



**Brainwave**  
Unlocking Children's Potential

**The Brainwave Centre Limited**

# **Annual Report and Financial Statements**

**Year ended  
30 November 2020**

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## Reference and Administrative details

**Status:** The Brainwave Centre Limited is a registered charity and company limited by guarantee. It has no share capital and is a registered charity in England and Wales, and Scotland. The guarantee of each member is limited to £1. The governing document is the Memorandum and Articles of Association of the Company, and Members of the Board of Trustees are the Directors of the Company. The organisation is more commonly known by its operating name of Brainwave.

**Company number:** 3666739

**Charity number:** 1073238 / SC039137 (Scotland)

**Registered office:** Marsh Lane  
Huntworth Gate  
Bridgwater  
Somerset  
TA6 6LQ

**Trustees:** Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Martin Jackson (Chair)  
Richard Adams (Vice Chair)  
Mike Giblin  
Barrie Crow  
Caryn Musker – **resigned 15 July 2021**  
Dr Stuart Wells  
David Mowat  
Matthew Locke  
Andrew Hannam

**Bankers:** Lloyds Bank PLC  
25 Cornhill  
Bridgwater  
Somerset TA3 3AY

**Solicitors:** Foot Anstey LLP  
The Quad  
Blackbrook Avenue  
Blackbrook Business Park  
Taunton  
Somerset  
TA1 2PX

<b>Solicitors (contd.):</b>	Andrew Rugg 5 Hammet Street Taunton Somerset TA1 1RZ
<b>Auditors:</b>	PKF Francis Clark LLP Ground Floor Blackbrook Gate 1 Blackbrook Business Park Taunton TA1 2PX
<b>President:</b>	Her Royal Highness The Countess of Wessex GCVO
<b>Vice Presidents:</b>	The Rt Hon The Lord King of Bridgwater, CH Major General Sir Christopher Airy, KCVO, CBE Dame Jane Whiteley, DBE Lady Gass, DCVO
<b>Patrons:</b>	The Lady Fellowes of West Stafford LVO The Lord Fellowes of West Stafford DL Sir Ranulph Fiennes, Bt OBE Dr Michael Smith Mr Olly Murs
<b>Chief Executive Officer:</b>	The serving CEOs for the period of this reporting year were Andrew Dillamore (to 12 January 2020), Keith Sinclair from 13 January 2020 onwards.

## **Vision, Mission, Objects and Activities**

**Our Objects** – are to support children with physical and/or cognitive disabilities, whether caused by brain injury for example cerebral palsy, a genetic condition like Down syndrome, autism, or general developmental delay, through the provision and promotion of specialist therapy. We work in partnership with and empower families to deliver home-based Therapy Programmes tailored to their individual child to help them to 'unlock their potential'. This [potential] could be anything from walking or feeding themselves, to counting or forming sentences. We employ a range of experienced specialist staff, including occupational therapists, physiotherapists, speech and language therapists and learning development specialists, enabling us to take a holistic approach to seeking what is possible for each individual child.



**In summary we:**

- Help children with disabilities and additional needs to achieve greater independence, and
- Aim to improve mobility, communication skills, and learning potential, through a range of specialist therapies.

**Public Benefit**

By working to these [objects] the Trustees confirm that they have complied with the duty in Section 4 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit, 'Charities and Public Benefit'.

Brainwave's charitable purpose is 'to support children with physical and/or cognitive disabilities through the provision and promotion of specialist therapy' and the Trustees ensure that this [charitable purpose] is carried out for the public benefit by:

- Fundraising to subsidise the costs of therapy, so that this is accessible to all.
- Providing Centres and clinics in the UK which are accessible to families from a wide geographical area.
- Monitoring service delivery (quantitative and qualitative) to ensure that this meets individual needs and that our Therapy Programmes are delivering benefit to the children we support.

**Our Vision** - is that all children in the UK with the conditions outlined in our Objects will have the opportunity to reach their potential and benefit from specialist therapy to achieve this [potential], and that Brainwave will be recognised as leading in this area.

**Our Mission** – is to deliver accessible high-quality therapy to an increasing number of children through our team of qualified staff at our Centres and satellite clinics.

**Our Aims** - We are committed to:

**Best practice** – Ensuring that our team are informed, supported, and developed to be exemplars in their field, including benchmarking our service against other providers.

**Therapy delivery** - Continuing to increase the number of children helped each year, and to respond proactively to technological and therapeutic developments and the changing needs of children and families.

**Access** - Opening Centres and clinics at appropriate intervals and locations to make therapy available more locally to families throughout the UK.

**Sustainability** – Continually reviewing fundraising initiatives and developing new income streams to enable sustainable therapy provision.

**Our Values** - in all aspects of our work and activities, with everyone associated with the Charity, we strive to be:

- Professional
- Open
- Friendly
- Enabling
- Respectful
- Passionate

### Objectives and Activities

Since 1982, we have worked with children with disabilities to deliver individual home-based Therapy Programmes that cover physical, educational, and social abilities. These offer the most benefit to younger children – we will see a child for an initial assessment from birth and up to 12 years of age. However, once a child follows a Brainwave Programme, they only leave when the family feels the time is right. The average time for a child to stay on the Programme is three years.

Our team of qualified therapists work with families to design a Therapy Programme specific to a child's needs that provides a combination of structured play and exercise which when carried out on a regular basis can provide exceptional results. Specific developmental areas are identified for each child - such as visual cognition, hearing and comprehension, movement, speech, hand function, self-help, and socialisation, but our approach is a holistic one. A significant majority of the children following the Programme make measurable progress and some achieve a degree of independence that is well beyond their parent's initial expectations. Over 90% of families who have been on a Brainwave Programme say that we have made a difference to their child and, therefore, a substantial number of children now lead more independent lives.

Based on the principle of neuroplasticity, our bespoke Programmes help the brain find new pathways by providing regular repetition of newly acquired skills. We can therefore maximise each child's potential by taking an integrated approach to their physical and cognitive development, enhancing their social skills and emotional wellbeing.

Parents often come to Brainwave when they have exhausted all other options to help their child and we are proud of the achievements and milestones met by the children we support, see feedback on page 11, and case studies on pages 15 and 16.



### **Service Delivery**

The families we support have said that they have struggled where a diagnosis was made for their child, immediately before or during lockdown. Follow up support and signposting from other service providers came to a standstill, so families felt alone and abandoned by wider society. They had a diagnosis for their child, but no understanding as to what they needed to do next and who was there to guide them. There was no one to answer the many questions they had. A few families commented that they felt neglected at a highly emotional point in their lives. All follow up appointments were withdrawn, and families were left with no support and only the information they could source was from the internet, which is less than ideal in such situations.

Most support from paid care workers coming into homes stopped, and families were faced with having to cope with their child's needs alone. There was no help with personal care – bathing, dressing, feeding etc. It was particularly stressful and difficult for the many families whose children require round the clock care, including night care due to choking and breathing difficulties. The presence of a nurse during the night enables parents to sleep and therefore better able to cope during the day. Posts that families put on their Facebook timeline would describe how they were at their wits end and literally didn't know how they could go on. They didn't know where to turn and were running on empty both physically and emotionally. This was made worse because the huge support that many of them regularly receive from grandparents and their extended families also stopped.

As many families with vulnerable children self-isolated during this time, they felt that society had forgotten about them. Siblings of the child with a disability were completely isolated too and families lived in fear of the virus being introduced into their homes. Terms such as lonely, forgotten, abandoned by society and invisible were used in describing how they felt.

All routine appointments were cancelled, regular therapy was stopped, and families were working on out-of-date programmes with their children. This contributed to rising stress levels and a deterioration of their mental health. It also had a huge impact on their physical health as parents and carers struggled to cope with lifting on their own, whereas before they would have had help. One parent, a young woman, suffered a stroke during this time as a result. Parents and carers were concerned that their children would fall so far behind, that they would never catch up – in fact they were afraid of regression.

While families struggled, many also discovered that lockdown would provide the opportunity for their child to blossom and flourish. Parents suddenly found that they were no longer rushing around taking children to after school activities and out over weekends. This meant that they were spending more time with their child/ren at home and focussing more on them. The result for many children with a physical disability meant that they made amazing physical progress. We received reports of children sitting independently, taking their first steps, communicating more verbally, and learning to ride a bike. All this due to the unique way in which Brainwave works in developing bespoke therapy programmes for families to work on at home.

Many children on the autism spectrum embraced the opportunity of not having to leave their home, and there was an improvement in behaviour. The fact that they felt secure and settled in their own environment resulted in them making progress too. There was a reduction of tantrums, and children were much happier in themselves.

During this time, our Family Facilitators felt it was important to acknowledge the fact that many of our Brainwave families were struggling and felt abandoned. They did an exceptional job in supporting them as best they could during this challenging time, by sending out positive messages and encouragement. They also sourced and shared many virtual events available online, and in turn families supported each other by doing the same. Below are some examples of where they signposted our families to:

- BBC Bitesize offered daily, online lessons
- Chester Zoo went live with virtual zoo tours
- We shared mental health tips for adults
- The Woodland Trust had lockdown activities on their website
- Home Start shared activities for families during lockdown
- Disabled Living offered virtual Kidz Exhibitions with interactive sessions for families
- Back to School Webinars and online question and answer sessions with experts from the Dept. of Education, Law, and Health and Education to answer questions
- Action Calendar for families to help with mental health
- National Trust had online activities
- Online Science Lessons

Perhaps one of the most significant things they did as Family Facilitators, was to initiate a post on our Facebook group, asking families to share any uplifting moments with each another. Whilst it was a very challenging time, many children made exceptional progress due to all the extra time and support that they had at home. The Family Facilitators encouraged families to share their experiences, to try and lift spirits. This one post generated 166 comments.



In terms of therapy services during the reporting period, we provided the following:

Centre	Initial Assessments	Reassessments	Therapy Sessions (one hour)	Virtual (online)	Hydrotherapy Pool Sessions
South West	47 <sup>1</sup>	64 <sup>2</sup>	24	24 <sup>3</sup>	6
South East	15 <sup>4</sup>	40 <sup>5</sup>	5	8	N/A
North West	3	2	2	N/A	N/A
<b>Total</b>	<b>65</b>	<b>106</b>	<b>31</b>	<b>32</b>	<b>6</b>

\*In addition, there was one school visit carried out in the SE too.

### Service Review

For many years Brainwave has delivered its therapy from three Centres and two satellite clinics. The Centre in Bridgwater is owned by the charity, the other two in Witham and Warrington have been leased on ten- and three-year agreements, respectively.

### South East Centre

The running costs at the Centre in Witham, (c£250k per annum) far outweighed the income from our service delivery (c£70k) and the space was often not fully utilised either. Discussions were held with the landlords to reduce our costs, however we were not able to achieve what we needed to. Regrettably the decision was made to close the Centre as the opportunity arose to exercise the break clause in August 2020, which led to the closure of the Centre in February 2021.

To ensure continued support for families, a more cost-effective location had been identified, however unfortunately over a period of months leading up to the signing of the lease, Therapists gave notice, due to need for improved job security that the statutory sector was able to provide (NHS / Education). Therefore, we were unable to sign a new lease on a building without the necessary staff to support this.

Whilst extremely difficult for the many families we support, in terms of suspending services in the SE, this provided the opportunity to review the service, with the involvement of families who had been supported from the Witham Centre, through the completion of a survey and via a subsequent working group.

19 families continued to support the review by sitting on a Working Group to help inform the next steps. The following points summarise the outcome of the review:

- Families value Brainwave and they want the service to continue in the South East as multidisciplinary support is not available elsewhere.

<sup>1</sup> 9 were two day assessments, 38 one day

<sup>2</sup> 2 were two day, 56 one day and 6 half day

<sup>3</sup> 15 were one day, 4 half a day and 5 were review sessions

<sup>4</sup> 9 were two day and 6 one day assessments

<sup>5</sup> 24 were one day and 16 half day

- Families understand the need to reduce expenditure and supported the idea of delivering therapy from different partner venues. This would ensure more flexibility to adapt to future needs and ensure more families can access support – it was noted that some areas have limited support available to them.
- Families must search for support without guidance at stressful times. They were in favour of the idea of working in partnership with other organisations and a 'Whole Family' approach to enable them to access other organisations and support relevant to them.
- Many families are not getting support as 'parent carers' and were interested in taking part in workshops on subjects that give knowledge including support from peers.
- Brainwave needs to increase awareness to support its plans.
- We spoke to several other third sector and statutory organisations who welcomed the opportunity to work in partnership to reduce costs and collaborate to help to ensure long-term sustainability.

### **Review recommendations**

- A model that places Brainwave's support in several partner locations will reduce expenditure, risk, and ensure that families can have better access to support and allow the number of families that we support to increase.
- Contract/hire space based on need, thus only paying for the bookings that are secured.
- Explore opportunities to work in partnership with other organisations to contract therapists to deliver the Brainwave Programme.
- Explore opportunities for other organisations to deliver the Brainwave Programme using a 'franchise' or 'membership' model.
- Broaden the reach of the Working Group to cover all aspects of Brainwave's work nationally, ensuring everything we do is user led.

To date several partner venues have been identified and we are in discussions relating to their use by Brainwave. In addition, we are exploring the contracting of therapy services from others within these locations.

### **North West Centre, Warrington**

The need to reduce expenditure, risk and provide for a more flexible approach to service delivery (providing services where and when they are needed) has also resulted in the charity needing to seek termination of the lease at the North West Centre. Although there was not an impending break in the lease, the landlords have been extremely flexible and supportive (offering rent free periods) and have identified new tenants allowing us to leave the Centre in the coming months.

The Review outcomes from the South East will be replicated in the North West and work has started to find suitable partner venues and therapists.



### **South West Centre, Bridgwater**

We are currently reviewing the facilities at the South West Centre with a proposal being considered to make it Brainwave's main delivery hub. This will include increasing the number of Therapists and support staff, training requirements, a review of the facilities and accommodation for families needing to stay overnight.

*“Wow, it's the morning after our first appointment at Brainwave and we are now talking about it and planning on putting J's Therapy into place. We really learnt so much and J's interaction with the Therapists was fantastic. Thanks to all those involved who made yesterday happen.”*

*“It's easy to get consumed with worry with a child who has additional needs, but positive days like today help to bring us back into the moment, and appreciate how well our little Superstar is doing.”*

*“Brainwave gave us a very clear report that helped introduce SLT and change his Programme at school, avoiding medicines and Botox injections – things we had been discussing for months. The report was exactly what we needed to meet his needs at school and get such changes.”*



### **Chair's Statement**

Understandably it has been an extremely challenging year for everyone and for my own part I was 'stranded' in New Zealand for some 16 months - having arrived on a holiday in February 2020, which was meant to end in March 2020 and finally returned in June 2021.

My being in NZ has made little difference in terms of governance of the charity with board meetings continuing online. However, not having face to face contact has meant that the Trustee team has inevitably not been as actively involved (on the ground) as it would normally be, in lending our support to the SMT, and to all at Brainwave in general.

I can't emphasise enough what an excellent job everyone has done to keep Brainwave going in the most difficult circumstances to hit the UK since the Second World War, for which the board are extremely grateful. My thanks go to Keith Sinclair, who, as CEO has had a significantly more difficult experience, compared with what he expected when he joined Brainwave in January 2020. The pandemic and impact of the subsequent lockdown two months into a new job cannot have been at all easy.

We resumed face to face meetings in July 2021 and we have plans in place to reconnect with the organisation now that easing of restrictions have allowed for this.

The board have agreed recommendations from Keith to develop various sub committees and lead responsibilities to involve Trustees more. For example, Matthew Locke, who has a grandson on a Brainwave programme, is already participating in the review of future therapy arrangements in the South East, Mike Giblin has been providing support and guidance on the Business Interruption Insurance claim and Andrew Hannam, Richard Adams and Barrie Crow are on a fundraising working group setting up for the December 2021 South West Ball.

In terms of the finances, to achieve a positive result at year end from the deficit position of 2019 and in a Covid year is a significant achievement and again on behalf of the board of trustees I take this opportunity to thank the SMT and wider team for their hard work in achieving this.

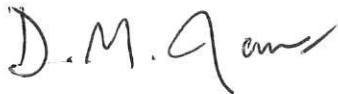
You will see from the figures on page 14 of this report that therapy, retail, and trading (hydropool) have been impacted significantly by Covid, with shops closed and face to face therapy suspended. Both our own and third-party fundraising events were cancelled across the board; however, losses were mitigated by diversifying and increasing resources in trust fundraising, (see separate fundraising report). In addition, maximising opportunities for retail grants and furlough, protected jobs, although we did sadly lose some team members to redundancy and others have resigned due to concerns around job security.

In summary, whilst undoubtedly it has been an extremely difficult year, I commend the team for their commitment, dedication, and hard work in continuing to support families, both face-to-face (when able to) and virtually through the development of



Brainwave Online, a significant development in our 38-year history. All this whilst navigating their way through the pandemic.

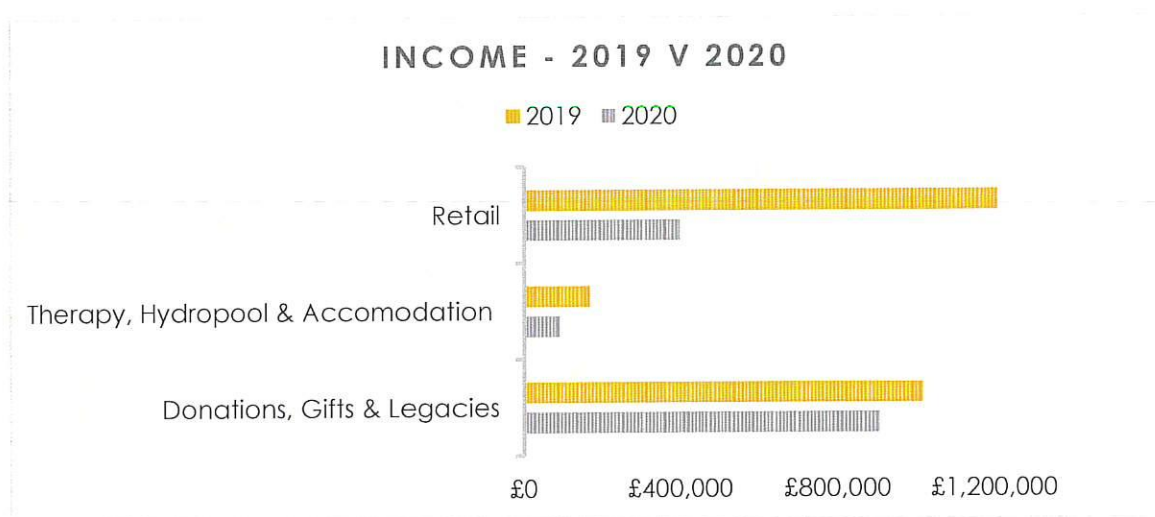
Finally, I must thank our President, HRH The Countess of Wessex GCVO, our Vice Presidents, Patrons and my fellow Trustees for their continuing commitment and support, which is very much valued and appreciated.



Martin Jackson  
**Chair of Trustees**

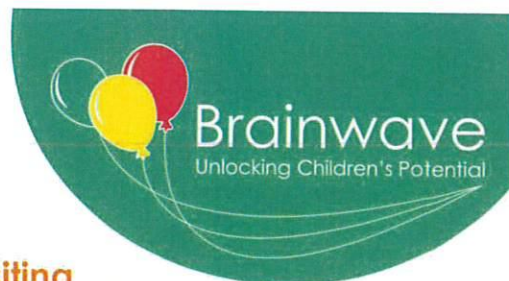
**The Board of Trustees present their report together with the financial statements of The Brainwave Centre Limited for the year ended 30 November 2020.**

Income stream	Year ending 2019	Year ending 2020	Difference +/-
<b>Donations and gifts</b>	£1,012,107	£903,943	-10.69%
<b>Legacies</b>	£2,767	£1,737	-37.22%
<b>Therapy Service</b>	£97,772	£47,172	-51.75%
<b>Hydropool</b>	£59,434	£40,399	-26.98%
<b>Accommodation</b>	£7,645	£2,760	-63.90%
<b>Retail (gross figures) (including rent)</b>	£1,206,778	£396,260	-67.16%





## Alexandra's story



**Alexandra, now 16, has autism and has been visiting Brainwave since 2009.**

*"It was 12 years ago that I cried because my daughter called me 'mummy' for the first time – that was during Alexandra's first Brainwave session when she was 4 years old, and we have not looked back since.*

*Through a variety of tailor-made therapies, Brainwave has managed to calm Alexandra's body and mind enough for her to see me and for me to see my daughter. With every visit, the therapy staff allow us to see more and more of our daughter.*

*Alexandra will always be autistic, but thanks to Brainwave's support, our future is brighter than we ever dreamed of. Her potential is still growing as she is now able to sit in mainstream school lessons (with her TA), learn and do well in exams.*

*Alexandra continues to amaze us with her positive determination and kind nature. She plays the violin, was also awarded the SEND*

*Music Award for Excellence by the Oxfordshire County Music Service, and in 2018 played in Oxfordshire's Buddy ensemble for Music For Youth at the Royal Albert Hall.*

*From her time at Brainwave, we always knew the calming influence of water on Alex's autism – so joining the school and summer sailing courses gave Alex the independence and calmness that she was craving."*

**– Susan, Alexandra's mother**

## Thomas's story

**Thomas has cerebral palsy and joined the Brainwave Programme in 2016.**

*"Thomas – and Dylan – have defied the odds. Miracle babies born 10 weeks early, weighing the same as a bag of sugar. Because of them, we have learnt to keep some room in our hearts for the unimaginable.*

*When we first visited Brainwave, the holistic approach brought everything together and was so reassuring. Back then, I didn't feel I understood Thomas's disability and how it affected him. Brainwave gave us this... and so much more. Brainwave's view is 'let's see what can be done' – an outlook, a vision that instantly told me we were in the right place. Rather than listing all the things your child isn't doing, Brainwave Therapists focus on what he is doing and what he can do.*

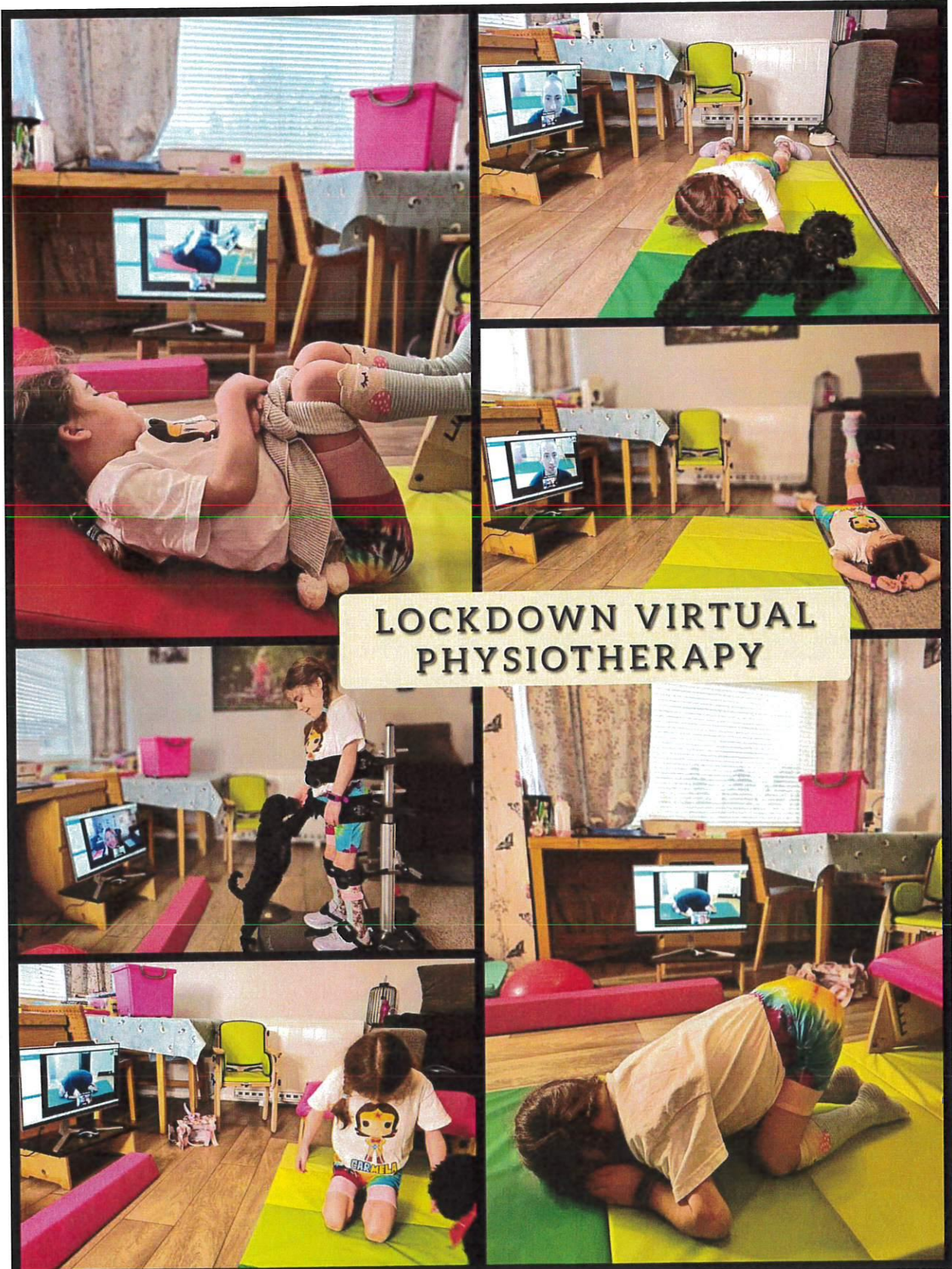
*In our five years with Brainwave as a family, the Learning Development Specialist, Denise, has provided guidance to improve Thomas's fine motor skills... this has been as life changing as having SDR. Thanks to her input, Thomas grew to love drawing and colouring. It's such a source of pleasure and escape for him – a real anchor when needing to calm himself down and decompress.*

*This input released the tension in Thomas's wrists to help him get his wrists down, relax and draw. In turn, when he started school, he was able to learn how to write his letters. He then went on to learn how to free write and then even master cursive handwriting. This is a huge life skill which has levelled the playing field in his class and freed up his imagination."*

**– Nicci, Thomas's mother**









### **Plans for 2021 and Beyond**

Throughout the year we have made the most of our opportunities, reviewed our costs and maximised income where possible. We have innovated, developing Brainwave Online, and successfully tested virtual fundraising activities too. Communication with families and supporters has improved, with the production of Brainwave News, which will be distributed biannually.

We have negotiated reductions in retail rents with landlords, at an average of 35% and reviewed retail provision, regrettably closing those that are not sustainable. As a result, we now have a more streamlined portfolio and the team have plans in place to further maximise the income potential of these.

In addition, we are working "smarter" as an organisation with the development of online HR systems and more effective therapy booking and payment processes, including trialling voice recognition software for therapists to dictate their reports, which will free up more time for delivery.

These have been hard times, with many of us feeling 'lockdown fatigue', from the associated restrictions, and impact on our everyday lives. Across all teams, therapy, retail, fundraising and support, everyone has been working hard to continue providing a lifeline to the many families we support, in what have been extremely challenging circumstances.

The closing of the SE centre, and uncertainty in the NW too, has been of concern for families, funders, and our team, however this has also provided a unique opportunity to review our service offer and work towards achieving sustainability. There is no doubt that we have a fantastic service providing "life changing" outcomes for children, with talented and dedicated staff delivering this.

So, whilst it has been a tough 12 months, we remain optimistic about our future and look forward to working with the team to make the most of our opportunities and overcome any challenges we face together.

Given the continued unknowns (uncertainty), more longer-term planning is not possible and our priority for this year, has been to continue navigating our way through the pandemic, achieve sustainability and ensure that the organisation is accessible, agile, fleet of foot and fit for purpose. However, having said this it is also important for the team to have a sense of the more longer-term plan for the organisation as to where we want/need to be in, one, two, three years and beyond.

Whilst the services we provide are highly valued by those that access them, we need to be more outward facing and focused in our approach and in developing external relationships. We also need to increase organisational awareness and "reach" to identify more children and families not currently in contact with us. In 2020 we remained in contact with c500 families, however due to the pandemic were not able to provide support to these in the way we would have liked. We need to create capacity to both maintain and increase our reach, by working 'smarter' and recruiting more therapists to achieve on our aims for sustainability.

In summary, our operating model is unsustainable, even before the pandemic and resultant financial challenges. Whilst there is a need for us to continue having a "national" presence and service offering, the costs of providing this from three centres are not realistic and a barrier to the organisation being "agile" and "fleet of foot", which is essential in the current economic environment. In terms of costs, we had a combined net fundraising ask of just over £153k (NW and SE Centres) in fixed costs (premises) before we have even supported any families.

Whilst we refer to ourselves as a "national" organisation, from a fundraising perspective at times this can put us at a disadvantage, compared to other "nationals" many of whom have a far greater reach (and marketing budget) than us. Therefore, we should refer to ourselves as an organisation that supports children with disabilities and their families nationwide instead, with ambitions to 'build back better' to become a more 'household' name in the future.

Our plans over the next three years are summarised as below:

- Year One - Survive and Adapt
- Year Two - Adapt and Thrive
- Year Three - Thrive whilst continuing to adapt

By Year Three we will be more "fleet of foot", "agile" and able to adapt quickly to changes in demand and need through flexible working practices. We are currently laying the foundations for this in our review of service delivery and to achieve longer term sustainability.

In summary our aim is that:

- Sustainability will have been achieved with a year-end surplus supporting development of reserves, to cover at least three months running costs
- Our national profile / presence will be increased with improved understanding of what we do and the outcomes we achieve nationally
- We will be seen as an 'umbrella' organisation supporting those that work within a similar field to us
- We will be the "go to" organisation for families, funders, commissioners, and partners
- More longer-term funding (3-5 years) covering core costs will have been achieved through trust fundraising and contracting with Health and Social Care

To achieve this, SMARTA (specific, measurable, achievable, realistic, timebound and agreed) objectives have been drafted and agreed by teams and action plans developed with individuals responsible for specific areas.



### **Risk Management**

The Board of Trustees has carried out an assessment of the risks to which the Charity is exposed and introduced procedures and reporting regimes to manage and reduce any identified risks.

Financial viability is essential if Brainwave is to continue delivering support services in the years to come. Income generation from all areas (fundraising, therapy, and retail) continues to be of concern and remains a significant risk. With the SMT, Trustees will continue to review the income streams to meet the strategic growth targets of the Charity. The management team review the accounts and reserves monthly.

### **Human Resources (HR) and Health and Safety (H&S)**

There were many challenges throughout the year in terms of navigating our way through the pandemic, for example PPE, Government Guidelines, Lockdowns, Furlough and regrettably Redundancies.

The year began with financial uncertainty as the previous year had resulted in a significant deficit. These were unsettling and anxious times for the staff, some of whom had worked at Brainwave for many years and found the situation and change difficult to manage.

When the new CEO (Keith Sinclair) started in his role at Brainwave (January 2020), he immediately ensured that staff knew the full situation faced, however not long after came the start of Covid.

During February and the beginning of March 2021 employees who had vulnerable partners or children were already starting to feel the stress and strain of close contact working. H&S carried out risk assessments, and encouraged employees to adhere to government guidance, to wash their hands, or use hand sanitiser and keep their distance from others.

On 23 March 2020, the country went into the first lockdown. The IT department had a difficult job ensuring that all employees identified for home working had the right IT equipment and appropriate access. We ensured that all employees who had to attend the office had letters covering their travel to and from the office in case they were questioned, that post was able to be managed and dropped off where appropriate, that staff had completed working from home risk assessments and had the support from their line managers.

Furlough letters were issued to all staff who were placed on leave from 25 March 2020 and each letter had to be returned signed.

At the start of the Covid pandemic, HR input all details to the new BreatheHR online platform, which we rolled out to all staff. Whilst this took some time to set up, it has become a vital tool in our staff communications and has streamlined our HR processes.

We arranged for staff in the South West to receive their vaccinations early, to protect the team and families enrolling for the Testing programme to enable all staff and volunteers to test using Lateral Flow tests twice a week.

In summary, the pandemic has created a huge amount of additional work for the team in both HR processes and procedures, and additional Health and Safety requirements. For example, obtaining and implementing PPE equipment and ensuring the shop and centre layouts met government guidelines to keep everyone safe and the organisation running.

## **Fundraising Activities**

### **Philanthropy**

With more resources diverted to Trusts and Foundations in 2020, Brainwave's income from this sector was at £618,000 – up 43% (or £186,000) from 2019. These figures were achieved from 664 applications and 164 reports, with a total of 193 donations received at an average of £3,200 each.

The Charity applied for and received emergency funding from several Trusts and Foundations, including some government funding via the National Lottery. However, we foresee 2021 as being a much tougher market with many other charities devoting extra time to trust fundraising and therefore the sector becoming more competitive.

In terms of kicking off our Legacy Fundraising Programme, this was delayed because of the lockdowns. We are partnering with Remember a Charity in September 2021 and have agreements to provide Free Will Services via Irwin Mitchell, Jones Whyte and through the National Free Will Network. Full details of these services can be found on the Brainwave website.

### **Fundraising highs**

This year, like so many charities across the UK, Brainwave was hugely impacted by the cancellation of fundraising events and activities due to the Global Pandemic. However, the team worked together to plan and formulate new income streams procedures and activities for example a weekly lottery and Clicksit, (a way that we can increase donations of preloved items for retail through a new free to donor postal service).

We introduced several virtual fundraising events such as Quizzes, Online Raffles, a Sports Auction and Virtual Balloon Race. We also got involved in the 2.6 Challenge, held a virtual Duathlon and a virtual pamper party. We were able to organise and deliver in a Covid safe environment for North West Golf days in 2020 (and 2021) due to restrictions being lifted with guidance from the British Golf Association.

The united fundraising team worked stronger together and utilised lockdown to search and apply for new Trusts, emergency funding, donations for new online therapy and seek gifts in kind. This supported the return to work after lockdown for the Therapy team with PPE, cleaning products and fogging machines and



reopening of our shops. A contract for £5,000 worth of PPE was secured from McDonald and Taylor Healthcare and a National Maintenance contract with NSS Group.

Trust fundraising achieved a good return on investment of time from the team in the regions with regular monthly awards from new/existing Trusts and local Community Response grants for new projects such as online therapy and PPE equipment. We secured our first Council award of £10k via Essex County Council. This funding assisted the charity in developing our new virtual therapy service, Brainwave Online.

In terms of fundraising challenges, obviously with all live events being cancelled, our corporate partners also furloughing staff, income was badly affected in these areas.

Whilst live events weren't possible the team quickly adapted to virtual events, the activities we held included.

#### **2020 Events**

- Virtual Best dressed Duck competition
- Quiz nights x2 Harry Potter and Disney
- 2.6 Challenge
- Online Sports Auction
- Virtual Balloon Race
- Golf Day (this was the only live event)

As previously stated, the pandemic's impact has been felt across the charity sector and the main areas of our work, face-to-face fundraising (Business Development) and social events such as the Ball and Shoot events were made impossible.

The overall net income was gained due to established fundraising work already in the pipeline, such as The Botanist, CRM, donation of £30k and Anne Scales, nomination of Brainwave to benefit from the sale of Cote Brook House.

Major Donor support remained loyal, and several Major Donor Foundations supported us during the year – for example Mark Dunn, donated £10,000.

Digital Innovation has been a key driver of income during the Winter months and it's certainly an area we need to build and expand upon, especially since retail income is low in this period. We created the concepts of two digital fundraising models – Virtual Balloon Race and the Duathlon, both will be repeated in 2021, due to their success.

### **Case Study 1. Duathlon**

The Duathlon challenge launched early December to gain the "New Year's Resolution" audience and the sign up was done via existing corporate donors, mainly SME's which helped to enhance existing relationships with donors. Each participant had to sign up with a £50 deposit and promise to raise £200 in sponsorship for running or walking and cycling, whatever distance they chose, on the same day (or over two days). It was a challenge for individuals or small bubble group as meeting up was not possible without observing social distance rules.

We were able to team up with Asics UK and gain brand support and merchandise for goody bags.

The main channels to market were social media to stay in touch with supporters, keeping track of training with "selfie" photographers and keeping the challenge fresh by sending our family case studies to motivate the participants. We also managed several Zoom meetings to discuss routes and the use of Strava to track distance and time goals, with lots of encouragement.

There was no promotional budget linked to this campaign, so the only overheads were time and social media PR support, with a return of almost £5,382 from 14 participants.

### **Case Study 2 – The 2.6 Challenge**

In response to the pandemic London Marathon created a new campaign to raise vital funds to help UK's charities.

**The 2.6 Challenge** launched on Sunday 26 April 2020 - the date of the 40<sup>th</sup> London Marathon. Brainwave's staff and supporters got involved to raise awareness and funds for the charity.

The challenges were endless and bespoke to each supporter based around 2.6 or 26.

Lorraine Jay, part of a local Women In Business networking group, carried out 26 Sun Salutations throughout the day and raised £545 for the charity.

Tom Barber set the bar by completing 260 pull ups, 260 x 20m shuttle runs and 260 burpee's – raising £1,395!

It was wonderful to have children supporting the charity as well, Zach and Mia England from Colchester carried out 26 Olympic challenges in their garden and raised a fantastic £52.



## Retail

As per service delivery and fundraising the impact of Covid on retail has been equally challenging, particularly the enforced closures caused by the National Lockdown periods and subsequent government guidelines for reopening (PPE). As a result the Retail business had to:

- Close the whole of the network (20 shops) and three Centres in a period of one day, this was then repeated a number of times locally and nationally
- Ensure all shops had a weekly security check for insurance and operational purposes, this also included clearing of 'fly tipping' from shops fronts, or face fines
- Furlough most of the Retail staff and keep them regularly updated on developments and relevant news about Brainwave and the ongoing lockdown rules
- Carry out shop maintenance, dilapidations, and upgrades during the lockdown period
- Deep clean all the shops for re-opening, design and implement one-way systems, hand sanitising stations, social distancing markings
- Introduce additional cleaning duties, which included regular cleaning of high touch areas
- Installation of plastic screens located at all till areas
- Design and roll out electronic Covid 19 H&S audits and processes to ensure staff and customers were being kept safe
- Change over all stock to the correct season (closed in winter, re-opened in summer)
- Source and order all PPE supplies and keep a regular stock such as face masks, gloves, hand sanitiser, signage etc
- Design and implement a donation collection system for donations to be kept quarantined for the correct amount of time (72 hours) and keep changing areas closed which resulted in having to implement a revised refund / exchange policy and procedures
- Reopen the shops on a phased basis and retrain and induct all staff on the new ways of working, again, this had to be repeated two more times
- Apply for any government grants for the Retail Business to keep from closing completely
- Closed shops and associated staff redundancies, because of not being viable to continue trading in the current retail climate and for the rest of the retail business to survive
- Negotiate with landlords to reduce rent as trading was at 65% compared to pre covid figures. Thanks go to our landlords for their continued support and in particular Bob Dyson a supporter of Brainwave for many years who undertook all the negotiations on our behalf.

All the above took time and resulted in additional costs without any income being generated from shop sales during the three lockdown periods. This was further impacted as trading could not settle and as a result income and footfall had reduced.

## Financial Review

The pandemic has had and continues to have a major impact on our finances.

However, the year end has seen a significant turnaround from the previous year with a surplus of £63,791 compared with a deficit of £484,663 at 2019 year end. Unrestricted funds are at £287,162 compared with £198,552 and restricted at £717,695 compared with £742,554 in the previous year. The sale of two bungalows in the reporting period saw proceeds of £332,000. The third is currently under offer and progressing with a sale price of £195k and management accounts overall are on par with budget and we expect to see a balanced budget again for the next year end.

## Reserves and Investment Policy

Free reserves, defined as the total of unrestricted funds less fixed assets and investments (see note 23), were at a deficit of £197,959 as of 30 November 2020. Whilst this is not a position we want to be in, and an area that we need to improve on, it is a significant improvement on the 2019 year end deficit figure of £345,048, by some £147,089.

Developing and maintaining sufficient reserves are a significant concern and priority issue for the organisation going forward to achieve financial resilience and stability. Disposing of assets (property), as previously reported will support us in this aim as will the difficult decisions we have made on reducing our costs across the organisation.

## Structure, Governance & Management

### Management & Staffing

The CEO has responsibility for leading the organisation, strategic planning, and service development to ensure that the organisation is fit for both 'today' and 'tomorrow'. They have oversight for ensuring that the staff team is developed, valued, and supported to provide the skills and expertise required to both achieve positive outcomes for the children and families we support and run a successful organisation.

The new CEO started in post during the second month of the financial year (January 2020).

The Senior Management team currently consist of the CEO and Heads of Finance, Retail, HR, and H&S. The following team changes took place during the reporting year.

- Emma James was appointed to a new Service Development Manager role, following the redundancy of her Corporate Fundraising role, which became unviable during the pandemic as most business focused on survival and crisis management.



The Board meets at least five times per year and is responsible for the appointment of trustees, and in doing so seeks individuals with appropriate experience and skills to provide the Board with the necessary range of expertise and diversity. On appointment, each new Trustee meets with the Chair and CEO and follows a formal induction process. Appropriate Charity Commission booklets, a copy of the vision statement, business plan and budgets are provided and discussed.

The Brainwave Trustees delegate operational management of the Charity to the CEO, who reports on performance against the strategic and operational plans approved by the Trustees. Management information, which includes a scorecard reflecting activities across the Charity, is prepared monthly, and presented at each Board meeting for discussion and review.

### **Disclosure of information to auditor**

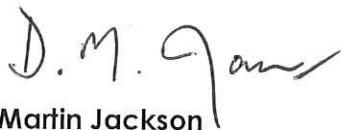
Each trustee has taken steps that they ought to have taken as a trustee in order to make themselves aware of any relevant audit information and to establish that the Charity's auditor is aware of that information. The trustees confirm that there is no relevant information that they know of and of which they know the auditor is unaware.

### **Acknowledgements**

The Board wishes to record its deep appreciation of the generosity of many supporters and of the time given so willingly by so many volunteers. Brainwave has also benefitted from help from companies, local authorities, and individuals in the form of gifts in kind, preferential rents, and partial relief from business rates. These all add greatly to the work Brainwave can achieve with the children on its Therapy Programme.

The Trustees are very grateful for the patronage of the Charity's President, HRH The Countess of Wessex GCVO, Vice Presidents and Patrons, whose generous support has been much appreciated during the year.

### **By order of the Board of Trustees**



**Martin Jackson**  
Chair of Trustees

- The CEO took on the role of Head of Fundraising from January 2020 and had oversight for therapy later in the year too.
- A new role of Therapy Team Manager was also created, and Dawn Chance moved to this from her previous role of SW Centre Manager and becoming part of the SMT. A reorganisation of the therapy team followed which has created development opportunities which will be recruited to internally. This in turn will help with future succession planning.

As of August 2021, the organisation employs 58 staff who are supported by over 200 volunteers, without the hard work and dedication of whom we would not be able to achieve all we do.

### **Governance**

There are currently eight trustees. None of these are current service users, although one has a grandson currently on a therapy programme.

A full review of governance arrangements has been carried out and work has already begun on implementing changes. A questionnaire and skills audit having been developed and completed by all board members. This has helped to inform trustee development and recruitment going forward.

### **In summary:**

- Board papers and reports in terms of content and detail have been reviewed
- Duration and frequency of meetings. With these now being two hours, instead of the previous five
- Annual Skills audit and questionnaire to be completed
- Regular training/workshops opportunities for trustee development implemented following review of the questionnaire responses either delivered in-house or externally as appropriate
- Recruitment of treasurer for financial oversight and support to the Head of Finance
- Four subcommittees to be developed - Fundraising, Personnel (to include remuneration), Risk Management and Business Continuity and Finance
- Staff representative on trustee board for two-way flow of information
- Regular presentations from various work areas including fundraising
- Trustee lead responsibilities developed to create more "natural" joint working opportunities with the team – one trustee now on service development group

Caryn Musker resigned from the board in July 2021, after more than 8 years of dedicated service to Brainwave. We would like to place on record our thanks for her hard work and dedication over the years that she has been involved with Brainwave.



## Statement of Trustees' Responsibilities

The trustees (who are also the directors of The Brainwave Centre Limited for the purposes of company law) are responsible for preparing the financial statements in accordance with the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

## **Independent Auditor's Report to the Members of The Brainwave Centre Limited**

### **Opinion**

We have audited the financial statements of The Brainwave Centre Limited (the 'charitable company') for the year ended 30 November 2020, which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cash Flows, and Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is United Kingdom Accounting Standards, including Financial Reporting Standard 102 - 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and applicable law (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 30 November 2020 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Conclusions relating to going concern**

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

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

### **Other information**

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



## **Independent Auditor's Report to the Members of The Brainwave Centre Limited**

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

We have nothing to report in this regard.

### **Opinion on other matters prescribed by the Companies Act 2006**

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

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

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

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

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

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

### **Responsibilities of trustees**

As explained more fully in the Statement of Trustees' Responsibilities set out on page 27, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

## Independent Auditor's Report to the Members of The Brainwave Centre Limited


### Auditor's responsibilities for the audit of the financial statements

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

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

### Use of our report

This report is made solely to the charitable company's trustees, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Martin Hobbs BSc ACA (Senior Statutory Auditor)  
For and on behalf of PKF Francis Clark, Statutory Auditor

Ground Floor  
Blackbrook Gate 1  
Blackbrook Business Park  
Taunton  
Somerset  
TA1 2PX

Date: 26 August 2021



## The Brainwave Centre Limited

### Statement of Financial Activities for the Year Ended 30 November 2020 (Including Income and Expenditure Account and Statement of Total Recognised Gains and Losses)

	Note	Unrestricted funds Charity Shops £	Unrestricted funds Other Funds £	Restricted funds £	Total 2020 £
<b>Income and Endowments from:</b>					
Donations and legacies:					
Donations, gifts and legacies	3	1,201	654,004	250,475	905,680
Grant income	3	435,232	231,188	-	666,420
Charitable activities	4	-	-	90,331	90,331
Other trading activities:					
Income from charity shops	5	370,645	-	-	370,645
Rental income	5	-	25,615	-	25,615
Investment income	6	-	309	-	309
Other income	7	-	224,699	-	224,699
Total Income		807,078	1,135,815	340,806	2,283,699
<b>Expenditure on:</b>					
Raising funds – Costs of generating voluntary income	8	-	(330,820)	-	(330,820)
Raising funds – Trading cost of goods sold	8	(917,450)	-	-	(917,450)
Charitable activities	9	-	(671,225)	(300,413)	(971,638)
Total Expenditure		(917,450)	(1,002,045)	(300,413)	(2,219,908)
Net (expenditure)/income		(110,372)	133,770	40,393	63,791
Transfers between funds		110,372	(45,130)	(65,242)	-
Net movement in funds		-	88,640	(24,849)	63,791
<b>Reconciliation of funds</b>					
Total funds brought forward		-	198,522	742,544	941,066
Total funds carried forward	22	-	287,162	717,695	1,004,857

## The Brainwave Centre Limited

### Statement of Financial Activities for the Year Ended 30 November 2019 (Including Income and Expenditure Account and Statement of Total Recognised Gains and Losses)

	Note	Unrestricted funds Charity Shops £	Unrestricted funds Other Funds £	Restricted funds £	Total 2019 £
<b>Income and Endowments from:</b>					
Donations and legacies:					
Donations, gifts and legacies	3	6,382	817,184	191,308	1,014,874
Grant income	3	-	-	-	-
Charitable activities	4	-	-	164,851	164,851
Other trading activities:					
Income from charity shops	5	1,189,033	-	-	1,189,033
Rental income	5	-	17,745	-	17,745
Investment income	6	-	4,588	-	4,588
Other income	7	-	1,030	-	1,030
Total Income		1,195,415	840,547	356,159	2,392,121
<b>Expenditure on:</b>					
Raising funds – Costs of generating voluntary income	8	-	(497,167)	-	(497,167)
Raising funds – Trading cost of goods sold	8	(1,110,760)	-	-	(1,110,760)
Charitable activities	9	-	(814,106)	(454,751)	(1,268,857)
Total Expenditure		(1,110,760)	(1,311,273)	(454,751)	(2,876,784)
Net income/(expenditure)		84,655	(470,726)	(98,592)	(484,663)
Transfers between funds		(84,655)	84,655	-	-
Net movement in funds		-	(386,071)	(98,592)	(484,663)
<b>Reconciliation of funds</b>					
Total funds brought forward		-	584,593	841,136	1,425,729
Total funds carried forward	22	-	198,522	742,544	941,066



## The Brainwave Centre Limited

(Registration number: 03666739)

### Balance Sheet as at 30 November 2020

	Note	2020 £	2019 £
<b>Fixed assets</b>			
Tangible assets	14	900,508	1,038,592
Investments	15	2	2
		<u>900,510</u>	<u>1,038,594</u>
<b>Current assets</b>			
Debtors	16	36,182	37,792
Cash at bank and in hand	17	532,671	320,911
		<u>568,853</u>	<u>358,703</u>
<b>Creditors: Amounts falling due within one year</b>	18	<u>(407,098)</u>	<u>(267,027)</u>
<b>Net current assets</b>		<u>161,755</u>	<u>91,676</u>
<b>Total assets less current liabilities</b>		1,062,265	1,130,270
<b>Creditors: Amounts falling due after more than one year</b>	19	<u>(57,408)</u>	<u>(189,204)</u>
<b>Net assets</b>		<u>1,004,857</u>	<u>941,066</u>
<b>Funds of the Charity:</b>			
<b>Restricted funds</b>		717,695	742,544
<b>Unrestricted funds</b>		<u>287,162</u>	<u>198,522</u>
<b>Total funds</b>	22	<u>1,004,857</u>	<u>941,066</u>

The financial statements on pages 31 to 54 were approved by the trustees, and authorised for issue on 26/8/21 and signed on their behalf by:

  
 .....  
 Martin Jackson FCA  
 Trustee

## The Brainwave Centre Limited

### Statement of Cash Flows for the Year Ended 30 November 2020

	Note	2020 £	2019 £
<b>Cash flows from operating activities</b>			
Net income/(expenditure)		63,791	(484,663)
<b>Adjustments to cash flows from non-cash items</b>			
Depreciation	8	38,141	39,868
Investment income	6	(309)	(4,588)
(Profit)/loss on disposal of tangible fixed assets		(222,599)	2,596
		(120,976)	(446,787)
<b>Working capital adjustments</b>			
Decrease in debtors	16	1,610	12,988
Increase in creditors	18	54,379	10,218
Net cash flows from operating activities		(64,987)	(423,581)
<b>Cash flows from investing activities</b>			
Interest receivable and similar income	6	309	4,588
Purchase of tangible fixed assets	14	(9,458)	(13,672)
Sale of tangible fixed assets		332,000	-
Net cash flows from investing activities		322,851	(9,084)
<b>Cash flows from financing activities</b>			
Repayment of loans and borrowings	18	(46,104)	(44,078)
Net increase/(decrease) in cash and cash equivalents		211,760	(476,743)
Cash and cash equivalents at 1 December		320,911	797,654
Cash and cash equivalents at 30 November		532,671	320,911



## Notes to the Financial Statements for the Year Ended 30 November 2020

### 1 Charity status

The Charity is limited by guarantee, incorporated in England and Wales, and consequently does not have share capital. Each of the trustees is liable to contribute an amount not exceeding £1 towards the assets of the Charity in the event of liquidation.

The address of its registered office (and principal place of business) is:

Huntworth Gate  
Bridgwater  
Somerset  
TA6 6LQ

### 2 Accounting policies

#### Summary of significant accounting policies and key accounting estimates

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

#### Statement of compliance

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), and the Companies Act 2006.

#### Basis of preparation

The Brainwave Centre Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

#### Going concern

The trustees, having made all necessary enquiries and taken all steps that they ought to have taken, have concluded that the going concern basis of preparation remains appropriate.

In making their assessment, and as described in the Trustees' Report, the trustees have given consideration to the on-going impact of the global coronavirus pandemic on the operations and financial position and performance of the Charity, as well as the impact on the families supported by the Charity. The trustees have sensitised their financial forecasts and projections for the next 12 months (from the date of approval of these financial statements) to take account of possible changes in cash flow performance in order to determine when, and to what extent, additional cash management measures may be necessary. Sensitivity analysis has also been performed to reflect further delays in operations returning to normal levels, as well as accessible UK Government and bank support, and available cash reserves.

## Notes to the Financial Statements for the Year Ended 30 November 2020

Whilst recognising that there can be no certainty, having considered these factors and made all necessary inquiries, the trustees are satisfied that the Charity will continue to operate with sufficient cash headroom for a period of at least 12 months from the date of approval of these financial statements.

### Group accounts not prepared

The company formed a trading subsidiary on 27 October 1998. The subsidiary was dormant for year ended 30 November 2020 and had net assets at 30 November 2020 of £1,794 (2019 - £1,794).

The charity regulations do not contain the exemption, available to companies, that immateriality is grounds for non-consolidation. However, having considered that the subsidiary company was dormant during the current and prior period, the trustees believe that the cost of preparing group accounts is disproportionate to the value of any additional information that might be obtained from them, and they have therefore concluded that preparation of group accounts this year is not an appropriate use of the Charity's resources.

### Key judgements and sources of estimation uncertainty

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

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

The key judgement that has a significant impact on the financial statements is in respect of going concern, as described above.

The key sources of estimation uncertainty that have a significant impact on the amounts recognised in the financial statements are as follows:

Provision is made by the Charity in relation to the expected cost of returning leasehold properties to their original condition at the end of the lease term. The carrying amount of the total provisions made as at 30 November 2020 is £82,245 (2019 - £65,226).



## Notes to the Financial Statements for the Year Ended 30 November 2020

### **Income and endowments**

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of the income receivable can be measured reliably.

Investment income is recognised on a receivable basis.

Donations and legacies are recognised on a receivable basis.

Donations received that the donor specifies as being funding for a child's programme is allocated 20% to a restricted fund towards the parent's contributions, and 80% to the general funds towards the balance of the costs of the assessments.

Income from donated goods for resale is recognised on sale of the goods.

Rental income is recognised in the period to which it relates.

Income from fundraising events is recognised in the period in which the relevant event takes place.

Income from tax reclaims is recognised at the same time as the gift to which they relate.

### **Grants receivable**

Grants are recognised when the Charity has an entitlement to the funds and any conditions linked to the grants have been met. Where performance conditions are attached to the grant and are yet to be met, the income is recognised as a liability and included on the balance sheet as deferred income to be released.

### **Expenditure**

Liabilities are recognised as soon as there is a legal or constructive obligation committing the Charity to the expenditure. All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category.

Cost of raising funds are those costs incurred in generating voluntary income, the management of investments and those incurred in trading activities that raise funds.

Charitable expenditure comprises those costs incurred by the Charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Support costs have been allocated to activity cost categories on a basis consistent with the use of resources.

Governance costs are those costs incurred in connection with the administration of the Charity and compliance with constitutional and statutory requirements.

All resources expended are inclusive of irrecoverable VAT.

## Notes to the Financial Statements for the Year Ended 30 November 2020

### Government grants

Government grants are recognised based on the accrual model and are measured at the fair value of the asset received or receivable. Grants are classified as relating either to revenue or to assets. Grants relating to revenue are recognised in income over the period in which the related costs are recognised. Grants relating to assets are recognised over the expected useful life of the asset. Where part of a grant relating to an asset is deferred, it is recognised as deferred income.

### Taxation

The Charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

### Tangible fixed assets

Individual fixed assets costing £1,000 or more are initially recorded in the balance sheet at cost, less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

Freehold land and buildings were stated at deemed cost on transition to FRS 102.

Desktop computer equipment is not capitalised as the trustees believe the useful life of such items is too short. Major computer software investment in excess of £5,000 is capitalised at cost.

### Depreciation

Depreciation is provided on tangible fixed assets, other than land, so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life as follows:

Asset class	Depreciation method and rate
Freehold buildings	2% straight line
Plant and equipment	15% - 50% reducing balance
Motor vehicles	25% reducing balance
Computer software	25% straight line

### Fixed asset investments

Investments in subsidiaries are measured at cost less impairment.



## Notes to the Financial Statements for the Year Ended 30 November 2020

### **Fund structure**

Unrestricted income funds are general funds that are available for use at the trustees' discretion in furtherance of the objectives of the Charity.

Restricted funds are those donated for use in a particular area or for specific purposes, the use of which is restricted to that area or purpose.

Further details of each fund are disclosed in Note 22.

### **Defined contribution pension scheme**

The Charity operates a defined contribution pension plan for eligible employees. Contributions are charged to the income and expenditure account in accordance with the rules of the scheme.

### **Financial instruments**

#### **Classification**

The company holds the following financial instruments

- Short term trade and other debtors and creditors;
- Bank borrowings; and
- Cash and bank balances

All financial instruments are classified as basic.

#### **Recognition and measurement**

The Charity has chosen to apply the recognition and measurement principles in FRS 102.

Financial instruments are recognised when the Charity becomes party to the contractual provisions of the instrument and derecognised when in the case of assets, the contractual rights to cash flows from the assets expire or substantially all the risks and rewards of ownership are transferred to another party, or in the case of liabilities, when the Charity's obligations are discharged, expire or are cancelled.

Except for bank borrowings, such instruments are initially measured at transaction price, including transaction costs, and are subsequently carried at the undiscounted amount of the cash or other consideration expected to be paid or received, after taking account of impairment adjustments.

Bank borrowings are initially measured at transaction price, including transaction costs, and are subsequently carried at amortised cost using the effective interest method.

## Notes to the Financial Statements for the Year Ended 30 November 2020

### 3 Income from donations and legacies

	Unrestricted Charity Shops £	Unrestricted Other Funds £	Restricted funds £	Total 2020 £	Total 2019 £
Donations and gifts	1,201	652,267	250,475	903,943	1,012,107
Legacies	-	1,737	-	1,737	2,767
Grants, including capital grants:					
Local Support grant	-	8,004	-	8,004	-
Corona Job Retention Scheme	217,228	211,188	-	428,416	-
Local Authority Discretionary grants	218,004	11,996	-	230,000	-
	<u>436,433</u>	<u>885,192</u>	<u>250,475</u>	<u>1,572,100</u>	<u>1,014,874</u>

### 4 Income from charitable activities

	Unrestricted Charity Shops £	Unrestricted Other Funds £	Restricted funds £	Total 2020 £	Total 2019 £
Assessment income	-	-	47,172	47,172	97,772
Hydrotherapy income	-	-	40,399	40,399	59,434
Accommodation income	-	-	2,760	2,760	7,645
	<u>-</u>	<u>-</u>	<u>90,331</u>	<u>90,331</u>	<u>164,851</u>

### 5 Income from other trading activities

	Unrestricted Charity Shops £	Unrestricted Other Funds £	Restricted funds £	Total 2020 £	Total 2019 £
Charity shop sales	370,645	-	-	370,645	1,189,033
Rent	-	25,615	-	25,615	17,745
	<u>370,645</u>	<u>25,615</u>	<u>-</u>	<u>396,260</u>	<u>1,206,778</u>



## Notes to the Financial Statements for the Year Ended 30 November 2020

### 6 Investment income

	Unrestricted Charity Shops £	Unrestricted Other Funds £	Restricted funds £	Total 2020 £	Total 2019 £
Interest	-	309	-	309	4,588

### 7 Other income

	Unrestricted Charity Shops £	Unrestricted Other Funds £	Restricted funds £	Total 2020 £	Total 2019 £
Other income	-	2,100	-	2,100	1,030
Gains on sale of tangible fixed assets	-	222,599	-	222,599	-
	-	224,699	-	224,699	1,030

### 8 Expenditure on raising funds

	Unrestricted Charity Shops £	Unrestricted Other Funds £	Restricted funds £	Total 2020 £	Total 2019 £
Fundraising expenses	-	330,820	-	330,820	580,422
Charity shops	917,450	-	-	917,450	1,109,976
	917,450	330,820	-	1,248,270	1,690,398

	Staff costs £	Support costs £	Other direct costs £	Total 2020 £	Total 2019 £
Fundraising expenses	271,036	14,658	45,126	330,820	580,422
Charity shops	554,710	11,584	351,156	917,450	1,109,976
	825,746	26,242	396,282	1,248,270	1,690,398

## Notes to the Financial Statements for the Year Ended 30 November 2020

### 9 Expenditure on charitable activities

	Unrestricted Charity Shops £	Unrestricted Other Funds £	Restricted funds £	Total 2020 £	Total 2019 £
South West Centre and satellite clinics	-	121,441	236,617	358,058	488,920
South East Centre and satellite clinics	-	192,980	56,498	249,478	297,194
North West Centre and satellite clinics	-	173,721	7,298	181,019	290,898
Home & regional support	-	63,724	-	63,724	65,181
Governance costs	-	119,359	-	119,359	126,664
	-	671,225	300,413	971,638	1,268,857

	Staff costs £	Support costs £	Other direct costs £	Total 2020 £	Total 2019 £
South West Centre and satellite clinics	262,358	31,480	64,220	358,058	488,920
South East Centre and satellite clinics	159,401	6,163	83,914	249,478	297,194
North West Centre and satellite clinics	101,148	5,724	74,147	181,019	290,898
Home & regional support	57,155	1,206	5,363	63,724	65,181
Governance costs	83,472	14,735	21,152	119,359	126,664
	663,534	59,308	248,796	971,638	1,268,857



## Notes to the Financial Statements for the Year Ended 30 November 2020

### Allocation of governance costs

	Unrestricted Charity Shops £	Unrestricted Other Funds £	Restricted funds £	Total 2020 £	Total 2019 £
Staff costs	-	83,472	-	83,472	83,902
Audit and accountancy	-	14,400	-	14,400	14,400
Legal and professional	-	6,752	-	6,752	6,356
Support costs	-	14,735	-	14,735	22,006
	-	119,359	-	119,359	126,664

### 11 Net incoming/(outgoing) resources

Net incoming/(outgoing) resources for the year include:

	2020 £	2019 £
Audit of the financial statements	14,400	14,400
(Profit)/loss on disposal of tangible fixed assets	(222,599)	2,596
Depreciation of fixed assets	38,141	39,868

### 12 Trustees remuneration and expenses

No trustees, nor any persons connected with them, have received any remuneration from the Charity during the year.

No trustees have received any reimbursed expenses or any other benefits from the Charity during the year.

### 13 Staff costs

The aggregate payroll costs were as follows:

	2020 £	2019 £
<b>Staff costs during the year were:</b>		
Wages and salaries	1,330,750	1,648,806
Social security costs	100,527	116,128
Pension costs	37,927	48,710
	1,469,204	1,813,644

## Notes to the Financial Statements for the Year Ended 30 November 2020

### 10 Analysis of governance and support costs

#### Allocation of support costs

	Premises costs £	Printing & stationery £	Equipment & IT £	Travel & subsistence £	Professional fees £	Financial costs £	Depreciation £	Total 2020 £	Total 2019 £
Fundraising expenses	(768)	866	3,651	1,680	-	4,237	4,992	14,658	20,646
Charity shops	(1,268)	1,428	6,018	2,769	-	1,210	1,427	11,584	14,708
South West Centre and satellite clinics	(1,160)	1,307	5,506	2,534	-	10,691	12,602	31,480	42,734
South East Centre and satellite clinics	(437)	493	2,076	955	-	1,412	1,664	6,163	6,937
North West Centre and satellite clinics	(437)	493	2,076	955	-	1,210	1,427	5,724	6,937
Home support	(109)	122	516	237	-	202	238	1,206	1,704
Governance	(1,314)	1,481	6,239	2,871	2,821	1,210	1,427	14,735	22,006
	(5,493)	6,190	26,082	12,001	2,821	20,172	23,777	85,550	115,672



## Notes to the Financial Statements for the Year Ended 30 November 2020

The monthly average number of persons (including senior management team) employed by the Charity during the year was as follows:

	2020	2019
	No	No
Fundraising and administration	23	25
Charity shops	43	45
South West Centre	10	12
South East Centre	5	5
North West Centre	2	6
Home support	2	2
	<hr/> 85	<hr/> 95

The monthly average number of persons (including senior management team) employed by the Charity during the year expressed as full time equivalents was as follows:

	2020	2019
	No	No
Fundraising and administration	18	20
Charity shops	29	31
South West Centre	8	9
South East Centre	4	4
North West Centre	2	5
Home support	1	1
	<hr/> 62	<hr/> 70

The number of employees whose emoluments fell within the following bands was:

	2020
	No
£60,001 - £70,000	<hr/> 1

No employee received emoluments of more than £60,000 during the previous year.

The total employee benefits of the key management personnel of the Charity were £176,065 (2019 - £262,247).

## Notes to the Financial Statements for the Year Ended 30 November 2020

### 14 Tangible fixed assets

	Land and buildings £	Plant and equipment £	Motor vehicles £	Computer Software £	Total £
<b>Cost</b>					
At 1 December 2019	1,055,808	393,348	19,295	19,936	1,488,387
Additions	-	9,458	-	-	9,458
Disposals	(151,153)	-	-	-	(151,153)
At 30 November 2020	904,655	402,806	19,295	19,936	1,346,692
<b>Depreciation</b>					
At 1 December 2019	80,124	335,778	13,957	19,936	449,795
Charge for the year	20,525	16,282	1,334	-	38,141
Eliminated on disposals	(41,752)	-	-	-	(41,752)
At 30 November 2020	58,897	352,060	15,291	19,936	446,184
<b>Net book value</b>					
At 30 November 2020	845,758	50,746	4,004	-	900,508
At 30 November 2019	975,684	57,570	5,338	-	1,038,592

Included within land and buildings is freehold land with a cost of £247,500 (2019 - £275,000) which is not depreciated.

Property, plant and equipment with a carrying value of £900,508 (2019 - £1,038,592) has been pledged as security for the bank borrowings of the Charity.

### 15 Fixed asset investments

	2020 £	2019 £
Investment in subsidiaries	2	2

### Subsidiaries

#### Cost

At 1 December 2019 and 30 November 2020	2
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#### Net book value

At 30 November 2020 and 30 November 2019	2
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## Notes to the Financial Statements for the Year Ended 30 November 2020

### Details of undertakings

Details of the investments in which the Charity holds 20% or more of the nominal value of any class of share capital are as follows:

Undertaking	Country of incorporation	Holding	Proportion of voting rights and shares held in both the current and prior period	Principal activity
<b>Subsidiary undertakings</b>				
The Brainwave Trading Company Limited	England & Wales	Ordinary	100%	That of a dormant company

The profit for the financial year of The Brainwave Trading Company Limited was £Nil and the aggregate amount of capital and reserves at the end of the financial year was £1,794.

### 16 Debtors

	2020 £	2019 £
Trade debtors	486	7,253
Other debtors	7,113	7,530
Prepayments	28,583	23,009
	<u>36,182</u>	<u>37,792</u>

Debtors with a carrying value of £7,599 (2019 - £14,783) have been pledged as security for the bank borrowings of the Charity.

### 17 Cash and cash equivalents

	2020 £	2019 £
Cash at bank	<u>532,671</u>	<u>320,911</u>

Cash at bank and in hand with a carrying value of £532,672 (2019 - £320,912) has been pledged as security for the bank borrowings of the Charity.

## Notes to the Financial Statements for the Year Ended 30 November 2020

### 18 Creditors: amounts falling due within one year

	2020 £	2019 £
Bank loans	128,204	42,512
Trade creditors	20,953	46,158
Due to group undertakings	1,794	1,794
Other taxation and social security	29,277	39,049
Other creditors	42,386	27,611
Accruals	184,484	109,903
	<u>407,098</u>	<u>267,027</u>

Creditors due within one year includes the following liabilities, on which security has been given by the Charity:

	2020 £	2019 £
Bank loans	<u>128,204</u>	<u>42,512</u>

The bank loans are each secured via a fixed charge over the freehold property belonging to the Charity and a debenture over all other assets belonging to the Charity.

The bank loans are repayable in equal monthly instalments, with the final instalment being due in November 2024. Interest is payable on the loans at a fixed rate of between 4.08 - 5.10%.

### 19 Creditors: amounts falling due after one year

	2020 £	2019 £
Bank loans	<u>57,408</u>	<u>189,204</u>

The terms of the bank loans are disclosed in Note 18, above.

Included in creditors are the following amounts due after more than five years:

	2020 £	2019 £
After more than five years by instalments	<u>-</u>	<u>2,319</u>



## Notes to the Financial Statements for the Year Ended 30 November 2020

### 20 Obligations under leases and hire purchase contracts

#### Operating lease commitments

Total future minimum lease payments under non-cancellable operating leases are as follows:

	2020 £	2019 £
Within one year	84,764	276,820
Between one and five years	90,188	498,827
After five years	-	180,467
	<u>174,952</u>	<u>956,114</u>

The amount of non-cancellable operating lease payments recognised as an expense during the year was £332,603 (2019 - £342,947)

### 21 Pension schemes

#### Defined contribution pension scheme

The Charity operates a defined contribution pension scheme for eligible staff. The pension cost charge for the year represents contributions payable by the Charity to the scheme and amounted to £37,927 (2019 - £48,710).

Contributions totalling £8,676 (2019 - £6,397) were payable to the scheme at the end of the year and are included in creditors.

## Notes to the Financial Statements for the Year Ended 30 November 2020

### 22 Funds

	Balance at 1 December 2019 £	Incoming resources £	Resources expended £	Transfers £	Balance at 30 November 2020 £
<b>Unrestricted funds</b>					
<i>Charity Shops</i>					
Funds generated	-	807,078	(917,450)	175,614	65,242
	-	807,078	(917,450)	175,614	65,242
<i>Other</i>					
Other unrestricted funds	147,982	1,135,815	(1,002,045)	(108,840)	172,912
Revaluation fund	50,540	-	-	(1,532)	49,008
	198,522	1,135,815	(1,002,045)	(110,372)	221,920
<b>Total unrestricted funds</b>	198,522	1,942,893	(1,919,495)	65,242	287,162
<b>Restricted funds</b>					
Sponsorships & bursaries	76,095	(8,282)	-	-	67,813
General all centres	56,578	159,882	(119,224)	-	97,236
South West Centre	30,010	118,693	(97,688)	-	51,015
Hydrotherapy Pool	322,499	4,470	(5,311)	-	321,658
Accommodation Units	177,499	-	(14,394)	(65,242)	97,863
South East Centre	50,248	48,712	(56,498)	-	42,462
North West Centre	29,615	17,331	(7,298)	-	39,648
<b>Total restricted funds</b>	742,544	340,806	(300,413)	(65,242)	717,695
<b>Total funds</b>	941,066	2,283,699	(2,219,908)	-	1,004,857



## Notes to the Financial Statements for the Year Ended 30 November 2020

	Balance at 1 December 2018 £	Incoming resources £	Resources expended £	Transfers £	Balance at 30 November 2019 £
<b>Unrestricted funds</b>					
<i>Charity shops</i>					
Funds generated	-	1,195,415	(1,110,760)	(84,655)	-
	-	1,195,415	(1,110,760)	(84,655)	-
<i>Other</i>					
Other unrestricted funds	532,521	840,547	(1,311,273)	86,187	147,982
Revaluation fund	52,072	-	-	(1,532)	50,540
	584,593	840,547	(1,311,273)	84,655	198,522
<b>Total unrestricted funds</b>	584,593	2,035,962	(2,422,033)	-	198,522
<b>Restricted funds</b>					
Sponsorships & bursaries	122,485	(32,154)	(14,236)	-	76,095
General all centres	75,443	55,139	(74,004)	-	56,578
South West Centre	29,412	155,701	(155,103)	-	30,010
Hydrotherapy Pool	339,769	800	(18,070)	-	322,499
Accommodation Units	178,558	-	(1,059)	-	177,499
South East Centre	51,356	124,174	(125,282)	-	50,248
North West Centre	44,113	52,499	(66,997)	-	29,615
<b>Total restricted funds</b>	841,136	356,159	(454,751)	-	742,544
<b>Total funds</b>	1,425,729	2,392,121	(2,876,784)	-	941,066

## Notes to the Financial Statements for the Year Ended 30 November 2020

### Restricted funds

#### Sponsorship and bursaries

Funds raised to provide bursaries available to families in need to assist with initial assessment costs, and sponsorship funds to assist individually specified children with reassessment costs.

Income for the year of (£8,282) (2019 - (£32,154)) is made up of £11,452 (2019 - £43,139) donations received less £19,734 (2019 - £75,293) of donations drawn down against assessments (these amounts are recognised within assessment income when the relevant assessment takes place).

These funds will be utilised as the specified children are seen for assessments in the 2019/20 financial year and beyond.

#### General all centres

Funds raised for general equipment, salary costs, home support and the website across the three therapy assessment centres.

#### South West Centre

Funds for equipment and activities specifically at the South West Centre.

#### Hydrotherapy Pool

Funds relating to the initial costs of the Hydrotherapy Pool at the South West centre and to fund the ongoing running costs. Depreciation in respect of the build cost of the Hydrotherapy Pool is charged against this fund each year.

#### Accommodation Units

Funds relating to the initial costs of the three (2019 - five) accommodation units at the South West centre and to fund the ongoing running costs. Depreciation in respect of the build cost of the units is charged against this fund each year.

#### South East Centre

Funds for equipment and activities specifically at the South East Centre.

#### North West Centre

Funds for equipment and activities specifically at the North West Centre.



## Notes to the Financial Statements for the Year Ended 30 November 2020

### 23 Analysis of net assets between funds

	Unrestricted funds £	Restricted funds £	Total funds £
Tangible fixed assets	485,119	415,389	900,508
Fixed asset investments	2	-	2
Current assets	266,547	302,306	568,853
Current liabilities	(407,098)	-	(407,098)
Creditors over 1 year	(57,408)	-	(57,408)
Total net assets	287,162	717,695	1,004,857

	Unrestricted funds £	Restricted funds £	Total funds at 30 November 2019 £
Tangible fixed assets	543,568	495,024	1,038,592
Fixed asset investments	2	-	2
Current assets	111,183	247,520	358,703
Current liabilities	(267,027)	-	(267,027)
Creditors over 1 year	(189,204)	-	(189,204)
Total net assets	198,522	742,544	941,066

## Notes to the Financial Statements for the Year Ended 30 November 2020

### 24 Analysis of net cash funds

	At 1 December 2019 £	Cash flow £	Other non-cash changes £	At 30 November 2020 £
Cash at bank and in hand	320,911	211,760	-	532,671
Debt due within one year	(42,512)	46,104	(131,796)	(128,204)
Debt due after more than one year	(189,204)	-	131,796	(57,408)
Net funds	89,195	257,864	-	347,059

	At 1 December 2018 £	Cash flow £	Other non-cash changes £	At 30 November 2019 £
Cash at bank and in hand	797,654	(476,743)	-	320,911
Debt due within one year	(44,814)	44,078	(41,776)	(42,512)
Debt due after more than one year	(230,980)	-	41,776	(189,204)
Net funds	521,860	(432,665)	-	89,195

### 25 Related party transactions

Transactions with the trustees are disclosed in Note 12.

There were no other related party transactions in the year (2019 - none).