

Charity Registration No. 1083910

Company Registration No. 03998925 (England and Wales)

**HEADWAY EAST LONDON**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

# HEADWAY EAST LONDON

## LEGAL AND ADMINISTRATIVE INFORMATION

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### Trustees

Mr N A Keen  
Ms M Antoni  
Ms S Griggs  
Mr D Smith  
Mr G Hodgson  
Mr A Palluotto  
Mr D Hilton (Appointed 17 June 2020)  
Mr P S Dhoofer (Appointed 17 February 2021)  
  
Ms L K Lodwick (Appointed 17 February 2021)  
  
Ms B Noha (Appointed 17 February 2021)  
  
Ms K Hibbert (Resigned 9 August 2021)  
Mr J Stockdale (Resigned 24 September 2021)  
  
Ms P Wrout (Resigned 17 March 2021)  
Mr D Tkaczyk (Resigned 16 September 2020)

### Secretary

Ms J Chisholm

### Charity number

1083910

### Company number

03998925

### Registered office

Bradbury House  
Timber Wharf  
238-240 Kingsland Road  
London  
E2 8AX

### Auditor

SRG LLP  
10 Bolt Court  
London  
EC4A 3DA

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# HEADWAY EAST LONDON

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# **HEADWAY EAST LONDON**

## **TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)**

**FOR THE YEAR ENDED 31 MARCH 2021**

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

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

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

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

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

### **A message from our CEO and Chair**

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

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

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

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

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

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

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

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

# HEADWAY EAST LONDON

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

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

Chair: Glen Hodgson

Chief Executive: Anna McEwen

Date: 15/12/2021

Date: 15/12/2021

### Why we're here

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

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

- Every 90 seconds someone is admitted to hospital with an acquired brain injury related illness – this could be from a head injury, stroke or other cause
- Comparison – every 90 seconds a new case of cancer is diagnosed\*
- There were 348,934 hospital admissions with an acquired brain injury related illness in 2013-14 (equates to approximately 306,000 individual people)
- Comparison – 331,487 new cases of cancer were diagnosed in 2011
- Head injuries amongst women have increased by 24% in the last 10 years; despite this, men are still 6 times more likely to have a head injury than women
- [Source: Headway – the brain injury association, 2015; \*Cancer research UK, 2011]

### What we do

- Our mission is to support people affected by brain injury.
- Our vision is to build a world where brain injury survivors are valued, respected and able to fulfil their potential.

### How do we do this?

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

### Why we're celebrating

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

# **HEADWAY EAST LONDON**

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

### **FOR THE YEAR ENDED 31 MARCH 2021**

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#### **Creating Community**

##### **Day Service**

Fundamental to this service is peer support, participation and engagement with the community both at Headway East London and beyond. Although the members attending the service have access to a wide range of activities, including neurological therapies, we do not describe what we are doing as 'rehabilitation', choosing rather to describe it as a 'community'. Despite closing our doors in March 2020, this community came together to provide support, share experiences and keep connecting in new ways. The team managed regular mailouts of resources, activities and materials, whilst continuing emergency doorstep visits where necessary. Alongside this a fully remote service was established consisting of up to 14 weekly Zoom groups (covering football, music, art, dance and relaxation), daily befriending and welfare calls, and daily activity emails. Over the course of the year, more than 339 activity emails were sent to more than 150 members, and 164 members engaged with Zoom groups. During the brief window of re-opening, reduced numbers returned to the centre and celebrated being together, receiving in-person support, and resuming our onsite groups and creative projects.

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

##### **Community Support Worker Service**

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

##### **Volunteering**

Volunteers are a vital component of Headway East London's work, especially in the Day Service where they have a pivotal role in supporting members to engage in activities. During our remote and hybrid offering volunteers made regular befriending calls, took part in activity Zooms, and engaged in digital creative projects together. In 2020-21 we had a total of 41 volunteers, 13 of whom were brain injury survivors who, as well as contributing to the community, benefit from it and the additional support of the Volunteer Co-Ordinator. These volunteers are in a unique position to offer peer support to the membership as they have the personal experience of a brain injury and are acutely aware of the challenges this can bring.

##### **Encouraging Creativity**

##### **Art (Submit to Love Studio)**

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

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

# HEADWAY EAST LONDON

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

**FOR THE YEAR ENDED 31 MARCH 2021**

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### **Food**

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

### **Music**

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

### **Dance**

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

### **Offering Support**

Headway East London has always tried to maintain some level of advice & advocacy service to assist brain injury survivors and their families through crisis situations and learn ways to manage better in the future. Due to the complex cognitive problems that often results from brain injury, it takes specialist knowledge to work with people in a way that builds as much independence as possible. In early 2019 we were successful in securing a 4-year National Lottery Community Fund grant for our Casework Service. Currently the service employs two caseworkers, one manager, and one brain injury survivor as a Peer Support Worker, and in total the service recorded an income of £109,301 for the year. Despite a strict lockdown and furlough, the team recorded 624 contacts and provided a range of 1:1 casework services including support completing individual compensation claims (totalling more than £1 million), securing emergency grants for individuals, attending benefits assessments and tribunals, contributing to a disability green paper, mediating neighbour and community disputes, and hosting a focus group with IAS Independent assessment services (IAS).

### **Better Together Project**

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

### **Families & carers**

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

### **Saturday Social**

The Saturday Social offers opportunities to brain injury survivors, who are unable to access fee paying services. This group, which includes a large proportion of brain injury survivors who volunteer at the Day Service, comes together to socialise, develop friendships and offer support to one another. During lockdown, which usually meets in person each month, met 4 times (twice physically and twice remotely) and recorded 36 attendances.

# HEADWAY EAST LONDON

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

### FOR THE YEAR ENDED 31 MARCH 2021

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#### Providing Therapies

Community neurological health services in our catchment area are inconsistent and have been subject to significant cuts in recent years despite research highlighting the benefits to brain injury survivors and their families of ongoing access to therapeutic input. Our therapy service has a pivotal role in providing therapeutic intervention to survivors and their families, who were unable to easily access timely and effective ongoing community therapeutic support.

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

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

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

#### Public engagement & raising awareness

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

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

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

#### Strengthening Co-Production

We believe that everyone has the capacity to make a contribution, and our experience at Headway East London has shown us that when more people are involved in discussions, the process creates more effective and focused support, in addition to new, exciting and relevant projects.

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

# HEADWAY EAST LONDON

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

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### Financial Statement - Treasurer

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

### Raising Money

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

This year our fundraising income was split into the following streams: Donations (£49,213), Grants (£88,301), Corporate donations & sponsorship (£38,203), Sponsored challenges (£3,805), Community Fundraising (£9,390), Art & merchandise sales (£10,048), and Gift Aid (£6,420).

### Fundraising highlights

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

# **HEADWAY EAST LONDON**

## **TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021**

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### **Our Supporters**

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

### **Trusts & Foundations**

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

### **Corporate supporters**

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

### **Why we need you**

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

There is also relatively low awareness of brain injury and its prevalence in the community, and very little understanding of the long-term effects on survivors and their families. Also, the Headway brand is not as well-known as it should be. This low level of awareness and recognition can impact on fundraising activity and our relationship with statutory agencies, and also of course the statutory services received by survivors and families.

To address this issue we are determined to actively promote the activities of Headway East London and the issue of brain injury by capitalizing on the lived experience of brain injury survivors. We will do this by developing additional opportunities for our members' to showcase their skills and talents in a wide range of public forums, with particular emphasis on occupational projects and public engagement. Throughout the pandemic our Comms team continued to work hard on our social media which is now highly regarded and recognised for its content and celebration of our work.

# HEADWAY EAST LONDON

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

**FOR THE YEAR ENDED 31 MARCH 2021**

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### **Racial diversity at Headway East London**

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

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

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

- We publicly state our commitment to anti-racism, recognising the fight against inequality and racial injustice is an ongoing and everyday commitment.
- We established a diversity working group, which involving stakeholders from across the organisation.
- The working group meets monthly to develop an action plan and timeline that addresses racial equality within our organisation and our practice. During 2020/21 the group focused particularly on recruitment practices to ensure we are recruiting a diverse team of staff.
- We will continue to equip ourselves with more knowledge; learning and growing together so that we can remove processes and barriers that sustain systemic racism.
- We offer our full support to any member of our community affected by issues of discrimination and racism.
- When our new CEO joined the organisation in March 2021 she took up the role of chair of our diversity group, which is now re-named Equity, Diversity and Inclusion working group.
- Plans for the future

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

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

# HEADWAY EAST LONDON

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

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### Structure, Governance & Management

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

There are currently 10 Trustees, each with different skills and interests reflecting the needs of the charity. Trustees usually meet five times a year to oversee the running of the charity. They work with the Chief Executive and other members of the Senior Management Team on developing future strategy. New Trustees are appointed by existing Trustees. Trustees are provided with training and an induction into their roles and responsibilities as Trustee. The Board was supported by four sub-committees: Finance & Audit, Strategy Working Group, Governance Committee and the Remuneration Committee, which met five, four, three and two times respectively in 2020-21.

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

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

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

### Public benefit

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

### Reserves

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

The charity's approach in the event of significant income reduction and/or cost escalation would be to anticipate this as far as possible, and to respond by modifying services in a planned way to meet the new situation, while at the same time taking steps to seek alternative sources of funding, and thus continue to provide a sustainable and effective service to as many people as possible. There has been a detailed review of level of funds required to be allocated to a contingency reserve and we have determined that the minimum amount required will be set at £309,600. This was increased by £12,000 (4%) predominately to reflect the increased salary commitments.

Robust contingency plans are in place to enable the charity to respond to possible situations, as identified through the risk management process. For example, steps are being taken to respond to the situation when current high-demand services will be affected with the likely end of major grants. £619,193 of reserves was held, as at 31 March 2021, increased from £617,969 as at 31 March 2020. £94,446 of reserves is restricted. £309,600 of unrestricted reserves is held in a contingency reserve; £66,053 of unrestricted reserves is fixed assets. There is £149,094 of available free reserves.

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

# HEADWAY EAST LONDON

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

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### Fundraising statement

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

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

### Staffing

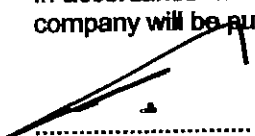
At the end of the 2020-21 financial year Headway East London had 54 permanent employees with a staff turnover of 23% during the year. Over the course of the year, 12 staff were furloughed in line with the Government's furlough scheme during the imposed periods of lockdown as a result of Covid-19. We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

### Risk Management

A Risk Management Matrix is maintained that identifies potential risks and the impact of those risks. The Matrix details the controls in place to mitigate each risk, together with the associated monitoring processes. The risks, control and monitoring procedures are reviewed and reassessed regularly by the Senior Management Team. Areas of potential improvement are identified and timetables for action implemented. The Risk Matrix can be added to at any time and is reviewed by the Board of Trustees regularly. The Finance and Audit Committee has responsibility for monitoring the financial risk areas, identifying new risks and proposing amendments to the Matrix as necessary. The Governance committee has responsibility for monitoring other governance risks, including issues such as, safeguarding, health and safety, and data protection. The Risk Matrix is currently being reviewed and updated by the new Senior Management Team.

### Auditor

In accordance with the company's articles, a resolution proposing that SRG LLP be reappointed as auditor of the company will be put at a General Meeting.

  
Mr G Hodgson  
Director

Date: 15 DECEMBER 2021

# **HEADWAY EAST LONDON**

## **STATEMENT OF TRUSTEES' RESPONSIBILITIES**

***FOR THE YEAR ENDED 31 MARCH 2021***

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The trustees, who are also the directors of Headway East London for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the trustees are required to:

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

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

The trustees confirm that so far as they are aware, there is no relevant audit information (as defined by section 418(3) of the Companies Act 2006) of which the company's auditors are unaware. They have taken all the steps that they ought to have taken as trustees in order to make themselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.

# HEADWAY EAST LONDON

## INDEPENDENT AUDITOR'S REPORT

### TO THE TRUSTEES OF HEADWAY EAST LONDON

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#### Opinion

We have audited the financial statements of Headway East London (the 'charity') for the year ended 31 March 2021 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the charity 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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

#### Other Information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

# HEADWAY EAST LONDON

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

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

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

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

### **Responsibilities of trustees**

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the 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 charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

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

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

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

## HEADWAY EAST LONDON

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

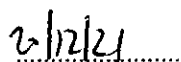
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#### Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



**Mr Trevor Clarke (Senior Statutory Auditor)**  
for and on behalf of SRG LLP



**Chartered Accountants**  
**Statutory Auditor**

10 Bolt Court  
London  
EC4A 3DA

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

# HEADWAY EAST LONDON

## STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2021

		Unrestricted funds	Restricted funds	Total 2021	Total 2020
	Notes	£	£	£	£
<b><u>Income from:</u></b>					
Donations and legacies	3	173,484	243,808	417,292	312,899
Charitable activities	4	1,232,604	99,944	1,332,548	1,541,350
Other trading activities	5	15,810	-	15,810	15,151
Investments	6	1,328	-	1,328	3,413
<b>Total income</b>		<b>1,423,226</b>	<b>343,752</b>	<b>1,766,978</b>	<b>1,872,813</b>
<b><u>Expenditure on:</u></b>					
Raising funds	7	83,637	-	83,637	71,961
Charitable activities	8	1,314,093	368,024	1,682,117	1,842,092
<b>Total resources expended</b>		<b>1,397,730</b>	<b>368,024</b>	<b>1,765,754</b>	<b>1,914,053</b>
<b>Net income/(expenditure) for the year/ Net movement in funds</b>		<b>25,496</b>	<b>(24,272)</b>	<b>1,224</b>	<b>(41,240)</b>
Fund balances at 1 April 2020		499,251	118,718	617,969	659,209
<b>Fund balances at 31 March 2021</b>		<b>524,747</b>	<b>94,446</b>	<b>619,193</b>	<b>617,969</b>

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

All income and expenditure derive from continuing activities.

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

# HEADWAY EAST LONDON

## BALANCE SHEET

AS AT 31 MARCH 2021

	Notes	2021 £	£	2020 £	£
<b>Fixed assets</b>					
Tangible assets	13		119,520		112,311
<b>Current assets</b>					
Debtors	14	196,705		208,052	
Cash at bank and in hand		565,169		493,578	
		<u>761,874</u>		<u>701,630</u>	
<b>Creditors: amounts falling due within one year</b>	15	<u>(262,201)</u>		<u>(195,972)</u>	
Net current assets			499,673		505,658
<b>Total assets less current liabilities</b>			<u>619,193</u>		<u>617,969</u>
<b>Income funds</b>					
Restricted funds	17		94,446		118,718
<u>Unrestricted funds</u>					
Designated funds		309,600		297,600	
General unrestricted funds		<u>215,147</u>		<u>201,651</u>	
			524,747		499,251
			<u>619,193</u>		<u>617,969</u>

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2021, although an audit has been carried out under section 144 of the Charities Act 2011.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

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

The financial statements were approved by the Trustees on 14 DECEMBER 2021

  
Mr G Hodgson  
Trustee

Company Registration No. 03998925

# HEADWAY EAST LONDON

## STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2021

	Notes	2021 £	£	2020 £	£
<b>Cash flows from operating activities</b>					
Cash generated from operations	22		92,966		20,189
<b>Investing activities</b>					
Purchase of tangible fixed assets		(22,702)		(5,608)	
Interest received		1,327		3,412	
<b>Net cash used in investing activities</b>			(21,375)		(2,196)
<b>Net cash used in financing activities</b>			-		-
<b>Net increase in cash and cash equivalents</b>			71,591		17,993
Cash and cash equivalents at beginning of year			493,578		475,585
<b>Cash and cash equivalents at end of year</b>			<u>565,169</u>		<u>493,578</u>

# HEADWAY EAST LONDON

## NOTES TO THE FINANCIAL STATEMENTS

### FOR THE YEAR ENDED 31 MARCH 2021

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#### 1 Accounting policies

##### Charity information

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

#### 1.1 Accounting convention

The financial statements have been prepared in accordance with, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (as amended for accounting periods commencing from 1 January 2016). The charity is a Public Benefit Entity as defined by FRS 102.

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

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

#### 1.2 Going concern

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

#### 1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

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

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

#### 1.4 Income

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

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

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

Government grants are recognised in profit or loss on a systematic basis over the periods in which the entity recognises expenses for the related costs for which the grants are intended to compensate, which in the case of grants related to assets requires setting up the grant as deferred income or deducting it from the carrying amount of the asset.

# HEADWAY EAST LONDON

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

### 1 Accounting policies

(Continued)

Income is stated net of sales taxes and discounts.

#### 1.5 Expenditure

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

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

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

#### 1.6 Tangible fixed assets

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

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

Freehold land and buildings	Over 10 years
Plant and equipment	Over 4 years straight line
Fixtures and fittings	Over 4 years straight line
Computers	Over 4 years straight line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

#### 1.7 Impairment of fixed assets

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

#### 1.8 Cash and cash equivalents

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

# HEADWAY EAST LONDON

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

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### 1 Accounting policies

(Continued)

#### 1.9 Financial instruments

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

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

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

##### **Basic financial assets**

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

##### **Basic financial liabilities**

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

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

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

##### **Derecognition of financial liabilities**

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

#### 1.10 Employee benefits

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

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

#### 1.11 Retirement benefits

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

# HEADWAY EAST LONDON

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

### 2 Critical accounting estimates and judgements

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

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

### 3 Donations and legacies

	Unrestricted funds	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
	2021	2021	2021	2020	2020	2020
	£	£	£	£	£	£
Donations and gifts	86,588	132,979	219,567	18,258	93,870	112,128
Legacies receivable	-	-	-	1,847	-	1,847
Restricted grants	17,751	110,829	128,580	53,000	90,939	143,939
Sponsorship	3,805	-	3,805	19,194	-	19,194
Other	65,340	-	65,340	35,791	-	35,791
	<u>173,484</u>	<u>243,808</u>	<u>417,292</u>	<u>128,090</u>	<u>184,809</u>	<u>312,899</u>

### 4 Charitable activities

	Fee income	Transport income	CSW services	Therapies	Total 2021	Total 2020
	2021	2021	2021	2021		
	£	£	£	£	£	£
Other income	<u>874,625</u>	<u>29,966</u>	<u>305,468</u>	<u>122,489</u>	<u>1,332,548</u>	<u>1,541,350</u>
Analysis by fund						
Unrestricted funds	874,625	29,966	305,468	22,545	1,232,604	1,441,406
Restricted funds	-	-	-	99,944	99,944	99,944
	<u>874,625</u>	<u>29,966</u>	<u>305,468</u>	<u>122,489</u>	<u>1,332,548</u>	<u>1,541,350</u>

# HEADWAY EAST LONDON

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

### 4 Charitable activities (Continued)

For the year ended 31 March 2020

	Fee income £	Transport Income £	CSW services £	Therapies £	Total 2020 £
Other income	856,910	224,435	339,579	120,426	1,541,350
Analysis by fund					
Unrestricted funds	856,910	224,435	339,579	20,482	1,441,406
Restricted funds	-	-	-	99,944	99,944
	856,910	224,435	339,579	120,426	1,541,350

### 5 Other trading activities

	Unrestricted funds 2021 £	Unrestricted funds 2020 £
Fundraising events	15,810	15,151

### 6 Investments

	Unrestricted funds 2021 £	Unrestricted funds 2020 £
Interest receivable	1,328	3,413

### 7 Raising funds

	2021 £	2020 £
<u>Fundraising and publicity</u>		
Costs of raising donations and legacies	8,167	13,712
Staff costs	75,470	58,249
Fundraising and publicity	83,637	71,961

# HEADWAY EAST LONDON

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

### 7 Raising funds

(Continued)

83,637	71,961
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### 8 Charitable activities

	Charitable Expenditure 2021 £	Charitable Expenditure 2020 £
Staff costs	1,002,791	922,723
Depreciation and impairment	11,270	10,247
Premises costs	127,267	125,106
Volunteers' expenses	496	527
Other expenses	5,872	799
Bank charges	2,107	5,779
Members' activities	21,919	40,661
Members' transport	22,005	200,217
Communication expenses	2,105	2,708
Provision for bad debts	2,500	917
	<u>1,198,332</u>	<u>1,309,684</u>
Share of support costs (see note 12)	400,410	444,841
Share of governance costs (see note 12)	83,375	87,567
	<u>1,682,117</u>	<u>1,842,092</u>
<b>Analysis by fund</b>		
Unrestricted funds	1,314,093	1,557,927
Restricted funds	368,024	284,165
	<u>1,682,117</u>	<u>1,842,092</u>

### 9 Auditor's remuneration

The analysis of auditor's remuneration is as follows:

**Fees payable to the charity's auditor and associates:**

	2021 £	2020 £
Audit of the charity's annual accounts	7,554	6,503
<b>Non-audit services</b>		
All other non-audit services	6,610	4,080

# HEADWAY EAST LONDON

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

### 10 Trustees

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

### 11 Employees

The average monthly number of employees during the year was:

	2021 Number	2020 Number
Part-time	22	20
Full-time	21	23
Casual	14	15
Total	57	58

Employment costs	2021 £	2020 £
Wages and salaries	1,314,640	1,270,040
Social security costs	103,923	96,828
Other pension costs	64,189	64,023
	1,482,752	1,430,891

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

The average number of full time equivalent employees for the year was 32 (2020: 32 ).

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

# HEADWAY EAST LONDON

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

### 12 Support costs

	Charitable activities £	Support costs £	Governance costs £	2021 £	2020 £
Staff costs	1,002,791	350,787	53,704	1,407,282	1,372,642
Volunteers expenses	2,107	-	-	2,107	5,862
Members' activities	21,919	-	-	22,919	40,661
Members' transport	22,005	-	-	22,005	200,217
Other expenses	5,872	-	-	5,872	799
Communication expenses	2,105	3,396	-	5,501	4,499
Provision for bad debts	2,500	-	-	2,500	917
Legal and professional	-	1,000	15,191	15,191	12,500
Audit fees	-	-	7,554	7,554	6,503
<b>Support costs allocated to activities (all based on staff usage)</b>					
Premises costs	127,267	41,404	6,339	175,010	181,759
Bank charges	496	161	25	682	768
Depreciation	11,270	3,663	561	15,494	14,965
	<b>1,198,332</b>	<b>400,411</b>	<b>83,374</b>	<b>1,682,116</b>	<b>1,841,176</b>

### 13 Tangible fixed assets

	Freehold land and buildings £	Plant and equipment £	Fixtures and fittings £	Computers £	Total £
<b>Cost</b>					
At 1 April 2020	363,239	53,948	12,059	37,331	466,577
Additions	17,637	1,940	-	3,125	22,702
At 31 March 2021	380,876	55,888	12,059	40,456	489,279
<b>Depreciation and impairment</b>					
At 1 April 2020	262,011	50,017	9,180	33,057	354,265
Depreciation charged in the year	11,505	1,369	1,189	1,431	15,494
At 31 March 2021	273,516	51,386	10,369	34,488	369,759
<b>Carrying amount</b>					
At 31 March 2021	107,360	4,502	1,690	5,968	119,520
At 31 March 2020	101,228	3,930	2,879	4,274	112,311

# HEADWAY EAST LONDON

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

### 14 Debtors

	2021	2020
	£	£
Amounts falling due within one year:		
Trade debtors	49,966	83,005
Other debtors	17,500	17,500
Prepayments and accrued income	129,239	107,547
	<u>196,705</u>	<u>208,052</u>

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

	2021	2020
	£	£
Other taxation and social security	26,484	22,386
Trade creditors	167,210	35,744
Other creditors	19,770	18,575
Accruals and deferred income	48,737	119,267
	<u>262,201</u>	<u>195,972</u>

### 16 Retirement benefit schemes

#### Defined contribution schemes

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

The charge to profit or loss in respect of defined contribution schemes was £64,189 (2020 - £64,023).

# HEADWAY EAST LONDON

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

### 17 Restricted funds

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

	Balance at 1 April 2019	Movement in funds			Revaluations, gains and losses	Balance at 1 April 2020	Movement in funds			Balance at 31 March 2021
	£	Incoming resources	Resources expended	Transfers		£	Incoming resources	Resources expended	£	£
Awesome Disability	-	731	731	-	-	-	-	-	-	-
BBK	1,044	9,840	(7,411)	-	-	3,473	6,801	(9,137)	-	1,137
Beatrice Laing	2,000	-	(2,000)	-	-	-	-	-	-	-
Big Lottery	19,718	7,917	(27,635)	-	-	-	-	-	-	-
Boshier Hinton Foundation	1,894	-	(1,316)	-	-	578	-	(417)	-	161
Casework	-	18,861	(18,861)	-	-	-	-	-	-	-
City Bridge Trust	-	37,725	(33,533)	-	-	4,192	51,523	(50,246)	-	5,469
Clothworkers	16,000	-	(1,505)	-	-	14,496	-	(2,861)	-	11,634
Company of Arts Scholars	3,000	-	(1,985)	-	-	1,015	-	(540)	-	475
Cotton Trust	1,148	-	(592)	-	-	556	-	(556)	-	-
D'Oyly Carte Chaitable Trust	-	938	(938)	-	-	-	-	-	-	-
Counterpoints	750	-	750	-	-	-	-	-	-	-
East End Community Foundation	-	-	-	-	-	-	2,000	(2,000)	-	-
Emerton Christie	776	-	776	-	-	-	-	-	-	-
Enfield CCG	-	99,944	99,944	-	-	-	99,944	(99,944)	-	-
Fanmakers	2,500	-	(834)	-	-	1,666	-	(1,088)	-	578
Ford Britian Trust	1,063	-	(372)	-	-	691	-	(237)	-	454
Golsoncott Foundation	-	750	-	-	-	750	-	(750)	-	-
Grenhall Foundation	2,000	-	(502)	-	-	1,498	-	(502)	-	996
Hackney Parochial Charities	-	-	-	-	-	-	300	(284)	-	16
Henry Smith	-	-	-	-	-	-	22,900	(17,175)	-	5,725
Hospital Saturday Fund	1,500	-	1,500	-	-	-	-	-	-	-
Independence at home	-	2,202	(1,911)	-	-	291	3,607	(3,699)	-	199

# HEADWAY EAST LONDON

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

17	Restricted funds									(Continued)
	Irwin Mitchell	-	2,100	(1,486)	-	614	-	-	-	(614)
	Islington Mind	-	-	-	-	-	-	100	-	(100)
	Kirschel Foundation	500	-	500	-	-	-	-	-	-
	LCRF Grant	-	-	-	-	-	-	41,560	-	(41,560)
	London Catalyst	127	-	127	-	-	-	-	-	-
	Lottery grant	-	68,222	(37,045)	-	31,177	-	53,028	-	(58,059)
	M & G Investments	-	3,803	(1,901)	-	1,901	-	-	-	(1,901)
	Music for all	-	250	-	-	250	-	-	-	(250)
	NCLF	-	-	-	-	-	-	47,500	-	(47,500)
	Northern Trust	986	1,000	(1,047)	-	939	-	-	-	(394)
	Osbornes	12,750	-	(12,750)	-	-	-	10,500	-	(10,000)
	Postcode community lottery	-	5,555	(1,093)	-	4,462	-	-	-	(4,462)
	Prudential	-	1,500	(675)	-	825	-	-	-	(825)
	Radcliffe Trust	1,250	-	(1,250)	-	-	-	-	-	-
	Rathbones	-	620	(620)	-	-	-	-	-	-
	Sam Winston	-	-	-	-	-	-	1,000	-	(1,000)
	Samaritan Grant	-	1,500	(343)	-	1,157	-	-	-	(470)
	Satander	-	250	-	-	250	-	-	-	(250)
	Saturday Social donations	-	322	(322)	-	-	-	-	-	-
	Science Museum	-	80	(80)	-	-	-	-	-	-
	Screwfix Foundation	-	5,000	-	-	5,000	-	-	-	(392)
	South Square Charitable Trust	2,500	-	(2,500)	-	-	-	-	-	-
	The Bradbury Foundation	43,152	-	(4,315)	-	38,837	-	-	-	(4,315)
	The February Foundation	-	4,000	(2,333)	-	1,667	-	-	-	(1,667)
	The Mackintosh Foundation	-	1,000	-	-	1,000	-	-	-	(1,000)
	The Morrisons Foundation	2,057	-	(686)	-	1,371	-	-	-	(686)
	The Percy Bilton Charity	-	500	(467)	-	33	-	-	-	(33)
	The Saturday Hospital fund	1,415	-	(1,415)	-	-	-	-	-	-
	Tottenham District Charity	-	120	(120)	-	-	-	-	-	-
	Wellcome Trust	-	9,993	(9,993)	-	-	-	2,990	-	(2,990)

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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# HEADWAY EAST LONDON

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

### 19 Operating lease commitments

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2021 £	2020 £
Within one year	73,023	146,046

### 20 Events after the reporting date

Since the reporting period we have recruited a new Senior Management Team following the departure of the previous directors in early 2021. The new SMT comprises Directors of Finance, Operations and Development, along with our recently appointed CEO.

Covid has continued to impact the organisation, but we have now re-opened all services with infection control measure in place to reduce risks to our members, staff and volunteers.

Fundraising continues to be challenging in the current climate, with less events and changes to large grants as a result of the pandemic.

We have been working on our new five year strategy which is due to be launched in early 2022 giving us some ambitious targets for the future. This has been coproduced working with members, staff, volunteers and trustees.

### 21 Related party transactions

The charity received donations from its trustees and other related parties during the period which totalled £1,640 (2020: £880).

### 22 Cash generated from operations

	2021 £	2020 £
Surplus/(deficit) for the year	1,224	(41,240)
Adjustments for:		
Investment income recognised in statement of financial activities	(1,328)	(3,413)
Depreciation and impairment of tangible fixed assets	15,494	14,965
Movements in working capital:		
Decrease in debtors	11,347	48,148
Increase in creditors	66,229	1,729
<b>Cash generated from operations</b>	<b>92,966</b>	<b>20,189</b>

### 23 Analysis of changes in net funds

The charity had no debt during the year.