

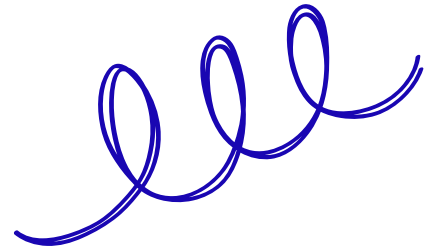
Improving life after brain injury



Annual Report 2023



2023 in review



Our Details

Company Number: 8101252

Charity's Registered Number: 1150786

Charity's Registered Office: Headway Plymouth
Headway House
Devonport
Plymouth
PL1 4RJ

The Charity's Incorporation was finalised with effect from 17 April 2013.

The Charity's governing document is the Articles of Association.

Our Mission

Headway Plymouth's mission is to enable those with an acquired brain injury (and their families and carers) in Plymouth and surrounding areas to live independent lives.

Chair's Statement

I was delighted to take up the role of Chair during the year.

As can be seen from this report, an awful lot has happened during the year – some good and some more challenging.

We continue to operate in a difficult environment, however the changes we have made to the Charity have given us a fantastic foundation upon which to build.

Notwithstanding some challenges, we have been able to preserve our service to those who need it most. Indeed, we have looked to build on these.

During the year we commenced on a refurbishment project for the centre – which was very much needed. As can be seen from the photos, the outcome is a really bright and welcoming centre. Craig and the team, as well as the army of volunteers, have done an amazing job.

We also embarked on our most exciting project yet – the creation of a hospital liaison project. This is to support those who have suffered an ABI during and following their discharge from hospital – a gap in provision we have all seen. Whilst it is early days, I am really pleased with the progress to date.

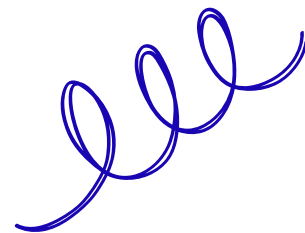
We have worked hard during this year to diversify our income. Whilst we are extremely grateful to our partners in health and social care, being reliant on them for all of our income makes us vulnerable. We therefore identified that we need to build our financial resilience and we have worked hard on this over the past 12 months, with good results being achieved.

I look forward to the years ahead with more optimism than I can ever remember for the Charity. We have fantastic people working with us, taking the Charity forwards. These really are exciting times.



Robert Antrobus – Chair

2023 in review



Our Trustees

The Charity's Trustees changed during financial year ending December 2023.

Craig Butler resigned as a trustee/director was interviewed for and appointed as Chief Executive Officer of the Charity

Robert Antrobus became the Chair of the board of Trustees

Hilary Dicks joined the board of Trustees and became Vice Chair of the board of Trustees

Karen walker remained as Treasurer

Simon Parford remained as a Trustee

Trustees

Robert Antrobus – Chair
Hilary Dicks – Vice Chair
Karen Walker – Treasurer
Simon Parford – Trustee



Craig

Staff

Craig Butler – CEO
Peter Olver – Operations Manager
Jonathan Self – Support Team
Amy Edwards – Support Team



Peter

2023 in review



Our Accountants Solicitors and Bankers

The Charity's Accountants remained as Dawe Hawken and Dodd, Chartered Certified Accountants of Callington, Cornwall.

The Charity banks with NatWest Bank of 12-16 Old Town Street Plymouth PL1 1DG

The Charity's Solicitors remained as Wolferstans of Deptford Chambers, 60-66 North Hill, Plymouth, PL4 8EP.

The Charity is a Real Living Wage Employer and is regulated by the Fundraising Regulator

Spring Highlights

We continued the renovation of the interior of the centre, decluttering and repainting to create a clean and fresh environment for our clients and team

Summer Highlights

We secured our amazing grant from The Claire Milne Trust to fund the recruitment of an OT to lead our hospital liaison project

Autumn Highlights

We recruited Craig to lead the Charity as CEO and also promoted Pete to become our Operations Manager. We developed our three year business plan in partnership with the trustees and team

Winter Highlights

We were able to remove the eyesore that was our rotting portacabin and the transformation of the exterior of the Charity began in earnest



Headway

PLYMOUTH

2023

50%

...of relationships end after an ABI

60%

...of prisoners likely to have an ABI

every
90secs

...someone admitted to hospital
with an ABI

Projects

Details

Outcome

Management

To restructure the leadership of the Charity to position it to change, grow and diversify

- New Leadership Team in place
- Delivering comprehensive change in ethos and services

Partnerships

To reach out and forge new partnerships in our community

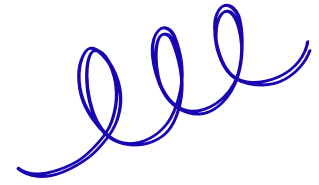
- Stronger links with Health and Adult Social Care
- Enhanced partnerships in Education
- A wealth of new collaborators in the Charity/VCSE sector

Funding

To diversify our funding streams away from exclusive reliance on statutory funding

- New grant funding income from a number of sources
- Corporate partnerships creating sponsored income
- Fundraising challenges and events taking place

Our Services



For the early part of the year, the Charity continued to concentrate its efforts on the provision of day opportunity services to people funded by Plymouth City Council (Adult Social Care).

There remained concern that the Charity was not maximising the opportunities that existed for diversification and growth through greater collaboration with statutory and other services – set against the background of a significant cut in statutory funding in early 2023.

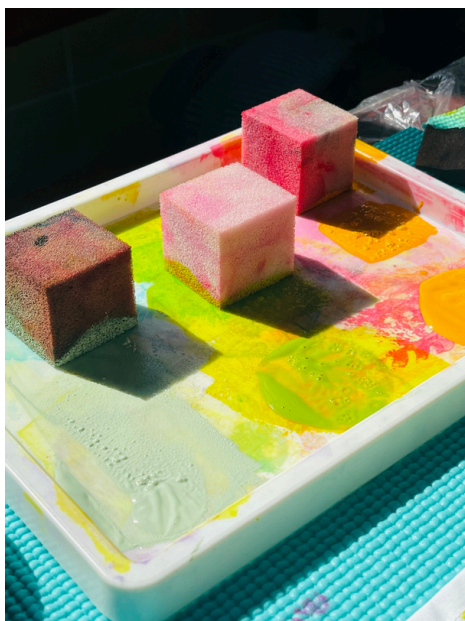
The Board were keen to move the Charity away from a traditional day-centre model and look to ways to raise our profile locally and to cement our reputation for specialist ABI rehabilitation.

There was a renewed focus upon driving new clients into the Charity either with longstanding but unsupported ABI or those who had recently suffered an ABI and who could be supported at the very outset of their brain injury journey.

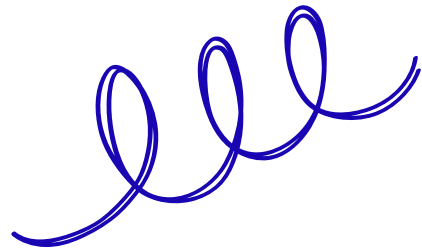
Discussions were reopened with Health and Adult Social Care with a view to the creation of a Hospital Liaison Project that would see a Headway Plymouth appointed Occupational Therapist working closely as part of the team at Derriford and Mount Gould Hospitals (both centres of excellence for ABI rehab in the South West).

More recently, we have introduced a commissioned 1:1 home and community enablement and outreach service that sees our team supporting clients in their homes and in their community.

At the same time, we introduced ourselves to the huge community of other Charities, Voluntary, Community and Social Enterprise Organisations in and around Plymouth – whose aims and services aligned with ours – for example, in terms of supporting welfare benefits, housing, debt, mental health and domestic violence or justice issues.



Our Funding



The Charity has, for many years, remained heavily reliant upon statutory funding – principally from Plymouth City Council – but also from Devon County Council and Cornwall County Council.

The board previously recognised the risks of this “eggs in one basket” approach and were keen to diversify the Charity’s income streams – particularly given:

- The cut in income from PCC early in 2023
- The nature of the existing PCC contract (now to be renewed in April 2025)
- The financial position of many Local Authorities and ICBs around the country

The Charity sought to establish new (but traditional) income streams – initially through corporate sponsorship, grant funding and fundraising challenges – with a later focus on general fundraising activities, events, legacy giving and regular donations.

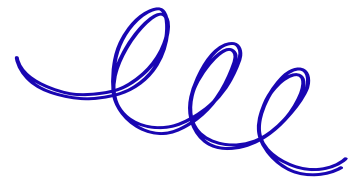
2023 saw early successes with grant funding (Claire Milne) and also collaboration with local legal businesses. We are delighted to say that this has moved forward apace in 2024 with new corporate funding, successful grant bids and some excellent fundraising efforts.

This new approach to income generation will continue and develop as our experience (and evidence base) grows.

We are now registered and accredited with The Fundraising Regulator.



Our Team



In July the board concluded that the ongoing full-time employment of the existing manager was not sustainable. A strategy review was undertaken and it was resolved to reduced the operational hours of the service from 4 days to 3 days per week. The manager was given notice and the decision was made to create a Chief Executive Officer role (21 hours) as well as a new Operations Manager role (21 hours).

Employees were invited to agreed to reduction in their contractual hours to 21 hours per week. Out of their continued loyalty to the charity, they agreed to do so.

Following a comprehensive recruitment process, Craig moved from the board to an employed role – responsible for the strategic development of the Charity, profile and reputation building, new client development, diversification of service delivery and exploring new income streams.

Peter was promoted to Operations Manager to oversee the day to day functions of the Charity.

Jonathan was retained as an experienced support worker – a long standing familiar face for the clients, set against the background of change.

Amy was recruited as another support worker. She is an energetic and bright personality, loved by the clients and a great candidate for development.

Naomi joined the team as our grant funded OT, leading the hospital liaison project.

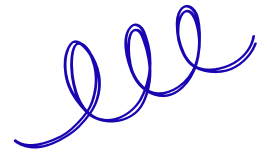
We have continued to support Plymouth University and Marjon receiving placement students across the academic year and are now able to offer a more diverse and fulfilling experience at the Charity – adding significant value to their studies. We are working hard to secure new and regular volunteers.

We began a search to expand and diversify the board of Trustees. There has been marked success in this area in 2023 and there will be more to report in 2024.

Finally, we believe in paying our team a fair wage. We are now accredited Living Wage Employers and our lowest hourly rate is 50 pence per hour above the “real living wage”



Our Space



We have renovated the inside of the centre, creating a light and bright space with less clutter and all round better disability access. We have a new and smaller dedicated manager's office creating new space for a quiet room in our building for peaceful activities, private conversations and relaxation.

We progressed the development of the outside space – seeing the long awaited removal of our portacabin which, overnight, transformed the appearance of the building, allowed more natural light inside and created a wonderful new view of the wildflower meadow area of Devonport Park.

We have established relationships with local horticultural charities and groups (as well as large local corporates, for example, the DWP and Babcock) who have provided volunteers to manage our garden space and assist with interior and exterior renovations.

Our building suffered from being an inconspicuous “battleship grey” with poor signage and no presence or profile within Devonport or the wider city – despite being in a location that benefits from vast numbers of vehicles passing every day – as well as significant pedestrian footfall. Plans were put in place to repaint the building in a vibrant colour with plentiful new, larger and brighter signage.

We are also working with Plymouth City Council's Green Communities Team and the Green Devonport Partnership to explore the prospect of “co-stewarding” additional land to the side of our building – with a view to large scale redevelopment to create a relaxing outside space for the team and clients to sit, carry out gardening activities and some gentle exercise (but also create an eco-garden that can be shared with the local school and wider community)



Our Partners



It was recognised that the Charity had, historically, operated in a “bubble.” There was poor engagement with any services outside of the four walls of the building and it was going to be crucial for the Charity to reach out, rebuild trust, restore confidence and engage with a new group of potential partners and collaborators, including:

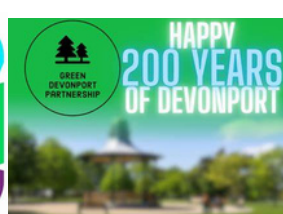
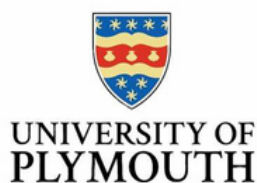
Statutory – We have worked tirelessly to engage with our health and social care funders. Relationships and confidence are, we believe, fully restored. This is seen in the implementation of the hospital liaison project, newly commissioned 1:1 community enablement contracts and our partners’ specialist teams looking to us for training in acquired brain injury.

Corporate – We are working with new corporate partners to establish new and mutually beneficial relationships. New incomes streams are being delivered by a number of valued collaborators and companies are proving keen to work with us on their own CSR and ESG policies – offering valuable time and services from volunteers and teams with spare capacity

Education – We continue to work with Plymouth University, Marjon , Exeter University Business School, City College Plymouth and the Peninsula Medical School to place students and volunteers. Plymouth University also support our research project – looking at the outcomes of our hospital liaison project.

Charity and VCSE – We are now working with a number of other charities in the area to signpost new clients to our services and then supplementing our clients through supported signposting back to them. We are working with environmental and mental health collaboratives and food distribution charities.

Membership/Affiliates – We are members of a number of partner organisations that ensure our good governance, fair pay, ethical fundraising and shared best practices in the charity sector.



Our Clients



We know that, tragically, many of our clients experience isolation and loneliness with clients reporting that they stay in bed and don't go out in between visits or centre support. Headway Plymouth assists clients to make friends, build community and not feel so alone.

Clients are supported to access their community and are provided a stigma free space in which to interact. A group of individuals who all experience communication difficulties were empowered to be more independent, make friends and access their community

Many clients who have been newly injured learn to manage their fatigue so that they understand how to manage their time and energy levels. We use seated exercise and support clients to access the gym and remember their exercises so that physical recovery opportunities are optimised.

We build a support system around the individual person so that they can focus on what matters to them and what supports them in their identity. We help families understand the changes in role and personality.

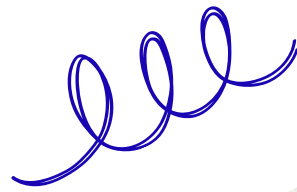
We work with clients to manage the everyday. To overcome memory difficulties by using a range of assistive technologies. We support clients to express and process their thoughts and emotions using food, music, storytelling, art, craft and conversation. Now we want to focus more on physical wellbeing and gentle activity.

We work with an individual on their strengths and identify through adjustments and practice to make progress. We agree a set of personalised outcomes which are reviewed and updated quarterly.

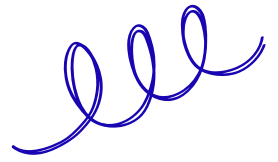
We have introduced a range of new client group activities (both in the centre and in the community) using experienced external leaders, which are designed to optimise physical, cognitive, behavioural and emotional rehabilitation.



Our Activities



Our Impact



We have been keen to improve how we collect data and evidence our impact and are committed to developing this going forward. We intend to do this by introducing new CRM and service delivery software that will allow us to simply, but accurately, record where our clients come from, how many clients and families we support, how we support them and how well we succeed in improving lives after brain injury.

We are working with Plymouth University to formally research and review our activities – gathering quantitative and qualitative evidence to prove our efficacy in a range of services. That formal research will conclude at the end of 2024 – to be published in the spring of 2025.

We have succeeded in raising awareness of the presence of the Charity in Plymouth and the surrounding area – meeting with new partners and explaining what we can do and how we can support their ABI clients.

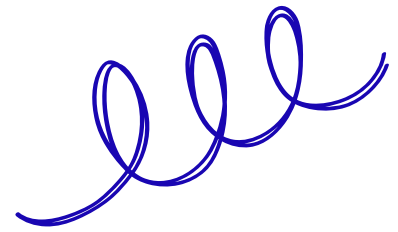
Clients with historic injuries who are being supported by other groups are now being introduced to us so that we can deliver specialist ABI rehabilitation aimed at rebuilding self awareness, restoring confidence and, ultimately, independent living.

We are now working with clients and families at the very start of their ABI journey. We are supporting, advising, educating and signposting in an effort to reduce readmissions, reduce statutory costs, support relationships and families. We facilitate discussion around return to work or volunteering.

This early intervention serves to significantly reduce or divert the crises that typically affect an ABI survivor – like family breakdown, unemployment, debt, mental health issues, substance abuse, criminality and suicidal ideation.



Our 2023 Finances



2023 was a strange and difficult year for Headway Plymouth. The self analysis and introspection of the pre and post covid era continued.

Hard decisions had to be made if the Charity was to, firstly, survive, then change, then grow and flourish.

In 2023, we struggled financially for a number of reasons – leading to a year end deficit. This was largely due to:

- An almost one third drop in commissioned statutory income early in the year;
- Restructuring costs.
- The early costs of carrying out essential maintenance and repairs at Headway House.

In response to this, we worked hard to develop our three year business plan.

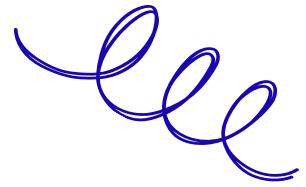
At the end of 2023, we looked at our performance in the year and set out a challenging but realistic budget that would set the tone and framework for our transformation in 2024.

Our new leadership team immediately developed their own financial management and budgeting skills – working with new new financial management software and a skilled external bookkeeper to take charge of and be constantly vigilant as to our financial position.

We developed the use of a risk register so that we could review (on a RAG report basis) the risks and challenges we faced and then take steps to mitigate against those risks. This would move us into a place where our partnerships, contracts and financial position were shored up – creating a secure platform from which we could change and grow.



Our Future



What is profoundly reassuring is that the changes made in the middle of 2023 have proved to be highly effective in the “ground up” re-imagination of the Charity and the successes seen in 2024.

Our client base is growing week on week with new referrals from Health, Adult Social Care, collaborating charities and private referrers (case managers and the legal sector).

The centre is now a bright and vivid social hub. A place for our ABI clients to be themselves and offer respite to their carers. It is a hive of activities and education. It is a learning base for students.

Growth in clients will lead us to imminently reopen on a fourth day as we move to create peer groups for young ABI survivors, a women's' and veterans' group as well as groups for families and carers to share their experiences and learn.

Our hospital liaison service is thriving and has been immensely well received by patients, families and, of course, overstretched healthcare teams. It is hoped that the local ICB will, through our research, see the value of commissioning this service for the long term.

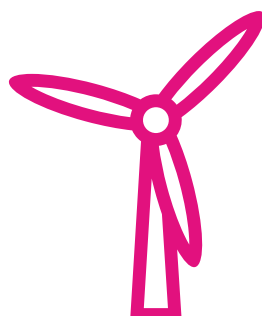
Our community enablement service will expand – requiring new staff and their proper training.

New projects will include Justice (working with police, prison and probation officers). We also envisage a neuro-toxic ABI service supporting the most challenging of clients in new and diverse ways.

Our environmental focus will continue as we develop our outside space, creating a bio-diverse, mindful, space that will improve carbon sequestration and mitigate against flooding.

With new funding from the VCSE Energy Efficiency Scheme, we will install new solar and other energy efficient equipment to move towards carbon neutrality and reduce fuel costs

We will continue to develop all our relationships that support other groups, drive clients and families to us and generate much need funds to support our ongoing growth.



Finances

CURRENT ASSETS

Total £82,959

LIABILITIES

Total £4,268

ANALYSIS

	2022	2023
<u>Income</u>		
Statutory	£108,528	£73,860
Grants	£0	£12,500
<u>Expenditure</u>		
Salaries	£70,832	£80,454

Financial Summary y/e 2023

£98,280

Income

£109,852

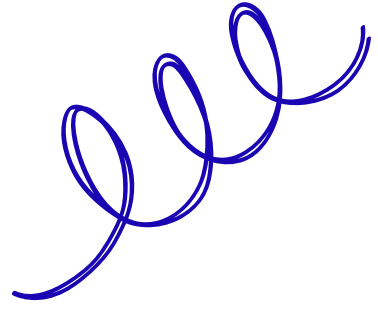
Expenditure

£11,572

Deficit



Statement and Reserves Policy



The charity's Trustees have complied with their duty to have due regard to the Guidance on Public Benefit published by the Charity Commission in exercising their powers or duties.

The charity's policy on reserves is to allocate a sum equivalent to approximately 3 months operating costs – or approximately £50,000.00 for this purpose.

The Trustees (who are also the directors of Headway Plymouth for the purpose of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

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 charitable company and of the incoming resources and application of resources, including the income and expenditure of the charitable company for that period. In preparing those financial statements, the trustees are required to:

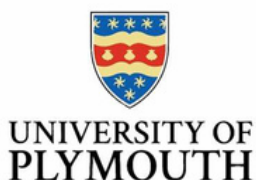
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

This report has been prepared in accordance with the special provisions of Section 419(2) of the Companies Act 2006 relating to small companies.



We'd like to thank all our partners and donors for their generous support

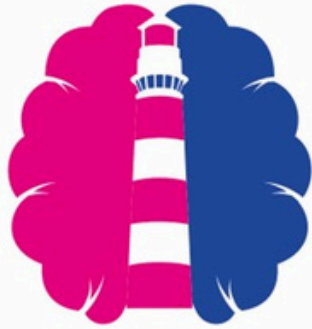


Everyone deserves a place to **feel safe**



Headway Plymouth remains committed to improving lives after acquired brain injury. The work we have done in the last twelve months places us in a fantastic position to support more people in new and exciting ways.





Headway

PLYMOUTH

Improving life after brain injury



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