

HEADWAY COTSWOLD TRUST LIMITED

ANNUAL REPORT

and

ACCOUNTS 2020



Headway Cotswold Trust Limited –
For the benefit of those with acquired brain injury and their carers in Gloucestershire

A Company Limited by Guarantee. Registered in England No 2274966.

Registered Charity No. 299805

Affiliated to Headway UK – National Head Injuries Association

NOTICE OF ANNUAL GENERAL MEETING TO BE HELD ON
WEDNESDAY 8TH SEPTEMBER AT 3PM
AT HEADWAY HOUSE, GREAT WESTERN ROAD, GLOUCESTER GL1 3EP

AGENDA

- 1 Apologies for absence**
- 2 Minutes of last A.G.M. – 24th November 2020**
- 3 Trustee's Report**
- 4 Headway Gloucestershire CEO's report – Ali Hendley, CEO**
- 5 To receive the Accounts of the Company for the year ended 31st December 2020, the Directors' Report and the report of the Independent Examiner.**
- 6 Election of Management Committee**
- 7 Any other business**

C B JOHNSON
Company Secretary



14th July 2021

A member entitled to attend and vote at the meeting is entitled to appoint a proxy to attend and vote in their place. Such proxy need not be a Member of the Company.

COMPANY INFORMATION

DIRECTORS

E Cumes
F Cranmore
P Davies
C B Johnson
P Lonsdale
H Osborne

SECRETARY

C B Johnson

REGISTERED OFFICE

Headway House
Great Western Road
GLOUCESTER
GL1 3EP

COMPANY REGISTRATION NUMBER

2274966

REGISTERED CHARITY NUMBER

299805

INDEPENDENT EXAMINER

Simon Gill
7 Poppy Meadow Close
Witcombe
Gloucester
GL3 4XG

REPORT OF THE DIRECTORS

The Directors present their report with the financial statements of the company for the year ended 31st December 2020.

COMPANY STATUS

The company is limited by guarantee and has no share capital. Each member undertakes to contribute up to £1 if, on winding up, the company has a deficit. The company is a registered charity under the Charities Act.

PRINCIPAL ACTIVITY

The principal activity of the company in the year under review was that of the relief of persons who have suffered acquired brain injury through illness or accident, and their families and dependants, who are in need.

DIRECTORS

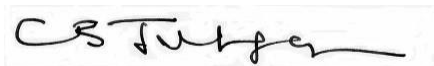
The directors of the company in office during the year were as follows:-

E Cumes	C B Johnson
F Cranmore	P Lonsdale
P Davies	H Osborne

SECRETARY C B Johnson

This report has been prepared in accordance with the special provisions of part VII of the Companies Act 1985 relating to small companies.

ON BEHALF OF THE BOARD



C B Johnson – Secretary

Dated 14 July 2021

TRUSTEES' ANNUAL REPORT

The Trustees have pleasure in presenting their report and the unaudited financial statements of the charity for the year ended 31 December 2020.

Organisation

We are an independent charity, operating under the name Headway Gloucestershire, and affiliated to Headway UK from whom advice is available if required and whose standards we follow in all our activities. The Trustees who meet bi-monthly set the strategic policies of the charity. The day-to-day management is delegated to our 11 members of staff who in turn are assisted by around 13 volunteers.

Review of activities

We are committed to making a positive change in the lives of people with a brain injury, their families and carers by providing help, information and ongoing support. The charity is principally engaged in the running of a day centre at Headway House in Gloucester providing cognitive rehabilitation and support for clients with brain injuries, their families and carers.

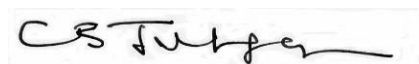
The past year has been one of the most challenging we have faced, as the coronavirus forced us to suspend face-to-face services at Headway House for much of the year. Some support for survivors and their families was provided remotely, and our staff had to quickly adapt to changed methods for delivery of our core services, the Enablement Service and Individual Support for brain injury survivors and their families. We are profoundly grateful to our staff for their commitment and resilience, including those who had to be furloughed, and to our local authority and NHS commissioners for their continued support through this exceptional period.

We also wish to thank the many individuals and organisations who have contributed financially to the success of the charity this year.

Risk assessment

The Trustees regularly seek to identify and review the major risks to which the charity might be exposed. The systems required and actions necessary to mitigate those risks have been implemented where appropriate.

Approved by the Trustees



C B Johnson
(Secretary)
14 July 2021

HEADWAY GLOUCESTERSHIRE - CEO'S REPORT

For Headway Gloucestershire like many other services and organisations, 2020 has brought with it challenges, new learning and changes that we would never have imagined. We had to put our planned developments on hold while we learned how we could respond to an unfolding crisis and keep survivors safe.

We closed Headway House to attenders from the 23rd of March 2020 as the risks presented by the first wave of COVID 19 grew and the national measures implemented to reduce them became more severe. We rapidly developed a new operating model so that we could continue to work remotely to safeguard and support members of our community and provide resources and encouragement for them to continue to work toward their recovery goals.

We used Headway House as an 'engine house' with individual, dispersed workstations, and introduced new infection management equipment, and procedures for safety. We also equipped all staff to work from home and developed a rota that allowed staff the opportunity to work from either location throughout each week. This was an important measure to ensure the continuity of support services in the event we had an infection outbreak that would mean closing Headway House, which thankfully did not happen.

We worked hard in new and different ways to adapt and develop our support offer to meet the changing needs of survivors and their families. From the 23rd of March 2020 we were able to offer the following services:-

1. An advice line open 9am – 5pm from Monday to Friday
2. Implementing a risk management matrix to prioritise contacts with survivors most at risk each day, identifying safeguarding actions and delegating them to key workers.
3. Liaising with front line services, in particular primary health and social care providers and the COVID help hubs to establish the status of our clients for rescue packs, delivery of hot meals, implementing fortnightly prescription doorstep deliveries and linking them with community volunteers for regular doorstep drops where possible.
4. Problem solving issues around access to medication and groceries for those who did not meet the 'clinically extremely vulnerable' criteria but were poorly or self-isolating and needed to access the services provided by the emergency hubs and local volunteer groups. We would doorstep drop ourselves if essential, but we prioritised making the most of the emerging infrastructure of front-line support services, community groups and local volunteers.
5. Contacting survivors we support to gather information about their current circumstances and identify what we could help them with. Survivors at high risk were contacted every day and we often spoke with them on many occasions throughout the day to problem solve and provide essential support and reassurance during times of crisis.
6. Preparing and despatching individualised and themed resource packs to enable survivors to distract themselves from their anxieties and continue to work on their recovery in a different way.

7. Introduced a timetable of activities using a digital platform which included small, hosted peer support groups, relaxation sessions, seated workouts, quizzes and conversation groups and bigger events and celebrations.
8. Identified survivors who'd like to participate in a buddy scheme and support each other and matched and supported them in this role.
9. Enabled volunteers who wanted to contribute to the remote support model by helping us with welfare calls, attending virtual activities or contributing to the development of our resource packs to join us in this work.

We began seeing individual clients by appointment at Headway House where there was a pressing issue (welfare benefits/housing/health issues) from the 1st July 2020. We then began short, one to one de-sensitisation visits from the 4th of August 2020 for survivors with significant behavioural outcomes to support them to adapt to the changes we had made to our centre and our practices to be COVID 19 secure.

Enablement Service:-

We opened our centre for 'Welcome Back' meetings from the 14th of September 2020 and invited all our attenders to join a small, socially distanced COVID secure bubble and visit us for 2 x 1.5-hour orientation appointments. We wanted to build the confidence of survivors who were considering returning through short taster sessions. We also wanted to consult them to formulate goal focused activity bubbles. Activity bubbles began on the 28th of September 2020 and followed recovery goal focused programmes in small groups. The largest group we hosted was for 5 survivors. The bubble activity groups met for 2 hours at staggered times throughout the day with cleaning time between all the groups factored in. By the end of October, we had gathered enough information about attendance and established our cleaning routines to feel confident in the delivery of a range of face-to-face activities. At this time there were a number of survivors who chose not to visit Headway House and we continued to provide remote support for them throughout this period. This meant we were in touch with every member of our community and in a position to respond to changes in risks and needs as the cumulative impact of the pandemic began to take its toll.

Our centre activities were interrupted again when the second wave of COVID 19 became critical at the end of December 2020; local infection rates had risen and acute NHS services were under severe pressure. We suspended group activities at Headway House and reverted to our remote support model to reduce the risks to our community. In this period we continued to offer one to one appointments at Headway House for members of our community who had experienced significant deteriorations during the first wave and for whom the risks and impacts of isolation were as severe as the risks and impacts of COVID 19. For these survivors the stimulation of a different environment, practicing exercises for mobility and dexterity, speech and language, mood lifting activities and the relief of distraction, and time to socialise and feel connected with others had become critical and we could not suspend it again.

Community Links:-

Our Community Links Advisors continued to deliver support to survivors and their families who do not attend the centre. They made regular welfare calls and problem solved issues presented by the pandemic and lock down as well as progressing casework in housing, welfare benefits, referrals for specialist services and equipment, and providing recovery advice and support. They prioritised telephone and digital meetings during the times we closed our centre and offered the choice of COVID 19 secure face to face appointments when our building was open. Throughout 2020 many survivors that we have not worked with for years re-established contact with us for support resolving issues that had arisen because of the exceptional circumstances of the year.

Supporting Families:-

Our bi-monthly Supporting Families meetings were suspended from March 2020 and we provided support to those caring for a loved one with a brain injury through our welfare calls and our digital activities. We are acutely aware that the loss of respite for some households brought crisis and we are supporting families as they continue to heal and recover from the impacts of the year.

The year in numbers:-

Service	April	May	June	July	August	September	October	November	December
Welfare calls	447	475	460	423	264	95	71	117	135
Zoom attendance	0	14	60	97	81	8	0	3	23
One to One	0	0	8	3	5	1	0	1	0
Activity group attendance	0	0	0	0	0	128	250	202	161
Activity packs sent	121	159	165	156	78	78	46	24	24
Service leavers	0	0	2	0	1	1	0	1	0
New Referrals	6	6	7	8	4	9	10	7	5

Raising awareness:-

Throughout 2020 we became aware that some needs in the community were better quantified, understood and responded to than others. We noted that statutory service providers planned interventions for fixed categories (Learning Difficulties, Mental Health, Physical Disabilities, Children) that did not take account of the complexities and needs of brain injury survivors or other neurological conditions. We shared our concern about this with other partner agencies and our commissioners and together with the Neurology Working Group (reporting to the Physical Disability and Sensory Impairment Partnership Board) campaigned for the development of a Clinical Programme Group for Neurology. We were delighted to learn at the end of 2020 that this group will be established in 2021 and will provide a platform for the development of services for people with long term neurological conditions including ABI survivors.

What we have learned:-

- Working differently in 2020 has enriched our understanding of the unique challenges for each survivor that we work with. The increased one to one focus has enabled us to get to know them better and will enable us to explore new opportunities as a result.
- Working differently has demanded the development of new skill sets and knowledge for our staff team and they have adapted and responded far beyond anything we could have asked for. Our staff team is agile and committed and will bring new assets to their work in 2021.
- We have been amazed at the resilience of our community and grateful for their ability to cope with the changes we have made and to take actions that enable them to care for themselves and others. We have worked hard to ensure our community feel that Headway House is theirs while implementing the necessary changes to keep everyone safe.
- We have been grateful for the generous support and contributions from our volunteers and we have a renewed appreciation of them. They significantly increase the impact and diversity of Headway Gloucestershire's work and all that we do is enriched by them.
- We have a renewed and refreshed knowledge of resources in the community for the survivors and families that we support and intend to maximise access to them in the coming weeks.
- We have observed an increase in community support and interest and commitment to volunteering and we want to make the most of that in 2021 at Headway House.
- We have begun to explore how to incorporate a virtual offer into our services using digital platforms. We have observed some significant limitations including accessibility, impacts of the loss of non-verbal cues, the challenges of a multi person screen and it's impacts on concentration and processing, disinhibition and fatigue. We have also observed some potential opportunities including that digital platforms can enable participation and connection when face to face is not possible (because of risk, logistics or health). We will explore how we can use to support survivors to:-
 1. Stay connected when they are not able to attend in person
 2. Build confidence in first visits
 3. Access peer group support as part of a move on strategy

Looking Forward:-

- We know that we will need to be agile in the delivery of our services in 2021 as we learn more about COVID 19 respond proactively to the risks that it poses. We plan to continue to deliver a blend of face to face and remote services according to our risk assessment and government guidance, and will aim to provide as much choice for survivors as we can so that they can continue to make best use of our resources.
- We know that we will need to implement a recovery model in 2021. We have not been able to progress new referrals into our centre during times when we have had to close and this has created a back log. We will need to manage and reduce our waiting list so that we can increase our responsiveness again. We are also likely to be supporting survivors and their families with the losses and legacy of the pandemic in the months and years to come and we need to plan for this.
- We will continue to develop our programme of recovery activities and the support that we provide. We want to build strong links between the opportunities we offer and those available in local communities to help reduce dependency on our services and where possible, enable and encourage members of our community to move on to new challenges.
- We will resume our work with the Psychology Department of UWE on particular projects including a therapeutic review, a student placement programme, development of our QOLIBI monitoring tool and reporting, and the development of a new mobile phone app for our community to use to feedback to us about our services.
- We will review our volunteer programme with the aim of providing more training and support in recognition of the importance of the work that they do and the added value that they bring.
- We will continue to work with key commissioners of our core services to ensure that survivors and their families can access when they need us.
- We will strive to diversify our funding stream to enable us to innovate and develop in direct response to feedback from survivors and their families and our partner agencies who support them.
- We will continue to press for the development of benchmark needs data for adult brain injury survivors in Gloucestershire, and press for opportunities for members of our community to share their expertise and experience to inform services development in Gloucestershire. In particular we will focus on the development of the Clinical Programme Group, the review of rehabilitation services and the development of new condition based pathways.

The Headway Gloucestershire community is a special place; a passionate and dedicated staff team, loyal and committed volunteers and courageous and inspiring survivors together create a whole far greater than the sum of its parts.

In 2020 we have been grateful for every bit of support we have received from individuals, groups and private companies and for the opportunity to share our story and raise awareness with local groups and influence future care staff through our work with local schools, colleges and University placements. This year we would not have been able to adapt our services without this critical support. Particular thanks go to:-

The Barnwood Trust (Gloucestershire Funders)	C. Prosser	The Rotary Club Gloucester
The Community Foundation	Gotherington singers	Lawrence Gray
GML	Mr & Mrs Ricketts	Harry Buckland
Richard and Anne Lacey	Lydia Maule	Kemerton Shoot
Vintage motorcycle club	Amber Teed-Parsons	Cotswold Fosseway Lions
C & G Rose	Mrs M Reshi	The Langtree Trust
Kings School PA	Triumph Integrated systems	Ray Blackwell
Eric Hutchinson	Pat Howe	Sally Barrett
Keeley McGhee	Barbara Ship	Angela Lawrence
Donna Carpenter		

In this annual report we remember these survivors with great affection: -

Ade Emmerson Graham Howls Victor Jones

Everything we do at Headway Gloucestershire we do because we want to make a positive difference to the lives of acquired brain injury survivors, their partners, families and carers. We are inspired every day by the people we work with and grateful for every bit of support we receive.

STATEMENT OF FINANCIAL ACTIVITIES

for the Year ended 31st December 2020

	NOTE	RESTRICTED FUNDS	DESIGNATE FUNDS	UNRESTRICTED FUNDS	TOTALS 2020	TOTALS 2019
<u>Incoming Resources</u>		£	£	£	£	£
Attenders fees and funding		-	-	184,965	184,965	206,938
Fund raising and donations		-	-	22,127	22,127	28,413
Restricted fund donations and grants		-	-	-	-	-
Gift aid recovered		-	-	832	832	191
Grants		-	-	16,640	16,640	6,588
Members subscriptions		-	-	10	10	20
Interest received	2	-	-	1,218	1,218	1,379
Total incoming resources		-	-	225,793	225,793	243,529
<u>Charitable Expenditure</u>						
Restricted funds expenditure		-	-	-	-	-
Direct costs		-	-	194,926	194,926	220,855
Support costs		-	-	18,708	18,708	28,577
Administration		-	-	22,297	22,297	19,805
Total Charitable Expenditure		-	-	235,930	235,930	269,237
Net Expenditure for the year	1	-	-	-10,138	-10,138	-25,708
Unrealised Gain/(Loss) on Investments		-	-	-1,569	-1,569	3,005
NET MOVEMENT IN FUNDS		-	-	-11,707	-11,707	-22,704
FUND BALANCES AT 1ST JANUARY 2020		14,200	35,000	213,563	262,763	285,467
FUND BALANCES AT 31ST DECEMBER 2020	4	14,200	35,000	201,856	251,056	262,763

BALANCE SHEET as at 31st December 2020		2020 £	2019 £
<u>FIXED ASSETS</u>			
Freehold Property		576,771	576,771
Fixtures & Fittings	5	12,558	510
TOTAL FIXED ASSETS		589,328	577,281
<u>CURRENT ASSETS</u>			
Debtors and Prepayments	6	39,520	40,916
Investment in CAF Equity Fund	7	23,491	25,060
Cash at Bank and in Hand -			
Designated Funds	4	35,000	35,000
Restricted Funds	4	20,990	14,200
Unrestricted Funds		128,934	148,017
TOTAL CURRENT ASSETS		247,935	263,193
CREDITORS			
Amounts falling due within one year	8	14,900	13,194
NET ASSETS		822,363	827,280
CREDITORS			
Amounts falling due more than one year	9	150,000	150,000
NET ASSETS		672,363	677,280
FUND BALANCES			
Capital Reserves		413,908	413,908
Designated		35,000	35,000
Restricted	4	20,990	14,200
Unrestricted		202,466	214,171
TOTAL FUND BALANCES		672,363	677,280

For the year ending 31 December 2020 the company was entitled to exemption from audit under Section 477 of the Companies Act 2006. The members have not required the company to obtain an audit in accordance with Section 476 of the Companies Act 2006. The directors acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and for the preparation of accounts. The accounts have been delivered in accordance with the provisions applicable to companies subject to the small companies regime.

ON BEHALF OF THE BOARD

P. Lonsdale

Pauline Lonsdale - Director

Approved by the Board

The notes below on pages 16 and 17 form part of these financial statements.

NOTES TO THE ACCOUNTS FOR THE FINANCIAL YEAR ENDING 31 DECEMBER 2020

NOTE 1 ACCOUNTING POLICIES

TURNOVER

The turnover and net income are attributable to the one principal activity of the company.

OPERATING SURPLUS/DEFICIT

The operating surplus/deficit is stated after charging:

	<u>2020</u>	<u>2019</u>
	£	£
Depreciation - Owned Assets	3,649	1,870
Director's Emoluments	Nil	Nil

NOTE 2 INVESTMENT INCOME

	<u>2020</u>	<u>2019</u>
	£	£
Investment Income	1,218	1,379

NOTE 3 TAXATION

The company is a Registered Charity and is exempt from Taxation under Section 505 Income and Corporation Taxes Act 1988

NOTE 4.DESIGNATED AND RESTRICTED FUNDS	1 Jan. 2020	Received	Spent	31 Dec. 2020
	£	£	£	£
Designated for major future building maintenance	35,000	0	0	35,000
Restricted for Development of Therapies	13,000	0	0	13,000
Restricted for Garden Project	609	0	0	609
Restricted for specific client needs	591	0	0	591
Restricted for specific COVID relief	0	9,500	2,710	6,790
Total Restricted Funds	49,200	9,500	2,710	55,990

NOTE 5 TANGIBLE FIXED ASSETS

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life

	Rate	Basis
Freehold Property	0%	
Furniture ,fixtures and fittings	20%	straight line
Office Equipment	20 %	straight line

	NBV 01-Jan-20 £	Additions In year £	Dep,n for year £	NBV 31-Dec-20 £
Furniture ,fixtures and fittings	226	1,100	446	880
Office Equipment	284	14,597	3,203	11,678
Total	510	15,697	3,649	12,558

NOTE 6 DEBTORS

	<u>2020</u> £	<u>2019</u> £
Invoices outstanding from 30.11.2019	2,337	5,973
December invoices	30,422	32,367
Payments/Other Debtors	6,761	2,576
	<u>39,520</u>	<u>40,916</u>

NOTE 7 INVESTMENTS

	<u>2020</u> £	<u>2019</u> £
Market value at 1 st January	25,060	22,055
Unrealised investment gain/(loss)	(1,569)	3,005
Market value at 31 st December	23,491	25,060
Cost 31 st December 2015	<u>8,605</u>	<u>8,605</u>

NOTE 8 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	<u>2020</u> £	<u>2019</u> £
Accruals	5,351	3,452
Social Security and other taxes	3,241	2,390
Sundry Creditor	2,596	2,518
Trade Creditors	3,712	4,834
	<u>14,900</u>	<u>13,193</u>

NOTE 9 CREDITORS FALLING DUE MORE THAN ONE YEAR

	<u>2020</u> £	<u>2019</u> £
Loan from Barnwood Trust repayable if charity ceases its current operations . Condition applies until 2029	150,000	150,000

INDEPENDANT EXAMINERS REPORT

YEAR ENDED 31 DECEMBER 2020

Independent Examiners report to the members of Headway Cotswold Trust Limited

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended 31 December 2020.

Responsibilities and basis of report

As the charity's trustees, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination which gives me cause to believe that in, any material respect:

- the accounting records were not kept in accordance with section 130 of the Charities Act; or
- the accounts did not accord with the accounting records; or
- the accounts did not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



Simon James Gill – Ba Hons, FCCA, TEP
7 Poppy Meadow Close
Witcombe
Gloucester
GL3 4XG

13/08/2021

INCOME AND EXPENDITURE ACCOUNT - For the year ended 31st December 2020

INCOME	2020	2019
	£	£
Attenders funding	184,965	206,938
Fund raising and collections	22,127	28,413
Gift Aid Tax Recovered	832	191
Grants and sponsorship	16,640	6,588
Members subscriptions	10	20
Interest Received	747	756
Dividend income	471	623
Increase/(decrease) in CAF Investment	- 1,569	3,005
	224,224	246,534
EXPENDITURE Direct Costs		
Staff – Salaries	208,356	205,417
Furlough recovery costs	18,600	-
Staff - Training and Expenses	437	279
Staff – Travel costs	314	1,408
Staff - Recruitment and Advice	49	214
Volunteers Expenses	51	84
Activity Costs	2,707	7,608
Catering	1,512	5,542
Non-food catering costs	20	3
Fundraising costs	80	301
Attenders Travel Costs	-	-
	194,926	220,856
Support Costs		
Insurance	3,391	3,626
Pullman Court Maintenance	2,108	5,815
Pullman Court heating lighting & water rates	6,306	8,554
Pullman Court cleaning & waste disposal	6,903	10,582
	18,708	28,577
Administration Expenses		
Printing, Stationery and Postage	3,633	1,280
PR and Marketing	-	-
Office Equipment Maintenance	224	323
Telephone & broadband	3,856	3,366
Computer Software & Hardware	8,575	9,078
Trustees Expenses	-	- 322
Accountancy & legal costs	- 160	1,620
Miscellaneous Expenses	-	131
Professional Fees	2,339	2,300
Bank Charges	180	240
Membership Fees	-	155
Bad debt	-	- 236
Depreciation Office Equipment	3,203	284
Depreciation Fix & Fittings	446	1,586
	22,297	19,805
TOTAL EXPENDITURE FOR THE YEAR	235,930	269,238
DEFICIT OF INCOME OVER EXPENDITURE	- 11,707	- 22,704

This page does not form part of the statutory financial statements.