials at our centre, responding to the call for evidence and presenting at an away day for their staff about our **Better Together** hospital project. We look forward to the launch of the strategy in autumn 2023.

Positive changes were made to our operations, including moving our community support workers to permanent contracts to provide more stability for staff and members, and implementing new finance and HR software to help make us more efficient. We carried out an external HR audit to review all job descriptions and benchmark against the wider sector. We recruited a new permanent Finance Director after a year of interim support which has led to a permanent Senior Management Team providing stability for the organisation.

We looked forward to our **25th Anniversary** year in 2023 and set up a birthday committee involving members, volunteers, staff and trustees to plan a year of activities and events. We were delighted to end the year with our **Not Just a Gala Dinner** event in March 2023, which was a wonderful celebration of food, music and art in true Headway East London style.

As ever, we are grateful to our funders, incredible volunteers who give their time and commitment to add so much value to what we do, and our wonderful staff team for all the energy, ideas and positivity they bring every day which help us to provide the best possible support to our members.

Anna McEwen, CEO
Glen Hodgson, Chair



Headway in numbers 2022 – 2023



813

people affected by
brain injury supported



204

people reached in
Royal London
Hospital through
Better Together

12,293

Contacts made
across all services

6,129

Day Service
attendances
by 159 members

12,500

hours of
Community
Support Work



400

hours of therapy
contact time with
140 people

"Headway gives me a sense of
identity, and helps me look
forward to the future."

Community Support
Member

Service Update

The services at Headway East London are still going strong and together support **over 800** individuals affected by brain injury each year.

Our **Community Support Workers** moved from casual to fixed-term contracts in July 2022, giving these valued members of staff the same rights and rewards as staff from other services. This has been a positive move forward and has increased staff job security, and more consistent support for our members, which we know is essential in supporting people with lived experience of brain injury.

Our **Therapy Team** continues to offer support to members of our Day Service, as well as private therapy sessions and a successful contract with **North Central London Integrated Care Board (NCLICB)** offering a brain injury specific rehab pathway in **Enfield**. They also offer clinical support and advice to all our services to ensure the best possible outcomes for our members.



Our **Day Service** continues to thrive and remains the hub of our service on Kingsland Road in Hackney. The service is now in full swing following the pandemic and is offering more activities and support than ever before. **Submit to Love Studios**, the **Kitchen** and **Music Projects** are going from strength to strength, and engage our members in purposeful activity with opportunities for members receive direct feedback from the public about the skills and talents they put out into the community.

The **Casework Team** has continued to support the important early intervention work through the **Better Together Project** at the **Royal London Hospital** – supporting people before discharge to understand their rights and how to navigate systems, such as accessing benefits, housing and ongoing health and social care. Caseworkers also support members of our community with advice, advocacy, and signposting as well as running monthly **Support Groups** at our base in **Hackney** and in **Romford**.

Service Update

Looking forward...

There are exciting plans to increase the membership of our **Community Support Worker Service** to meet the significant needs in our catchment area. We are working hard to make this service as beneficial as possible for our members and hope to develop a Community Connector role for the service in the future.

We want to expand on what our **Therapy Team** has to offer, and the specialist support they provide to our membership. Over the next year we will be exploring unmet needs in our area and make a plan of how our experienced team can help to meet those needs.

Due to the large waiting list for our **Day Service** and a limit on capacity in our current premises, we are looking to launch an **Evening Service** in the next year, to reach more people and cut down the waiting times for support. This Service will combine the experience we have gathered over 25 years, alongside new exciting ideas put forward by the members.

We have been focusing on fundraising for a new phase for the **Casework Team**, taking what they already do with the **Better Together Project** and replicating this in more hospitals in our catchment, as well as moving into new areas, such as supporting people in prisons and with experience of domestic abuse.

We are excited for what is to come and will continue to support people with lived experience of brain injury in every way we can.



"Your support helped me to
rebuild my life and feel
better about myself."
Community Support member



Jesus & John's Story

Jesus and John met in Mexico, where Jesus was working as a professional model, and had just graduated from a degree in international relations. Jesus came to the UK in 2000 and they have been living in London together ever since.

Jesus suffered a stroke in November 2015, and was discharged from hospital in February 2016. John became Jesus' full-time carer, and began to research charities that could help, and put together weekly activities for Jesus.

Then John found Headway. Jesus became a member in October 2018, and for John, it was a huge relief from the pressure to be a full-time carer: "I would be working as a support worker seven days a week and fitting in being a partner as well as a carer."

Jesus has 37.5 hours of community support, which has transformed their lives as a couple. It has helped their relationship to stay strong and retain independence: "It's about Jesus and I being able to maintain our relationship in the best way we possibly can. It's much more than the practical things - it's supporting the entire relationship."

With his team of support workers, Jesus can often be found at the latest gallery shows and events. "Jesus' interests, intelligence, passions, his joie de vivre, that's not changed. I try to ensure that he is in the driving seat as much as possible."

John wishes for the same support to be available to everyone: "I can only imagine there's other people in a similar situation who could benefit from this support, who may be entitled to it, but just don't get it."

Now Jesus is a much-loved member of Headway's community, regularly appearing in the #HeadwayFashion posts on Instagram with his fabulous looks.



"What Headway does is essential for Jesus and I... It's like a light's switched on."

Public Engagement

In 2022 we moved to a new team structure, combining Public Engagement & Communications into one department, recruiting a full-time Manager (Claire Stone), Projects & Events Officer (Rosie Scott, followed by Alex Brady as maternity cover) and Communications & Campaigns Officer (Elisa Braglia).

The aim of this new department was to build on the growing strengths of our public engagement activities, to raise awareness about brain injury and our work at Headway East London through a vibrant and dynamic programme of events and partnerships, and a stronger campaigning voice in our communications. Highlights for the year included:

Thank You For Reminding Me (4th July 2022)

We partnered with director **Kristin McIlquham**, creator of an autobiographical show about brain injury called *Headcase*, and actor **Tiiu Mortley**, to work with our members to create a 1-hour devised play about their experience of living with brain injury. Funded by **Arts Council England's "Let's Create"** fund, it culminated in a performance by 12 members (including music by Jon Barry) at the Barbican Cinema.

"Very moving. So proud to watch the members talents." Audience member

"It was very rewarding me to work with survivors and families who had been through the same thing as mine." Kristin McIlquham

Café OTO (27th July 2022)

We received funding from **Hackney Council's "Hello Again Hackney"** fund to do a 3-month project with 15 members working with musicians **Pat Thomas** and **Sami Fitzgerald** through improvisational workshops at our centre, leading to a live performance at **Café OTO**. The lively event was attended by a public audience including friends, family and Hackney residents, and filmed by artist **Zara Joan Miller**.

"Lovely performance, inspiring. We want to see you sing again!" Audience member

"Great vibes, great art, great people!" Audience member



Public Engagement



Art is Freedom (2-28th November 2022)

A new partnership with Shoreditch arts venue **Rich Mix** led to an exhibition showcasing the artworks of long-standing Submit to Love artists **Tony Allen** and **Tirzah Mileham**. Supported by **Arts Council England**, the exhibition programme included a launch event, outings and Mwalimu Express music workshops for our members, a film screening, and “Meet the Artists” day. It reached approximately **2,800 audience members**, alongside **30 members** and **6 volunteers** participating in events and outings.

The film screening of “**Chaos/Quest**” by **Posy Dixon** and “**Portrait of Tony**” by **Zara Joan Miller** was a highlight, with members **Tony Brooks**, **Billy Mann** and **Yokabet Mekuria** speaking on a panel with **CEO Anna McEwen** and **Submit to Love Studio Manager, Michelle Carlile**.

“I found the event inspirational! I loved seeing the art and hearing the stories of the artists behind them.” Audience member

“As a brain injury survivor myself I like to see fellow survivors flourish in art.” Audience member


Science on Screen (2nd February 2022)

In February we tried something new again, partnering with the **Francis Crick Institute** to co-produce an event called **Science on Screen** with our Public Engagement Steering Group. These events are designed to make the science behind popular films more accessible to the public. We chose to screen **Eternal Sunshine of the Spotless Mind**, followed by a Q&A with neuroscientist **Julia Harris**, neuropsychologist **Vaughan Bell**, and member **Dave Mercer**, to explore the science, psychology and experience of memory loss. Dave’s involvement was a highlight for audiences, who had never heard the lived experience of memory loss first-hand. Attended by **305** people, including **20 members, carers, staff and volunteers**, it was a great success in reaching new audiences, and raised **£236** in merch sales.

“Insight into memory, from a cellular level to a practical level, and a personal level. I really enjoyed it.” Audience member


“Dave’s story was eye-opening. Amazing how it’s unleashed a talent for art; very moving hearing him speak.” Audience member

We have big plans ahead as we gear up for an exciting 25th Anniversary year of celebrations. Funded by **National Lottery Heritage Fund**, we are planning our largest exhibition of art by people living with brain injury at the **Barbican’s Curve Gallery** in Summer 2023, as well an archive, touring exhibition and short film about Headway. We are also looking to cultivate our next big partnership... Watch this space!



"Tony and Tirzah are
an inspiration, their
artwork is incredible"
Audience member

Rich Mix November 2022



"Creating happiness for
others through the
magic of your cooking!"
Supper Club guest

Headway Eats October 2022

Campaigns & Awareness Raising

See The Hidden Me (17th May 2022)

In May 2022, for **Action for Brain Injury Week**, Headway East London invited social workers, commissioners and DWP/IAS representatives from our 13-borough catchment to join us for an educational and insightful afternoon co-created with our members to help raise awareness and create stronger connections in health and social care.

We named this event “**See The Hidden Me**”, and provided interactive activities illustrating the challenges after brain injury, panel discussions with our members, a tour of Headway and an opportunity to network with sector professionals.

The event was a huge success and started important conversations between local authorities and third sector organisations. Attended by over 30 professionals, we were thrilled with the take-aways from the attendees, including a commissioner saying to a colleague: ‘Ah, now I get it.’



DHSC Focus Group (23rd May 2022)

After the ‘Call for Evidence’ for the **Brain Injury Strategy**, we were approached by the Department of Health and Social Care (DHSC) to co-facilitate a focus group with our members and two Policy Managers for long term health conditions.

We welcomed 17 members and carers to our art studio to share their lived experience, frustrations with the current systems and their passion for brain injury to be recognised and understood. Feedback from all parties was positive, and the content of the conversations shared in this space and directly contributed to the call for evidence and the strategy itself.

Staff met with Policy managers and medical policy advisors to reiterate the important suggestions raised, which were very specific to brain injury and the benefits system. We continue to build these relationships and a strong influential voice to inform the strategy.

Campaigns & Awareness Raising

ABI Bill Away Day (11th July 2022)

Policy Managers from the Department of Health and Social Care invited us to speak at the **ABI Bill Away Day**, following a recommendation about our **Better Together Project** from an industry professional.

We presented to a room full of MP's, clinical professionals and academics about the Better Together Project including costs, coproduction (member led) and the benefits to patients. Our **Peer Support Worker, Dean Harding**, sharing his lived experience of brain injury and working on Better Together to help others brought brought it all to life.

The response was incredible, and fueled excitement as to how this could be a national standard pathway for the brain injury community.

Stakeholder Engagement Meeting (16th January 2023)

We have been working on building positive relationships with **IAS (Independent Assessment Services)**, who are commissioned by the government to provide the assessments for PIP, and representatives from the **Department for Work and Pensions (DWP)**.

In January we held a stake holder engagement meeting to feedback on our members' experience of PIP claims and the benefits system. We are now recognised as valued stakeholders in key decision making on how to improve these systems for survivors of brain injury.

This first meeting was an open conversation about their frustrations with the assessment process, how this could be developed and specific challenges the brain injury community face.

We have been provided free, specialist training by the DWP and IAS regarding PIP, to manage every step of the process and increase our skills securing support for our members, as well as highlighting the challenges they face.





"Without Headway,
I think we'd be Lost and not Know
what support is out there."

Tony & family
Romford Support Group



"Headway is a community as well as a place where we can be understood with out judgement."

Casework member

Equity, Diversity and Inclusion

Our principles of **Coproductio**n, **Sustainability** and **Equity, Diversity and Inclusion (EDI)** were central to our work throughout the year.

The **EDI group** continues to meet monthly chaired by our CEO and with representatives from across the organisation including volunteers, members, staff and trustees. The group has led a programme of work including training for staff delivered by **Stonewall**, publishing a **Statement of Intent and Zero Tolerance**, and developing a new **EDI policy** setting out our commitments to EDI across every area of the organisation. Managers and Trustees received cultural humility training following feedback from staff during our EDI audit with staff across the organisation.



We celebrated **Black History Month**, **Refugee week**, **Pride** and **International Day of Older Persons** through events in the day centre alongside social media online. We encouraged members and staff to share their stories and experiences to promote understanding and celebrate the diverse community that is Headway East London.

For **Black History Month** we ran an activity called **'Mapping the Movement'** - hanging a huge world map in our centre as an interactive way for members to tell stories about what it was like to grow up in, or move to the UK. Members shared stories of heritage, culture, music and food, and some of the difficulties they faced as a Black person in the UK. During Closure Week, staff spoke of family and traditions, and the history of colonisation in Africa and the West Indies. Throughout the month the kitchen team cooked delicious meals inspired by African and Caribbean cuisine.

The theme for this years' **Refugee Week** was 'Healing', and across the week in June we facilitated discussion groups, meditations, a Syrian-themed lunch, and international music groups. We helped to break down the differences between a 'migrant', 'asylum-seeker' and 'refugee'. As member Tony Brooks summed up perfectly, ***"We should allow people to live their lives. We should care for people all over the world."***

Financial Overview – Treasurer

After two years of pandemic, we had hoped that our re-emergence into full action this year would have given some financial relief, however the financial year 2022-2023 has provided us with its own challenges, adding inflationary pressure to ongoing limited resources and funding constraints. Despite this, with a focused strategy and careful financial management, the charity has managed to deliver a great number of services and retain its financial sustainability.

Income was down 5.6% on the budgeted income target, with expenditure down 2% on budget. The planned surplus for 2022-2023 was £8,503, but there was an actual deficit of £61,384, down £98,877. However, this figure hides a surplus in unrestricted funds of £13,801, up £51,435. This stands against a £(75,185) deficit in restricted funds, down £150,312, showing how we spent down previously donated funds after project delays due to Covid-19.

The total income for the charity was £2,005,349 (2021/2022: £1,883,656), which represents a 6.5% increase on the previous year; of this, £397,575 was restricted and £1,607,774 was unrestricted. Total expenditure was £2,066,733 (2021/2022: £1,846,162), an increase of 11.9% on the previous year. Of this, £1,593,973 was unrestricted, and £472,760 was restricted.

Total staff costs were £1,446,797 (2021/2022: £1,414,920), an increase of 2.3%. However, this is still £75,061 or 5% below what was budgeted. The increase in cost is attributable to the formation of a new senior management team, a 3% cost of living increase, and resuming full capacity after the Covid-19 pandemic. The fact that the cost was still lower than budgeted was due to the difficulty of filling all staff positions; we expect this issue to be resolved by the year 2023/2024.

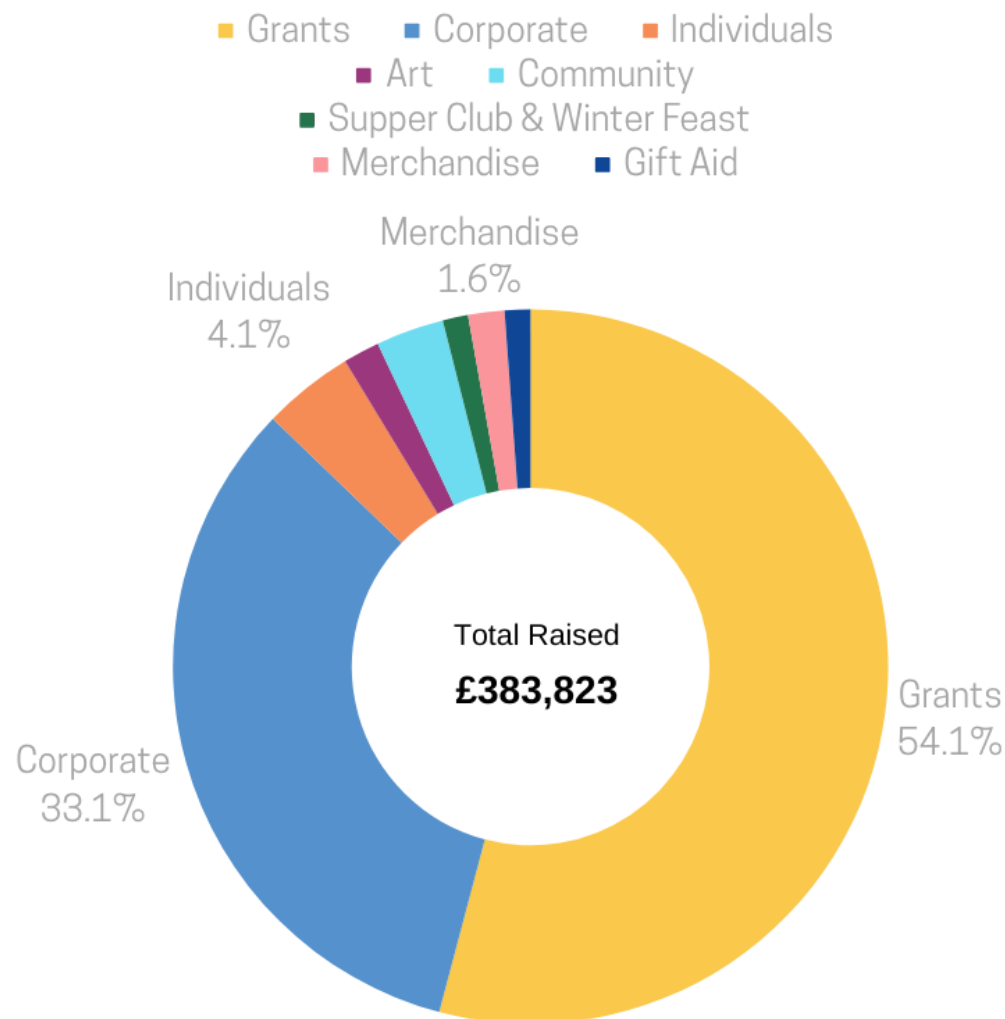


Raising Money

Whilst a large proportion of our income is derived from service incomes, we rely on fundraising from our community and supporters to bridge the gap between fees income and all the services we want to provide for our members. It was another challenging year in the fundraising environment, and we are very grateful for the continued support of our corporate, trust, Headway Friends, and community supporters to see us through, putting us in a strong position for future growth.

Our fundraising streams were split into:

- Grants £207,698
- Corporate £126,974
- Individuals £15,841
- Art £6,338
- Community £11,808
- Supper Club £1,735
- Winter Feast £2,670
- Merchandise £6,301
- Gift Aid £4,458



Supporters

Arts Council – Let's Create
BBK
East End Community Foundation
Feux Project
French Connection
Garfield Weston Foundation
Gossoncott Trust
Hospital Saturday Fund
Irwin Mitchell
John Lewis
Joseph Strong Frazer Trust
LSE Student Union RA9
M89 PLC
National Lottery Heritage Fund
Nordoff & Robbins
Osbornes Law
Peter Stebbings Memorial Trust
Radcliffe Trust
Rathbones
Sir Jules Thorn Charitable Trust
The Big Give / Reed Foundation
Worshipful Company of Fan
Makers

Fundraising highlights

We are grateful to everyone who supports us through donations and especially our wonderful Friends who make regular gifts. This is so important for us to continue to provide the community, activities and all the support that our members rely upon.

Individual donors and supporters

We were fortunate to benefit from superb efforts during the year from supporters who undertook sponsored challenge events, notably **Alex Sensier**, who undertook 10 events in memory of his father Alan.

We successfully completed a second year of **The Big Give** – a match funded fundraising campaign to support the **Kitchen Project**. Our community generously supported the campaign, increasing our total on 2022 to **£5,600**.

Events

We kicked off our 25th Birthday celebrations with our **Not Just A Gala Dinner**, kindly sponsored by **Irwin Mitchell** solicitors. Held in The Tab centre in Shoreditch, the evening was attended by **120 guests and members**, who enjoyed a delicious dinner prepared by members, kitchen staff and volunteer chef Rachel Dick from the **Towpath Café**. Guests were entertained and moved by inspiring performances from the **Headway Band**, together with **Nordorff and Robbins Community Choir**. A Q&A with artist **Sam Jevon** capped off an unforgettable evening, full of Headway magic. On top of this we made **£11,000** to support our work!

Grants

We receive incredible support from trusts and foundations and are especially grateful to:

- **Arts Council England's Let's Create** funding to deliver an exhibition at **Rich Mix**
- **Garfield Weston Foundation's** continued support of our Community Support Worker service
- The long-term support of the **Worshipful Company of Fan Makers**
- **National Heritage Lottery Fund** for a programme to document and celebrate **25 years of Headway East London** (work to begin in 2023-24)
- **Osbornes Law's** sponsorship of our new website and translated information leaflets
- **BBK's** continued to support our **Better Together** project at the **Royal London Hospital**

Thank you to all our supporters, we are so grateful to you for your generosity!



Not Just a Gala Dinner, March 2023

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!



Headway Heroes

Additional Information

Structure, Governance & Management

Headway East London 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.

On 31 March 2022 there were 8 Trustees, each with different skills and interests reflecting the needs of the charity. A full skills audit took place during the year. Trustees usually meet four times a year to oversee the running of the charity with an additional meeting for the Annual General Meeting, which took place on 8 December 2022.

The Board was supported by three sub-committees, which meet quarterly online: Finance & Audit, Governance and Creative Committee. A trustee strategy working group also met during the development of our new strategy.

We would like to extend thanks to Sarah Griggs and Leila Lodwick, who stood down as Trustees during the year, for their contribution and input to the work of Headway East London. We welcomed Stephanie Edwards and Paula Stanford, who were appointed as Trustees on the 9th of March 2023 and 29th of September 2022 respectively.

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 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, Anna McEwen, and the senior management team.

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.

After a review in the year 2021-2022 of the level of funds required to be allocated to a contingency reserve, we had determined that the minimum amount will be set at £369,600 and we have retained that level this year.

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.

£595,303 of reserves was held, as at 31 March 2023, a decrease from £656,687 as at 31 March 2022. £94,388 of reserves is restricted. £369,600 of unrestricted reserves is held in a contingency reserve; £54,306 of unrestricted reserves is fixed assets. There is £77,009 of available free reserves. The trustees have agreed to set aside the full amount of £77,009 of free reserves as a provision for increased costs and the inflationary headwinds anticipated in 23-24,

Staffing

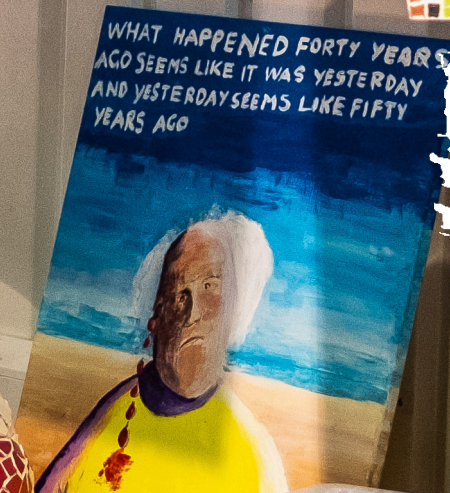
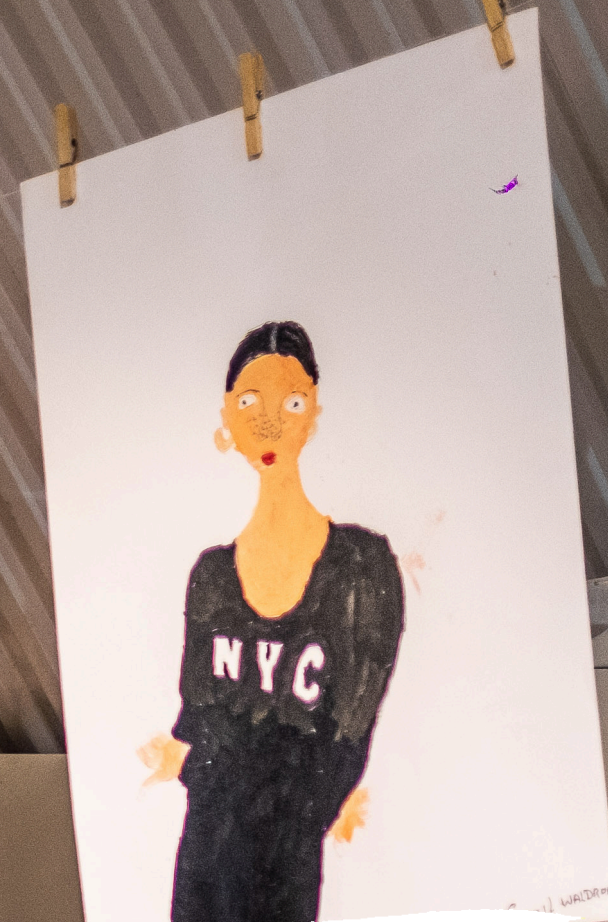
At the end of the 2022-23 financial year Headway East London had 55 employees with a staff turnover of 31% during the year. We rely heavily on volunteers to provide our services, add value and bring additional skills and experience to enhance our members' experience in all our services. During 2022-23 we had a total of 35 volunteers, 14 of whom were brain injury survivors. We also had 1 student therapist placement and 2 therapist volunteers, providing counselling, art therapy and craniosacral therapy as part of our neurological therapy team. All our staff and volunteers continue to be an incredibly dedicated team who work with passion and enthusiasm for the benefit of brain injury survivors and their families.

Risk Management

An updated Risk Register is maintained that identifies potential risks and the impact of those risks. The register details the controls in place to mitigate each risk, together with the associated monitoring processes. The risks, control and monitoring procedures are reviewed and reassessed regularly 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 as necessary. The Governance committee has responsibility for monitoring other governance risks, including issues such as safeguarding, health and safety, and data protection.

Fundraising statement

Headway East London's fundraising is carried out by in-house employed staff. We do not use third party fundraising organisations and the only fundraising conducted outside our organisation is by individual supporters undertaking sponsored events. We protect potentially vulnerable and at-risk supporters by following our Ethical Fundraising & Acceptance of Donations and Safeguarding policy and procedures, backed up by regular mandatory refresher training. We received no complaints about fundraising during the year.



"Being with people who understand me makes me feel more at home with who I am now."
Casework Member



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.

Significant Challenges and Opportunities

Statutory Funding:

Local authorities have a statutory duty to provide support to people who have an assessed need under the Care Act 2014. There are no other specialist brain injury support providers in our area and so we have a significant waiting list for our services. Trustees made a decision in 2021 that we can no longer subsidise statutory services with charitable funds. In 2021/22, we did some detailed work on our costings for our day service and community support work service so that we can ensure we are charging local authorities the true costs of the services. We have started to charge our Day Service and Community Support Work Service at true cost in the year 2022-2023.

Awareness & Brand Recognition:

We have continued to raise awareness and build our brand as an organisation through our social media presence, developing relationships across the social care and brain injury sectors and getting back out into the world postCovid with members and finding opportunities for members to tell their stories. The campaign for, and subsequent development of, an ABI strategy has given us opportunity and recognition with the Department of Health and Social Care that we've not had previously. Our new strategy has a big focus on awareness raising over the next five years.



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