

COMPANY REGISTRATION NUMBER: 03998925

CHARITY REGISTRATION NUMBER: 1083910

**Headway East London  
Company Limited by Guarantee  
Financial Statements  
31 March 2017**

**DRAFT ACCOUNTS**

**SRG LLP**

**Chartered accountant & statutory auditor**

**28 Ely Place**

**London**

**EC1N 6AA**

**Headway East London  
Company Limited by Guarantee  
Financial Statements  
Year ended 31 March 2017**

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**Headway East London**  
**Company Limited by Guarantee**  
**Trustees' Annual Report (Incorporating the Director's Report)**  
**Year ended 31 March 2017**

The trustees, who are also directors for the purposes of company law, present their report and the financial statements of the company for the year ended 31 March 2017.

**REFERENCE AND ADMINISTRATIVE DETAILS**

<b>Registered charity name</b>	Headway East London
<b>Charity registration number</b>	1083910
<b>Company registration number</b>	03998925
<b>Principal office</b>	Bradbury House Timber Wharf 238-240 Kingsland Road London E2 8AX
<b>Registered office</b>	Bradbury House Timber Wharf 238-240 Kingsland Road London E2 8AX

**THE TRUSTEES**

The trustees who served the company during the period were as follows:

Mrs. S. Griggs	Dr. C. Liu
Mr. J. B. Comminos (Chair)	Mr. T. Hughes
Mr. D. Smith	Ms. K. Hibbert
Miss. J. L. Woodward	Mr. S. Groves
Mr. N. A. Keen (Acting Chair)	Mr. J. Stockdale
Ms. M. Antoni	Mr P. Koumantis - Appointed 23 <sup>rd</sup> June 2016

Dr. C. Liu resigned as a trustee on 23<sup>rd</sup> March 2017

<b>AUDITOR</b>	SRG LLP Chartered Accountants & Statutory Auditor 28 Ely Place London EC1N 6AA
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**Trustees' Annual Report (Incorporating the Director's Report) (continued)**  
**Year ended 31 March 2017**

**BANKERS:**

**Unity Trust Bank**

Nine Brindley Place

Birmingham

B1 2HB

**Co-operative Bank**

80 Cornhill

London

EC3V 3NJ

**United Trust Bank**

80 Haymarket

London

SW1Y 4TE

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

Headway East London is a Charity and Company limited by guarantee. In the event that the Charity has to be wound up the Directors of the Company (Trustees of the Charity) would have a maximum liability of £1

There are currently ten trustees, each with different skills and interests reflecting the needs of the charity. Trustees 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 two sub-committees – Finance and Audit and Development. These sub-committees met five times a year prior to Board meetings.

Our Vice Chair, Norman Keen, took over as Acting Chair for a large part of the year due to a prolonged period of illness of our Chair, John Comminos. We are pleased that John has now been able to return as Chair and we are thankful to Norman for his dedicated work during this period. We would also like to thank Dr Clarence Liu, who stood down as a Trustee in March 2017, for his valuable input to the work of Headway East London since 2006.

Day to day responsibility for the running of the charity is delegated to the Chief Executive, Anthony Bonfil, who was appointed to this role in April 2016, 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.

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**OBJECTIVES AND ACTIVITIES**

The objectives of the charity are to offer support to people affected by acquired brain injury. The charity supports 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.

In order to achieve these objectives the charity operates 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.

The charity also offers 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; a young people's group; therapy services and occupational project work.

The charity has a communications and fundraising team, who work in conjunction with our members and others accessing our services, 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.

**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 relocation and development and to cover costs in the event of the charity being wound up.

A detailed review of the situation in the event of winding up has identified the minimum amount required to meet our obligations in terms of redundancy payments and to creditors as £326,593. However, the charity's approach in the event of 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.

Contingency plans are under consideration 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.

£575,959 of reserves was held at 31 March 2017, up from £509,819 as at 31 March 2016. £118,409 of reserves is restricted. £326,593 of unrestricted reserves is held in event of winding up; £61,600 of unrestricted reserves is fixed assets. There is £69,357 of available free reserves. The trustees have agreed to set aside £20,000 of these reserves for future premises and development costs, in line with our expansion plans, and £20,000 for the shortfall in funding for the Casework Service, whose current funding finishes in June 2019. As a result there is £29,357 of free reserves.

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**Activities, developments and achievements**

**CHAIR/CHIEF EXECUTIVE REPORT**

Brain injury survivors' and their families' lives will 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.

In 2016/17 we directly supported approx. 650 people affected by brain injury – both survivors and their families - through a variety of services and support. Demand for the charity's services continues to grow, and the day service based at our centre in Hackney is oversubscribed, and 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 £66,000 for the year in what continues to be a very challenging financial environment.

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

The initiative of contracting with the Enfield Clinical Commissioning Group (CCG) to provide a specialist community rehabilitation service in Enfield has proven very successful and has expanded the scope of our neurological therapy team considerably.

The development of occupational projects, including the art studio's first public art exhibition, at Stratford Art Circus Centre, was a great success and aptly demonstrated the talents and resourcefulness of the membership.

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 will mark a very important milestone in the story of Headway East London, as we celebrate the 20th anniversary of the initiation of Headway services.

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.

**Acting Chair: Norman Keen**

**Chief Executive: Anthony Bonfil**

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**Year ended 31 March 2017**

**Activities, developments and achievements (continued)**

**BACKGROUND TO ACQUIRED BRAIN INJURY AND ITS EFFECTS**

Acquired brain injury (ABI) is currently the leading cause of death and disability in young adults. It is considered one of the most common neurological disorders (Howes, Benton, & Edwards, 2005), and for the survivors of ABI it is widely regarded as a very debilitating condition (Jones, Jetten, Haslam, & Williams, 2012).

Callaway and colleagues (2005) cited numerous studies that associated ABI with social exclusion. Individuals who lack social connections or report frequent feelings of loneliness tend to suffer higher rates of morbidity and mortality (Brummett et al. 2001), as well as infection (Pressman et al. 2005), depression (Heikkinen and Kauppinen 2004), and cognitive decline (Wilson et al. 2007). In contrast Thoits (1995) discovered that social connectedness and the perception of available support buffer the deleterious effects of stress exposure

The long-term psychosocial consequences of ABI are associated with a “loss of self” in the domains of: loss of clear knowledge of self (e.g., through memory loss), loss of self by comparison (e.g., of pre- and post-injury selves) and loss of self in the eyes of others (Nochi, 1998), resulting in depreciation in societal roles and a need to find a new place to ‘fit’ (Levack et al. 2014).

**BRAIN INJURY STATISTICS (UK)**

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

***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 approx. 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]

While the majority of brain injuries are mild, with people experiencing minor changes or difficulties, they will in the main be able, with some support, to return to normal life. A significant minority will have long term disabilities that prevent them returning to work or a normal routine – indeed the majority of people accessing our services would find a return to even part-time paid work extremely challenging due to their complex cognitive difficulties and the competitive nature of work. Despite this they will have normal life expectancy; therefore the number of people living with complex disabilities as a result of brain injury is increasing year on year. No-one has been able to accurately ascertain prevalence, but the nearest UK estimate for traumatic brain injuries only (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) [Headway – the brain injury association, 2015].

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**Activities, developments and achievements (continued)**

**BACKGROUND TO HEADWAY EAST LONDON**

**Mission:** Supporting People Affected by Brain Injury

**Vision:** Headway East London believes that every one of its 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.

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 all the different services.

**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 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 incl. Young People's Group
- 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, incl. Young People's Group

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.

165 members accessed the Day Service with an average of 193 placements per week in 2016-17, which was significantly above the weekly target of 185 placements. The service achieved income of £778,708, which was 6% over the budgeted income target. The total fee income covered approx. 84% of the cost of the service, including therapeutic input.

In the 2016-17 service impact survey 98% of 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 were also allocated financial income targets to offset the funding shortfall for the service and to help subsidise their development:

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**Year ended 31 March 2017**

**Activities, developments and achievements (continued)**

- 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 two members having had their own art exhibitions. This is an area of public engagement we will be expanding in the future, as the studio provides meaningful occupational opportunities and we have plans to further develop this work, exploring ways in which some members can earn income from the sale of their work. The art studio held its first public art exhibition at Stratford Art Circus Centre; where 35 members exhibited individual or collaborative pieces.

In 2016 we secured a substantial grant (£146,000) from the City Bridge Trust which will part-fund the development of our Art Studio into 2019-20. 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.

In May 2016 we also launched a micro website for the art studio, which was rebranded 'Submit to Love Studios'.

The art projects had an income target of £20,000 however this proved difficult to achieve and only £4,300 of income was secured. Income was derived from exhibitions (private, corporate and public), commissions and delivering corporate workshops.

- Food Projects (Lunch Club & Headway EATS - Supper Club)

The kitchen is the hub of the day service community, and approx. 8,000+ 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 Food Projects is run by a dedicated Food Projects 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 25 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 from members of the Headway community. 200 members of the public were hosted at 6 Headway EATS events, with approx. 8 members engaged in the food preparation and front of house.

The overall income for Food Projects was approx. £18,000, 29% above its income target of £14,000

*\*Headway EATS was kindly sponsored by a corporate partner – Anthony Gold - in 2016-17*

- 'Who Are You Now?' (2<sup>nd</sup> Phase)

'Who Are You Now?' is a collection of life stories written by people who have survived brain injury. Using oral history techniques, their words were transcribed and, with careful editing by a Writer-in-Residence, the content and style have remained intact to ensure each story reflects the individual narrator. Phase 1 of the project had been supported entirely by grants and donations and in 2015/16, 10 stories were uploaded onto a dedicated website: [www.whoareyounow.org](http://www.whoareyounow.org). There were nearly 11,000 unique visitors to the website from around the world. This project provided roles for our members in either interviewing or telling their own story, which in turn has helped to raise awareness of the real, life-long issues people face following a brain injury; some members featured on the site have also become spokespeople for the organisation. This project attracted more media

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**Activities, developments and achievements (continued)**

interest than any other piece of work we had done to that point and was featured in four national newspaper articles and 2 BBC radio interviews.

In January 2016 we secured funding from a long term corporate partner to sponsor phase 2 of the project; which saw 7 stories and 4 podcasts published. Total readership for this second phase of the project was 6,500, with the project again generating a high level of media interest; featuring in the following outlets: Sunday Telegraph, The Mirror, The Boston Globe, The BBC Online x 2 pieces, and Charity News Today.

*\*Phase 2 of the project was kindly sponsored by a corporate partner Irwin Mitchell*

- **Member-Led Training**

Over the course of the last few years we have been developing opportunities for brain injury survivors to deliver training and awareness-raising to partners in the educational, statutory, and the corporate and charity sectors. In 2016-17 this project offered opportunities to 22 brain injury survivors to deliver training and awareness-raising at 24 events to an audience of 390 people, generating income of £1,800.

- **Volunteering (Brain Injury Survivors)**

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 2016-17 we had a total of 80 volunteers, supporting staff at the centre; 18 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.

In the future we will be looking to develop the support we offer to our volunteers with a brain injury, furthering their opportunities to undertake meaningful vocational opportunities both at Headway East London and in the wider community.

**C. Neurological Therapy Service (Day Service, Private Therapy & Enfield Contract)**

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 had 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, as long as they have regular and appropriate help and set themselves personal, achievable goals alongside the therapist.

In 2016-17 the therapy service continued to offer a range of therapeutic support incl. physiotherapy, occupational therapy, psychotherapy, as well as complementary therapy. In total the therapists worked with approximately 100 brain injury survivors.

In order to ensure the sustainability of this service we accepted private therapy referrals for brain injury survivors. The service achieved private therapy income of £28,500 against a target of £24,000. Whilst this income offset some of the costs of the therapeutic input we offer to members of the Day Service, we still needed to secure additional funding for the costs of this service through charitable fundraising.

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**Activities, developments and achievements (continued)**

In 2016-17 we were also commissioned by Enfield Clinical Commissioning Group to deliver neurological therapy for brain injury survivors (not incl. Stroke), in the London Borough of Enfield. This contract commenced in January 2017, and as a result we further expanded our therapy team to deliver this support.

D. Community Support Work Service (CSWS)

We launched this service in 2012 to help support 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 the last 2 years this service has grown significantly however it has struggled to break even and has made a small deficit every year since its inception. Last year 52 brain injury survivors accessed this service receiving approx. 12,000 hours of support from their support workers. The service secured an income of £241,000, which was up 34% on the previous year's income of £180,000.

Demand for this service continues to grow and we expect this service to continue to grow in 2017-18; when we expect to offer approx. 390 support hours per week and increase the number of clients supported to up to 70.

In the 2016-17 service impact survey 95% of clients said "*Headway East London was either good or excellent*"

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 February 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 are 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*

In 2016-17 we provided information/advice/advocacy services to 232 brain injury survivors. We also held 9 legal advice clinics at our centre with 26 brain injury survivors and family members accessing this service.

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

• *Early Intervention Project*

An integral part of the grant application to the Big Lottery Reaching Communities was our intention to offer early intervention to brain injury survivors and their families. We launched our 'First Step for Survivors' initiative, working 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. A total of 193 survivors and or family members were supported through early intervention in 2016-17.

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**Activities, developments and achievements (continued)**

- *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 2016-17 we gave some level of direct support to approximately 208 family members. In addition we also hosted a number of social events, incl. our annual Family Fun Day and Family Christmas Party with a total attendance of 113 people.

*\* The peer support groups and family social events was kindly sponsored 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 2016-17 there were 12 group meetings with 43 brain injury survivors attending.

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

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.

**SUPPORT IN NUMBERS – 2016-17**

Headway East London directly supported approximately 450 brain injury survivors and 200 family members affected by a loved one's brain injury:

<b>165</b> brain injury survivors accessed the day service	<b>35</b> day service members exhibited art work at Stratford Circus Arts Centre
<b>193</b> weekly placements at the day service	<b>8,000</b> + meals were produced at the day service lunch club
<b>100</b> brain injury survivors accessed the neurological therapy service	<b>30</b> day service members were regularly engaged in food preparation at the lunch club
<b>52</b> brain injury survivors accessed the community support worker service	<b>6</b> supper club (Headway EATS) events were held
<b>440</b> brain injury survivors and family members accessed the casework service	<b>250</b> people attended Headway EATS ( <b>199</b> members of the public)
<b>232</b> brain injury survivors accessed 1:1 advocacy and advice	<b>2</b> brain injury survivors were employed in the casework team
<b>208</b> family members have accessed family support	<b>18</b> of our day service volunteers are brain injury survivors
<b>26</b> brain injury survivors & family members accessed legal advice clinics	<b>22</b> brain injury survivors delivered member-led training
<b>43</b> brain injury survivors attended the Saturday social group	<b>390</b> people attended <b>24</b> member-led training events
<b>50</b> day service members regularly took part in art activities in the 'Submit to Love Studio'	<b>7</b> brain injury survivors had their story published, as part of the 'Who are you Now?' writing project

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**Activities, developments and achievements (continued)**

<b>3</b> day service members had their own art exhibitions	<b>14</b> brain injury survivors were engaged in <b>4</b> public engagement and learning events in partnership with the Wellcome Trust
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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.

Member and staff involvement

Whilst we have always sought members' views in relation to the development of activities and services, more recently and, as the community and services have developed, we have started to formalise opportunities for meaningful and effective involvement, introducing a Members' Forum, whose dozen representatives meet on a regular basis to review and contribute to the activities and development of Headway East London services. Pertinent issues which the members of the forum identified in 2016-17 as needing attention were:

- The role of brain injury survivors in the direct governance and development of the organisation. These consultations have informed our business planning and as a result brain injury survivors and family members affected by brain injury will be invited and supported to either join and or be co-opted to the board of trustees in 2017-18
- The development of 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

Additionally, we have always sought to engage the overall staff team in development and business planning for the organization with this process occurring on a number of levels, both formal and informal in the past however in 2016-17 we decided to develop staff engagement further by setting up a staff development working group to enable representatives of the staff team to have an active role in reviewing the organisations' business and development plans.

**COMMUNICATION & FUNDRAISING**

The costs for this function were funded through charitable fundraising incl. corporate sponsorship. In 2016-17 the fundraising target was £185,000 and we secured £159,041 (86%) of the target. The secured fundraising income was derived from the following sources: Grants 44%; Corporate Donations & Sponsorship 21%; Sponsored Challenges 14%; Other Donations 12%; Gift Aid 5% & Other Community Fundraising 4%.

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**Activities, developments and achievements *(continued)***

Communications & Fundraising - Highlights 2016-17

- New website and art subsite (Submit to Love Studios) launched
- PR coverage - over **40** pieces in radio, print and online publications (including national press in The Telegraph, Daily Mirror, Guardian and BBC)
- Launch of brand new Instagram social accounts for both Headway and Submit to Love Studios (gaining 600 new followers)
- Official launch of Headway merchandise range (project winning partnership with RBS & Pilotlight)
- First large-scale group art exhibition in November 2016 at Stratford Circus Arts Centre featuring over **35** members and exhibiting over **70** artworks
- Partnership with Southbank Centre & Wellcome Collection - **4** public events at the Wellcome Collection & an art exhibition at the Southbank Centre in Summer 2017
- Headway's first pop-up shop planned and launched in May 2017 - involving more than **30** members in events & featuring artwork and merchandise created at 'Submit to Love Studios'
- Hosted **6** Supper Clubs welcoming **250** paying guests - whilst facilitating member involvement in cooking, serving & performing throughout the evenings
- Over **35** participants took on Headway's Fire Walk challenge and raised over £6,500
- Sponsored challenge events: London Marathon (1), Run Hackney (11), RideLondon (7), North London Half (5), Parallel London (2 Headway members)

In 2017/18 we will be implementing a new Communication and Fundraising strategy that builds on the success of our collaborative & creative projects and diversifying our income streams, alongside a calendar of events and a campaign celebrating the 20<sup>th</sup> anniversary of Headway East London.

*\*The website was kindly sponsored by one of our corporate partners, Osbornes Solicitors*

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**Activities, developments and achievements (continued)**

**APPRECIATIONS**

We want to say a massive thank you to all our funders, sponsors, individual fundraisers and donors who supported us in 2016-17.

Trusts and Foundations:

The BIG Lottery – Reaching Communities	Investec
Boshier Hinton Foundation	John Lewis DCIC Partnership Trust
Charles S French Charitable Trust	Joseph Strong Frazer Trust
The Childwick Trust	The Sir Jules Thorn Charitable Trust
The City Bridge Trust	Lynn Foundation
City & Met Welfare Charity	Marsh Christian Trust
D’Oyly Carte Charitable Trust	Paul Bush Foundation
Ernest Hecht	Peter Stebbings Memorial Charity
The February Foundation	The Radcliffe Trust
Goldsmiths Company	Souter Charitable Trust
Golsoncott	Worshipful Company of Cutlers
The Guild of Freeman	Worshipful Company of Leathersellers
Hospital Saturday Fund	

Grants for Individual Members:

London Catalyst – Samaritan Grant
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Corporate Supporters / Sponsors:

Allianz	Medical Services
Anthony Gold Solicitors	Northern Trust
Bolt Burdon Kemp	Osbornes Law Solicitors
Fried Frank	Pacific Life
Goldman Sachs	Prudential
Hyphen Law	Stewarts Law
Irwin Mitchell Solicitors	Talbot Underwriting
Leigh Day Solicitors	The Wellington Hospital Rehab Unit

Individual Donors and Fundraisers

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

85 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 £30,000.

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Special thanks go to:

<b>Participants in the Fire Walk:</b> Over 35 individuals signed up for our event raising over £6,500 in total
<b>Noel Sainsbury:</b> For continuing to organise and take part in an annual bike ride from Enfield to Epping and back, along with approx. 40 keen cyclists
<b>Jane Carr &amp; Paula Corchran:</b> Who ran the 5K Santa Run together and raised over £1800
<b>Talia-Jordan Lewis, Emilia Luyindula and Headway volunteer Simon Piccirillo:</b> Who organised a 'Dalston's Got Talent' fundraiser for the charity raising over £1000
<b>Graham Naylor (Headway member):</b> Who took part in Parallel cycling 10km and raising over £1400

Other Supporters / Partners:

Carpenters Primary School (Newham)	Outpost
E5 Bakehouse	The Southbank Centre
Fare Share	Stratford Circus Arts Centre
The Gallery Cafe	Tesco – Hackney Superstore & Islington Green
Haringey Irish Centre	Waitrose – Various branches
John Lewis - Stratford	The Wellcome Trust
Leyton Orient FC	

**KEY ACHIEVEMENTS**

- Day Service at full capacity with a long waiting list
- Growth of the Community Support Worker Service
- Experienced Neurological Therapy Team in place
- Establishment and 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 of the Who Are You Now? Project
- 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**

Statutory Funding:

There continues 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 therefore need to ensure that all services can demonstrate excellent impact 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 service fees for the last 7 years for existing members/clients, who already accessing our services. This resultant shortfall in funding means that the deficit in service income has to be met by increased charitable fundraising and other income streams.

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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. Additionally, the Headway brand has relatively poor recognition. 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. 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**

Headway East London has been at its current premises in Hackney for nine years and has grown to fill the space. As a result we have been evaluating plans to expand and develop services and in the course of the last two years we 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 Business Plan will be drafted by early 2018 and will set out the longer term aims and aspirations 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.

Headway East London's short and long-term strategy involves expanding our reach in terms of number of people supported and 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.

Strategic Aims – 2017-18:

- Ensure the financial stability of the organisation
- Develop additional high value income streams
- Offer support and services to more people affected by brain injury incl. occupational opportunities
- Optimise the use of space, resources and infrastructure at our current premises
- Raise the profile of the organisation and brain injury incl. opportunities for survivors and their families to raise awareness
- Maximise opportunities for survivors and their families to contribute to the governance and strategic development of the organization
- Increase our supporter base incl. high profile and influential supporters / ambassadors

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**STAFFING**

At the end of the 2016/17 financial year Headway East London had 39 permanent employees (32 WTE) – comprising 24 full time staff and 15 part time staff. In addition we had 13 casual workers and 3 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 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 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. Areas of potential improvement are identified and timetables for action implemented. The Risk Register 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 Register as necessary.

**TREASURERS' FINANCIAL OVERVIEW**

In 2016-17, total income was £1,650,000, up from £1,414,356 in the previous year, and an increase of 6% over the budgeted income target; and there has been an increase in fees from the community support worker service. The charity has also benefitted from an increase in restricted grants, including a substantial grant from the City Bridge Trust. Costs have been below budget for the year, in part due to lower staffing costs. Sustainable funding remains key in the current environment as Headway East London looks to address expanding client needs.

A review of the winding-up reserve led to this being increased to £326,593, and the overall reserves strategy was under review, as referred to in the Reserves Policy. Overall, Headway East London has had a good year due to the excellent efforts of the management and staff.

**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.

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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.