



Annual Report and Finance Statements for Edinburgh Headway Group

For the year to 31 March 2015



Scottish Charity No: SC006528

Company Limited by Guarantee: SC138081

www.edinburghheadway.org.uk



Contents

| | |
|---|--------------|
| REFERENCE AND ADMINISTRATIVE DETAILS | 3 |
| MESSAGE FROM CHAIR | 4 |
| MESSAGE FROM CHIEF EXECUTIVE | 4 |
| OUR YEAR IN FOCUS | 5 - 8 |
| FINANCIAL REVIEW | 9 |
| PLANS FOR FUTURE PERIOD | 10 |
| SPECIAL THANKS | 11 |

Reference and administrative information

Honorary Patrons: Mr Ronnie Corbett CBE
The Right Hon. Lord Emslie

Honorary Presidents: Mrs J M Bryden MBE
Mr W Bryden MA, LLB

Executive Committee:

Directors: J A A Dunn (Chairman)
M A B Dickson (Resigned 21 October 2014)
D Williamson CA
F Watt
R Matheson CA (Treasurer)
G Gilson WS
A J Fitzgerald
A Ley
N Khan-Juhoor (Appointed 2 December 2014)
N S Baxter (Appointed 2 December 2014)

Secretary: M Keenan

Chief Executive: M Keenan

Senior Statutory Auditor

David Main

Independent Auditor

Whitelaw Wells, Chartered Accountants and Statutory Auditors, 9 Ainslie Place, Edinburgh, EH3 6AT

Accountants

Hartman Figures Ltd T/A Charity Figures, 25 Newmills Road, Balerno, EH14 5SU

Bankers

Royal Bank of Scotland, 17 Comiston Road, Edinburgh, EH10 6AA
Virgin Money plc, 9 – 11 Castle Street, Edinburgh, EH2 3AH

Investment advisers

Brewin Dolphin, 6th Floor, Atria One, 144 Morrison Street, Edinburgh, EH3 8EX

Solicitors

HBJ Gateley LLP, 19 Canning Street, Edinburgh, EH3 8EH

Registered office

Headway House
Astley Ainslie Hospital
Canaan Lane
Edinburgh EH9 2HL

Registered Number: SC138081

Registered Charity: SC006528

Message from our Chair

Edinburgh Headway Group is an independent charity that has for the last 33 years provided information, support and services to people with brain injury and their families and carers. We are the only organisation in Edinburgh that specialises in supporting the longer-term needs of people with a brain injury when they have returned to the community after discharge from hospital. The demand for our exceptional service continues to grow year on year. We are greatly aware that early care and access to timely and appropriate specialist assessment through rehabilitation can have a greatly positive impact on individuals and their carers. Our services are specifically tailored to meet the individual needs of our members and their carers with a clear focus on improving everyday functioning.

Following on from last year, 2014/15 was a year of many successes and challenges that are detailed throughout this report.

We have been able to support more members this year with a 15% increase on membership year on year; this has also contributed to an attendee increase of 18% for our day support service. Further to this we have increased our members' activities and have identified a number of additional services. We have provided support to 90 volunteers and in house training for over 50 staff and volunteers.

Our successes are due to the hard work and dedication of our CEO, Michelle Keenan and her team, along with the extremely generous donations from individuals and organisations that are detailed on page 10.

As last year, there are some major challenges ahead for Edinburgh Headway Group. Fundraising is always hard and we do not forecast the next few years to be anything other than very challenging.

It has been confirmed that we will now have continued use of Headway House until the end of 2020. Given this updated time line, there has been a committee set up to review Edinburgh Headway Group services and conduct a survey to identify additional services that would be beneficial to our members. An extended business plan will be issued in due course.

I would like to thank all the staff, volunteers, trustees and supporters of Edinburgh Headway Group for another good year under challenging conditions.

Jonathan Dunn
Chair

Message from our Chief Executive

I am delighted to be able to report back on another busy but extremely productive year and to share our highlights with you.

Over the last year, we have successfully increased our membership; continued to expand our services; created new beneficial partnerships with voluntary, corporate and statutory organisations; promoted awareness of acquired brain injuries at both local and national level; and been fortunate to see a significant increase in support from other trusts and organisations who have not only helped provide additional funding but also helped increase our profile in the wider community.

None of this would have been possible without our amazing staff and volunteers and I would like to take this opportunity to thank each and every one of them for their energy, commitment and professionalism. Thank you also to our trustees for their leadership, dedication and expertise; and last but by no means least the incredible support received from our members, families and friends of Edinburgh Headway Group.

It is fair to say that there are challenges ahead as we now know that our future in Headway House is time-limited, due to NHS Lothian's future redevelopment plans of the Astley Ainslie site. However, with change comes opportunity and we can assure that our charity will continue to work hard to ensure that the needs of adults with an acquired brain injury and their families are at the forefront of everything that we do.

I therefore very much look forward to working with you all in planning our future journey together.

"Alone we can do so little, together we can do so much"

Michelle Keenan
Chief Executive Officer

Our Year in Focus

Last year, we said we would:

Improve Services

Develop and continue to improve our programme of activities to enable those with a brain injury, and their families and carers, to attain the highest possible quality of life;

Maintain a high standard of support for our members and comply with Care Inspectorate requirements.

What we achieved, this year:

- ✓ 15% growth overall in membership figures in comparison with 2013/14 - 136 individuals with an acquired brain injury were provided with access to services.
- ✓ 18% rise in day care membership figures in comparison with the previous year and a substantial 73% increase on NHS Lothian targets for this same period - 78 brain-injured members on average attended our day support service each week.
- ✓ 1352 hours of day support were provided per member per year via 26 hours of structured activities per week.
- ✓ 21% increase in attendance to day support service at Headway House.
- ✓ 3,882 attendances at Headway House recorded over the course of the year.
- ✓ 48 adults with an acquired brain injury were supported through our Befriending Project, funded by the City of Edinburgh Council, marking a 60% increase on Council approved targets.
- ✓ 104 hours of Befriending support was provided per member per year via a minimum of 2 hours per week on a 1:1 basis.
- ✓ 100% of members reported that the Befriending Project made them feel supported; 84% reported that they felt more confident; and 80% reported that they felt mentally and physically better and more able to access activities in their local community.
- ✓ 66 carers were assisted with direct support and training through the provision of 13 information and social events offered throughout the year demonstrating an overall 65% increase on Council approved targets.
- ✓ 30,342 total hours of carer respite was provided through our day support service and befriending project.
- ✓ An increased Activities Timetable was implemented to reflect the needs and ideas of the members, which we were able to do due to the generosity of trusts, charities and donors.
- ✓ 6 new projects were initiated in consultation with our members and added to our existing portfolio of services:
 1. Therapeutic Art Project - funding from the Agnes Hunter Charitable Trust and Saturday Hospital Fund
 2. Walking for Fun, Fitness and Friendship – funding from Paths for All and Big Lottery Fund;
 3. Life Skills and Physical Skills Programme - funded by Moffat Charitable Trust
 4. Therapet sessions – assisted by Rotary Club of Braids
 5. Gardening Project – funded and assisted by Rotary Club of Braids
 6. Social Programme – funded by One City Trust (April 2015)
- ✓ Our Befriending Service continued to retain the Quality in Befriending Award, demonstrating our high quality and safe and competent practice.
- ✓ Our Day Service continued to be registered with and regulated by the Care Inspectorate.

Our Year in Focus continued..

Last year, we said we would:

Resource services

Recruit and retain high quality staff and volunteers;

What we achieved, this year:

- ✓ We recruited a Volunteer Co-ordinator to work closely with our volunteers to ensure that they gained benefit from their volunteering experience. Funding was received from the Voluntary Action Fund to support the Co-ordinator post for a time limited period, with continuation funding received from the Bank of Scotland Foundation in November 2014 to allow us to carry this role forward for a further year.
- ✓ 90 volunteers were supported throughout the year: Befriending Project - 38; Day Service - 43; Trustees - 9.
- ✓ 100% of our volunteers reported that they felt appreciated for the work that they do, had more self- esteem and confidence as a result of participating in work that was useful, valued, structured and supported. They also reported that they were work ready, with evidence of improved time-keeping, communication skills, co-operation and teamwork.
- ✓ 8,010 voluntary hours were delivered by our valued volunteers supporting our work enabling us to fully support a varied activities programme for our members
- ✓ 52 staff and volunteers were provided with free in-house training on Brain Injury Awareness, Epilepsy, National Care Standards, Working with Vulnerable Adults, Health and Safety and Policies and Procedures. A rolling training programme is now embedded in the organisation to maintain skills and knowledge.
- ✓ Our training programme, based on feedback from our volunteers, was useful in promoting learning and continuous improvement and also evident in the capability and confidence of our volunteers
- ✓ 2 of our volunteers progressed to paid posts within the organisation, evidencing the benefits we brought to volunteers development over the year.
- ✓ 6 of our volunteers left the charity to take up studies or other employment further evidencing progression opportunities and benefits to the community as a whole.
- ✓ Additional hours were assigned to particular staff posts to ensure sufficient resources were in place to cater for the increase in members attending the day service.
- ✓ In June 2014, the Hospital Saturday Fund and the Agnes Hunter Charitable Trust awarded funds in support of our application to recruit a professional artist with prior experience of working with people with a brain injury to lead our new Therapeutic Art Project for members attending the day service.
- ✓ In March 2015, the Scotrail Foundation, managed by Foundation Scotland, awarded funds towards the costs of our part-time gym instructor, which will help us maintain our programme of physical rehabilitation and support for our members.
- ✓ The Robertson Trust continued to assist us with a contribution towards the costs of our Support Services Manager.
- ✓ We sought funding to recruit a Rehabilitation Co-ordinator to work with NHS Lothian's Brain Injury Outreach Nurse and the hospital discharge team. This joint approach will enable more patients to gain access to suitable and ongoing support and rehabilitation upon discharge from hospital. Funding for this new post has been awarded from the Edinburgh and Lothian Health Foundation and will commence from April 2015.

Our Year in Focus continued..

Last year, we said we would:

Promote Services

Promote understanding and awareness of acquired brain injury in the wider community through collaborative partnerships;

What we achieved, this year:

- ✓ We offered customised paid external brain injury awareness training to other professionals and care staff. This provided an important part of our aims of raising awareness and understanding of brain injury, as well as raising the profile of Edinburgh Headway Group more generally with other organisations in and around Edinburgh.
- ✓ We continued to work closely with other professionals to ensure we deliver a seamless and holistic approach for our members. This involves working closely with the Scottish Brain Injury Rehabilitation Unit, the Robert Fergusson Unit (at the Royal Edinburgh Hospital), other Edinburgh hospitals, GPs and social workers.
- ✓ We remained active members of the Edinburgh Carers Network, the Scottish Acquired Brain Injury Network (SABIN) and the NHS Stakeholders Redevelopment Board as well as the Headway Scotland Development Group.
- ✓ In our partnership with SABIN, we were delighted to attend the first Parliament Reception “Brain Injury – a Scottish Perspective” to raise awareness at a political level in Scotland.
- ✓ We increased our social media profile through the introduction of Facebook and Twitter to promote our work and keep everyone with an interest in brain injury informed as quickly as possible. Our popularity is increasing and we are optimistic that this trend will continue into the next year and beyond.
- ✓ We continued to work closely with other agencies, statutory, independent and voluntary to provide continuity of care and support for our members and their families and/or carers.

Our Year in Focus continued..

Last year, we said we would:

Secure Services

Secure appropriate funding and diversify and expand our income streams to continue daily operations;

Refine our evaluation and financial management systems in order to be ready to take advantage of new funding streams, be they through personal health or care budgets or larger contracts;

Increase the capital development fund to ensure there are sufficient resources to provide for the eventual relocation of Headway House in terms of the Redevelopment Plan for the Royal Edinburgh Hospital and the relocation there of the Acquired Brain Injury rehabilitation services currently based at the Astley Ainslie Hospital.

What we achieved, this year:

- ✓ 46% increase in donations due to our fundraising strategy and increased fundraising efforts.
- ✓ £25,538 surplus attained in reporting year from a deficit position of £5,712 in 2013/14.
- ✓ Support continued from the City of Edinburgh Council and NHS Lothian.
- ✓ Substantial donations were received from HBJ Gateley, the Cruden Foundation, the Robertson Trust, the Moffat Trust and the Bank of Scotland Foundation.
- ✓ Other very generous donations were received from a range of trusts and organisations as listed on page 11.

EDINBURGH HEADWAY GROUP

Statement of Financial Activities incorporating the Income & Expenditure Account

For the year ended 31 March 2015

| | Notes | General Funds £ | Designated Funds £ | Restricted Funds £ | Total 2015 £ | Total 2014 £ |
|---|-------|-----------------------|--------------------------|--------------------------|-----------------------|-----------------------|
| Incoming resources | | | | | | |
| Incoming resources from generated funds: | | | | | | |
| Voluntary income: | | | | | | |
| - Donations | | 111,335 | - | - | 111,335 | 76,240 |
| - Miscellaneous fundraising | | 3,798 | - | - | 3,798 | 1,456 |
| - Subscriptions | | 380 | - | - | 380 | 325 |
| Investment income: | | | | | | |
| - Dividends | | 22,813 | - | - | 22,813 | 22,193 |
| - Bank interest | | 363 | - | - | 363 | 879 |
| Incoming resources from charitable activities: | | | | | | |
| - Grants | 2 | 23,648 | - | 94,514 | 118,162 | 89,809 |
| - Other income | | 4,802 | - | 213 | 5,015 | 350 |
| Total incoming resources | | <u>167,139</u> | <u>-</u> | <u>94,727</u> | <u>261,866</u> | <u>191,252</u> |
| Resources expended | | | | | | |
| Cost of generating funds: | | | | | | |
| - Investment manager's fees | 4 | 5,450 | - | - | 5,450 | 4,357 |
| - Fundraising costs | 4 | 19,600 | - | - | 19,600 | 15,493 |
| Charitable expenditure: | | | | | | |
| - Activities in furtherance of Charity's objects | 4 | 118,356 | 3,243 | 80,877 | 202,476 | 173,699 |
| Governance costs | 4 | <u>3,400</u> | <u>-</u> | <u>-</u> | <u>3,400</u> | <u>3,400</u> |
| Total resources expended | | <u>146,806</u> | <u>3,243</u> | <u>80,877</u> | <u>230,926</u> | <u>196,949</u> |
| Net income/(expenditure) before transfers, revaluations and investment asset disposals | | 20,333 | (3,243) | 13,850 | 30,940 | (5,697) |
| Gross transfers | | 1,866 | (5,206) | 3,340 | - | - |
| Realised gain/(loss) on investments | | <u>-</u> | <u>(5,402)</u> | <u>-</u> | <u>(5,402)</u> | <u>(15)</u> |
| Surplus /(Deficit) for the year | | 22,199 | (13,851) | 17,190 | 25,538 | (5,712) |
| Unrealised gain/(loss) on investments | 6 | <u>-</u> | <u>40,634</u> | <u>-</u> | <u>40,634</u> | <u>1,037</u> |
| Net movement in funds | | 22,199 | 26,783 | 17,190 | 66,172 | (4,675) |
| Total funds at 1 April 2014 | | <u>76,585</u> | <u>630,608</u> | <u>25,035</u> | <u>732,228</u> | <u>736,903</u> |
| Total funds at 31 March 2015 | 10 | <u><u>98,784</u></u> | <u><u>657,391</u></u> | <u><u>42,225</u></u> | <u><u>798,400</u></u> | <u><u>732,228</u></u> |

All activities relate to continuing operations.

There are no recognised gains and losses other than those included above.

Edinburgh Headway Group (EHG) has a designated fund of £630,608. For the last 32 years, EHG has operated from premises owned and managed by the NHS Lothian. We are in a pre-fab building which was originally built after 1945 for soldiers convalescing particularly from head injuries. NHS Lothian has informed EHG that it has established a need to provide new accommodation for its main hospital-based rehabilitation services. Hence, the building EHG is currently using will be sold and will no longer be available for use by the charity. To this end, the Directors have reviewed the financial requirements of EHG and concluded that the unrestricted funds required by the charity are as follows:

| | |
|------------------------------|----------|
| General Fund | £100,000 |
| Capital and Development Fund | £950,000 |

The Capital and Development Fund requirement has been estimated by the directors at £950,000 on the basis of a professional estimate, in 2010 to replace Headway House. In consequence we have been building our designated funds in preparation for our move in to suitable premises where we will be able to continue to provide our specialist support and rehabilitation services for people with a brain injury.

Plans for Future Periods

The challenge of generating sufficient income, to meet the costs of running our charity, continues. This, combined with the fact that our future in Headway House is time-limited, due to NHS Lothian's future redevelopment plans of the Astley Ainslie site, remains the largest concern for the Trustees.

However, the charity is committed to secure the future of Edinburgh Headway Group going forward and discussions continue with our NHS Lothian partners.

Our 5-year vision plan (2014 – 2019) will continue to assist us in delivering excellent care and excellent services for adults with an acquired brain injury and their families and carers.

In recognition of the above:

We will continue:

- To explore options for long-term financial sustainability
- To conduct a premises relocation feasibility study
- To promote our sector-specific expertise more widely with appropriate external organisations

The emphasis will be:

- On securing and identifying appropriate funding to continue our daily operations
- On resolving our relocation/premises challenge to provide facilities in line with our future planning needs.

We will ensure:

- That the needs of adults with an acquired brain injury and their families are at the forefront of everything that we do
- That we maintain strong relations with key funders and actively manage their requirements
- That we increase our Capital Development Fund to ensure we have the resources to provide for the eventual relocation of Headway House

Special Thanks to ...

... all our **members, families, friends and supporters** who organised and attended events, gave donations, raised awareness and in some cases ran marathons, or pedalled for Scotland to help us raise much needed funds. Your generosity is much appreciated:

Mr A Clark, Rev Armitage, Mr J Douglas Allan, Mr S McEwan, Mrs L Blair, Mr S Faichney, Mr P Bridges, Mrs M Miller, Mrs I M MacCulloch, The Estate of Mr D Douglas, Mr T Hughes and Family, Mr H Frizell, Mrs A Campbell and Family, Miss K J Rodgers-Smith, Mrs M McElroy, Mrs T Quinn, Mrs A Lothian, Mr and Mrs D Herdsman, The Martin Family, Mrs R Rawlinson, Mr and Mrs Connor, Houseproud of Morningside, Mrs C Ekhart, Mr A Taylor, Mr B Ronan, Mr J Taylor, Mr S McLaughlin, Mr D Moffat, Mr and Mrs I Ogilvie, Miss D Board and Friends, George Heriot's School 6th Year Pupils, Ms C McCallum, Mr C Mooney, Mrs D Wallace, Mr S Murray, Ms E Jack and Friends, Miss S Graham, Ms J English, Mrs M McCoach, The Martin Family, Mr A Skelton, Mr A J Spencer Kennedy, Mr and Mrs Aitken, Miss A Watson, Miss J Watson, Mr L Reid, Miss H Dewar, Ms A Bruce,

We also wish to recognise the following **trusts and organisations** for their extremely generous contributions and support for our services:

HBJ Gateley, Cruden Foundation Limited, Saints & Sinners Club, The Robertson Trust, The Gordon Fraser Chairtable Trust, The Rotary Club of Braids, State Street Foundation, Gamma Trust, Provincial Grand Lodge of Edinburgh, Voluntary Action Fund, Mrs Christine D Bridgden's Charitable Trust, Duchess of Sutherland, Corstorphine Old Parish Guild, W O Street Charitable Foundation, Edinburgh Students' Charities Appeal, Carlops Church, Scottish Widows, Nancy Roberts Charitable Trust, Miss Agnes H Hunter's Trust, Blackhall Bowling Club, Bank of Scotland Matched Giving Scheme, Casa Stella Trust, Moffat Charitable Trust, John Wilson Robert Christie Bequest Fund, The Hospital Saturday Fund, , The Sir Jules Thorn Charitable Trust, The Bridging Fund, The Blythe Family Trust, The Mickel Fund, Scottish Power Employee Match Fund, The Reuben Foundation, James Sim Trust, Nancie Massey Charitable Trust, Bank of Scotland Community Fund, Young People of London Road Church, Bank of Scotland Foundation, Charity Stewards UK Trust, Digby Brown Solicitors, The Albert Hunt Trust, One City Trust, Nigel Bruce Charitable Trust, The Honourable Company of Edinburgh Golfers, Scotrail Foundation Community Grants Programme, The Robin Charitable Trust,

We would also like to extend our appreciation to **NHS Lothian** and the **City of Edinburgh Council** who have supported EHG throughout the year by providing much needed funding towards our rehabilitative services and befriending project.

Finally thank you to Winning Leishman, Hartman Figures Ltd T/A Charity Figures, Scott Moncrieff and Whitelaw Wells for their fundraising, accounting, payroll and auditing services throughout 2014/2015.

Staff serving in 2014/15:

| | | |
|-------------------|-----------------------------|------------------|
| Michelle Keenan | Chief Executive | (35 hrs p/w) |
| Lynne Atkinson | Support Services Manager | (22 hrs p/w) |
| Rebecca Rowlinson | Activities Co-ordinator | (26 hrs p/w) |
| Leigh Thornton | Activities Assistant | (20 hrs p/w) |
| Emma Harrison | Intern Activities Assistant | (20 hrs p/w) |
| Mark Waugh | Gym Supervisor | (16 hrs p/w) |
| Avril Duff | Office Administrator | (28 hrs p/w) |
| Kim Taylor | Befriending Manager | (35 hrs p/w) |
| Vic MacRae | Befriending Administrator | (17.5 hrs p/w) |
| Mary Mullen | Advocacy Worker | (by appointment) |
| Jill Scott | Finance Officer | (3.5 hrs p/w) |

Volunteers serving in 2014/15 – We couldn't have done it without you!

Barry McKeown, Megan Hood, Ryan Kiddie, Caroline Spratt, Andrew Niven, Cathryn Orr, Anna Lawler, Claire Jeffcoat, Kate O' Leary, Rosie Mears, Cathy Bois, Siobhan Gilliland, Joanne Adams, Lisa Connelly, Agne Vaiciulaityte, Lydia Cartwright, Eleonora Scalise, Kit Murray, Lauren Harris, Sophie Harker, Antoine Breen, Mike Baillie, Edith Tita, Kirsty McMillan, Nicole Emslie, Brian Gordon, Thomas Hopkins, Jenna Whitson, Claire Reynolds, David Neal, Hollie Irving, Kirsteen Powell, Elodie Rossignol, Claire O'Brien, Rawnie Dewhurst, Sylvia Harkness, Sarah Moreland, Sarah Chedburn, Nicky Foster, Alan Hill, Rachel Anderson, Nicola Miller, Mehvish Ahmed, Stephanie Alexander, Lizzy Lester, Raluca Rosculet, Leanne Cusack, Shannon Connelly, Kirsten Richardson, Catherine Fyfe, Pepe Verdu Hermoso, Lauren Delahunty, Stamy Stamelou, Vanessa Anderson, Shaun Sweeney, Louise Cox, Viviana Longo, Kit Murray, Daisy Board, Sara Arreaza, Lorna Ramage, Malcom Fraser, Annika Kaufmann, Lindsay Taylor, Ronnie Pollock, Neil McCarroll, Shaunagh Hendry, Clare Bellward, Stuart Johnstone, Erin Kelly, Samantha Green, Morven Law, Kali Hais.