



Headway

PLYMOUTH

Improving life after brain injury



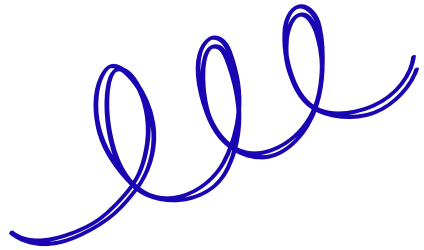
Annual Report 2024



Headway

PLYMOUTH

2024 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 Vision

...is for all individuals, their families and carers affected by acquired brain injury to have access to all the support they need to maximise their potential.

Our Mission

...is to enable those with an acquired brain injury and their families and carers to live independent lives.

Chair's Statement

Once again, we've had an exceptionally busy year.

Like many charities, we continue to operate in challenging times. However, I really feel that Headway Plymouth has stepped up to those challenges and thrived.

During this year, I was delighted that we were able to enhance our Trustees, having been joined by Anita and Alice. In the short time they have been with us, they have been really additive, and I would like to take this opportunity of thanking them for their time and dedication.

We also enhanced our service with the additional of Naomi Hulford to lead our Hospital Liaison Project. This is a huge project for the charity, and it is fantastic to see the benefit it has already provided to many ABI sufferers. I have no doubt this service will only go from strength to strength.

As you will see from the photos within this report, we have had further work done on the centre, which has really enabled us to create a welcoming environment.

The diversification of our income continues, and we have had some amazing results from our grant applications and obtained new income streams from corporates. This all goes towards continuing and enhancing our offering to everyone affected by an acquired brain injury in Plymouth and the surrounding area.

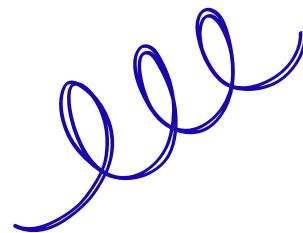
I would also like to take this opportunity to personally thank Simon Parford who retired as a Trustee this year, having served in that role for more than 30 years. Simon has devoted his time and energy to supporting those who have suffered a brain injury and the charity really benefited from his guidance and insights – enjoy your well-earned retirement Simon!

My final thanks is to the Team – Craig, Pete, Jo, Amy, Jonathan and Andy plus all the students and volunteers – you are amazing! We couldn't do what we do without you.



Robert Antrobus – Chair

2024 in review



Our Trustees

The Charity's Trustees changed during financial year ending December 2024.

The Charity added strength and depth to the board through the recruitment of two new trustees to oversee our clinical and fundraising strategy.

We welcomed Anita Pascoe and Alice Hocking who bring vast and differing experience in their fields of expertise – but both sharing an obvious dedication to improving lives after brain injury.

Trustees

Robert Antrobus – Chair
Hilary Dicks – Vice Chair
Karen Walker – Treasurer
Alice Hocking – Trustee
Anita Pascoe – Trustee

In tandem with his well deserved retirement from his professional career, it was with great sadness that we saw Simon Parford formally resign as a Trustee after more than 30 years of devoted service to the Charity.

The board, the team and the clients and families of Headway Plymouth wish to express our most sincere thanks to Simon for his hard work and dedication to the Charity over so many years.

Staff

Craig Butler – CEO
Peter Olver – Operations Manager
Jonathan Self – Centre Team
Amy Edwards – Centre Team
Joanne Bentley – Community Team
Andy Cornish – Community Team

2024 in review



Our Accountants Solicitors and Bankers

The Charity's Accountants remained as Dawe Hawken and Dodd, Chartered Certified Accountants of 52 Fore St, Callington, Cornwall, PL17 7AJ.

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 recruited Naomi Hulford (OT) to lead our new hospital liaison project and began to embed support at the Plym Neuro-rehabilitation ward.

Summer Highlights

We secured our first amazing award from the National Lottery Community Fund to support our activities programme in the centre and in the community.

Autumn Highlights

We completed the refurbishment of the interior and exterior of our centre with the fantastic support of first-year apprentice volunteers from Babcock.

Winter Highlights

We completed a nine month research project exploring the outcomes of our hospital liaison work in collaboration with the University of Plymouth.



Headway

PLYMOUTH

2024

52%

...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 diversify our board of trustees to add expert experience in fundraising and clinical support

- New trustee to support fundraising strategy
- New trustee to support clinical governance
- More work on strategic planning around all areas.

Partnerships

To reach out and forge new partnerships in our community

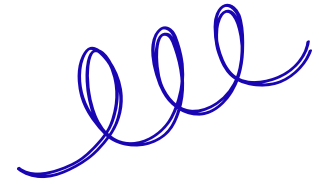
- Stronger links with Health and Adult Social Care
- Enhanced partnerships in Education
- A wealth of new collaborators in the Charity/VCSE sector

Funding

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

- New large grant funding income from a number of sources
- Corporate partnerships generating income and volunteers
- Government funding for an energy efficiency programme

Our Services



The Board remained 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.

The centre based operations switched the focus away from clients attending for full/multiple days per week – to the use of the centre as a social hub and a base for various client centred re-enablement activities, education and awareness – plus peer group support.

We opened the centre on an additional half day per week to support our various peer support groups.

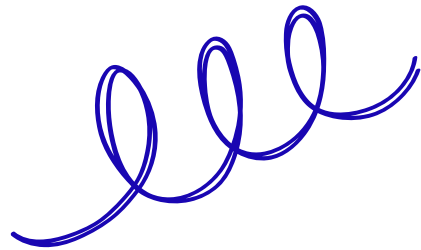
Our hospital liaison project launched at the Mount Gould Hospital (Plym Neuro-rehabilitation Unit) in April 2024 and at the Derriford Hospital (Erme acute neuro-rehabilitation ward) in August 2024. Both units are centres of excellence for ABI rehabilitation in the South West. We embedded our team in both units supporting patients, families and clinical teams during in-patient treatment and then across the discharge process – with follow up by our team once back at home.

In June 2024, we launched as commissioned 1:1 home and community enablement and outreach service that sees our team supporting clients in their homes and in their community. We recruited two new team members into “enabler” roles to support this exciting new initiative for the charity.

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



We continued our commissioned work with Plymouth City Council – but added a new contract for commissioned outreach/enablement – in addition to our longstanding “block” agreement for Day Opportunities Services. We continued to work in close partnership with Devon and Cornwall County Councils for commissioned day services and community outreach/enablement.

Alternative income generation focused on building new relationships with larger grant making organisations with the support of Alice, our new trustee, with huge experience of funding research and bid writing. Notable successes across 2024 were our first larger scale grants from the National Lottery Community Fund and the People’s Postcode Lottery. Regionally, we received further funding from Devon Community Foundation, the Livewell Foundation and the Norman Family Trust.

We secured funding from the government’s VCSE Energy Efficiency Scheme that allowed us to carry out extensive energy efficient improvements to our centre (see Our Space)

We collaborated with corporate partners and, in September 2024, entered into a two year sponsorship agreement with Enable Law and Wolferstans Solicitors which has funded our hospital liaison project since generous grant funds from the Claire Milne Trust were exhausted.

We also received new income from challenges and events – with our CEO running the 2024 London Marathon and one of our beneficiary client families hosting a food and music festival at their smallholding in Devon – all to raise funds for the charity.

We completed our Gift Aid registration with HMRC and we remain registered and accredited with The Fundraising Regulator.



NATIONAL LOTTERY
AWARDS FOR ALL



COMMUNITY
FUND



Our Team



Craig retained his CEO 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.

Pete retained his role as Operations Manager to oversee the day to day functions of the Charity. The strength of our financial position meant that, in November 2024, both were able to increase their core contracted hours from 21 to 28 hours per week.

Naomi joined the team (self employed) to lead our hospital liaison project. Naomi offered vast clinical experience as a career long occupational therapist. She had worked with the Plym Community Neuro Rehab Team (CNRT) supporting stroke survivors and families and continued to be a familiar face at Plym as part of her continuing “long-covid” contract. She offered credibility and instilled confidence in our health partners.

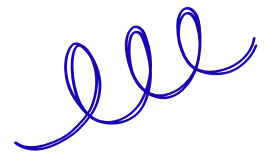
We were delighted that, due to the successful rebuilding of trust and confidence in our services with health and social care, we launched our enablement project in July 2024 and recruited Joanne Bentley as the charity’s first community enabler. The expansion of the enablement project meant that, in December 2024 we added Andy Cornish to our community enablement team.

We have continued to support Plymouth University (psychology and adult social care) and Peninsula Medical School (first and second year medical students) receiving placement students across the academic year. We 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.

Finally, we believe in paying our team a fair wage. We remain accredited Living Wage Employers and, in April 2024, our lowest hourly rate was again fixed at 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.

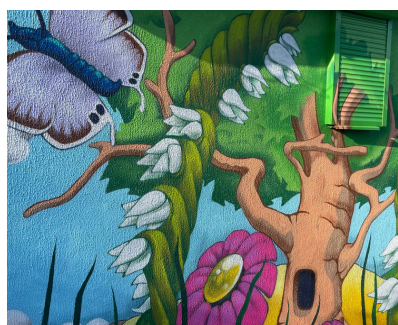
We created a new brand identity for the charity. A logo that merged our proud Plymouth roots (the image of Smeaton's lighthouse tower) with our focus on brain injury. A bold, exciting and eye catching new colour-way with large new signage around our building, new banners and information materials – and a team “uniform” in striking bold blue, white and pink.

Our centre hub underwent a transformation (matching the new colour scheme) that made us a vibrant and unmissable feature of the Devonport community – eliciting fantastic feedback from local people and businesses. Thank you again to the amazing volunteers from Babcock (and the donations from Crown Paints) for making this happen.

We also commissioned Roy Christie, a local street artist, to create a beautiful mural on our east (park facing) wall. This outstanding piece of artwork encapsulated our place in the park and added images of rare flowers and butterflies – almost exclusively found in our corner of Plymouth.

In the autumn we secured funding under the government's VCSE Energy Efficiency Scheme to radically improve the building's efficiency credentials as we added 32 square metres of solar panels, two solar batteries, LED lighting throughout, heat panels, electric water heaters and split system air conditioning. Our natural gas supply was, in effect, discontinued as we moved to full, self generated, electricity only.

We continued to work with Plymouth City Council's Green Communities Team, Plymouth and South Devon Community Forest and the Green Devonport Partnership to explore the prospect of “co-stewarding” and redeveloping the land adjacent to our centre hub.



Our Partners

The Charity built on the work started in 2023 to reach out to and collaborate with new partners locally and nationally.

Statutory – We have continued 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.

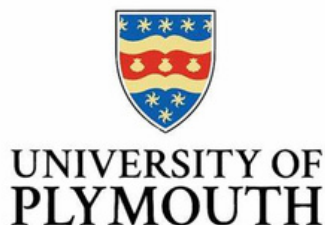
Corporate – We are working with new corporate partners to establish new and mutually beneficial relationships. New income streams are being delivered by a number of valued collaborators and companies are proving keen to work with us on their own CSR and ESG policies – offering valuable time and services 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 supported our research project – looking at the outcomes of our hospital liaison project.

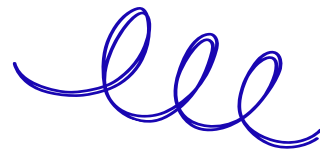
Charity and VCSE – We are now working with more charities in the Plymouth area to signpost new clients to our services and then working with other clients through supported signposting back to our collaborators. We now are working with environmental, mental health, drug and alcohol, homelessness and domestic violence collaboratives and food distribution charities. We have joined the Plymouth and Devon Chamber Charity Sub-Group.

We are collaborating with Chronic Pain Coaching CIC and FND Friends to host their monthly Plymouth based peer support groups.

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



In 2024 we did more than ever to invest in our clients (and their families) and improve the care and support we strive to provide.

As we now support our clients across their entire brain injury "journey" from injury or diagnosis to longer term support, we have been able to better understand their needs and flex and adapt our services to support new and changing needs.

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.

In 2024 we introduced our ABI education and awareness programme. From July to December 2024 we completed (with the incredible support of Penny Weekes) six , monthly, ABI education sessions for clients, families and our professional partners.

Working with Plymouth Neurophysio, we launched our adaptive movement sessions – adding workshops to support cooking, drama therapy and art and design.

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.

Listening to our clients, we added new ABI specific peer support groups for men, women and, crucially, families and carers.

We have worked harder around criminality and justice with the issuing of many more Brain Injury Identity Cards to clients.

Clients are now, of course, supported in hospital and across discharge allowing us to continue to assess the needs of clients and respond to cries for help. We can provide an holistic and hybrid approach to care – combining education, peer support, help at home and enablement activities in our centre social hub.

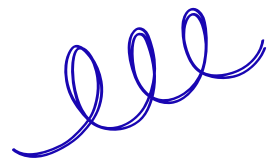
Feedback from clients has been wholly supportive:

"You don't realise how fragile your brain is until something happens. Coming here I've found acceptance, support and understanding from people that care"

Our Activities



Our Impact



We have remained keen to improve how we collect data and evidence our impact and are committed to developing this going forward.

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.

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 have obtained quantitative and qualitative data on client numbers and the impact our work has had on all aspects of clients' lives.

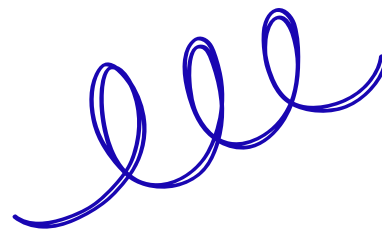
We have recently introduced "OneTouch" – our new CRM and service delivery software that will allow us to simply, but accurately, record where our clients come from, how many clients and families we support, how we support them and how well we succeed in improving lives after brain injury.

Our client's needs and goals (and their progress along their rehabilitation journey) are now recorded in "My Brain Star" – an new Outcome Star bespoke to ABI rehabilitation and re-enablement..

We worked 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 – and published in the spring of 2025.

We have transformed our environment impact through our VCSE energy efficiency project and are moving to a position where we are carbon negative – completely removing reliance on fossil fuels, generating our own electricity and exporting back to the National Grid.

Our 2024 Finances



2024 saw a vast changes in the way we promoted the charity worked in partnership with others, devised and delivered a new range of services,. Most importantly, we were able to shore up the financial stability of the charity, create a platform for future growth and development and, crucially, enable us to support more clients and a families in new, better and more varied ways.

Despite a sizeable reduction in commissioned income in 2023, we were able to diversify our income and fundraising streams though new commissioned income, successful grant bid writing and corporate sponsorship.

Income (from all sources) in 2024 was increased by over 90%. There was increased expenditure in line with budgeted recruitment and development work on the building. However, we were delighted to end the year with a surplus of £40,809.

Our focus remained on seeking out new commissioned income linked to our expanding outreach and enablement work.

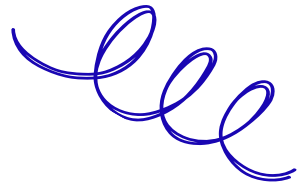
We were able to return to existing grant foundations and seek further funding – having demonstrated our ability to carefully manage existing funds in line with budgets and with proven outcomes.

We are delighted to work with fantastic corporate legal sponsors who provide essential funding for our hospital liaison project – together with equipment and volunteers.

We have started to develop more traditional forms of fundraising (events, challenges, individual donation and legacies) but limited time, resources and staffing mean that our fundraising focus in 2025 will continue to be around commissioned, grant and corporate sponsorship income.



Our Future



The centre is now a bright and vivid, energy efficient 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 further expand our hours of operation as we move to host more activities, peer support and education groups in our centre.

Our hospital liaison service is thriving and has been immensely well received by patients, families and, of course, overstretched healthcare teams. We will grow and train our team to offer broader coverage at the city's hospitals and support more clients and families either face to face, virtually and by telephone after discharge.

It is hoped that the local ICB will, through our research, see the value of commissioning this vital service for the long term.

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

Our systems will continue to develop so that we can better assess, plan and monitor client progress towards their goals and report better on our outcomes and achievements. Our website will be further developed to offer an engaging and interactive source of information, education, referral and fundraising.

We will continue to develop all our relationships with our local charity, voluntary, community and social enterprise partners so that we can support these other groups, steer new clients and families to our support and generate much needed fundraising income to support our ongoing growth.

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.

We will redevelop our kitchen and dining area to create a disability accessible space ideal for re-enablement activities around nutrition, menu planning, budgeting, food preparation and storage.

We will develop our fundraising strategy around commissioned income, trusts and foundations, corporate partners, individual donors, events and challenges, legacies and in memorium giving.

Finances

CURRENT ASSETS

Total

£117,322

LIABILITIES

Total

£4169

ANALYSIS

	2023	2024
<u>Income</u>		
Statutory	£73,860	£77,568
Grants	£12,500	£60,595
Fundraising	£11,920	£45,557
<u>Total</u>	<u>£98,280</u>	<u>£187,738</u>
<u>Total</u>		
<u>Expenditure</u>	<u>£109,852</u>	<u>£142,929</u>
<u>Surplus</u>	<u>(£11,572)</u>	<u>£40,809</u>

Financial Summary y/e 2024

£187,738

Income

£142,929

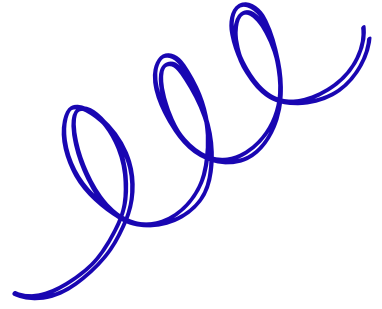
Expenditure

£40,809

Surplus



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 4 months operating costs – or approximately £60,000.00 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:

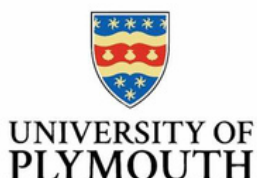
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the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

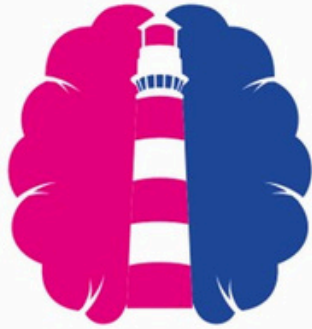


Everyone deserves a place to **feel safe**



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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