

Headway Surrey Head Injuries Association Limited

Registered Charity No. 1046863

Company Limited by Guarantee No. 2991672

EXECUTIVE STRATEGY

2019-2020 (Three-year timeline to 2022)

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A picture of Headway Surrey

To aid and support individuals and their families / carers in their journey through acquired brain injury to improve their quality of life in Surrey.

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The current Headway Surrey Team consists of:

Board of Trustees:

- Keith Churchouse, Chair
- Helen Goatley, Deputy Chair
- Fred Fulcher, Treasurer, Trustee
- Steve Casson, Trustee
- Jonathan Olaofe, Trustee
- David Bedford, Trustee
- Dr Beccy Bowden, Trustee
- Claire Fargeot, Trustee

Staff:

- **Sonja Freebody, Chief Executive**
- Maggee Fulleylove, Finance & Admin Manager
- Chloe Bunce, Services Coordinator
- Rowena Tyler, Rehabilitation Coordinator
- Jo Jones, Rehabilitation Coordinator
- Sue Freestone, Rehabilitation Coordinator
- Robyn White, Rehabilitation Assistant p/t
- Claire Livingston, Volunteer Coordinator p/t

Key Objectives for 2019/2020

This strategy is based on our knowledge of both national and local developments currently impacting Headway Surrey. With senior management changes complete, the Board of Trustees and CEO, Sonja Freebody, can now plan forward with a strategy and a new management which will continue to evolve over the forthcoming period as, initially, a three-year plan to 2021.

Our scope

As with any charitable organisation, there are boundaries to what we can and can't achieve. Appendix 2, The Headway Surrey Definition of Rehabilitation considers What we achieve and what we don't offer further.

Our priorities

We plan to review this document annually as a minimum. For reference, our trading year end is 31 March. Our major priorities for the year 2019/2020 are:

- To monitor, develop and assess service requirements appropriate to client needs to improve outcomes and services across Surrey.
- Review, assess and introduce management KPIs on visits/attendances at centre/new clients to maintain values for our clients from our resources.
- To continue to raise the profile of Headway Surrey and brain injury in and around Surrey to increase understanding of its causes and consequences. To increase service usage and additional funding.
- To continue our financial strategy and model that maximises the advantage of our finite assets and which positively responds to the current economic climate / new funding regimes as they emerge. We will seek to diversify our funding base and aim for extra value for money.
- To focus on fundraising to provide funding to support the services and projects we offer to our users, with the aim of raising £60,000 p.a. surplus by 2020/2021.
- To identify suitable key partners to form strategic alliances for developing services to address complex needs, including learning disability, stroke and brain tumours.
- To continue our client journey of the use of IT and technology to help users to cope and where possible embrace the 'digital-by-default' world.
- To continue to develop a staff and volunteer recruitment and training strategy appropriate to the changing needs of the organisation and growth areas.
- To maintain robust cost controls to extinguish deficits and rebuild reserves to maintain our continued longevity.

Short to Medium Term Objectives to 2022

- To ensure Headway Surrey is client focused, enhancing services that are cost effective and reviewing/amending and evolving those that are not.
- To identify and create business and fundraising opportunities, reacting as appropriate.
- To promote and develop effective joint working/partnerships with appropriate statutory and voluntary agencies and the national Headway UK.
- To sustain active involvement in the development and implementation of modern cognitive rehabilitation services across Surrey.
- To continue to be part of the Steering Committee and support a strong (SABIN) Surrey Acquired Brain Injury Network in Surrey and surrounding areas.

Financial Targets

The aim is to rebuild reserves by 2022, with continued surplus thereafter to build, develop and enhance our client services into the future.

Our financial goal in 2019 is to bring our past losses to nil this year (2018/2019), with a view to restoring our reserves.

Reserves Policy / Objectives

In the event of Headway Surrey having to end its services, we believe it would take 12 months to transit our reliant clients safely across to other services in Surrey. We have statutory and contractual obligations to fulfil. We feel it is prudent to maintain a 12 months reserves policy as a minimum to achieve this outcome and protect our clients.

At 31 March 2019, we have some reserves, with approximate running costs at currently £191,000 pa.

Headway Surrey's objective is to maintain and increase reserves to create development opportunities by 2021 across Surrey as a target, this to provide greater protection to our services users to enhance our programmes further, meet our statutory and contractual obligations and meet operating costs.

Key People to Headway Surrey

President: Michael More-Molyneux, Lord-Lieutenant of Surrey

Patrons: Andrew Wates OBE
Tony Doyle MBE, (ABI survivor)

Clinical Consultant: Simon Stapleton, Neurosurgeon St George's Hospital Tooting

Chair's Interim Report 2018/2019

The year 2018/2019 has been the first full financial year since our new CEO, Sonja Freebody, has been in post. Sonja joined Headway Surrey in October 2017 and has made a real and positive impact on our Charity during the course of the year. I would like to thank her for her energy, wisdom and tenacity in working with the existing team to enhance the opportunities available to Headway Surrey since her start.

Headway Surrey was the recipients of the Queen's Award for Voluntary Service during 2017/2018. All involved were delighted to have received such an accolade as a testament to all of the work that our volunteers put into our organisation and this continues on. Our website, www.headwaysurrey.org is updated regularly with articles, information, features and alike to help our clients and enquirers.

We continue to strive to deliver, develop and evolve our client services to help those who suffer from acquired brain injuries, along with the families and friends that are also affected. Our services are continuing to evolve, streamlining in certain areas, enhancing other services, such as an extra service day (Wednesday) into our client programme, and looking for opportunities to deliver effective and cost-efficient services in other areas across Surrey. Appendix 2 in this Executive Strategy has been added to consider our aims and limits further.

As you would expect, the financial challenges that all charitable organisations face in the UK continued to be a burden, and Sonja's continued fund-raising activities and initiatives have made a significant impact on our financial position, and ahead of the planned targets noted on page 4.

Headway Surrey would simply not exist without our generous volunteers and supporters, in all of their varying capacities, both past and present, for all of the support that has been and is provided to Headway Surrey. In addition, Headway UK have been hugely supportive of Sonja and the team over the year and our thanks goes to them.

We look forward to a positive and continually evolving year ahead at Headway Surrey and the team at Headway House, in this my final year as Chair of our wonderful charity.

As you may anticipate, we have started the hand-over process to our new Chair, Dr Beccy Bowden in preparation for our next AGM in October 2019.

Appendix 1

Overview of Headway Surrey Head Injuries Association

Headway Surrey is a registered charity and a company limited by guarantee. It is affiliated to Headway UK, the national brain injury association. It was established in 1985 as a self-help group by carers and professionals with an interest in the field of head injury. The organisation is based in a modern, custom-built, resource centre in Guildford - New Headway House. Headway Surrey currently employs 7 members of staff (F/T equivalent 6) and is supported by a team of 20 to 30 volunteers, including our Trustees.

We were honoured to receive The Queen's Award for Voluntary Service in 2017.

Our work is based on cognitive rehabilitation but encompasses a comprehensive spread of subjects affecting brain injury survivors, their families and carers. **Our current main services are:**

Resource Centre - Individuals are offered cognitive strategies and exercises in order to maximise their independent living skills. Areas covered include memory, executive skills and life skills, and computer and information processing sessions. Clients are also supported on a wide range of social welfare issues - including housing, employment and personal resource management in areas such as personalisation budgets, housing and disability benefits.

Community Support - As well as focussing on cognitive rehabilitation, we promote greater community and social integration for individuals affected by brain injury either in their own homes, or other chosen environment. The individual is supported to access adult education, employment and volunteering and also with issues such as travel training, life and social skills and emotional support.

The Drop In - An informal session set up to help alleviate social isolation and to visit the centre with a view to attending sessions. The Drop In is held at Headway House on the first Friday of every month between the hours of 10.30am – 1.30pm.

Telephone Helpline and Web Site - Provide information and support to a wide range of individuals and organisations.

The Befriending Project - This tackles problems of social isolation by matching volunteers with individuals affected by brain injury. Headway Surrey provides support in pursuing social activities such as simply enjoying a coffee, watching a football match, going for a walk or visiting the cinema or theatre.

Carers' Support Services – A monthly support lunch for those who care for someone affected by brain injury. This is an opportunity to share experiences and a staff member is available to answer questions and provide information on carers' rights.

An Information and Promotional Service - aimed at promoting Headway Surrey's services as well as being a voice for those affected by long-term neurological conditions. We continue to work in partnership with Surrey County Council Social Services Adult and Community Care Teams, NHS organisations and a wide range of voluntary sector and private organisations across Surrey and the surrounding areas.

Appendix 2

Headway Surrey Rehabilitation Services / Scope

What we aim to achieve
Main Services
Cognitive rehabilitation, for adults +18 years, with acquired brain injury (ABI) in Surrey
Provide a safe space and supportive environment for persons with ABI and families to gain support, stimulation, socialise and break isolation
Individual worksheets, 'process training' which focuses on areas of cognition – to support clients to gain insight and stimulation of their neural pathways.
Introduce compensatory strategies to those with ABI. Eg. diaries, notetaking skills, apps and other external memory aids.
Workshops and education on their injuries and areas of cognition to help those with an ABI to gain insight into their impairments.
To provide monthly Drop In Sessions for support and socialisation, providing peer support opportunities
Promote the provision of appropriate co-ordinated services for those with ABI
Support with understanding and following up correspondence. E.g. benefits forms, medical appointments, making phone calls.
Assist people with ABI to return to independent living, support and volunteering
Sign post to other organisations and services
Admin support in acquiring a Brain Injury ID Card
Befriending Scheme opportunities to break isolation and build confidence
To offer an Ipad loan scheme and training (includes mobile phone)
Summer outing, Christmas lunch and Summer BBQ
Staff available to attend multi-disciplinary team meetings (MDT) if appropriate, to ensure the needs of the client are being met including safeguarding
Family and Carers / Friends and Employers
<ul style="list-style-type: none"> • Education on ABI eg 1:1, small groups. • Monthly family/carers peer support lunches • Summer & winter Family/Carers social events • A secondary benefit of respite time for carers to recharge their batteries. (e.g. whilst client with ABI is at the centre)
Other
<ul style="list-style-type: none"> • Increase public awareness and understanding of head injury. Eg. talks • Opportunities for work experience / placements, for those wishing to pursue a career in brain injury
We do not
Offer services outside of the Surrey Border
Personal care
Physical rehabilitation, physical exercises or physical needs support
Medical care, medical diagnosis or medication facilities or formal cognitive assessments
Personal Assistant services e.g. shopping
Financial advice or financial support
Transport services
Recommendations to solicitors
Support those born with BI or those with degenerative BI
Accommodation, residential care, holidays or overnight respite breaks